



**muswellbrook
shire council**

**ORDINARY COUNCIL MEETING
ATTACHMENTS**

26 OCTOBER 2021

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Planning,
Industry &
Environment

IRF21/3951

Ms Fiona Plesman
Muswellbrook Shire Council
PO Box 122
MUSWELLBROOK NSW 2333

Dear Ms Plesman

I am writing regarding Council's planning proposal to rezone the proposed corridor for the Muswellbrook bypass as SP2 Classified Road and to rezone land formerly identified as in the corridor to match the zones of adjoining land.

The Department of Planning, Industry and Environment is committed to reducing the time taken to complete local environmental plan amendments and periodically reviews the progress of planning proposals to determine whether they continue to have merit to proceed.

Following a recent review, the Muswellbrook bypass planning proposal has been identified as long standing and needing to be concluded. It is understood the planning proposal was exhibited in November 2018 and no further progress has since been made.

I acknowledge Transport for NSW may soon release the final bypass alignment. However, the Department is not prepared to support the planning proposal continuing beyond 31 December 2021 as this would represent three years since public exhibition.

Council is requested to indicate whether it will withdraw the planning proposal before 31 December 2021. If Council does not intend to do this, then the Department will take action under section 3.32(2)(d) of the *Environmental Planning and Assessment Act 1979* to alter the Gateway determination to do not proceed.

If Council still intends to revise the planning controls in response to the final bypass alignment then a new planning proposal may be submitted in the future.

Please indicate how Council intends to proceed by 22 November 2021.

If you have any more questions, please contact Mr Ben Holmes, Senior Planning Officer, Central Coast and Hunter. Mr Holmes can be contacted on 4904 2709.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Monica Gibson'.

8/10/2021
Monica Gibson
Executive Director
Local and Regional Planning





OLYMPIC PARK GRANDSTAND AND AMENITIES DESIGN
OPTION 3 – PUBLIC EXHIBITION
MUSWELLBROOK SHIRE COUNCIL

The New South Wales Rugby League (NSWRL), is fully supportive of Muswellbrook Councils plans for the two staged development for the upgrade of the Grandstand and amenities at Olympic Park in Muswellbrook. The proposed development will provide a state-of-the-art Regional facility in the Muswellbrook area, that will enable Olympic Park to attract major rugby league events, providing economic and tourism stimulus for the district.

In the 'NSWRL – Junior League Participant Research' paper conducted by GEMBA in 2016, *Quality of playing venues and facilities* was identified as one of the seven elements that have the greatest impact in driving overall satisfaction in rugby league participants. Importantly, 80% of parents listed the *Quality of playing venues and facilities* as a key component to the game day experience. Therefore, the NSWRL recognises the importance of quality facilities and the tremendous work of Governments at all levels to deliver these standards.

The National Rugby Leagues (NRL) Preferred Facilities guidelines categorises venues in a Facility Hierarchy, with classification as either a State, Regional or Local Facility. The Option 3 design presented by Muswellbrook Council aligns with the desired specifications of a Regional Facility in the guidelines and in some components, meets the specifications of a State Facility.

The Option 3 design meets (or closely meets) the below specifications of the Preferred Facility Guidelines:

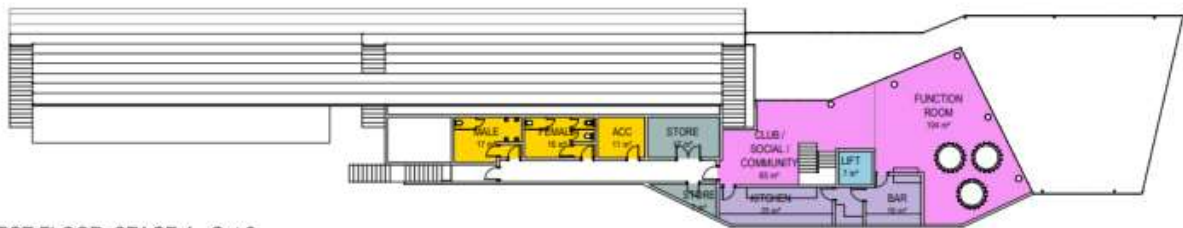
- Changerooms - State Facilities recommends 4 x 45ms changerrooms
- Regional Facilities recommend 2 x 45ms changerrooms
- Showers - Regional Facilities should incorporate a minimum of four showers with a preferred size of 15ms. Showers should be cubical showers with lockable doors
- Medical/Doctors - Desired in a Regional Facility and 10ms in size
- Administration - An area of 15ms is recommended in a Regional Facility Area
- Strength & Conditioning - An area of 40ms is desired in a Regional Facility
- Massage/Strapping - Is a desired requirement in a Regional Facility, with a preferred size of 10ms
- Social/Community - Is recommended to be 120ms in a Regional Facility and when you incorporate the planned function room space, this more than meets requirements

In reviewing the design Option 3 that was endorsed by Muswellbrook Council on Tuesday 31st August, the NSWRL would offer the following points of consideration for the final design (*but ultimately any changes should be agreed between the Council and the rugby league clubs who utilise the facility*):

- 1) The access to the dressing rooms, referees rooms and time keepers room that is adjacent to the dry servery has the potential to create a congested space for pedestrians, particularly during large events. Internal access to the dry servery is also contained within this space. To alleviate this issue and better manage accessibility and crowd control, could the servery window that is adjacent to the tunnel be potentially moved to the side of the dry servery near the stairs (like the design of the canteen/kiosk). Or potentially moving the internal access door of the dry servery, to help alleviate some of the traffic flow in this space.
- 2) In addition to the above, consideration could be given to a retractable barrier option to create an unobstructed tunnel when required during a game day.
- 3) The timekeepers box needs to have a clear view of the playing field. With the potential for people to congregate on the concourse area the views may be obstructed, however the drawings indicate steps in the timekeepers room, which may alleviate this problem, if the room is suitably elevated.
- 4) Regarding the First Aid Room, is there the potential to have access from the front of the building? If a stretcher or ambulance gurney is required in the space this might not be possible with the current design eg. limitation on ability to turn into the current door via the tunnelled walkway.
- 5) The NRL Preferred Facilities Guidelines outlines that the preferred required for a referees room includes a cubicle shower with lockable door, cubicle toilet, washbasin and bench space. This might not be achievable given the dimensions and configuration of the space.

The Olympic Park Grandstand and Amenities upgrade will provide a first-class facility that will make the venue a more viable option for major events, regional trials, regional representative training hubs and representative fixtures.

The NSWRL would welcome the opportunity to work with Muswellbrook Shire Council in any way possible to help deliver this important project.



FIRST FLOOR STAGE 4 - Opt 3



GROUND FLOOR STAGE 4 - Opt 3



13th September 2021

Attention: Muswellbrook Shire Council

Muswellbrook Shire Council Administration Centre
Campbell's Corner 60-82 Bridge St,

Muswellbrook NSW 2333

RE: State Sporting Organisation Support for Olympic Park Precinct Upgrade

I am writing on behalf of the New South Wales Touch Football Association as the State Sporting Organisation for Touch Football, in support of the Olympic Park Grandstand And Amenities Design Option 3 on Public Exhibition online as per <https://www.muswellbrook.nsw.gov.au/2015-05-29-01-29-46/3705-olympic-park-grandstand-and-amenities-design-option-3-on-public-exhibition>.

Muswellbrook Touch Association is an affiliated member of New South Wales Touch Association and boasts a growing membership based on the community of Muswellbrook LGA and its surroundings.

The current membership figures are 40 Junior Teams which reflects the participation of approximately 520 youth aged from 6 to 18 as well as 28 Senior teams which totals approx. 360 players.

NSWTA primary school gala days at Olympic Park participation numbers are usually 25 teams over 6 divisions ranging from junior boys, junior girls, junior mixed, senior boys, senior girls, senior mixed with approximately 175 players participating.

NSWTA supports the Option 3, as this would allow increased opportunities for Muswellbrook Touch Association to grow participation in the sport of Touch Football and add a more professional look to their competition. NSWTA would use the facilities for our primary school gala days and strongly consider it for our larger school events. Our primary school gala days are a free to play event giving students the opportunity to learn and play touch football. .

We look forward to the continued growth of Muswellbrook TA
Regards,

Rob Pidgeon

A handwritten signature in black ink, appearing to read 'RPidgeon'.

State Participation Manager

Regards,

Deacon Cameron

A handwritten signature in black ink, appearing to be a stylized 'DC'.

Game Development Officer

NSW Touch Football
Canterbury Velodrome, Bayview Avenue Earlwood NSW 2206 | PO Box 27 Bardwell Park NSW 2207
P +61 2 9558 9333 | F +61 2 9558 8799 | W nswtouch.com.au | E nswtouch@nswtouch.com.au | ABN 22 502 830 336





LEVEL OF SERVICE PERFORMANCE INDICATORS - WATER SERVICES

Period: 1 July - 30 September 2021

Indicator	Description	Report Period	Year to Date	Performance Target
Availability of Supply	Reported Events Outside Standard			
Muswellbrook & Denman	Minimum Pressure kPa (when conveying 0.15 L/s/tenement)			200 kPa
	Maximum Static Pressure			850 kPa
Water Restrictions (2014 Drought Management Plan)				
Muswellbrook	Level 1 - Mandatory from 7 April 2021	1	1	Restrictions result in no more than 20% reduction in consumption, are not required for more than 10% of the time and that the average frequency of restrictions is less than 5 in every 100 years (the level of service)
Denman		1	1	
Sandy Hollow	Level 1 - Mandatory from 7 April 2021	1	1	
Peak Daily Demand (litres/assessment including commercial)				(= peak day consumption/no assessments)
Muswellbrook		1094.82		3000 litres/assessment
Denman		1791.91		3000 litres/assessment
Sandy Hollow		2343.75		3000 litres/assessment
Planned Interruptions to Supply (5 days notice to domestic, commercial & industrial customers)	Number of Interruptions	11.0	11.0	<1/1000 customers/year
	Average time to repair	2.4	2.4	Hours
	Average length of Interruptions	Not Available	Not Available	< 2 hours
	Maximum length of repair	8.0	8.0	< 4 hours
<i>Average length of interruption is not supplied as current systems do not allow accurate recording</i>				
Unplanned Interruptions to Supply (due to main replacement - excluding service lines)	Number of Interruptions	4	4.0	Mbk - 4.
	Average time to repair	8.0	8.0	Hours
	Average length of Interruptions	Not Available	Not Available	< 4 hours
	Number of Residences affected	57	57.0	1/connection/year
Water Quality - Reticulation				
		<i>Averages</i>		<i>As per ADWG Guidelines 2011 (for the reticulation)</i>
Muswellbrook	Turbidity	0.18	0.18	5 NTU
	pH	7.74	7.74	6.5 - 8.5
	Total Hardness	105	105	<200 mg/L
	E-Coli	100%	100%	100% Compliance
	Free Available Chlorine	1.95	1.95	0.2 - 5.0mg/l
Denman	Turbidity	0.12	0.12	5 NTU
	pH	8.28	8.28	6.5 - 8.5
	Total Hardness	224	224	<200 mg/L
	E-Coli	100%	100%	100% Compliance
	Free Available Chlorine	1.02	1.02	0.2 - 5.0mg/l
Sandy Hollow	Turbidity	0.24	0.24	5 NTU
	pH	7.93	7.93	6.5 - 8.5
	Total Hardness	536	536	<200 mg/L
	E-Coli	100%	100%	100% Compliance
	Free Available Chlorine	1.54	1.54	0.2 - 5.0mg/l
Service Requests				Leaks 80/year
Muswellbrook	Main Break	10	10	
	Fitting Repair	9	9	
	Service Repair	33	33	
	Service Replacement	0	0	
	Meter replacement	32	32	
Denman	Main Break	0	0	
	Fitting Repair	3	3	
	Service Repair	1	1	
	Service Replacement	0	0	
<i>Meter replacements do not include those replaced during the bill read process</i>				
	Meter replacement	2	2	
Sandy Hollow	Main Break	0	0	
	Fitting Repair	0	0	
	Service Repair	0	0	
	Service Replacement	0	0	
<i>Meter replacements do not include those replaced during the bill read process</i>				
	Meter replacement	0	3	
Total Service Requests		90	93	
Supply Failure Response Times (unplanned)				
Muswellbrook, Denman & Sandy Hollow	Number where response time <1 hour	0%	0%	>95%
(expressed as percentage)	Number where completion time >4 hours	0%	0%	>95%
General Complaints - GC (Management)				
Water Quality (Dirty water, taste & odour)				
Muswellbrook		10	10	<1/1000 customers per year
Denman		0	0	
Sandy Hollow		0	0	
Pressure (not related to a main break)				
Muswellbrook		7	7	<10
Denman		0	1	<2
Sandy Hollow		0	0	<2
Other		115	115	Includes: Fire Flow and Pressure Tests Rehabilitation Works Special Meter reads
Service Provided				
Time to provide an individual connection to water supply in serviced area (90% of time)	New Services	7	7	Number
		0%	0%	Percentage installed within 5 Working Days

■ This Report has been prepared using information available at the time of collation and may not include a complete data set for the report period.

■ Performance Targets are those identified in the current 2005/2006 Strategic Business Plan.

■ Report Period and Year to Date in some cases will be the same due to the commencement of new report year

LEVEL OF SERVICE PERFORMANCE INDICATORS - WASTEWATER SERVICES

Period: 1 July - 30 September 2021

Indicator	Description	Report Period	Year to Date	Performance Target	
Availability of Service					
Muswellbrook	Average Dry Weather Flow (ADWF)	2.28	2.28	3.6 Ml per day	
	Peak Wet Weather Flow (PWWF)	3.07	3.07	18.7 Ml per day	
	Rainfall	90.0	90.0	mm	
Denman	Average Dry Weather Flow (ADWF)	0.30	0.30	0.3 Ml per day	
	Rainfall	94.00	94.00	mm	
System Failures (causing overflow)					
Category 1	Failures due to rainfall and deficient design capacity				
Muswellbrook		0	0	2 per year	
Denman		0	0	1 per year	
Category 2	Failures due to pump or other breakdown				
Muswellbrook		0	0	1 per year	
Denman		0	0	1 per year	
Category 3	Failures due to blockages				
Muswellbrook	Roots Blocking Sewer	3	3	Muswellbrook - 100/year	
	Foreign Objects in Sewer	1	1		
	Broken/Blocked Sewer Pipe	4	4		
	Blocked Junction	0	3		
	Blocked Boundary	2	2		
	TOTAL	10	13		
	Denman	Roots Blocking Sewer	0	0	Denman - 20/year
		Foreign Objects in Sewer	0	0	
		Broken/Blocked Sewer Pipe	0	0	
		Blocked Junction	0	0	
Blocked Boundary		0	0		
TOTAL		0	0		
Response Times (unplanned - to system failures)					
Muswellbrook & Denman	Occasions where response time < 1hr (%)	0%	0%	> 95%	
	Occasions where completion time < 4 hrs (%)	0%	0%	> 95%	
General Complaints (Non Urgent)					
Muswellbrook	Odour complaints(Sewer Treatment Works) for period	0	0	1 per year	
	Odour complaints (other) for period	0	0	1 per year	
Denman	Odour complaints(Sewer Treatment Works) for period	0	0	1 per year	
	Odour complaints (other) for period	0	0	1 per year	
Effluent Quality		Report Period			
		Min	Max		
Muswellbrook Wastewater	BOD	<2	<2	<20 mg/l	
HVEC & Golf Course	SS	<2	<2	<30 mg/l	
Denman Wastewater	BOD	3	11	20 mg/l	
EPA point 3	SS	14	99	30 mg/l	
Muswellbrook Effluent Reuse (HVEC)	E-Coli	<10	<10	< 150/100mls (Contract)	
Muswellbrook Effluent Reuse (Golf Course)	E-Coli	<10	<10	< 150/100mls	
Denman Effluent Reuse (Golf Course)	E-Coli (Reuse Reservoir Outlet)	<10	<10		

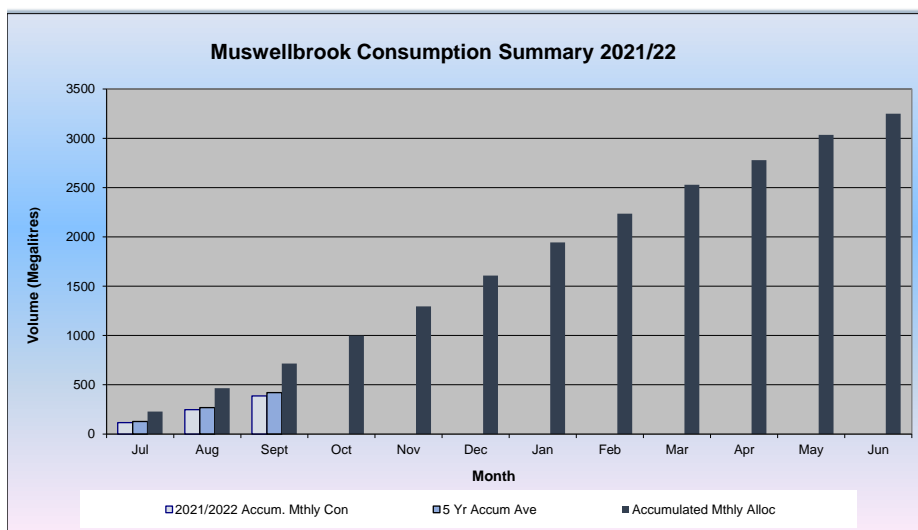
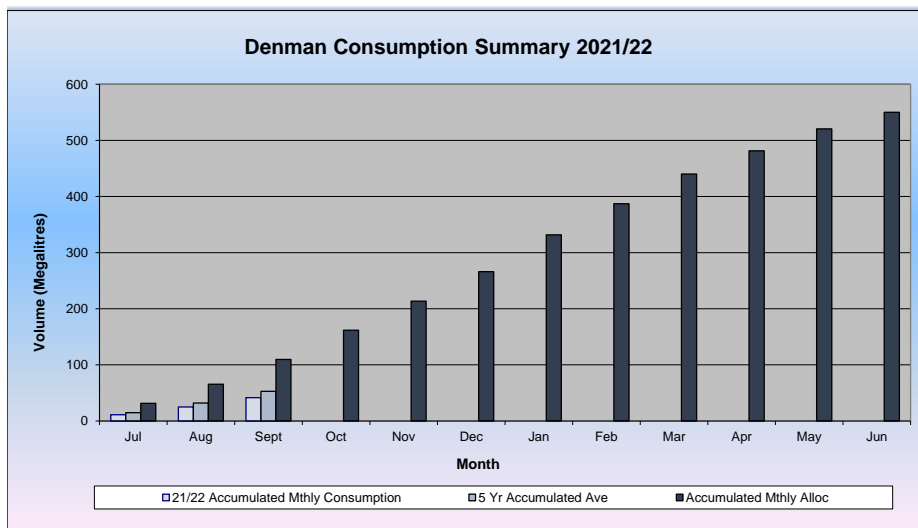
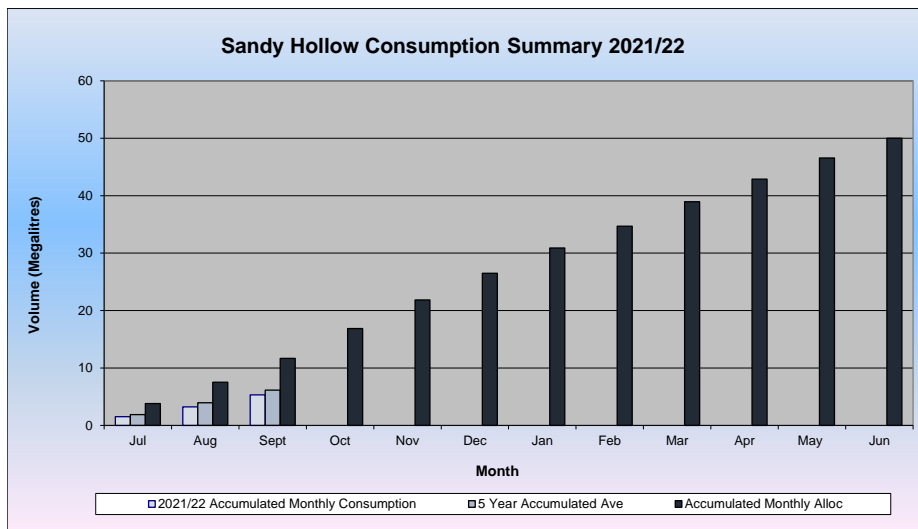
- This Report has been prepared using information available at the time of collation and may not include a complete data set for the report period.
- Performance Targets are those identified in the current 2005/2006 Strategic Business Plan.
- Report Period and Year to Date in some cases will be the same due to the commencement of new report year

POTABLE WATER AND WASTEWATER STATISTICS

Period: 1 July to 30 September 2021

WATER (it should be noted that water consumption data is treated water provided to the distribution system and does not include water losses from extraction and treatment processes. Extraction data is a licence requirement)					
	Report Period	5 Year Period Average	5 Year Peak for Period	5 Year Min. for Period	Description
Muswellbrook					
Consumption for Period	387.01	420.51			ML
Annual Consumption to Period End	387.01	420.51			ML
Maximum Daily Consumption	5.88		10.41		ML
Minimum Daily Consumption	1.39			1.39	ML
Average Daily Consumption	4.21	4.58			ML
Rainfall for Period	96.50	80.81			mm
Yearly Rainfall to Period End	101.00	80.81			mm
Denman					
Consumption for Period	41.64	52.99			ML
Annual Consumption to Period End	41.64	52.99			ML
Maximum Daily Consumption	1.24		2.00		ML
Minimum Daily Consumption	0.25			0.06	ML
Average Daily Consumption	0.45	0.58			ML
Sandy Hollow					
Consumption for Period	6.12	6.14			ML
Annual Consumption to Period End	6.12	6.14			ML
Maximum Daily Consumption	0.15		0.23		ML
Minimum Daily Consumption	0.027			0.002	ML
Average Daily Consumption	0.07	0.46			ML
Muswellbrook					
Raw Sewage (ML)	209.55	330.00	8.62	1.58	Inflows to Wastewater Treatment Plant (ML)
Potable Water to Sewer (%)	54.15	78.48			Potable water consumption to WWTP (%)
Denman					
Raw Sewage (ML)	27.28	47.61	2.05	0.18	Inflows to Wastewater Treatment Plant
Potable Water to Sewer (%)	65.51	89.85			Potable water consumption to WWTP (%)
TREATED EFFLUENT					
Muswellbrook					
Quantity Reused (ML)	205.16	211.68			ML
Percent Effluent Reused	98%	64.15			Total WWTP inflow for period reused (%)
Effluent discharged to the environment	0.00				ML
Denman					
Quantity Reused (ML)	18.02	26.46			ML
Percent of Effluent Reused	75%	55.59			Total WWTP inflow for period reused (%)
Effluent discharged to the environment	0.00				ML

Please Note: the percent of effluent reused at the 5 year average for Denman has been amended to a 3 year average. Prior to the 3 year time frame usage was based on supply from the maturation pond and not the re-use reservoir which is more appropriate. The 5 year average raw sewage inflow has also been amended to 3 years for comparison accuracy.





Planning,
Industry &
Environment

The General Manager

Muswellbrook Shire Council

PO Box 122, Muswellbrook 2333

Our ref: OUT21/11337

Friday, 20 August 2021

Attention: Water and Sewerage Manager,

Dear Irene,

Subject: Sandy Hollow Water Treatment Plant Periodic Inspection

The Sandy Hollow water treatment plant was inspected on 22/07/2021 by Graham Campbell of this department.

At the time of the inspection the plant was performing satisfactorily and was being well managed.

The newly installed ozone dosing equipment is operating satisfactorily.

Critical control point documentation was available on site and CCPs were adequately understood and monitored.

Two samples were collected throughout the treatment process and sent for laboratory analysis. The results showed the treatment process was being well managed and the quality of the water produced complied with the Australian Drinking Water Guidelines.

A copy of the analytical report is attached for your information.

If you would like any further information or to discuss the results of this inspection, please don't hesitate to contact Graham on 041 962 0990.

Yours sincerely,

Graham Campbell

A handwritten signature in blue ink, appearing to be 'Graham Campbell', enclosed in a thin blue rectangular border.

FOR: Glenn George

Regional Manager North
Water Utilities Branch



CERTIFICATE OF ANALYSIS

Work Order	: CA2104980	Page	: 1 of 3
Client	: NSW Department of Planning, Industry and Environment - DPIE Water	Laboratory	: ALS Water Resources Group
Contact	: Mr Graham Campbell	Contact	: Client Services
Address	: 10 Valentine Av Parramatta NSW NSW 2150	Address	: 16B Lithgow Street Fyshwick ACT Australia 2609
Telephone	: 0419 620 990	Telephone	: +61 2 6202 5404
Project	: Sandy Hollow	Date Samples Received	: 09-Aug-2021 09:00
Order number	:	Date Analysis Commenced	: 10-Aug-2021
C-O-C number	: ----	Issue Date	: 19-Aug-2021 09:28
Sampler	: Graham Campbell		
Site	: ----		
Quote number	: ----		
No. of samples received	: 4		
No. of samples analysed	: 4		



Accreditation No. 992
Accredited for compliance with
ISO/IEC 17025 - Testing

This report supersedes any previous report(s) with this reference. Results apply to the sample(s) as submitted, unless the sampling was conducted by ALS. This document shall not be reproduced, except in full.

This Certificate of Analysis contains the following information:

- General Comments
- Analytical Results

Additional information pertinent to this report will be found in the following separate attachments: Quality Control Report, QA/QC Compliance Assessment to assist with Quality Review and Sample Receipt Notification.

Signatories

This document has been electronically signed by the authorized signatories below. Electronic signing is carried out in compliance with procedures specified in 21 CFR Part 11.

Signatories	Position	Accreditation Category
Clare Kennedy	Analyst	Inorganics, Fyshwick, ACT
Geetha Ramasundara	Chemistry Teamleader	Inorganics, Fyshwick, ACT
Titus Vimalasiri	Metals Teamleader	Inorganics, Fyshwick, ACT

Page : 2 of 3
Work Order : CA2104980
Client : NSW Department of Planning, Industry and Environment - DPIE Water
Project : Sandy Hollow



General Comments

The analytical procedures used by ALS have been developed from established internationally recognised procedures such as those published by the USEPA, APHA, AS and NEPM. In house developed procedures are fully validated and are often at the client request.

Where moisture determination has been performed, results are reported on a dry weight basis.

Where a reported less than (<) result is higher than the LOR, this may be due to primary sample extract/digestate dilution and/or insufficient sample for analysis.

Where the LOR of a reported result differs from standard LOR, this may be due to high moisture content, insufficient sample (reduced weight employed) or matrix interference.

When sampling time information is not provided by the client, sampling dates are shown without a time component. In these instances, the time component has been assumed by the laboratory for processing purposes.

Where a result is required to meet compliance limits the associated uncertainty must be considered. Refer to the ALS Contact for details.

Key : CAS Number = CAS registry number from database maintained by Chemical Abstracts Services. The Chemical Abstracts Service is a division of the American Chemical Society.
LOR = Limit of reporting
^ = This result is computed from individual analyte detections at or above the level of reporting
ø = ALS is not NATA accredited for these tests.
~ = Indicates an estimated value.

- For samples collected by ALS WRG, sampling was carried out in accordance with Procedure EN67
- Result for pH in water tested in the laboratory may be indicative only as holding time is generally not achievable.

Page : 3 of 3
 Work Order : CA2104980
 Client : NSW Department of Planning, Industry and Environment - DPIE Water
 Project : Sandy Hollow



Analytical Results

Sub-Matrix: WATER
 (Matrix: WATER)

				Sample ID	Sandy Hollow - 1	Sandy Hollow - 2	Sandy Hollow - 3	Sandy Hollow - 4	
					Raw Water	Raw Water Acid	Final Water	Final Water Acid	
				Sampling date / time	22-Jul-2021 00:00	22-Jul-2021 00:00	22-Jul-2021 00:00	22-Jul-2021 00:00	
Compound	CAS Number	LOR	Unit		CA2104980-001	CA2104980-002	CA2104980-003	CA2104980-004	
					Result	Result	Result	Result	
EA005CA: pH									
pH	----	0.01	pH Unit		8.08	----	8.15	----	----
EA010CA: Conductivity									
Electrical Conductivity @ 25°C	----	2	µS/cm		1750	----	1780	----	----
EA040CA: Colour - Apparent									
Colour (Apparent)	----	1	PCU		25	----	3	----	----
EA045CA: Turbidity									
Turbidity	----	0.1	NTU		4.8	----	0.6	----	----
ED037CA: Alkalinity									
Hydroxide Alkalinity as CaCO ₃	DMO-210-001	0.1	mg/L		<0.1	----	<0.1	----	----
Carbonate Alkalinity as CaCO ₃	3812-32-6	0.1	mg/L		<0.1	----	<0.1	----	----
Bicarbonate Alkalinity as CaCO ₃	71-52-3	0.1	mg/L		469	----	475	----	----
Total Alkalinity as CaCO ₃	----	1	mg/L		469	----	475	----	----
ED009CA: Anions									
Chloride	16887-00-6	0.1	mg/L		342	----	352	----	----
EG005CA: Dissolved Metals by ICP-OES									
Calcium	7440-70-2	0.10	mg/L		67.4	----	66.6	----	----
Magnesium	7439-95-4	0.10	mg/L		104	----	98.9	----	----
EG005CA: Total Metals by ICP-OES									
Aluminium	7429-90-5	0.02	mg/L		----	0.03	----	0.03	----
Iron	7439-89-6	0.02	mg/L		----	1.16	----	0.07	----
EG020CA: Total Metals by ICP-MS									
Manganese	7439-96-5	0.5	µg/L		----	159	----	10.3	----
EA066CA: Calcium Hardness as CaCO₃									
∅ Calcium Hardness as CaCO ₃	----	1	mg/L		168	----	166	----	----
EA065CA: Total Hardness									
∅ Total Hardness as CaCO ₃	----	1	mg/L		595	----	574	----	----

End of Term Report 2016/21





Muswellbrook Shire Council respectfully acknowledges the Local Aboriginal People
who are the Traditional Owners and Custodians of the land



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The General Manager's Message

I wish to extend my congratulations to Councillors, staff and the broader community for the delivery of a range of new infrastructure, projects and programs to improve the amenity and liveability of the Shire during the 2016-2021 term of Council.

It has been an unusual five-year-term. The impact of COVID-19 resulted in the postponement of the 2020 Local Government election, announced by the Minister for Local Government in March 2020, thereby extending the tenure of the elected Council for an additional twelve months.

This Shire, like much of NSW, endured multiple challenges on top of the risks presented by COVID-19 including an extreme drought, which extended over much of the Council term, catastrophic bushfires, which saw many of our local firefighters deployed to support emergency situations faced by neighbouring communities and the broader state and, most recently, a horrific mouse plague.

However, Muswellbrook Shire has a resilient community and it has been reassuring to witness the recent greening of the landscape, the robustness of local industries, the recovery of agriculture and resoluteness of the mining industry.

Notable achievements for Council over the term include the:

- continued growth of the Muswellbrook Shire Future Fund
- formation of the Upper Hunter Economic Development Corporation
- progress of Olympic Park to a regionally significant sporting facility
- revitalisation of Denman with the completion of the main street upgrade, reconstruction of Denman Memorial Hall and upgrades to Denman Memorial Park
- commissioning of the fully operational Recycle Water Treatment Works
- progress of the Regional Entertainment and Conference Centre development application
- commencement of construction of a new animal shelter
- major upgrade of Muswellbrook Aquatic and Fitness Centre

In addition, Council took full advantage of the opportunity presented by the recent by-election for the seat of Upper Hunter to advocate for the full-funding and approval of the Muswellbrook By-Pass and Stage III of the Muswellbrook Hospital re-development.

Council will continue to show leadership in the community and on the issues nominated as major challenges in the Shire including economic diversification, job creation, the future of the mining industry, improved air quality and last, but certainly not least, making our Shire an attractive and healthy place to live.

Fiona Plesman,
General Manager, Muswellbrook Shire Council

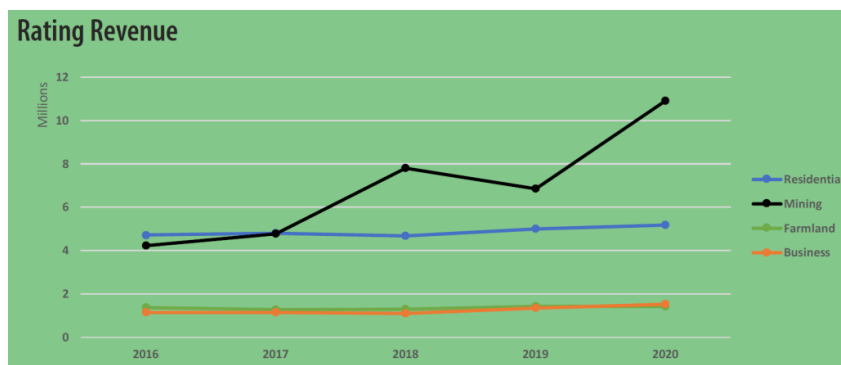
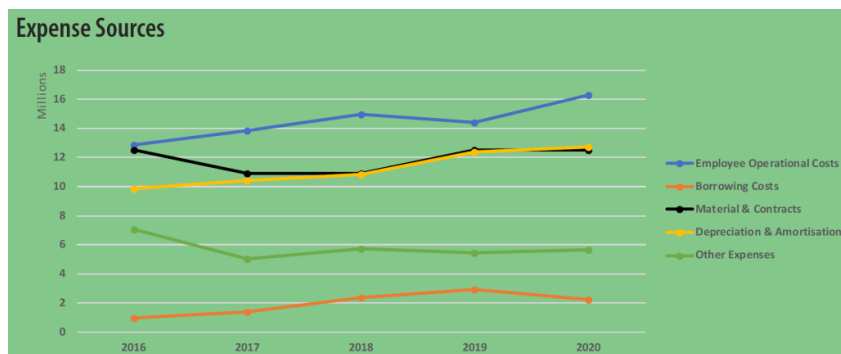
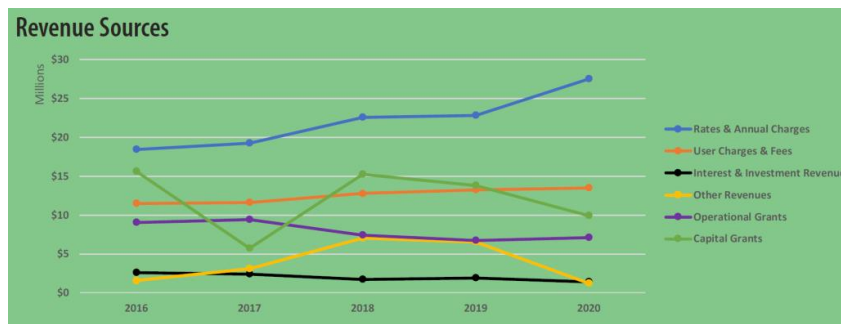


Councillor's Term Overview

Muswellbrook Shire Council has twelve Councillors elected by the community. The Chair of Council (the Mayor of Muswellbrook) and the Deputy Chair are elected by councillors every two years.

Our Councillors come from Denman, Muswellbrook, Sandy Hollow and McCully's Gap and boast a diverse range of professions, backgrounds, skills and experience which formed an energetic and ambitious Council who have delivered significant outcomes for the community over the term.

Determined via a comprehensive and continual program of consultation with Shire communities and stakeholders, the strategic goals for Council's 2016-2021 term had a strong focus on the delivery of economic prosperity, social equity and inclusion, environmental sustainability, cultural vitality, community infrastructure and community leadership.





2016-2021 Term Achievements

01: Economic Prosperity

Muswellbrook Shire Future Fund

Council's Future Fund was established to ensure that some of the vast benefits of the thermal coal mining and thermal coal power generation industries flow to future generations. In the shorter term, the Fund sponsors projects and initiatives that create jobs and improve education and training outcomes in the local community. The Fund is a key component of Council's strategic planning to meet the challenges of industrial transition that lie ahead.

Bio-Valley Study

In 2019 Council commissioned a report into the feasibility of establishing biological fuel industries in the Upper Hunter. The Bio-Valley Study was presented to Council and other contributors, including the Department of Premier and Cabinet and Singleton Shire Council, in early 2020. The findings of the study support the development of bio- fuels in the Hunter Valley.

Upper Hunter Visitors Guide and region-wide tourism strategy

In collaboration with Upper Hunter Shire Council and Upper Hunter Country Tourism Association, Council delivered an integrated, region-wide tourism strategy and new Upper Hunter Visitors Guide, with revised destination maps and branded promotional videos, for broadcast on Council and National Parks and Wildlife websites.

Muswellbrook Marketplace

In line with the Future Fund Strategy of purchasing income generating assets, the Future Fund purchased the Muswellbrook Marketplace in 2017. Council's acquisition of the shopping centre unlocks a wide range of opportunities to improve connectivity between the Marketplace and Bridge Street, which has been a long-standing community priority articulated in the Town Centre Masterplan.

Pumped Hydro Storage Site

In 2017, Council identified a significant Pumped Hydro Energy Storage (PHES) opportunity within the Muswellbrook local government area. In 2019 Council and AGL signed a deed nominating AGL as the preferred company to develop the proposed \$300 million, 250 megawatt facility with the potential to power every home in the Hunter for up to eight hours. The facility forms part of AGL's renewable energy and storage mix as it prepares to close Liddell coal-fired power station in 2022.

Gallery Café

In October 2020 Council opened the new Gallery Café at the Muswellbrook Regional Arts Centre. Offering café style food and coffee in a relaxed environment, the Café is the perfect stop before or after visiting the arts centre – or anytime.



02: Social Equity and Inclusion

Community Garden at the Sustainability Hub

A key initiative of Council's Sustainable Futures Program is The Sustainability Hub. Council's Sustainability Unit manages the Hub while relying on community support and participation. Located on Wilkinson Ave, the Hub is a hive of activity where the Muswellbrook Penguin Garden Club, auspiced by Council, meets monthly to tend the 15 garden beds they have established with the support of grants and other donations. In partnership with Red Door Kitchen and Warrior Disability Services they collect food scraps for composting while the food grown in the garden is donated back to Red Door Kitchen. Additionally, EGA local disability services group manages the worm farm on behalf of the Garden Club.

Flower Power creative play at Simpson Park

In alliance with Ability Links NSW, singer-songwriter Baihe Butcher and four local primary schools, Council established the Flower Power creative play link at Simpson Park in 2019. The goal was to link the existing Liberty Swing through creative play to the main playground area. Designed to be inclusive of those with vision impairment or who do not read, each school recorded a tune, which plays after a button is pressed on four flowers lining the Liberty Swing area.

Borrowbox eBook and eAudio Book library

Upper Hunter Library Network introduced free access to Borrowbox eBook and eAudio Book library in 2019. Borrowbox includes content for children, teens, adults and is also great for people with vision impairment or low vision, as eAudio titles can be downloaded and played using audio readers. Available titles encompass a broad range of interest areas and Borrowbox makes library books more accessible to people who may not be able to visit the library during regular opening hours.

COVID-19 – Club's Meals Program

Council collaborated with Muswellbrook and District Workers Club, Muswellbrook RSL, Muswellbrook RSL Golf Club and Hunter Volunteer Centre in April 2020 to provide a subsidised home delivery meals service for members of the community severely affected by the Covid-19 Pandemic. An estimated 600 meals were provided directly from the Muswellbrook and District Workers Club kitchen to the homes of residents in enforced isolation across Muswellbrook.

Hunter Park furniture and equipment

Hunter Park opened in 2018 with new accessible park furniture and equipment, selected by the community from a choice of three designs. An entire new playground was created, where none existed before, with equipment that caters to all ages.

Interactive audio signage at Karoola Park

Council installed Sound Smart Natives interactive signage at Karoola Park in 2019, delivered in partnership with Ability Links, local schools, Girl Guides and the Wanaruah Aboriginal Land Council. *Sound Smart Natives* is an audio visual sign providing information on the plants in the native garden, including traditional uses and identifying features, whereby a recording of the details plays when a button is pressed providing the information verbally. The sign is designed to be inclusive of those with vision impairment or who do not read.



HunterWise Outreach Program at Muswellbrook High School

HunterWise Outreach Program at Muswellbrook High School is a targeted school's program for girls focused on the development of technical skills applied to science, technology, engineering and mathematics. Featuring mentoring support from the HunterWise network, the Outreach program was delivered to girls at Muswellbrook High School in partnership with Muswellbrook Shire Council, University of Newcastle, Glencore and Hunter Water.

COVID-19 Click and Collect Program at the Library

First commenced by the library during the initial phase of COVID-19 in 2020 to allow customers a way in which to continue loans from the library where the duration of visits was minimised, Council's Click and Collect service continues to enable customers to make selections from the online catalogue and receive an SMS when the item/s are ready for collection. This service facilitated more than 2,000 loans during 2020/21.

Children's engagement at the Library

The library has continued to provide innovative children's programming over the Council term including author visits, simultaneous face-to-face story time and rhyme time sessions. In response to the challenges presented by COVID-19, the library initially utilised its social media platform to present online story time sessions and author talks with much up-skilling required by library staff to learn filming and editing techniques as well as gaining necessary permissions to use content online. The library has coordinated a gradual return to limited face-to-face programming with library staff responding to updated COVID-19 Public Health Orders and adapting procedures as required.

Wollombi Park Concept Plan

Council endorsed the Wollombi Park Concept Plan in 2021. The Plan was developed with families and teenagers as the primary focus. It accommodates a wide range of community activities including multi-purpose playing court areas, basketball courts, adventure playground with fitness equipment pump track circuit, skate bowl/parkour facility and a picnic shelter with barbeque facility and furniture. Council will next consider staging plans and cost estimates for the Plan.

Karoola Park Master Plan

Karoola Park Masterplan was adopted by Council in 2019. The Plan includes the construction of two netball courts (in addition to the existing 8 courts), new carparking and a shared walkway to improve pedestrian safety between the nearby school and the netball courts and facilitate recreational walking. Also included in the Plan is the replacement of the existing BMX track with a pump track to modernise the BMX offering in the Shire. The proposed creation of berms, construction of a retention basin and relocation of the playground to higher ground will help control water flow through the reserve and minimise flooding. Construction of the netball courts is complete and one of the courts is multi-purpose, enabling the court to be used for basketball or netball.

Widden Creek Aboriginal Artefacts

During the upgrade of the Widden Creek Bridge in 2009, an Aboriginal site was identified within the area of impact. An archaeological collection and salvage program then resulted in approximately 3000 stone artefacts and lithic fragments being uncovered. The artefacts were predominantly manufactured from mudstone, chert, tuff and quartz, as well as basalt, chalcedony, siltstone and petrified wood. 128 specially-selected items are displayed in the foyer of the Muswellbrook Shire Council administration building.



Local Treaty Document in partnership with the local First Nations People

Muswellbrook Shire Council in partnership with the Aboriginal Reconciliation Committee are in discussions with the local Aboriginal Community regarding the development of a Local Treaty Document. Consultation with Councillors and the Aboriginal Community has taken place during 2020/21 to gauge the interest in developing a Treaty Document and Council has engaged 2 Rivers Pty Ltd to facilitate this process.

Scarred Tree at Simpson Park

During construction of the Dartbrook Mine rail loop in 1992 a Scarred Tree was discovered and salvaged. Aboriginal Scarred Trees are trees or remnants of trees that have scars from the production of items for use by Aboriginal communities, such as shields and canoes, the construction of temporary shelters, or the creation of traditional hunting implements.

In 2016 the Scarred Tree was relocated to Simpson Park where it is sheltered and accessible for public viewing. Simpson Park was chosen as the new location for the Scarred Tree due to its existing connection to the local Aboriginal community. Consultation with community members including representatives of the Wanaruah Local Aboriginal Lands Council, Hunter Valley Aboriginal Corporation, and local Aboriginal Native Title Consultants identified it as the site preferred by the cultural custodians.

Graffiti Removal Day in partnership with NSW Police and PCYC

Graffiti Removal Day is when Council joins with Hunter Valley Police, Muswellbrook Rotary Club and members of the community to tackle graffiti and make a real difference to the look of the town. Volunteers are supplied with cleaning materials, safety equipment and training on how to remove graffiti safely. After the hard work is completed volunteers are rewarded with lunch and a swim at the local pool. Council has appointed a graffiti management officer and is committed to the removal and prevention of graffiti.

In Our Own Words

In 2011 the Nagapawatti Aboriginal Women's Group identified the need for a project that would allow our Aboriginal people to tell their stories from their perspective. The goal was to gather these stories without the influence of existing written history which is often told from the perspective of non-Aboriginal people. These stories build on the stories published in Wannin Thanbarran: A Record of Aboriginal and European history in the Muswellbrook and Upper Hunter Area. In January 2021 the 'In Our Own Words' Aboriginal Oral History Project was launched. Delivered in partnership with the Muswellbrook Shire Council Aboriginal Reconciliation Committee and 2 Rivers Pty Ltd, the project was funded by MACH Energy Aboriginal Development Consultative Committee and Council.



03: Environmental Sustainability

Solar Panels and LED lighting at Muswellbrook Indoor Sports Centre

As part of Council's commitment to increasing renewable energy to 40 per cent by 2020, new energy efficient lighting and solar panels were installed at Muswellbrook Indoor Sports Centre in 2017. Council's Sustainability Unit looked at ways to reduce energy consumption before instigating a major upgrade at the centre.

By replacing existing high energy use light fixtures with LED lighting, electricity costs have been cut in half. Installation of a 10KW solar and battery storage system allows the centre to generate and store its own energy during the day and has the potential to take the facility completely off the grid.

Underground rain water storage tanks and the use of low water-use plants in landscaping complete the Sustainability Unit's carbon neutral goals for the Indoor Sports Centre.

Community Recycling Centre at Muswellbrook Waste Management Centre

The Muswellbrook Community Recycling Centre was officially opened in January 2018 at the Muswellbrook Waste & Recycling Facility. The facility is a fee-free, domestic quantity, problem waste drop-off point for items including water-based and oil-based paints, used motor oils and other oils, lead-acid and hand-held batteries, gas cylinders and fire extinguishers, conventional tube and compact fluorescent lamps, smoke detectors, aerosols, E-waste and mobile phones.

Mini Community Recycling Stations are also located at Muswellbrook and Denman libraries and Campbell's Corner for the free disposal of household batteries, ink cartridges, mobile phones and smoke detectors.

Platypus Walking Trail

Opened in 2019, the Platypus Walking Trail begins on Bell Street, on the south-west side of Olympic Park, and wraps around the perimeter of the ground before branching off into the picturesque wetlands leading to a newly established picnic area.

Muscle Creek Regeneration (Club to Club) and Restoration Walking Trail

This three-year project rehabilitated the section of Muscle Creek between the Muswellbrook Golf Club and the Muswellbrook District Workers Club. The project, utilizing both contractors and volunteer working bees, restored native vegetation, improved habitat for threatened species and complements existing stormwater and erosion control measures.

Fish Habitat Action Project

The Fish Habitat Action Project has resulted in a dramatic decrease in the numbers of weed species, especially privet, along the section of Muscle Creek near the golf course.

Exotic weeds have been replaced with native species to improve habitat for local native animals in and around the waterway and increase recreational opportunities for the community.

The work was carried out by local contractors and maintained by Council and the local Muscle Creek Landcare Group. The Fish Habitat Project was funded by a Recreational Fishing Trust's Habitat Action Grant Program from the Department of Industry.



Sustainable Futures Program recognition

Council's Sustainable Future's program has been running since 2017 and encourages the community to choose more sustainable options in the areas of reducing consumption and food waste, improving water and energy efficiency, growing food, as well as increasing renewable energy use within Council's operations and the broader community. It also inspires the community to explore our natural areas. The program had its central focus at The Sustainability Hub where community members gathered for workshops, educational events and nursery activities. In response to Covid-19, Council adapted the strategy for engaging the community and implemented a series of online videos and events which saw an increase in interest in sustainability and how to implement it at home. In 2018 Council's Sustainable Futures Program received awards from *Keep Australia Beautiful NSW 2018 Sustainable Communities Awards* and *Local Government NSW 2018 Excellence in the Environment Awards*.

Air Quality Monitoring

Council has conducted community engagement programs for the wood smoke reduction program including a service to assist residents clean and improve chimneys and a subsidy to support installation of air conditioners to replace woodfired heaters. It also provides air quality data for the Upper Hunter Air Quality Monitoring Network.

Recycling Hub at Muswellbrook Marketplace

In 2018 a Container Deposit Scheme Reverse Vending Machine was installed at the Muswellbrook Marketplace. This machine refunds 10 cents for empty eligible containers. The aim of the NSW wide program is to reduce the amount of litter in the community.

Reuse of Bio-Solids

A contract for the collection and use of Biosolids was awarded to Loop Organics for a minimum 2 year period to process biosolids at the Ravensworth Composting Facility for the use in enriched organic material for agricultural and mine remediation works. Previously the biosolids were sent to landfill. Under the new contract, Council has facilitated an environmentally responsible practice in waste management and the treatment of biosolids, as effective resource recovery.

Food and Garden Organics Processing Facility

To support and enable Council's move to collecting household food organics along with the traditional green bin garden waste collection, an Organics Recycling Facility is proposed, to be located at the Muswellbrook Waste Management Facility. The Environmental Impact Statement and Preliminary Engineering Design has been conducted for a facility which would receive up to 10,000 tonnes of food and garden organics each year for composting. Developed in response to community interest in diverting waste from landfill and in response to NSW targets for diverting food and garden organics, the facility will be integrated into the operation of the existing Waste Management Facility and will include a large enclosed shed to receive organic waste, a contaminated liquid dam and an aeration unit for odour control.

Kerbside Waste Services

Council's Kerbside Waste Services 2018 – 2032 contract includes provision for: weekly collection of 140 litre garbage bins; fortnightly collection of 240 litre recyclables bins; and fortnightly collection of 240 litre garden organics bins. Additionally, provision is included in the contract for the transition of service once the Food and Garden Organics (FOGO) processing facility is completed for: fortnightly collection of 140 litre garbage bins; fortnightly collection of 240 litre recyclables bins; and weekly collection of 240 litre food organics / garden organics bins. The Contractor has also become the first point of contact for residents with a dedicated 1800 hotline.



04: Cultural Vitality

“Over the Top” Charge of Beersheba Permanent Memorial Statue

A commemorative statue, *Over the Top*, commissioned by the Muswellbrook Shire Council in memory of those who served at Beersheba was dedicated on 31 October 2017, exactly one hundred years after the charge of the Light Horse on Beersheba. A key focus of the memorial is the recognition of the valor of the Waler horse, a breed critical to the success of the battle.

During the First World War Walers were largely used by the Australian Light Horse. A substantial number of Walers were bred in the Upper Hunter and marshalled at Piercefield before being railed to port for deployment overseas. With one exception, the Waler horses never returned to Australia. *Over the Top* stands as a memorial to the service of the Walers and the regiments of the Australian Light Horse.

Easter Family Fun Day

The Easter Family Fun Day is an annual event hosted by Council and local sponsors Bengalla Mining, with a mission to provide a free community event for local families while promoting local community organisations. The inaugural Easter Family Fun Day was hosted by Council in 2017.

The Easter Family Fun Day features jumping castles, face painting, live music, food, information stalls, lucky door prizes and the BIG Easter Egg Hunt accompanied by a special visit from the Easter Bunny.

The 2018 Easter Family Fun Day was very well attended with over 800 people supporting the event over the Easter long weekend. The 2019 Easter Family Fun Day attracted over 2000 people. Although 2020 Easter Family Fun Day was cancelled in response to COVID-19, the 2021 event was held in a COVID-safe format, with two sessions across the day and free booking system.

Working Dog Statue

Working dogs have long been an important part of the Muswellbrook Shire’s history – and the Working Dog Statue was placed at Campbell’s Corner in 2017 in recognition of the Blue Heeler’s local association. The design was submitted as a possible successor to replace the Blue Heeler statue opposite Loxton House, and although Newcastle-based artist Tanya Bartlett’s design was not chosen to replace the ailing “Hunter” it gained many admirers – and was subsequently acquired by Council.

Muswellbrook Art Prize

Council has been a sponsor of this prestigious art competition since it began in 1958. The Prize has evolved through many changes over its history and the Muswellbrook Shire Art Collection has been created as a direct result of the ongoing acquisitive art competition. Throughout its history there has been an ongoing financial commitment by local businesses and industry which has enabled the Prize to be held, ensuring the development of the Muswellbrook Shire Art Collection for the education and enjoyment of local residents and tourists alike. Council gratefully acknowledges the support of the Bengalla Mining Company Pty Limited for their ongoing commitment to the Muswellbrook Art Prize over the past 20 plus years. National interest in the 46th Muswellbrook Art Prize increased in 2018/19 with 4.7% more interstate entries, from an overall 2% increase in entries across the board when compared to the previous year.

Blue Heeler Film Festival

Council’s short film festival captures the imagination of film buffs throughout the Upper Hunter and surrounding areas. Each festival has a different theme. Films are submitted in three categories: Junior, Senior



and Open with a special prize awarded to the film voted by the audience as the “People’s Choice”. The 2016 and 2017 Festivals were well attended and held over two days, at Highbrook Park in Muswellbrook and Two Rivers Winery in Denman. The 2018 Festival featured legendary Australian actress Sigrid Thornton as event patron, attracting a record audience of over 500 people or 127% increase on the previous year’s attendances. Following a partnership between Muswellbrook Shire Council and the University of Newcastle, the 2019 Festival represented a significant change of direction. A scholarship program engaged four students and a supervisor from the University to be responsible for the content and curation of the event. The outdoor event was held in the courtyard of the Tertiary Education Centre. Unfortunately, like the majority of events across NSW, the 2020 event was impacted by COVID-19 concerns and could not go ahead.

Blue Heeler Statue

The Blue Heeler statue, was replaced in 2016 by a new two- metre high statue created by Dubbo artist Brett “Mon” Garling. The Australian cattle dog, commonly called the Blue Heeler, was bred by Thomas Hall at Dartbrook, a large property about 12km north of Muswellbrook, in the 1840’s. Seeking a hardy dog capable of coping with the harsh conditions of the Australian bush he crossed a dingo with a Northumberland Blue Merle and was instrumental in the development of this iconic breed. The original statue was erected in recognition of the cattle dog’s contribution to Australian rural life and the development of our Blue Heeler in the Hunter.

Author Visits at the Library

Muswellbrook and Denman Libraries regularly host visits, book launches and readings featuring well-known and much-loved authors such as Judy Nunn, who launched her book, Khaki Town, to a crowd of approximately 100 people at the Muswellbrook Library in 2019. The ever-popular Author Visits program has hosted award-winning and best-selling authors representing a broad range of genres including Amanda Hampson, Patrice Newell and Nicole Alexander.

Richard Gill National Music Academy

Council announced the establishment of the Richard Gill National Music Academy - an independent primary school based on the vision of acclaimed music educator and conductor, the late Richard Gill.

Local Artist Max Watters statue

In 2004, late Max Watters OAM (1936-2020) donated his extensive collection of artworks to the Shire of Muswellbrook, a collection of over 300 works which showcases some of the most influential names in Australian Contemporary Art. Max Watters passed away on the 01 February 2020 aged 83 years. In January 2021 Council commissioned well known artist Linda Klarfeld to render a free-standing three-dimensional life-sized bronze statue depicting Max Watters and acknowledging the widespread respect and admiration the community feels towards him. The clay model stage has been completed with the final project due for completion in August 2021.

NAIDOC Week activities and celebrations

Council work in partnership with local Aboriginal organisations to deliver and celebrate local NAIDOC Week activities each year. The Upper Hunter NAIDOC Week Working Group have held the biennial Upper Hunter NAIDOC Week Awards since 2010 and Council has provided support and sponsorship at each of the Awards Ceremonies. Other activities include the NAIDOC Week Family Fun Day and Cultural Spectacular and Aboriginal Flag Raising Ceremonies. Council participates and supports these activities as requested by the Aboriginal Community. In 2017 Council participated in a ceremony where the Aboriginal Community presented a Statement from Wanaruah that outlined the NAIDOC Committee’s statement of intent including the passing over of a symbolic bark as a gesture of bringing the Aboriginal & Torres Strait Islander community and the wider community together.



05: Community Infrastructure

Regional Entertainment and Conference Centre

Council has awarded the winning design and contract for development approval and detailed design of the Regional Entertainment and Conference Centre to be built in the Muswellbrook Commercial Business District.

Recycle Water Treatment Works

Council's new Recycled Water Treatment Works, located at Skellatar Stock Route, Muswellbrook, was commissioned in February 2020. The total project cost was \$35 million, making it one of Council's largest ever infrastructure projects. The new plant utilises leading wastewater treatment technology, and the recycled water produced from the plant is a high quality, highly valued commodity. One hundred per cent of the recycled water produced from the Recycled Water Treatment Works is used for golf course irrigation and industrial dust suppression purposes.

Olympic Park

A Masterplan for Muswellbrook's Olympic Park Precinct Upgrade was developed in close consultation with key user groups and includes field improvements; additional amenities; improved, safe access; new car parking; additional storage; additional vehicle and bus connections; better cycleway and pedestrian connections; and design work for a regional standard grandstand to attract larger sporting fixtures. Council's vision for Olympic Park is to transform the area into a regional sporting precinct and provide people of all ages and abilities the opportunity to participate in community sport and independent exercise. The precinct will ultimately be safe, accessible and inclusive.

Noise Abatement Wall

\$1.95 million Rail Noise Abatement Project was delivered on time and on budget in 2019. Three walls were constructed along the rail corridor. One 125m at Simpson Park and two 220m behind the Campbell's Corner precinct. They were designed to reduce the din of passing trains with a decrease of between seven and thirteen decibels, resulting in an immediate noise reduction on residents, businesses and nearby parks and recreation spaces. Design imprint was sourced from the Reconciliation Mural located in Simpson Park. This was done in consultation with the Muswellbrook Shire Council Aboriginal Reconciliation Committee.

Animal Care Facility masterplan

Council unveiled the Animal Care Facility masterplan in May 2019. The Facility, includes deposit pens, adoption and private boarding kennels, seized and stray animal kennels, a dog park, stock pound, nursery and new Sustainability Hub. With an estimated budget of just over \$2 million, the Facility will be located on Sydney Street, bordering the greyhound track. The location was chosen to improve accessibility and visibility, with one of Council's key objectives being to increase re-homing rates through local adoption. The layout is beneficial for a multitude of reasons including bringing together a range of services into one location, improving customer experience and extending knowledge of environmental sustainability and responsible pet ownership. The contemporary design of the Facility has been in the planning stage for several years and is set to become the centre point for animal care throughout the region.

Muswellbrook Aquatic and Fitness Centre

After extensive community consultation, an exciting and ambitious rebuild of the Muswellbrook Aquatic and Fitness Centre is scheduled for completion in May 2022. The rebuild includes refurbishment of the existing



50m outdoor pool and construction of a state-of-the-art indoor area featuring a splash play area, warm water pool, sauna and spa, new foyer and entrance area featuring a new reception, kiosk and Aquatic Centre Café.

Bylong Valley Way

Council has completed a major line marking project on Bylong Valley Way, an important regional road that has never been line marked for its entire length before. Council maintains 39 kilometres of the Bylong Valley Way and has been, over time, upgrading and improving the standard of the road by widening the road pavement to allow for line marking. Remarkably, until the early 1990s, some sections of this road remained unsealed and delineated. Bylong Valley Way is an increasingly important road, not only for residents and industry, but also as a tourist route. The line marking works will have a considerable positive effect on ensuring road safety for all users of Bylong Valley Way.

The Donald Horne Building

In March 2021, Her Excellency the Honourable Margaret Beazley, The Governor of New South Wales, unveiled the foundation stone of the Donald Horne Building alongside the family of writer and academic Donald Horne AO, who was raised in Muswellbrook. This Donald Horne Building will be home to the Upper Hunter Innovation Hub, which will be a STEM (Science, Technology, Engineering and Mathematics) facility available for local primary and secondary schools. This facility will be built in 2020/21 and include a state-of-the-art Makerspace.

Denman Memorial Hall

The rebuild and refurbishment of Denman Memorial Hall was completed in 2018/19 with Council inviting the community to participate in a straw bale rendering event as part of the build. The newly refurbished Hall is a multi-purpose, energy efficient and environmentally responsible asset that will serve the community well into the future.

The hall rebuild creates a multi-purpose space, catering to sit-down functions, performances with tiered seating, dance, community meetings, and the future potential to include a community cinema. The auditorium space is constructed of rendered straw bales and the air pockets throughout the straw bales provide extremely high insulation to noise and heat, as well as fire resistance.

Denman Memorial Park

With the installation of playground equipment and the new amenities block, works at Denman Memorial Park are complete and Council's vision of the Denman Town Centre Masterplan have been brought to fruition. Following the guiding principles of *Everyone Can Play* the playground is designed to be accessible to every member of the community – regardless of age and physical ability. The amenities block includes a Changing Places facility which will greatly enhance accessibility and provide an important benefit as an appealing and inclusive stop-over point for families and those who require accessible amenities. All projects identified in the Denman Town Centre Masterplan have been designed to enhance the heritage aspect of the town as it builds upon existing attractions and develops as a significant regional tourism destination.

Victoria Park

The cricket and football fields at Victoria Park have benefitted from ongoing upgrades and, despite a harsh period of drought when watering options were limited, now provide high-quality playing surfaces for these popular sports. Upgrades include the construction of a new cricket wicket, complete upgrade of the irrigation system and the installation of chain wire mesh fencing. Importing topsoil, as well as employing a rigorous spraying program and extensive ryegrass over-sowing program, has seen the cricket and football fields returned to quality condition. Ryegrass is an active growing cool season grass which helps to provide a safe, high-quality playing surface when warm season grasses are dormant. This reduces the occurrence of heavily-



worn playing surfaces associated with warm season grass types and the three-week period from the time of sowing the seed until the field is reopened minimises disruption to users.

Muswellbrook Cemetery

Significant capital works, based on the landscape concept plan created in 2011, were undertaken at Muswellbrook Cemetery during 2017. The update included paths for pedestrian access, as well as vehicle access for funerals and the installation of traffic bollards at the cemetery entries. It is proposed that existing trees be preserved and additional native trees be planted on the western boundary where there is the potential for the area to become a native garden of remembrance.

Karoola Dog Park

In 2018, Council opened the refurbished dog park at Karoola Park, including four fenced sections which are free and accessible to the public. In addition to the existing agility area, a new space has been designated for more boisterous dogs, a second for smaller or older canines and another for dogs that are still learning to socialise. The upgrade also includes the addition of shelter, rubbish bins and water stations. Fencing of the area and the agility park, with its tunnels, weaving poles and balance beams, allows the community to exercise their companion animals in a safe, friendly and controlled environment, ensuring that the whole area is secure for dogs, owners and the general public.

Spring Creek Bridge – Wybong Road

The strengthening of the pier headstocks and deck of Spring Creek Bridge on Wybong Road was undertaken in 2018-19. Although Wybong road is not a classified road it is a strategically important road as it provides an alternate route for Over Size Over Mass heavy vehicles which can not currently cross the Hunter River bridge on the Golden Highway, and it also provides access to existing and future mining operations in the region. The existing structure, built in 1963, was not designed and constructed to carry the heavy loadings now needed to travel across the bridge. The works undertaken were funded through the 'Fixing Country Roads Program' and Council's Bridge Renewal Program.

Williams Bridge – Martindale Road

Council engaged Waeger Constructions Pty Ltd to undertake the design and construction of a new bridge over Martindale Creek on Martindale Road, in 2019-20. The new concrete bridge with steel piles measures 60m in length and includes custom made precast concrete modular deck. The replacement of the aging timber structure and gravel side track has improved the road safety, accessibility for heavy vehicles and provides value to the Martindale Valley in terms of access for residential, economic, tourism and emergency services use. The construction was funded through Council's Bridges Renewal program, NSW Bushfire Community Resilience Economic Recover Fund Phase I, Federal Government Bridges Renewal Program and Resources for Regions.



06: Community Leadership

Community Engagement Panel

The Muswellbrook Shire Community Panel was established and convened on three occasions in 2017 with a demographically representative membership randomly selected from a list of 150 people who had indicated their interest to participate during the course of the 2017 Customer Satisfaction Survey. The Panel adopted a 'citizen jury' method, applying the logic of the criminal jury where citizens are asked to "weigh up the evidence, discuss it as a group and return with a recommendation", to provide community feedback on Council's proposed Special Variation. This 'deliberative democracy' approach provides a voice for residents and improves the level of information and understanding about Council in the community. The Panel was reconvened in 2018 where participants were provided an update on Council's Special Variation Projects, presentations on Council's finances and services and the opportunity to ask questions of the General Manager and the senior management team.

Muswellbrook bypass

Council has continued to advocate for the construction of the Muswellbrook Bypass, through representations to both State and Federal levels of government. In 2019 Council established a Muswellbrook Bypass Advisory Committee with the function of facilitating Community consultation on all matters relating to the proposed bypass, including the design, establishing a central interchange and the potential for the Community to build upon opportunities created by the proposed bypass.

Local Strategic Planning Statement

Council's Local Strategic Planning Statement (LSPS) was publicly exhibited and adopted in 2018/19. The LSPS sets out the 20-year vision for land use in the local area, the special character and values that are to be preserved and how change will be managed into the future. A key focus of the LSPS is land use planning that supports transition and a diversified economy including alternative energy and agribusiness.

This document now sits with Department of Planning and Environment for final ratification following its inclusion in the Department of Planning template.

Mine Affected Roads Strategy

The review of the Mine Affected Roads Network Plan was carried out in response to the dynamic nature of the industrial landscape of the Shire, particularly as it relates to the mining industry. The strategic intention of the Plan is to ensure the connectivity and efficiency of Council's road network for present and future generations. The plan considers a more wholistic road network that will work constructively and strategically with the mining industry and support other industry and community needs for convenient and connected access and mobility now and into the future. This includes ensuring a functional road network that is resilient to potential change and is supportive of long term local and regional transport needs, as well as ensuring efficient road network access for incidents and emergency situations. The Plan was adopted by Council at the 26 May 2020 Ordinary Council Meeting.

Online Customer Request Management System

Council's online Service Portal aims to improve engagement with the community and incorporates tablet and smart phone applications in order to streamline Council's existing customer service systems. Residents, non-residents, and public organisations can register their details and create an online profile. Features available for registered users include: payment of rates, submit a request, report a problem, opt-in for electronic delivery of documents and reports, community engagement opportunities and online surveys for rating the Council's



performance overall and performance with large projects and strategies. Future upgrade phases will introduce new features such as payment of dog licences.

Muswellbrook Town Centre Masterplan

The adopted Muswellbrook Town Centre Masterplan aims to continue the development of the Muswellbrook Town Centre as the Regional Centre for the Upper Hunter and to establish a landuse strategy to ensure key urban design principles are incorporated into future development opportunities. Muswellbrook Town Centre will continue to grow as a multi-use centre with quality retail, commercial, civic, cultural, entertainment, education and community activity to be the heart and soul of Muswellbrook and Upper Hunter communities. It will have well preserved heritage, modern new additions and delightful public spaces and facilities; a great place to be any day or night.

CBD Parking Strategy

An essential element of Council's preparations to relocate to Campbell's Corner was to provide additional car parking spaces for up to 80 staff. Council's Car Parking Strategy, designed to negate impact on the number of car parking spaces already available to retail outlets and other businesses in the civic precinct, proposed approximately 150 additional marked car spaces along lower Brook Street, Hunter Terrace and lower William Street for the use of staff and visitors with rear to kerb angled parking to maximise the available space. The Strategy also recommended replacing three of the existing one-hour parking spaces on the southern side of Brook Street with three 15-minute parking spaces to allow users easy access to banks and cafes. The Strategy was endorsed for community consultation at an extraordinary council meeting on September 10, 2019, with the community invited to make written submissions in response to the Strategy to the General Manager.

Grant Guru Portal

Community groups and businesses in the Shire will be able to more easily find and apply for grants with the help of a new grant finder. Council has joined forces with Australia's most powerful grant search engine, Grant Guru, to deliver a free one-stop-shop website for community and business grants. The Grant Guru portal can be used to find available grants and filter grants by specifying location, industry and type of project. The website also assists with advice and top tips for finding and applying for grants to maximise the chance of receiving the funding needed. With more than 1,180 grants worth \$99.5B available, ideas can become reality.

Denman Town Centre Concept Masterplan

The adopted Denman Town Centre Concept Masterplan aims to inform future planning directions, identify opportunities for improved retail, commercial and public activities, improve access in and around the village centre and create high quality public spaces within the town centre focusing on visibility, access, mix of uses and amenities. It also intends to address long-standing issues related to stormwater management and parking and provide an opportunity for council to identify, prioritise and implement different strategic projects within the Denman town centre, in a timely manner.

Bushfire Mapping

In 2017 Council engaged consultants, EcoGeoSpatial, to prepare new bush fire prone land maps for the Shire in accordance with the latest Rural Fire Service (RFS) Guide For Bush Fire Prone Land Mapping. The mapping was completed and referred to the RFS for feedback in 2018. The NSW RFS Commissioner certified the updated Muswellbrook Shire Council Bush Fire Prone Land map on the 24 May 2021. Bush fire prone land mapping assists the RFS to prepare Bush Fire Risk Management Plans, guides planning requirements and decisions, and alerts community members to the necessity of bush fire survival plans.



Community Satisfaction Survey

During the 2016 – 2021 term of Council, Jetty Research was commissioned to conduct four random and statistically representative telephone surveys across the Shire to assess community satisfaction with Council-managed facilities and services, Council customer service and to explore residents' attitudes towards a wide-range of local issues, including perceptions of the major challenges and opportunities affecting the region's future.

Targeting between 400+ to 500+ adult residents each time, the telephone surveys were conducted on a purely random basis, other than ensuring an adequate mix of respondents across different demographics and sub-regions. Respondents were screened to ensure they were aged 18 or over, lived within the local government area, and were not councillors or permanent Council employees.

Following are some noteworthy findings identified by the survey over time.

2021 Community Satisfaction Survey:

- The proportion of residents agreeing that “there are good employment prospects for locals” in Muswellbrook has risen 35% since the survey in 2016, while agreement that “I feel safe walking in my local streets at night” increased by 9%;
- When asked how Council should spend a hypothetical \$5m windfall, residents focussed predominantly on the need for additional youth facilities and services. Roads and parking were the second most-mentioned item, along with community events and facilities, and enhanced sporting facilities;
- In light of recent debate around the Shire's economic future, Council asked: “Some people think the Muswellbrook Shire should continue to focus on coal mining for its future prosperity, while others think it should be trying to diversify into other industries. Which category do you fall into?” A slightly higher proportion of residents felt the shire should be trying to diversify away from coal and into other industries (46%), while 37% said the shire should continue to focus on coal mining. A further 14% had alternate views, with the balance (3%) unsure.

2019 Community Satisfaction Survey:

- When asked what they identify as the challenges for the future of the region, residents most frequently mentioned economic diversification (22%), followed by job security/unemployment (11%), future of the coal industry (9%), impact of mining (9%) and air quality/pollution (9%).
- Similarly, future opportunities focussed on energy (with 19% seeing opportunity in coal mining and 7% in renewable energy). A further 18% sought more businesses/jobs, 10% foresaw additional tourism opportunities, and 7% were keen to see additional agriculture/agribusiness in the region.

2017 Community Satisfaction Survey:

- “Other” proposed Council projects and initiatives included (among others) rebuilding the Denman Town Hall, facilities/activities for youth, an aged care facility, a variety of recreational facilities, a City by-pass, better roads, upgrading the show grounds, better footpaths, more parking in town, better street lighting, improved public toilets, improved swimming pool facilities, better public transport, economic revitalisation, improved safety in town and a new or improved hospital.

2016 Community Satisfaction Survey:

- The major items on the community's wish list included increasing employment, improving roads, offering more youth activities and reducing crime.



Q1 2021-2022 Council Review

1 July 2021 – 30 September 2021


1. Economic Prosperity

Plan for Local Economic Prosperity

Support job growth.

Facilitate the expansion of and establishment of new industries and business.


Target: New growth achieved

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
1.1	Facilitate the expansion of and establishment of new industries and business.	1.1.1 Support the Upper Hunter Economic Development Corporation to facilitate the expansion and establishment of new industries and business	Progressing	50%	The UHEDC has been established; the Board is in place and a CEO appointed. The UHEDC Operational Plan and LTFP has been endorsed by Council. Council will work closely with the UHEDC to establish new industry and business in the Shire.	

Diversify the economy, facilitate the development of intensive agriculture and other growth industries, make the Shire a more attractive place to invest and do business.



Facilitate the diversification of the Shire's economy and support growth of existing industry and business enterprise.

Target: Facilitation leads to the establishment of new industries and business enterprise which diversify our economic base and create employment

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
2.1	Facilitate the diversification of the Shire's economy and support growth of existing industry and business enterprise.	2.1.1 Develop funded components of the Denman Thermal Baths and Tourist Park	Progressing	30%	Council continues to apply for grant funding to develop the Tourist Park and Denman Pools area.	



Work with University of Newcastle on research and innovation in areas where the Upper Hunter has a competitive or comparative advantage.

Target: Research and innovation leads to the establishment of new industries.

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
2.2	Work with University of Newcastle on research and innovation in areas where the Upper Hunter has a competitive or comparative advantage.	2.2.1 Revise and update investment prospectus	Progressing	30%	The CEO of the Upper Hunter Economic Development Corporation is developing a revised prospectus for Muswellbrook to attract new investment to the Shire.	
		2.2.2 Implement key recommendations in the Upper Hunter Tourism Strategy	Not Due To Start	0%	Partnership work has not recommenced with the Upper Hunter Tourism Group due to COVID NSW Health Restrictions.	






Review the Local Environmental Plan and Development Control Plan to improve investment certainty for industry.





Target: New planning instruments lead to greater industry investment in the Shire

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
2.3	Review the Local Environmental Plan and Development Control Plan to improve investment certainty for industry.	2.3.1 An update to section 13 Flooding of Development Control Plan 2009, to reflect the recommendations in the Hunter River Flood Study and Risk Management Plan, is publicly notified	Progressing	30%	Council resolved to exhibit the proposed changes to section 13 on 31 August 2021.	
		2.3.2 The Shire-wide Muswellbrook Local Environmental Plan instrument is drafted for a Councillor Workshop and referred to Department of Planning, Industry and Environment for a Gateway Determination	Progressing	25%	Staff have been participating in discussions with DPIE on proposed changes to residential and employment definitions and zones for LEPs (statewide initiative). These changes will be exhibited in the next quarter and staff can progress the Shire wide LEP.	

Implement the Muswellbrook, Denman Town Centre Masterplans and the Sandy Hollow Village Masterplan.



Target: Implement the first stage of the Muswellbrook Town Centre Masterplan (Regional Entertainment and Conference Centre - subject to Special Variation) and the Denman town revitalisation project

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
2.4	Implement the Muswellbrook, Denman Town Centre Masterplans and the Sandy Hollow Village Masterplan.	2.4.1 Seek commercial opportunities consistent with Muswellbrook and Denman town centre strategies	Progressing	25%	Commercial opportunities are being sought in Muswellbrook and Denman consistent with the Muswellbrook and Denman town centre strategies.	
		2.4.2 Implement the funded stages of the Muswellbrook Parking Strategy	Progressing	25%	The funded stages of the Muswellbrook Parking Strategy are being implemented in the Muswellbrook and Denman civic precincts.	
		2.4.3 Progress the Muswellbrook and Denman CBD parking and traffic strategies	Progressing	25%	The Muswellbrook and Denman CBD parking and traffic strategies are being progressed. An Active Transport Strategy is also being developed.	
		2.4.4 Construct the Wilder St Bridge as part of the Olympic Park Masterplan	Progressing	25%	A number of community forums have been conducted in relation to the project. Works are scheduled to commence on site in the second quarter of 2021-22.	
		2.4.5 Commence upgrade of Olympic Park grandstand amenities	Progressing	10%	The Olympic Park grandstand and grandstand amenities design was reported to the 31 August 2021 Ordinary Council Meeting, and has been placed on public exhibition.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		2.4.6 Develop a 'Cooling the Streets' concept plan for Muswellbrook Shire	Progressing	15%	A cooling the streets strategy is planning to align with and support the new Active Transport Strategy and the Council's newly adopted Net Zero Road Map Strategy.	
		2.4.7 Develop Denman CBD Walking Trail Plan	Progressing	30%	The Denman CBD Walking Trail is included as part of Council's Active Transport Strategy.	
		2.4.8 Implement funded components of the Muswellbrook Shire Walk and Cycle Plan	Progressing	25%	Council is progressing a review of the Active Transport Strategy (Walk & Cycle Plan). Shared pathway construction works are in progress at Ironbark Road, Muswellbrook.	
		2.4.9 Develop a concept design for the Muswellbrook Heritage Museum	Progressing	10%	Council is seeking long-term tenure of preferred site to develop concept plan.	
		2.4.10 Construct Sandy Hollow Pocket Park	Progressing	50%	Construction is underway for this important community project.	
		2.4.11 Develop a plan for improved accessible pedestrian link to Muswellbrook Marketplace	Progressing	25%	A concept plan has been developed for a pedestrian link from Bridge Street to the Muswellbrook Marketplace.	

Develop agricultural industry opportunities in the Shire.


Target: Develop agricultural industry masterplan

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
2.5	Develop agricultural industry opportunities in the Shire.	2.5.1 Develop a Climate Change Resilience Policy	Progressing	15%	Research has identified examples of Policies adopted by other NSW councils.	
		2.5.2 Develop strategy for 'Food Upper Hunter' in partnership with Upper Hunter Shire Council and Upper Hunter Country Tourism	Not Due To Start	0%	All meetings are on hold due to the NSW COVID Health Restrictions.	

Facilitate greater access to higher education and participation in the knowledge and creativity economy.

Through the Future Fund invest in additional education infrastructure, in partnership with Hunter TAFE, the University of Newcastle and other providers.

Target: Additional education and creativity infrastructure constructed to support improved access to higher education and participation in the knowledge and creativity economy

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
3.1	Through the Future Fund invest in additional education infrastructure, in partnership with Hunter TAFE, the University of Newcastle and other providers.	3.1.1 Complete the Upper Hunter Innovation Precinct - Stage 2	Progressing	25%	Work is in progress on site. Demolition works have been completed.	

Develop Muswellbrook as a Regional Centre

Council will apply to IPART for a permanent continuation of IPART's approved one-off Special Rate Variation for 2018/19 of 12.43% (plus 2.3% rate peg) and increasing the 2018/19 rate base for 2019/20 by IPART's 2.7% rate peg


Target: The special variation will support:

An additional allocation of \$300,000 per year for stormwater drainage and \$100,000 per year for roads and parks asset maintenance programs.

Development of the Olympic Park Sports Precinct and Regional Entertainment and Conference Centre with a combined value of \$26,010,000 (subject to receiving grants and voluntary planning agreements) is made up of:

- an SRV contribution of \$11,800,000;
- grants of \$10,500,000;
- voluntary planning agreements contributions of \$3,710,000; and
- annual operational maintenance and net yearly operational contributions of \$700,000.

An additional \$250,000 towards the Job Creation program and \$62,000 to offset a shortfall in rating revenues arising from a change in NSW Government policy with respect to biodiversity offsets.

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
4.1	Council will apply to IPART for a permanent continuation of IPART's approved one-off Special Rate Variation for 2018/19 of 12.43% (plus 2.3% rate peg) and increasing the 2018/19 rate base for 2019/20 by IPART's 2.7% rate peg	4.1.1 Report against IPART granted Special Variation projects and programs	Progressing	30%	Council has reported on Special Variation projects in the Annual Report 2020-2021.	



2. Social Equity and Inclusion

Access to a wide range of community and government agencies appropriate for their age and needs.

Continue to improve the affordability, liveability and amenity of the Shire's communities.


Implement the outcomes of the Recreation Needs Study.

Target: The recommendations from the Recreation Needs Study are implemented

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
5.1	Implement the outcomes of the Recreation Needs Study.	5.1.1 Report on the list of prioritised capital sport and recreation projects	Completed	100%	A report providing a list of prioritised capital sport and recreation projects was approved by Council at the 28 September 2021 Ordinary Council Meeting.	
		5.1.2 Undertake a Muswellbrook Shire recreation needs study	Progressing	10%	Preliminary planning for the Recreation Needs Study has taken place.	





Continue town centre revitalisation projects.

Target: Revitalisation projects completed

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
5.2	Continue town centre revitalisation projects.	5.2.1 Deliver at least one piece of permanent public art as a part of the urban revitalisation project	Progressing	90%	The Max Watters sculpture has been completed. The site is being prepared for installation of the sculpture for potentially an opening in October pending COVID Health Restrictions.	


Facilitate investment in entertainment opportunities, particularly for young people.

Target: New entertainment opportunities provided

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
5.3	Facilitate investment in entertainment opportunities, particularly for young people.	5.3.1 Develop Library programs that increase social engagement with young people in our libraries	Progressing	20%	Muswellbrook Shire Libraries has refocused their borrowing services to a contactless home delivery program, young people are participating in the program.	
		5.3.2 Develop Aquatic Centre and Gym programs that increase social engagement and wellbeing with young people in Council's pools and gym	Not Due To Start	0%	Due to reconstruction of the Muswellbrook Aquatic Centre and COVID Health Restrictions the Aquatic Centre and Gym facilities are not open.	
		5.3.3 Construct Muswellbrook Youth Venue in partnership with the Upper Hunter Youth Services Committee	Progressing	40%	Work continues with Upper Hunter Youth Services Inc and Councils Property & Building Section who are progressing development application ready plans for lodgment with Muswellbrook Shire Council Planning Section.	
		5.3.4 Expand the home library service to increase participation of people with mobility or accessibility issues	Progressing	40%	As a response to the recent NSW COVID restrictions a contactless home delivery service has been implemented this has increased the borrowing capacity of people with mobility and accessibility issues this has been reflected in the library usage statistics.	







Improve access to waterways


Target: Greater appreciation and interaction by the community with our local rivers and creeks

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
5.4	Improve access to waterways	5.4.1 Construct approved stages of the Hunter Beach project	Progressing	10%	Following a resolution from Council at the 28 September 2021 Ordinary Council Meeting, negotiations are underway with the short-listed contractor for delivery of the Hunter Beach project.	

Promote and facilitate increased participation in active and passive recreational activities.




Target: Increased participation in recreation activities. Implement the Olympic Park Precinct Masterplan (subject to Special Variation)




DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
5.5	Promote and facilitate increased participation in active and passive recreational activities.	5.5.1 Maintain the sporting and recreational facilities to the standard specified in the Precinct Specifications Manual	Progressing	25%	Sporting and recreational facilities are being maintained to the standard specified in the Precinct Specifications Manual.	
		5.5.2 Continue matched funding Small Sport and Recreation Grants Programme	Progressing	25%	A report regarding the Small Sport and Recreation Grants Programme will be submitted to the 26 October 2021 Ordinary Council Meeting.	
		5.5.3 Continue matched funding Large Sport and Recreation Grants Programme	Progressing	25%	A report regarding the Large Sport and Recreation Grants Programme will be submitted to the 26 October 2021 Ordinary Council Meeting.	
		5.5.4 Continue user group consultation programme	Progressing	25%	Regular meetings are held with sporting field user groups in order to facilitate increased participation in active and passive recreation.	
		5.5.5 Progress planning for the prioritised elements of the Recreational Vehicle Strategy	Progressing	10%	Following a resolution from Council at the 28 September 2021 Ordinary Council Meeting, negotiations are underway with the short-listed contractor for delivery of the Hunter Beach site including a Recreation Vehicle parking area.	
		5.5.6 Manage Crown lands in line with Plans of Management	Progressing	25%	Crown Land Plans of Management are being developed for Council's Crown Land sites.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		5.5.7 Develop staged detailed designs for Hunter, Simpson, and Wollombi Park concept plans	Progressing	25%	Concept designs for Hunter Park and Wollombi Park have been approved by Council. Detailed designs are progressing.	

Consider and deliver social inclusion principles across Council functions.



Target: People with disability are continually included in improving the provision of accessible options across the Shire

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
5.6	Consider and deliver social inclusion principles across Council functions.	5.6.1 Seek external grant funding opportunities to support the interests and aspirations of the Shire's communities	Progressing	25%	During the first quarter of 2021/22 Council submitted applications or proposed projects for six grants valued at \$7.6 million. Of these, the majority by number (four) and value were for State grants (\$6.9 million). Applications made to competitive grant funds (State, Commonwealth and other) were valued at \$0.6 million, while grant funding that was allocated to Muswellbrook Shire Council was an additional \$7 million, the majority of this being from Round Eight of NSW Resources for Regions.	
		5.6.2 Address the actions identified in accessibility building and property audits and ensure all designs include accessibility considerations as a core component of the design process	Progressing	25%	All designs include accessibility considerations as a core component of the design process.	
		5.6.3 Deliver responsive actions in relation to changing needs of Information Services, ensuring compatibility with current systems design and direction of the organisation	Progressing	75%	Authority updates are planned over Q2, 2022 and a revised ICT Strategy is under development to continue to maintain council's ICT capability and support efficient & effective service delivery. Website rebuild to be complete by the end of October 2021.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		5.6.4 Implement Emergency Management Plan	Progressing	30%	Council has supported Local Emergency Management Command (LEMC) meetings throughout 2020 and 2021 in relation to emergency management of COVID-19 Pandemic response management in the local government area and supported LEMC initiatives in relation to COVID-19 response.	
		5.6.5 Continue prioritised implementation of Asset Management System improvements	Progressing	30%	The upgrade of Council's Asset Management System to one corporate system continues as part of Council's Business Improvement Program. This is now being led by Council's new Manager Corporate Services.	
		5.6.6 Consider all levels of abilities in the preparation of Council's plans and strategies	Progressing	30%	The new council website to be launched on 26th October 2021 will improve all ability access to council policies, plans and strategies.	

Facilitate the provision of affordable housing opportunities through development application process as encouraged through the Affordable Rental Housing SEPP 2009.


Target: New affordable housing opportunities provided

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
5.7	Facilitate the provision of affordable housing opportunities through development application process as encouraged through the Affordable Rental Housing SEPP 2009.	5.7.1 Complete an audit of vacant but serviced and subdivided residential land in the Shire	Not Due To Start	0%	Work expected to commence in the next quarter.	
		5.7.2 Seek development approval for Wollombi Road residential development	Progressing	25%	Preliminary aspects of this project are underway.	

Stabilise the tenancy turnover in the Shire's social housing.

Continue partnership with government and community housing services to reduce the turnover of tenants in the Shire's social housing.


Target: Reduction in the turnover of tenants residing in social housing

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
6.1	Continue partnership with government and community housing services to reduce the turnover of tenants in the Shire's social housing.	6.1.1 Advocate for improvement in the standard and condition of community housing in the Muswellbrook Shire with NSW state agencies	Progressing	30%	Muswellbrook Shire Council provided a local submission to the NSW Government Committee of Community Services regarding options to improve access to existing and alternate accommodation to address local social housing shortage.	

Build social inclusion and improve the delivery of social services.


Facilitate discussions with other levels of government to enhance the delivery of services to improve and promote social inclusion services

Target: Improved social indicators across the Shire

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
7.1	Facilitate discussions with other levels of government to enhance the delivery of services to improve and promote social inclusion services	7.1.1 Continue to support and promote the Muswellbrook Healthy and Well Program	Completed	100%	Unfortunately the Muswellbrook Healthy & Well Project no longer meet as a group since funding of the project came to an end.	

Facilitate and implement improved disability access and inclusion across the Shire.



Target: Disability and inclusion improved to targeted facilities


DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
7.2	Facilitate and implement improved disability access and inclusion across the Shire.	7.2.1 Develop a targeted program to improve accessibility in Council owned and public spaces	Progressing	25%	Development of a targeted programme to improve accessibility in Council owned and public spaces is underway.	

Facilitate opportunities to expand seniors' living.

Facilitate discussions with other levels of Government to enhance the delivery of services to support older people to live in the Muswellbrook Shire.

Target: Improved services for older residents




DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
9.2	Facilitate discussions with other levels of Government to enhance the delivery of services to support older people to live in the Muswellbrook Shire.	9.2.1 Deliver funded components of the Ageing Strategy	Progressing	50%	Funded strategies are progressing such as the seniors' festival local brochure and providing opportunities for people who are ageing to gain information around accessing support services and increase awareness of issues such as elder abuse. Progress has been limited due to the impact of COVID NSW Health Restrictions.	
		9.2.2 Partner with other community groups and organisations to deliver and promote a directory of Seniors Festival events	Not Due To Start	0%	This project will be commenced in October to meet the NSW Seniors Festival 2022 date, 25 March - 3 April.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		9.2.3 Increase the membership of older people at both Muswellbrook and Denman Aquatic Centres, gym and Muswellbrook Libraries	Progressing	50%	<p>Muswellbrook Shire Libraries have seen an increase in membership and utilization of the contactless home library borrowing service particularly by our older people in our local government area.</p> <p>Due to reconstruction of the Muswellbrook Aquatic Centre and COVID Health Restrictions the Aquatic Centre and Gym facilities are not open.</p>	

Further the process of reconciliation in the Shire.




Collaborate with the local Aboriginal people on projects which enhance an appreciation for, and which develop the vitality of, Aboriginal 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
10.1	Collaborate with the local Aboriginal people on projects which enhance an appreciation for, and which develop the vitality of, Aboriginal culture.	10.1.1 Work with the Aboriginal community on the delivery of at least two events annually to celebrate and promote Aboriginal art and culture	Progressing	25%	A consultation meeting has been held with members of the Aboriginal Community to discuss proposed artwork inclusion in the second stage of the Tertiary Education Centre	
		10.1.2 Review the currency of the Working with ATSI website and update to reflect changes in legislation and policy	Progressing	50%	The workingwithindigenoustralians.info website has been reviewed with the addition of the In Our Own Words website. Work continues to make the stories come alive with the inclusion of documents, photos, maps etc thought the Community Partnerships Officer.	
		10.1.3 Monitor the conservation of the Aboriginal Reconciliation Mural and Aboriginal Artifacts project to ensure conservation occurs as required	Not Due To Start	10%	Conservation of the Reconciliation Mural will be considered in the current budget.	

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 Facilitate implementation of recommended outcomes from Aboriginal treaty document	Progressing	50%	Work continues in the consultation phase of this project the project has been delayed due to the impact of COVID NSW Health Restrictions.	
		10.2.2 Consult with the Aboriginal community to identify priority projects	Not Due To Start	0%	The identification of priority projects with the Aboriginal Reconciliation Committee when the outcomes of the Treaty Discussions are reported. All face to face meetings are on hold at the moment due to the NSW COVID Health Restrictions.	
		10.2.3 Liaise with National Parks and Wildlife to ensure the conservation of culturally significant Aboriginal sites on Widden Valley Road	Not Due To Start	10%	This issue will be presented to the Aboriginal Reconciliation Committee for progression.. All face to face meetings are on hold at the moment due to the NSW COVID Health Restrictions.	



3. 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	15%	Council provided comments on reforms to the way the Natural Resources Regulator manages mines and quarry operations. This will help formulate the Council Policy. A Development Compliance Officer has been recruited and will commence work in November 2021. This Officer will be tasked with preparing the Policy.	
		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	Progressing	25%	Input provided on Mt Pleasant, Bengalla, Mangoola, Mt Arthur, Maxwell (underground and solar farm), and Muswellbrook Coal mines and Liddell Power Station operations and future closure.	



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	Progressing	25%	Staff and a Councillor attend the various Community Consultative Committee meetings as scheduled.	

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	Progressing	25%	Council has allocated grant funding for local landcare projects. A local landcare projects report was approved by Council at the 31 August 2021 Ordinary Council Meeting. Grants will be offered in the second quarter of 2021-22.	
		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	Progressing	25%	Rehabilitation works along Muscle Creek, Karoola Wetlands, and Denman Wetlands is carried out to improve habitat quality and vegetation connectivity.	
		12.1.3 Maintain areas that have undergone rehabilitation activities to avoid degradation	Progressing	25%	Maintenance works carried out at sites that have undergone rehabilitation activity are carried out to avoid degradation of these sites.	
		12.1.4 Continue to support National Tree Day planting events in the Shire, in a manner that results in safe, sustainable, low crime and low maintenance outcomes for public spaces	Completed	100%	National Tree Day was celebrated late July and early August with tree planting sites in Muswellbrook and Denman, on Council managed sites and school sites. Watering and maintenance phase now in place.	

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	25%	Planning for the obtaining of easements to facilitate the carrying out of vegetation rehabilitation works is underway.	
		12.1.6 Progressively obtain stormwater drainage easements associated with development	Progressing	25%	Stormwater easements associated with development will progressively be obtained.	

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 Commence construction of 240m of walkway behind the Muswellbrook Community Pool	Progressing	25%	Grant funding received. A Request For Quotation was issued to seek advice on the engineering issues associated with the works. A revised scope of works has been prepared for approval.	





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	15%	Inception meeting held with staff across Council. A scope of works for the project is currently in development.	
		14.1.2 Continue to monitor air quality for the Shire and advocate for improved quality, regulation and compliance	Progressing	25%	Staff attend Upper Hunter Air Quality Advisory Committee meetings and report air quality information to Council. Council's monitoring activities site has been disrupted by COVID travel restrictions (the Australian Nuclear Science and Technology Organisation is based in Sydney) but are expected to resume in the second quarter of 2021-22.	
		14.1.3 Complete the Muswellbrook Shire Council NetZero by 2050 Road Map	Completed	100%	Council received the Net Zero Road Map and adopted a transition to net zero by 2050 policy position for Council's operations at the 28 September 2021 Ordinary Council Meeting.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		14.1.4 Conduct a minimum of two community education programs to reduce the volume of food waste going to the Waste Management Facility. This could include providing grants to the community	Progressing	25%	Planning underway for programs to occur once COVID restrictions have eased.	
		14.1.5 Assist Council staff in implementing affordable procurement that minimises waste and improves sustainability outcomes	Progressing	25%	The Netzero Roadmap for Council operations has been finalised, and was adopted by Council at the 28 September 2021 Ordinary Council Meeting. The roadmap includes recommendations for future procurement decisions in relation to power, electric vehicles and waste minimisation.	
		14.1.6 Conduct a minimum of two education programs or events to engage businesses and the boarder community to minimise waste and encourage reuse. This could include providing grants to community groups, residents and local businesses	Progressing	25%	Planning for delivery of programs once COVID restrictions are lifted is underway.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		14.1.7 Encourage the establishment and maintenance of a minimum of one community garden. This could include providing grants to community groups to establish, enlarge or maintain new or existing community gardens	Progressing	25%	Planning for the relocation and upgrade of the community garden at the new Sustainability Hub is advanced. Preparatory site works to commence in the next quarter and formal move likely in the third quarter.	
		14.1.8 Continue surveillance and regulation of illegal dumping based on reports from the community and staff	Progressing	25%	Rangers follow up on community complaints and undertake regular surveillance of known trouble spots for illegal dumping.	
		14.1.9 Implement the Flying Fox Management Plan and the funded management actions	Progressing	25%	Staff have purchased clothes line and car covers for affected households. Staff have nominated Muswellbrook for funding to establish an out of town 'Flying Fox Camp' on rural land.	
		14.1.10 Implement appropriate studies and planning approvals for Food Organics and Garden Organics management	Progressing	25%	A Development Application has been lodged for the project.	

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 Report the Muswellbrook Biodiversity Offset Strategy scoping paper to Council for funding in the 2022/23 financial year	Progressing	10%	Some preliminary work has been carried out, however has been delayed by a vacancy in the Environment Team Leader position.	


4. 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	Progressing	25%	Funding available and nominations for applications underway.	

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 Commence construction of the Regional Entertainment and Conference Centre (RECC)	Progressing	10%	A development application has been lodged for the project. Enabling works are scheduled for commencement in the second quarter of 2021-22.	

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 2021 to 2024	Progressing	40%	A draft Strategy has been developed however it needs to be reviewed in line with Councils refocus of its role in tourism and events.	
		18.1.2 Deliver the funded actions of the approved Events and Festival Strategy 2021-2024 during 2021/22 financial year	Progressing	40%	The Blue Heeler Film Festival 2021 will be delivered in partnership with the University of Newcastle - School of Creative Industries as an online event. Other partnership projects have been put on hold due to COVID NSW Health Restrictions.	
		18.1.3 Support the delivery of the Denman Food and Wine Affair 2022	Progressing	10%	A meeting with President of the Denman Chamber of Commerce and the General Manager and operational staff has been scheduled for late October, the meeting will focus on ways Council can provide support to the Chamber.	



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	Progressing	20%	July: Mullins Conceptual Photographic Prize; Gundi: There is No Place like Home - Healing Country Find Me (Inmates from St Heliers Correctional Centre); Introducing The Woods (Hanna Kay); Growth, Colour, Light, Life: Surrounding Nature (Georgina Mason)	
		18.2.2 Work with sponsors to maintain the annual delivery of the Muswellbrook Art Prize	Completed	100%	Sponsorship has be secured for the annual Muswellbrook Art Prize.	
		18.2.3 Partner with local education providers to enhance the Muswellbrook Regional Arts Centre's exhibitions	Progressing	20%	Preliminary work continues with Muswellbrook Highschool and the display of Year 12 Artwork.	
		18.2.4 Muswellbrook Regional Arts Centre to host an Artist in Residence Program	Progressing	5%	2022 preliminary planning has commenced.	
		18.2.5 Develop a strategy to attract major exhibitions to the Shire	Progressing	50%	The Australian Photographic Society in partnership with Muswellbrook Art Gallery announced the winners of the 2021 Mullins Contemporary Photographic Prize in July.	

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 ongoing financial membership and provide management support to Arts Upper Hunter	Progressing	50%	The Manager of Community Services is an active UH Arts Board Member.	
		18.4.2 Encourage local artist projects and grant applications through Arts Upper Hunter	Not Due To Start	0%	UH Arts Grants Program is yet to start.	





5. 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	Progressing	25%	The approved capital programme is being delivered substantially on time, on budget, and in accordance with the relevant design and construction standards.	
		19.1.2 Implement and monitor effectiveness of the street and footpath sweeping program under contract	Progressing	25%	The effectiveness of the street and footpath sweeping contract is monitored regularly, and scheduled meetings are conducted with the responsible contractor representative.	
		19.1.3 Carry out the management and removal of graffiti in compliance with Council's Graffiti Management Policy	Progressing	25%	Graffiti removal is managed in compliance with Council's Graffiti Management standards.	
		19.1.4 Carry out annual audit of Council's Best Practice Management of water supply and sewerage services	Progressing	10%	The Annual Audit for 2020-21 will be undertaken by an external auditor during the third quarter of 2021-22. Preparation for the Annual Audit is currently being carried out.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		19.1.5 Identify a suitable location for a new Muswellbrook cemetery site and develop a concept plan for the site	Progressing	25%	A suitable location for a new Muswellbrook cemetery site has been identified and a concept plan is being developed for submission to Council.	

Maintain and continually improve asset management.






Target: Implement Council's 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	Progressing	25%	A review of the Road Asset Management Plan is being finalised for review and submission to Council. Condition Assessments for road pavements and bridges is due to commence in the second quarter of 2021-22. Special Schedule 7 requirements have been completed.	
		19.2.2 Monitor service levels achieved compared to Level of Service targets in asset management plans and Precinct Specifications Manual	Progressing	25%	Service levels are monitored for compliance with Level of Service targets in asset management plans and the Precinct Specifications Manual.	
		19.2.3 Progressively reduce passive mowing areas through the staged establishment of pockets of native vegetation that comply with the principles of crime prevention through environmental design and applying Planning for Bush Fire Protection standards and guidance	Progressing	25%	National Tree Planting Day assists to reduce passive mowing areas. All park and reserve development works include consideration of the principles of crime prevention through environmental design and Bush Fire Protection standards, and is aimed at reducing the areas that require passive mowing.	

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	Progressing	25%	Grant funding to the amount of \$48,400 has been obtained under the Country Passenger Transport Infrastructure Grants Scheme. A design for town bus shelters was approved by Council at the 29 June 2021 Ordinary Council Meeting. Further grant funding is being sought in order to progress the programme.	
		19.2.5 Progress the potential for Olympic Park and Highbrook Park to be irrigated by high quality recycled water	Progressing	25%	Conceptual planning is being carried out to progress the potential for Olympic Park and Highbrook Park to be irrigated by high quality recycled water supplied by the Muswellbrook recycled water treatment works.	

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 Complete the funded stages of the new animal care facility	Progressing	25%	Construction of the new animal care facility is progressing on site.	
		19.3.2 Provide to Council a list of works proposed for design	Progressing	25%	A list of works proposed for design is currently being developed for submission to Council.	
		19.3.3 Provide to Council designs and associated estimates for the forward financial year	Progressing	25%	A list of works proposed for design and associated estimates is currently being developed for submission to Council.	
		19.3.4 Investigate and recommend appropriate management treatments for road safety and traffic management	Completed	100%	A report recommending appropriate management treatments for road safety and traffic management was approved by Council at the 27 July 2021 Ordinary Council Meeting.	
		19.3.5 Deliver the Capital Program substantially on time, on budget, fit for purpose and in accordance with relevant design and construction standards	Progressing	25%	The capital works programme is being delivered on time, on budget, is fit for purpose and in accordance with relevant design and construction standards.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		19.3.6 Deliver timely, professional engineering assessment of proposed development	Progressing	25%	Response times have been consistent in providing advice, with a particular focus on improvements to historic Development Applications up to Construction Certificate stage. During this period, a number of State Significant Developments have also been assessed within the required timeframe.	
		19.3.7 Conduct regular meetings of the Muswellbrook Bypass Advisory Committee	Progressing	45%	The Muswellbrook By Pass Committee is meeting regularly and receiving updates from Transport for NSW. The By Pass committee has provided input to TfNSW in relation to the Coal Road interchange.	

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 Progress planning for projects arising from the Floodplain Risk Management Plan	Progressing	25%	Design for a flood warning system for Muscle Creek is underway. This is the highest priority project identified from the Floodplain Risk Management Plan.	
		19.4.2 Negotiate transfer Muswellbrook and Denman Levee Systems to the relevant State Department	Progressing	25%	Previous meetings with the Department of Environment and Heritage have agreed in principle to transfer the Muswellbrook and Denman levee systems to the Hunter Valley Flood Mitigation Scheme. This remains to be formalised.	
		19.4.3 Carry out a prioritised programme of asset condition inspections	Progressing	25%	Preparatory works have been carried out. Condition Assessments are due to commence in the second quarter of 2021-22 for water and sewer, road pavement and bridge assets. A level three inspection of the Bell Street bridge over Muscle Creek will also be carried out in the second quarter of 2021-22.	



DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		19.4.4 Effectively manage customer service requests	Progressing	80%	Council is continuing to action improvements to Digital Media and completion of the Customer Relationship Management system. COVID lockdowns reduced capacity at Council for dealing with customer service. Service level improvements will continue to be a focus of Council and will look to provide improvements in the near term.	
		19.4.5 Implement construction waste avoidance and resource recovery strategy	Progressing	25%	Construction waste avoidance and resource recovery strategies are considered as a key focus of all construction and maintenance projects.	
		19.4.6 Progress formalisation of Bengalla Link Road-Wybong Road route as an alternative over-mass, over-size vehicle route	Progressing	25%	Council will nominate Bengalla Link Road and Wybong Road for reclassification as state roads under the Transport for NSW road reclassification project.	





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 Council's 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 Continue to operate in accordance with the New South Wales Environment Protection Agency (EPA) Licences	Progressing	50%	Denman Sewer Environment Protection Licence EPL 5059 annual licence return was submitted on 4 August 2021. Denman Sewer satisfactorily met the licence conditions. Muswellbrook Sewer Environment Protection Licence 1593 annual licence return is due in April 2021. Prior to submission, the Pollution Incident Response Management Plan will be tested. All wet weather and dry weather flows at the Muswellbrook recycled water treatment works have been approved in the licence EPL 5059.	
		20.1.2 Continue substantial achievement of Best Practice Water Supply and Sewerage Guidelines	Progressing	25%	A quarterly review of the Water and Sewer Levels of Service Report, for July to September 2021, will be submitted to the 26 October 2021 Ordinary Council meeting.	





DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		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	Progressing	25%	Water Operators test water quality at the treatment plant and reticulation daily. Reticulation samples are collected and sent on a weekly basis to the NSW Health appointment laboratory for verification testing. All drinking water samples have satisfactorily achieved compliance standards as stipulated in the Australian Drinking Water Guidelines (2011).	
		20.1.4 Monitor higher risk zones and treatment works within the sewer system exposed to businesses with liquid trade waste discharges	Progressing	25%	Inspections of liquid trade waste premises and review of liquid trade waste applications and approvals are being carried out to ensure compliance with Council's Liquid Trade Waste Policy.	
		20.1.5 Undertake inspections and approvals of liquid trade waste premises and agreements	Progressing	25%	Inspections of liquid trade waste premises are being carried out to ensure compliance with Council's Liquid Trade Waste Policy.	
		20.1.6 Implement and monitor effluent reuse arrangements with relevant stakeholders to ensure secure and cost effective effluent disposal	Progressing	25%	Council has a contract in place for the annual purchase of recycled water from the Muswellbrook recycled water treatment works. Recycled water is also supplied to Muswellbrook golf course and Denman golf course.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		20.1.7 Provide a report to Council listing priorities for construction	Progressing	50%	A capital works programme has been developed for 2021-22, and will be reported to the 26 October 2021 Ordinary Council meeting.	

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 Shire's 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%	A report listing priorities for construction was approved by Council at the 27 July 2021 Ordinary Council Meeting.	
		21.1.2 Deliver the Capital Program substantially on time, on budget, fit for purpose and in accordance with relevant design and construction standards	Progressing	25%	The capital works programme is being delivered substantially on time, on budget, fit for purpose and in accordance with relevant design and construction standards.	
		21.1.3 Carry out progressive linemarking of Bylong Valley Way	Progressing	75%	Linemarking at Bylong Valley Way has substantially been completed. Remaining areas will be linemarked following capital upgrade projects.	
		21.1.4 Manage over mass over size vehicle permits to minimise impact on Council road network efficiency	Progressing	25%	Inspections are regularly carried out to manage over mass over size vehicle movements to ensure minimisation of the impact on Council's road network efficiency.	




6. 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 Council's 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	Progressing	25%	Arrangements have been made with Council's insurer to conduct a desk based exercise to prepare for a severe weather event in the second half of 2021-22.	
		22.1.2 Ensure currency of all relevant emergency management plans	Progressing	25%	Council's Emergency Management Plan is currently under review.	
		22.1.3 Ensure meetings of the Local Emergency Management Committee are held regularly	Progressing	25%	A quarterly meeting of the Muswellbrook Shire Local Emergency Management Committee was conducted by video conference on Thursday, 2 September 2021.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		22.1.4 Undertake strategic advocacy with government and industry leaders to further the interests and aspirations of the Shire's communities	Progressing	20%	Council developed a draft Advocacy Prospectus for the Shire during the Upper Hunter By Election. This draft document will be further developed in preparation of the NSW State Election.	
		22.1.5 Monitor effectiveness of Council's Emergency Management Plan (EMPLAN)	Progressing	25%	Council's Emergency Management Plan (EMPLAN) is currently under review.	
		22.1.6 Attend Regional Emergency Management Committee meetings	Progressing	25%	Attendance at Regional Emergency Management Committee meetings is being carried out.	
		22.1.7 Attend Combined Muswellbrook-Singleton Bush Fire Risk Management Committee meetings	Progressing	25%	Attendance at combined Muswellbrook-Singleton Bush Fire Risk Management Committee meetings is being carried out.	
		22.1.8 Ensure infrastructure projects consider emergency risk management in the design process	Progressing	25%	All infrastructure projects consider emergency management as a core component of the design process.	
		22.1.9 Council will support the Shire's communities with a flexible and scalable response to the impacts of the Novel Coronavirus (COVID-19) to reduce the social and economic impacts	Progressing	55%	Council is leading the local LEMC and supporting local initiatives to improve access to COVID vaccinations.	

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	Progressing	25%	Council commissioned Jetty Research to conduct a random telephone survey of adult Shire residents to measure their satisfaction with Council facilities and services, as well as explore residents' perceptions of key challenges and opportunities for the region. The survey was conducted from 24 May to 8 June, involving interviews with 400 residents. A briefing on the 2021 Community Satisfaction Survey was provided to Council by Jetty Research on 26 July 2021 and the final report was submitted to the 31 August 2021 Ordinary meeting of Council. In response to the outcomes of the 2021 Community Satisfaction Survey, a workshop was held with Councillors on 21 September 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	Progressing	35%	Council is finalising the development of a new Website and developing a new Digital Media strategy.	

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 in line with the Future Fund Investment Strategy	Progressing	90%	<p>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. At the August 2021 Ordinary Meeting of Council, a new Future Fund Chair & Committee was endorsed and the first meeting of the Committee will be held in October 2021.</p> <p>An updated Future Fund Policy and long-term financial plan will go before the October Extraordinary Meeting of Council for endorsement.</p>	





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	Not Due To Start	0%	Recruitment for a Business Improvement Officer (80%FTE) is underway.	
		24.2.2 Ensure compliance with Council's statutory reporting obligations	Progressing	25%	As a result of a departmental restructure, Council has appointed a Governance Manager and Governance Officer (12 month contract) to facilitate compliance with Council's statutory reporting obligations.	
		24.2.3 Provide efficient and effective Development Application, Complying Development Certificate, Construction Certificate and Occupational Certificate assessment services	Progressing	25%	The number and trend of applications continues to increase. Staff have been involved in switching the receipt of applications and notification of determinations to the new e-planning portal.	
		24.2.4 Deliver high quality, cost effective and competitive Principal Certifying Authority (PCA) certification services	Progressing	25%	Council staff are nominated as the Principal Certifying Authority in the majority of cases.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		24.2.5 Undertake inspections of development sites subject to Development Application / Construction Certificate in accordance with statutory requirements and ongoing conditions	Progressing	25%	Inspections were able to continue through COVID lockdowns as staff followed COVID safety plans.	
		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	Progressing	25%	Some inspection activities were delayed due to COVID lockdowns, but staff have used this time to update templates and registers and inspection activities are expected to be able to occur more efficiently as a result.	
		24.2.7 Facilitate registration, care and control of animals in the Shire in accordance with the Companion Animals Regulations	Progressing	25%	All services have operated as normal during the first quarter of 2021-22.	


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	Progressing	25%	Planning underway for inspections once COVID restrictions are lifted.	
		24.2.9 Ensure statutory requirements under the Private Swimming Pools Program (Swimming Pool Act 1992) are achieved	Progressing	25%	Inspection of pool safety fences occurring, although the number of pools inspected slowed during COVID restrictions to focus only on those properties being sold or leased.	
		24.2.10 Continue to review, update and revoke policies in accordance with the policy framework management strategy	Not Due To Start	0%	The Policy Officer role is currently unfunded	
		24.2.11 Provide support services for the elected Council and executive	Progressing	25%	All council meetings are supported in line with Council Code of Conduct and Code of Meeting Practice.	
		24.2.12 Implement the Muswellbrook Shire Council Resourcing Strategy	Progressing	20%	The current Resourcing Strategy is being reviewed ahead of strategic planning with a new Council in February 2022 to develop a new community strategic plan, delivery program and operational plan.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		24.2.13 Ensure compliance with all Recover at Work processes in accordance with requirements of regulators and insurer	Progressing	25%	All Recover at Work requirements are in line with regulators and insurers.	
		24.2.14 Provide clear, accessible and relevant information to the community	Progressing	30%	Council has built a new website to be more accessible, current and user friendly. The new website will be launched on Tuesday 26th October. Council is also developing a new digital media strategy to improve community engagement.	
		24.2.15 Engage with other levels of government to promote the interests of the Shire's communities	Progressing	30%	Council is reviewing the current business improvement program to align with an updated Information Communication Technology Strategy that will support council's ongoing efforts to improve business systems and procedures.	
		24.2.16 Contribute to regional strategic partnerships	Progressing	30%	Council has renewed membership of the Hunter Joint Organisation of Council's and is now an active member. Council looks forward to contributing to the development a new Hunter Regional Plan.	

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	Progressing	30%	Council has improved resourcing of the WHS function, which reports to the Office of the General Manager, as an ongoing commitment to continuous improvement in WHS across all areas of Council.	



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:	
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Version No.	Date changed	Policy type	Modified by	Amendments made



Office of
Local Government

Circular to Councils

Circular Details	21-30 / 5 October 2021 / A784861
Previous Circular	21-20 Postponement of the local government elections to 4 December 2021
Who should read this	Councillors / General Managers / All council staff
Contact	Council Governance Team / 02 4428 4100 / olg@olg.nsw.gov.au
Action required	Councils to Implement

Pre-Election Guide for Councils

What's new or changing

- The Office of Local Government (OLG) has prepared a *Pre-Election Guide for Councils*.
- The Guide provides updated and comprehensive guidance to councils on key tasks that need to be completed prior to the council election. The Guide also provides guidance to councils on the rules, restrictions and other considerations that apply to the decision's councils make and the way they exercise their functions in the lead up to the election.

What this will mean for your council

- Councils' elections will be held on **4 December 2021**.
- The Guide provides guidance on the following:
 - the preparation and confirmation of non-residential rolls
 - the use of council resources for election purposes
 - staff political activities in the lead up to the elections
 - council publications during the "regulated period" in the 40 days prior to the election
 - publication of the end of term report
 - attendance by the mayor and councillors at council and community events prior to the election
 - media comment by the mayor and councillors prior to the election
 - caretaker restrictions in the 4 weeks preceding election day
 - planning for the first council meeting following the election
 - delegations to the general manager during the election period.

Where to go for further information

- The *Pre-Election Guide for Councils* is available on the 2021 Local Government Elections webpage on OLG's website [here](#).
- For further information, contact the Council Governance Team on 4428 4100 or olg@olg.nsw.gov.au.

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Pre-election guide

for councils

2021



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Introduction

This Guide provides guidance to councils on key tasks that need to be completed prior to the council election. The Guide also provides guidance to councils on the rules, restrictions and other considerations that apply to the decisions councils make and the way they exercise their functions in the lead up to the election.

Preparation and confirmation of non-residential electoral rolls

Under the *Local Government Act 1993* (the Act), all non-resident owners, occupiers and ratepaying lessees of rateable land in each local government area are eligible to vote at council elections. These electors are referred to below as 'non-residential electors'.

There are two non-residential rolls:

- the roll of non-resident owners of rateable land, and
- the roll of occupiers and rate-paying lessees.

These are referred to below as the non-residential rolls.

After each election, the non-residential rolls lapse and the general manager must prepare new rolls for the next election and keep them updated.

Councils need to ensure that everyone eligible to vote at their elections, including non-residential electors, can do so.

Councils should provide information, including eligibility criteria and the process for making a

claim for inclusion on the non-residential rolls on their websites.

Councils should also make their customer service staff aware of this so that they can assist any person wishing to make a claim for inclusion on the rolls.

The non-residential rolls must include the names of the persons who:

- have applied, at any time, for the inclusion of their name in the relevant roll, and
- on the closing date (40 days prior to the election) are, in the opinion of the general manager, qualified for inclusion in that roll.

This means that when preparing the non-residential rolls, the general manager must:

- include the names of all persons who have previously applied for enrolment, and
- check that those persons continue to be eligible to be enrolled.

Forty days before election day, general managers must finalise the non-residential rolls.

In the case of council elections administered by the Electoral Commissioner, the general manager must certify each roll as being, in the general manager's opinion, a roll of the persons who on the closing date are qualified for inclusion in the roll. The Commissioner must confirm the non-residential rolls after they are certified by the general manager.

In the case of council elections administered by a provider other than the NSW Electoral Commissioner, the general manager must confirm each roll if, in the general manager's opinion, the roll contains the names of the persons who on the closing date are qualified for inclusion in the roll.

Further information about the preparation of non-residential rolls is available at the NSW Electoral Commission's website at www.elections.nsw.gov.au.

Use of council resources, council publications and other activities prior to the elections

Councils and all council officials should be mindful of the need to maintain community confidence in the integrity of the performance of the council's functions and activities in the lead-up to elections.

Councils also need to be mindful of how the community may perceive any of their activities or actions during this time.

Use of council resources for election purposes

Council resources (including council information) are public resources and must be used ethically, effectively, efficiently and carefully.

The rules governing the use of council resources for election purposes are prescribed under the *Model Code of Conduct for Local Councils in NSW* (the Model Code of Conduct) and councils' codes of conduct. There are two key obligations:

- Cause 8.17: This provides that council resources (including council staff), property or facilities must not be used for the purpose of assisting anyone's election campaign unless the resources, property or facilities are otherwise available for use or hire by the public and any publicly advertised fee is paid for use of the resources, property or facility.
- Cause 8.18: This provides that council letterhead, council crests, council email or social media or other information that

could give the appearance it is official council material must not be used for the purpose of assisting anyone's election campaign.

Councils and all council officials should consider the following matters to ensure compliance with clauses 8.17 and 8.18:

- council "resources" include council ICT (including phones, social media sites, phone, email addresses), intellectual property, staff and council facilities
- council resources including intellectual property should not be used by candidates in such a way to suggest they are supported or endorsed by the council
- the prohibition on the use of council resources does not only apply to each councillor's election campaign – it also applies to the election campaigns of others including other candidates
- the prohibition on the use of council resources also applies to council staff campaigning for election to another council or council staff supporting the election campaign of other candidates
- it is permissible to use council facilities but on the same terms as all other candidates including the payment of any advertised fee for use
- breaches by councillors and staff are grounds for disciplinary action.

Staff political activities

There is no outright ban on staff participation in candidates' campaigns under the Model Code of Conduct.

This is in recognition of the implied freedom of political communication under the Australian Constitution. This provides that legislation cannot impermissibly burden political communication (including participation in political activities) other than for a legitimate public purpose and only in a way that is proportionate to that purpose.

However, clause 7.5(b) of the Model Code of Conduct places an obligation on staff to

ensure that any participation in political activities outside the service of the council does not interfere with the performance of their official duties.

Risks to manage in relation to staff participation in political activities include the following:

- staff do not participate in campaigning activities during work time
- staff do not use council resources for campaigning purposes (see clauses 8.17 and 8.18)
- managing interactions between staff and councillors whose campaigns they are supporting
- managing community perceptions arising from council staff participation in councillors' campaigns.

Council publications during the "regulated period"

To keep elections fair, and ensure voters are not misled, there are strict rules about the information that candidates and their supporters can publish or distribute.

These rules are prescribed under the *Local Government (General) Regulation 2021* (the Regulation) and are enforced by the relevant election manager.

These rules apply during what is known as the "regulated period". The "regulated period" starts when the electoral rolls close 40 days before election day and ends on election day.

The key requirement is that all "electoral material" published or distributed during the "regulated period" must contain the name and address of the person who authorised the material and the name and address of the printer.

This is an important electoral integrity measure which is designed to ensure electors can verify the bona fides of electoral material that is printed, published, distributed, or publicly

displayed for campaigning purposes during the "regulated period".

The key definitions are contained in clause 356A of the Regulation.

"Electoral material" is defined very broadly under the Regulation. It means anything, including without limitation a 'how-to-vote' card, poster or advertisement, containing "electoral matter" (whether in a tangible or an electronic form).

"Electoral matter" is in turn defined to include:

- any matter that is intended or calculated or likely to affect or is capable of affecting the result of any election held or to be held or that is intended or calculated or likely to influence or is capable of influencing an elector in relation to the casting of his or her vote at any election, or
- the name of a candidate at any election, the name of the party of any such candidate, the name or address of the committee rooms of any such candidate or party, the photograph of any such candidate, and any drawing or printed matter that purports to depict any such candidate or to be a likeness or representation of any such candidate.

Councils need to be aware that their publications may contain "electoral matter" and may therefore be inadvertently captured within the definition of "electoral material".

Whether a council publication constitutes "electoral material" is an assessment that needs to be made by each council on a case-by-case basis.

A council publication that makes no reference to the mayor or councillors who are candidates and does not carry their images or statements will not constitute "electoral material" if it is not intended or likely to affect voting at the election.

However, council publications that promote the achievements of the council may potentially have this effect and therefore may

constitute “electoral material” even if they do not carry the images or statements of the mayor or councillors.

Affected publications may include:

- the mayoral column where the mayor is a candidate
- any publication or material carrying the name and/or images of the mayor or councillors who are candidates
- the end of term report – because this identifies the activities and achievements of the council over its preceding term, it has the potential to impact on voting at the election (further information on this is provided below).

The requirements that apply to council publications published or distributed during the “regulated period” containing “electoral matter” can be easily satisfied by including in it the name and address of the general manager and the printer of the publication.

However, the perceptions that this may give rise to, including that the council is a participant in the election and that council resources may be seen to have been utilised to support the campaigns of the incumbent mayor and councillors, are not as easily addressed.

Mitigation strategies to address this risk may include:

- publishing the mayoral column in the 40 days preceding the election as a generic council column
- deferring issuing potentially affected publications until after the election.

Publication of the end of term report

Under the currently applicable (March 2013) *Integrated Planning and Reporting Guidelines for Local Government in NSW*, a report on the progress of implementation of the Community Strategic Plan (the end of term report) must be presented at the final meeting of an outgoing

council.

Because the end of term report identifies the activities and achievements of the council over its preceding term it may potentially constitute “electoral material” for the purposes of the Regulation because of its potential to impact on voting at the election.

The provisions in the Regulation relating to “electoral material” do not prevent the end-of-term report being presented to the council or from being published on a council’s website as part of the business papers of the meeting.

However, councils should be mindful of the requirements of the Regulation relating to “electoral material” when issuing the end of term report as a publication during the “regulated period”.

Attendance at community events

Mayors and councillors will continue to need to exercise their official functions in the lead up to the election. This is both permissible and appropriate.

Mayors or councillors who are candidates may continue to attend or preside over council-arranged or community events in the lead up to the election in an official capacity.

However, mayors or councillors who are candidates must not use council arranged events that they attend in an official capacity to actively campaign for re-election.

Media comment

There is nothing to prevent the mayor or councillors who are candidates from offering media comment, provided that comment is not made in an advertisement, newspaper column, or a radio or television broadcast paid for by the council or produced by the council or with council resources.

When making media and any other public comment, mayors and councillors should continue to comply with the council's adopted media policy.

Council decision-making

Caretaker restrictions

Under the Regulation, councils are required to assume a "caretaker" role in the four weeks preceding the election day (see clause 393B).

The caretaker restrictions are designed to prevent outgoing councils from making major decisions that will bind the new council or limit its actions.

The caretaker period for the 4 December 2021 local government elections commences on Friday 5 November 2021 and ends on Saturday 4 December 2021.

During the caretaker period, councils, general managers and other delegates of councils (other than a joint regional planning panel, a local planning panel or the Central Sydney Planning Committee) must not exercise the following functions:

- enter into any contract or undertaking involving an expenditure or receipt by the council of an amount equal to or greater than \$150,000 or 1% of the council's revenue from rates in the preceding financial year (whichever is the larger)
- determine a "controversial development application", except where a failure to make such a determination would give rise to a deemed refusal, or such a deemed refusal arose before the commencement of the caretaker period, or
- appoint or reappoint the council's general manager (except for temporary appointments).

"Controversial development application" means a development application for designated development under section 4.10 of the *Environmental Planning and Assessment Act 1979* for which at least 25 persons have made submissions during community consultation.

Councils should plan ahead to avoid the need to make these types of decisions during the caretaker period.

In certain circumstances, these functions may be exercised with the approval of the Minister.

Timing of the first meeting of the new council following the election

In response to changing postal delivery services, on the advice of the NSW Electoral Commission, the time for the receipt of postal votes has been extended to 13 days after election day.

This change has been made to provide a greater opportunity for valid postal votes to be received and counted.

This change will mean that the council elections held on 4 December 2021 are not likely to be declared before 21 December 2021.

Councils should schedule the timing of their first meetings following the election on this basis.

Councils that elect their mayor must hold a mayoral election within 3 weeks of the declaration of the ordinary election and are required to schedule a meeting for this purpose within 3 weeks of the declaration of the election.

When scheduling the first meeting following the election, councils will also need to factor in the Christmas/New Year period.

Delegations during the election period

Under the Act, all current councillors and mayors elected by the councillors cease to hold their civic offices on election day 4 December 2021.

This means that councils will be without a governing body from 4 December 2021 until the declaration of the election between 21 and 23 December 2021 at the earliest.

Because the declaration of council elections will coincide with the Christmas/New Year period, it is possible that some councils may not meet for some time after election day.

As noted above, councils that elect their mayor will be required to meet within 3 weeks of the declaration of the ordinary election to hold a mayoral election.

Prior to the election, councils should ensure that appropriate delegations are in place for their general managers so that they can continue to exercise the functions of the council as required in the period between election day and the first meeting of the council following the election.

Councils may wish to consider delegating all delegable functions to the general manager at the last meeting before the election for the period between election day and the first meeting of the council following the election.

Councils that elect their mayors will not have a mayor in the period between election day and the first meeting after the election when the mayoral election is held.

There is nothing to prevent councils from authorising the general manager to exercise the civic and ceremonial functions normally exercised by the mayor during this period in the absence of a mayor.

The Office of Local Government is aware that some councils that elect their mayors have expressed a preference that the outgoing

mayor should continue to exercise the functions of mayor in the period between election day and the holding of the mayoral election after the election.

There is nothing to prevent councils from authorising the outgoing mayor to continue to exercise the civic and ceremonial functions normally exercised by the mayor during this period in the absence of a mayor should they wish to do so, (even though the outgoing mayor will have ceased to hold any civic office in the council as of the day of the election).

Given the possibility that the outgoing mayor may not be re-elected at the election and may therefore cease to be accountable to the council and the community, councils should refrain from making any delegations to the outgoing mayor.





DELEGATION OF AUTHORITY TO GENERAL MANAGER

SECTION 377 LOCAL GOVERNMENT ACT 1993

Muswellbrook Shire Council:

- A. recognises that certain functions are conferred on the General Manager by the provisions of the Local Government Act 1993; and
- B. delegates, pursuant to section 377 of the Local Government Act 1993, to the person holding the position of General Manager (and to the person acting in that position from time-to-time), the functions, powers, authorities and duties of the Council contained in the legislation and matters specified in Schedule 1, subject to the limitations specified in Schedule 2.

This delegation commences on **22 December, 2020** and will remain in force until otherwise revised or revoked by resolution of Council in accordance with the Local Government Act 1993 (as amended).

SCHEDULE 1

- 1. The functions of the Council under:
 - (i) the Local Government Act 1993 and regulations made thereunder;
 - (ii) the Environmental Planning and Assessment Act 1979 including:
 - (a) Section 4.55(1) of the Environmental Planning and Assessment Act 1979 (modifications involving a minor error, mis-description or miscalculation); and
 - (b) Section 4.55(1A) of the Environmental Planning and Assessment Act 1979 (modifications involving minimal environmental impact); and
 - (iii) All other legislation (including regulations, statutory rules and the like made thereunder) under which Council has powers, authorities, duties and functions, subject to section 381 of the Local Government Act 1993 (as amended).

SCHEDULE 2

- 1. Council may by resolution direct the General Manager in the exercise of any function, power, duty or authority herein delegated.
- 2. The General Manager shall exercise these delegations in accordance with and subject to:
 - (i) The provisions of the Local Government Act 1993 (as amended); and

- (ii) All policies of the Council adopted by resolution and current at the time of the exercise of these delegations.
- 3. Except where Council by special resolution provides otherwise, the delegation to determine matters under the Environmental Planning and Assessment Act 1979:
 - (i) in which the capital investment value of the development specified in the development application exceeds \$3,000,000 or
 - (ii) which are for, or in any way related to:
 - (a) restricted premises;
 - (b) food and drink premises used for, or proposed to be used for, the sale of alcohol, but not including modification or alterations that will not increase the floor area or increase the trading hours of the premises;
 - (c) electricity generating works;
 - (d) mines and extractive industries, but not including businesses proposed on land zoned R1, R2, R5, B1, B2, B3, B4, B5, IN1 or IN2 that support mining and extractive industries;
 - (e) waste disposal facility;
 - (f) subdivisions into more than five lots;
 - (g) works alongside or adjoining any river or urban drainage system (excluding any waterway outside the urban areas of Muswellbrook, Denman and Sandy Hollow) that anticipate non-compliance with Section 25 of Muswellbrook DCP 2009 or Council's Rivers and Drainage Channels Policy.
 - (iii) which anticipate any non-compliance with any development standard in Part 4 of the Muswellbrook Local Environmental Plan 2009 (or any equivalent LEP applicable to the Muswellbrook Local Government Area);
 - (iv) that despite the proposal complying with provisions in the Local Environmental Plan and Development Control Plan, the proposal received more than ~~one~~ five unique objections during the notification process; or
 - (v) where the determination has been delegated to the Development Assessment Committee.

Note:

- For the avoidance of doubt and except where the context otherwise requires, terms used in this clause 3, Schedule 2 have the meanings ascribed to them in the Environmental Planning and Assessment Act 1979 and regulations and statutory instruments made thereunder (as amended) if they are defined.

END OF DELEGATION

20 December, 2020

ATTACHMENT 2 - Local Government Act 1993 No 30 [NSW] s377



NSW legislation

Local Government Act 1993 No 30

Current version for 20 August 2021 to date (accessed 14 October 2021 at 12:11)

377 General power of the council to delegate

- (1) A council may, by resolution, delegate to the general manager or any other person or body (not including another employee of the council) any of the functions of the council under this or any other Act, other than the following—
- (a) the appointment of a general manager,
 - (b) the making of a rate,
 - (c) a determination under section 549 as to the levying of a rate,
 - (d) the making of a charge,
 - (e) the fixing of a fee,
 - (f) the borrowing of money,
 - (g) the voting of money for expenditure on its works, services or operations,
 - (h) the compulsory acquisition, purchase, sale, exchange or surrender of any land or other property (but not including the sale of items of plant or equipment),
 - (i) the acceptance of tenders to provide services currently provided by members of staff of the council,
 - (j) the adoption of an operational plan under section 405,
 - (k) the adoption of a financial statement included in an annual financial report,
 - (l) a decision to classify or reclassify public land under Division 1 of Part 2 of Chapter 6,
 - (m) the fixing of an amount or rate for the carrying out by the council of work on private land,
 - (n) the decision to carry out work on private land for an amount that is less than the amount or rate fixed by the council for the carrying out of any such work,
 - (o) the review of a determination made by the council, and not by a delegate of the council, of an application for approval or an application that may be reviewed under section 82A of the *Environmental Planning and Assessment Act 1979*,
 - (p) the power of the council to authorise the use of reasonable force for the purpose of gaining entry to premises under section 194,
 - (q) a decision under section 356 to contribute money or otherwise grant financial assistance to persons,
 - (r) a decision under section 234 to grant leave of absence to the holder of a civic office,
 - (s) the making of an application, or the giving of a notice, to the Governor or Minister,
 - (t) this power of delegation,
 - (u) any function under this or any other Act that is expressly required to be exercised by resolution of the council.

ATTACHMENT 2 - Local Government Act 1993 No 30 [NSW] s377

- (1A) Despite subsection (1), a council may delegate its functions relating to the granting of financial assistance if—
- (a) the financial assistance is part of a specified program, and
 - (b) the program is included in the council's draft operational plan for the year in which the financial assistance is proposed to be given, and
 - (c) the program's proposed budget for that year does not exceed 5 per cent of the council's proposed income from the ordinary rates levied for that year, and
 - (d) the program applies uniformly to all persons within the council's area or to a significant proportion of all the persons within the council's area.
- (2) A council may, by resolution, sub-delegate to the general manager or any other person or body (not including another employee of the council) any function delegated to the council by the Departmental Chief Executive except as provided by the instrument of delegation to the council.
- (3) A council may delegate functions to a joint organisation only with the approval, by resolution, of the board of the joint organisation.

Muswellbrook Shire Council
Budget 2021-22
September Review
Operating Budget

Budget 2021-22 September Review - Consolidated All Funds

	YTD Actuals (incl Committments)	2021/22 Total Budget	2021/22 Total Budget + Carryovers	2021/22 September Review Changes	2021/22 September Review Budget	
General Fund	(16,897,982)	(478,006)	(478,006)	287,968	(190,038)	- Majority of change due to Aquatic Centre works
Revenue	(25,099,324)	(43,374,260)	(44,501,064)	(46,289)	(44,547,353)	
Expenses	8,201,342	42,896,254	44,023,058	334,257	44,357,315	
Future Fund	(673,061)	(3,111,196)	(3,111,196)	-	(3,111,196)	- No net change
Revenue	(1,675,471)	(7,438,858)	(7,660,675)	30,846	(7,629,829)	
Expenses	1,002,410	4,327,663	4,549,480	(30,846)	4,518,634	
Sewer Fund	(3,354,582)	(0)	(0)	175,469	175,469	
Revenue	(4,333,405)	(5,625,189)	(5,625,189)	75,469	(5,549,720)	- Decreased Trade Waste income
Expenses	978,823	5,625,189	5,625,189	100,000	5,725,189	- increased Sewer Treatment costs
Water Fund	(557,116)	303,222	303,222	150,000	453,222	
Revenue	(1,703,755)	(6,479,262)	(6,870,516)	-	(6,870,516)	
Expenses	1,146,639	6,782,484	7,173,738	150,000	7,323,738	- Water Licence - GLE Pipeline
Grand Total	(21,482,741)	(3,285,979)	(3,285,979)	613,437	(2,672,542)	

Budget 2021-22 September Review - General Fund

	YTD Actuals (incl Committments)	2021/22 Total Budget	2021/22 Total Budget + Carryovers	2021/22 September Review Changes	2021/22 September Review Budget
General Fund	(16,897,982)	(478,006)	(478,006)	287,968	(190,038)
Revenue	(25,099,324)	(43,374,260)	(44,501,064)	(46,289)	(44,547,353)
Aquatic Centres	93	(774,572)	(774,572)	374,943	(399,629)
Community Services	(13,185)	(72,478)	(110,256)	-	(110,256)
Corporate Services Management	-	(78,316)	(78,316)	-	(78,316)
Cultural	(3,888)	(29,040)	(29,040)	(6,474)	(35,514)
Domestic Waste	(2,737,643)	(2,840,304)	(2,840,304)	-	(2,840,304)
Economic Development and Innovation Upper Hunter	(343,776)	(262,656)	(412,656)	(300,000)	(712,656)
Emergency Services	-	(212,109)	(214,154)	-	(214,154)
Environmental Planning	(141,950)	(436,835)	(436,835)	(6,500)	(443,335)
Ethtec	-	0	0	-	0
Financial Services	(20,698,073)	(23,895,581)	(23,895,581)	(81,213)	(23,976,794)
Fleet Operations	(253,315)	(2,248,274)	(2,248,274)	-	(2,248,274)
Hospitality	(10,641)	(51,000)	(51,000)	-	(51,000)
Human Resources	-	-	(6,762)	(5,045)	(11,807)
Integrated Planning	-	-	(22,436)	-	(22,436)
Libraries	(2,795)	(83,943)	(83,943)	-	(83,943)
Property and Building Services	(39,555)	(404,049)	(404,049)	-	(404,049)
Regulatory Services	(19,773)	(110,344)	(110,344)	12,000	(98,344)
Roads and Drainage - Works	(274,361)	(3,549,412)	(4,085,906)	-	(4,085,906)
Special Rate Variation	32,800	(1,837,391)	(1,837,391)	-	(1,837,391)
Sustainability	(83,818)	(547,976)	(624,933)	(2,000)	(626,933)
Technical Services	-	-	(26,666)	-	(26,666)
Waste Management Facility	(509,444)	(5,939,979)	(6,207,645)	(32,000)	(6,239,645)

Budget 2021-22 September Review - General Fund

	YTD Actuals (incl Committments)	2021/22 Total Budget	2021/22 Total Budget + Carryovers	2021/22 September Review Changes	2021/22 September Review Budget
Expenses	8,201,342	42,896,254	44,023,058	334,257	44,357,315
Aquatic Centres	128,024	1,334,833	1,334,833	(135,688)	1,199,145
Community Services	78,356	707,170	744,948	5,631	750,579
Corporate Services Management	606,406	2,394,915	2,394,915	(201,009)	2,193,906
Cultural	48,807	395,223	395,223	6,474	401,697
Customer Service and Administration	147,184	995,852	995,852	-	995,852
Domestic Waste	334,004	2,840,304	2,840,304	-	2,840,304
Economic Development and Innovation Upper Hunter	1,898,962	1,804,627	1,954,627	306,832	2,261,459
Emergency Services	101,310	1,086,741	1,088,786	-	1,088,786
Environmental Planning	157,080	1,286,750	1,286,750	(4,962)	1,281,788
Ethtec	-	(0)	(0)	-	(0)
Executive Services	1,677	52,358	52,358	(619)	51,739
Financial Services	619,009	2,056,356	2,056,356	(66,231)	1,990,125
Fleet Operations	293,205	2,248,274	2,248,274	-	2,248,274
Hospitality	28,882	231,540	231,540	-	231,540
Human Resources	118,447	648,607	655,369	22,215	677,584
Information Services	343,871	1,038,755	1,038,755	92,372	1,131,127
Integrated Planning	52,202	517,901	540,337	259,309	799,646
Libraries	83,206	697,283	697,283	-	697,283
Property and Building Services	804,364	3,398,789	3,398,789	-	3,398,789
Recreation	152,323	1,459,518	1,459,518	(627)	1,458,891
Regulatory Services	42,291	346,708	346,708	(5,000)	341,708
Roads and Drainage - Works	1,559,930	10,899,165	11,435,659	(3,440)	11,432,219
Special Rate Variation	43,973	546,021	546,021	-	546,021
Sustainability	82,547	416,996	493,953	27,000	520,953
Technical Services	52,439	595,132	621,798	-	621,798
Waste Management Facility	422,843	4,896,436	5,164,102	32,000	5,196,102
Grand Total	(16,897,982)	(478,006)	(478,006)	287,968	(190,038)

Budget 2021-22 September Review - General Fund - Changes Summary

2021/22 September Review Changes	Revenue	Expenses	Grand Total	
Not Offset	378,443	(90,475)	287,968	
Aquatic Centre	374,943	(146,018)	228,925	Due to Closure during works
Increase for Sustainability Team Leader position		25,000	25,000	
Environmental Planning and Regulatory Services Adjustments	5,500	(9,962)	(4,462)	Minor adjustments
IT - Equipment & Software		10,019	10,019	
Recruitment		30,000	30,000	Additional recruitment costs
Minor	(2,000)	486	(1,514)	
Offset	(424,732)	424,732	-	
Transfer from Contingency Reserve - Software Upgrades (65k) and Swipe-On System (16k)	(81,213)		(81,213)	Offset
Update ERP Systems to latest versions		65,000	65,000	
Swipe-On Entry System		16,213	16,213	
Reallocate from GM Contingency to Disaster Relief (COVID) \$60,600. Hunter JO \$5631.		(66,231)	(66,231)	Offset
Disaster Relief - COVID - Reallocation from GM Contingency		60,600	60,600	
Hunter JO - Reallocated from GM Contingency		5,631	5,631	
Governance/Exec Services Restructure - Transfer from Exec Services		(201,009)	(201,009)	Offset
Governance/Exec Services Restructure - Transfer to Governance		201,009	201,009	
Reallocation from Wages & Salaries - CFO Consultant		40,272	40,272	Offset
Reallocation to Consulting - CFO		(40,272)	(40,272)	
Economic Development - STEM	(300,000)	300,000	-	
Reallocations - Waste	(32,000)	32,000	-	
Reallocations - Property & Buildings		-	-	
Reallocations - Roads & Drainage		-	-	
Reallocations - Other	(11,519)	11,519	-	
Grand Total	(46,289)	334,257	287,968	

Budget 2021-22 September Review - Water Fund

	YTD Actuals (incl Commitments)	2021/22 Total Budget	2021/22 Total Budget + Carryovers	2021/22 September Review Changes	2021/22 September Review Budget	
Water Fund	(557,116)	303,222	303,222	150,000	453,222	
Revenue	(1,703,755)	(6,479,262)	(6,870,516)	-	(6,870,516)	
Interest on Investments	29,733	(165,000)	(165,000)	-	(165,000)	
Interest on Overdue Rates	(3,306)	(34,033)	(34,033)	-	(34,033)	
Pension Rebate Subsidy	-	(37,526)	(37,526)	-	(37,526)	
Water Consultant Activities, Risk Assessments, IWCM other studies and asset Valuation	-	-	(391,254)	-	(391,254)	
Water Fund Rates	(1,767,826)	(1,759,959)	(1,759,959)	-	(1,759,959)	
Water Fund Sundry Income	(5,393)	(18,899)	(18,899)	-	(18,899)	
Water Mains Pressure Test	(567)	(4,080)	(4,080)	-	(4,080)	
Water Meter Test Fees	(11,379)	(33,313)	(33,313)	-	(33,313)	
Water Private Works	-	(21,747)	(21,747)	-	(21,747)	
Water Tanker Sales	(14,115)	(139,557)	(139,557)	-	(139,557)	
Water Tapping Fees	(2,302)	(3,264)	(3,264)	-	(3,264)	
Water Users Fees and Charges	71,400	(4,261,883)	(4,261,883)	-	(4,261,883)	
Expenses	1,146,639	6,782,484	7,173,738	150,000	7,323,738	
Depreciation	317,282	1,972,310	1,972,310	-	1,972,310	
Management/Supervision	52,014	316,326	316,326	-	316,326	
Water Consultant Activities, Risk Assessments, IWCM other studies and asset Valuation	146,048	20,400	411,654	150,000	561,654	- Water Licence - GLE Pipeline
Water Fund Administration and Overheads (Inc Dividend to Gen Fund)	226,462	1,521,975	1,521,975	-	1,521,975	
Water Fund Other Administration Costs	4,632	301,202	301,202	-	301,202	
Water Mains	38,464	412,352	412,352	-	412,352	
Water Meters, Private Works and water purchases	18,161	372,862	372,862	-	372,862	
Water Miscellaneous Expenses	644	20,666	20,666	-	20,666	
Water Pumping Expenses	23,127	431,036	431,036	-	431,036	
Water Reservoirs	5,797	14,994	14,994	-	14,994	
Water Treatment	314,008	1,398,362	1,398,362	-	1,398,362	
Grand Total	(557,116)	303,222	303,222	150,000	453,222	

Budget 2021-22 September Review - Sewer Fund

	YTD Actuals (incl Committments)	2021/22 Total Budget	2021/22 Total Budget + Carryovers	2021/22 September Review Changes	2021/22 September Review Budget	
Sewer Fund	(3,354,582)	(0)	(0)	175,469	175,469	
Revenue	(4,333,405)	(5,625,189)	(5,625,189)	75,469	(5,549,720)	- Decreased Trade Waste income
Interest on Investments	6,359	(34,999)	(34,999)	-	(34,999)	
Interest on Overdue Rates	(2,393)	(26,138)	(26,138)	-	(26,138)	
Pension Rebate Subsidy	-	(36,593)	(36,593)	-	(36,593)	
Sewer Effluent Reuse	(28,017)	(333,870)	(333,870)	-	(333,870)	
Sewer Fund Rates	(4,309,354)	(4,987,077)	(4,987,077)	-	(4,987,077)	
Sewer Other Revenues	-	(5,413)	(5,413)	-	(5,413)	
Sewer Plan Fees	-	-	-	-	-	
Sewer Trade Waste Fees	-	(201,101)	(201,101)	75,469	(125,632)	
Expenses	978,823	5,625,189	5,625,189	100,000	5,725,189	
Depreciation	306,750	1,889,959	1,889,959	-	1,889,959	
Engineering/Supervision	62,650	380,253	380,253	-	380,253	
Sewer Effluent Reuse	2,281	103,717	103,717	-	103,717	
Sewer Fund Administration and Overheads (Inc Dividend to Gen Fund)	138,844	833,060	833,060	-	833,060	
Sewer Mains	41,521	302,524	302,524	-	302,524	
Sewer Other Costs	-	4,721	4,721	-	4,721	
Sewer Pumping Stations	35,572	234,064	234,064	-	234,064	
Sewer Treatment	391,205	1,876,892	1,876,892	100,000	1,976,892	- increased Sewer Treatment costs
Grand Total	(3,354,582)	(0)	(0)	175,469	175,469	

Muswellbrook Shire Council
Budget 2021-22
September Review
Capital Budget

Capital Budget 2021/22 - September Review - Consolidated

Items	YTD	2021/22 Budget	2021/22 Budget + Carryovers	2021/22 September Review Changes	2021/22 September Review Budget
General Fund	3,532,375	-	-	-	-
Capital Revenue	(3,950,737)	(34,176,379)	(54,365,934)	(4,055,250)	(58,421,184)
Capital Expenses	7,483,112	34,176,379	54,365,934	4,055,250	58,421,184
Future Fund	3,298,166	-	-	-	-
Capital Revenue	(307,774)	(8,660,681)	(12,391,685)	-	(12,391,685)
Capital Expenses	3,605,940	8,660,681	12,391,685	-	12,391,685
Sewer	212,485	-	-	-	-
Capital Revenue	(39,366)	(3,689,959)	(3,719,540)	-	(3,719,540)
Capital Expenses	251,851	3,689,959	3,719,540	-	3,719,540
Water	557,460	-	-	-	-
Capital Revenue	(34,743)	(2,023,000)	(2,720,521)	(376,800)	(3,097,321)
Capital Expenses	592,203	2,023,000	2,720,521	376,800	3,097,321
Grand Total	7,600,486	-	-	-	-

Capital Budget 2021/22 - September Review - General Fund

General Fund	YTD	2021/22 Budget	2021/22 Budget + Carryovers	2021/22 September Review Changes	2021/22 September Review Budget
Capital Revenue	(3,950,737)	(34,176,379)	(54,365,934)	(4,555,250)	(58,921,184)
Capital Expenses	7,483,112	34,176,379	54,365,934	4,555,250	58,921,184
Aquatic Centre	113,921	860,000	2,852,975	150,000	3,002,975
Community Services	2,936,226	11,548,541	14,665,090	781,750	15,446,840
Corporate Services	375,946	936,500	1,488,986	65,000	1,553,986
Future Fund	-	1,320,154	1,320,154	-	1,320,154
General Design Program	2,500	45,000	45,000	-	45,000
Hunter Beach	1,078	-	2,923,029	250,000	3,173,029
Olympic Park Project	31,370	2,126,193	2,348,747	-	2,348,747
Recreation	8,528	1,040,000	1,340,180	-	1,340,180
Regional Entertainment Centre	180,484	6,434,000	6,434,000	-	6,434,000
Roads	3,825,907	9,805,991	20,389,561	2,733,500	23,123,061
Waste Management Facility	7,152	60,000	558,212	75,000	633,212
UHEDC	-	-	-	500,000	500,000
Grand Total	3,532,375	-	-	-	-

Capital Budget 2021/22 - September Review - General Fund Changes Summary

2021/22 September Review Changes			
	Capital Revenue	Capital Expenses	Grand Total
Rosemount Road Culvert	(850,000)	850,000	-
Ironbark Road Footpath	(250,000)	250,000	-
Rosebrook Bridge	(1,633,500)	1,633,500	-
Muscle Creek Nature Trail and Revegetation (AGL Macq Project)	(237,500)	237,500	-
Hunter Beach and Karoola Wetlands (AGL Macq Project)	(250,000)	250,000	-
Mbk and Dnm Indoor Sports Centre Upgrades	(299,250)	299,250	-
Recreation Capital Works		-	-
Buildings New and Replacement		-	-
Denman Childrens Centre - Expansion (Contribution)	(620,000)	620,000	-
Improvements in Security - Waste Facility	(75,000)	75,000	-
Performance and Convention Centre		-	-
Civic Precinct - Resources for Regions- Didn't materialise	1,500,000		1,500,000
Civic Precinct - State Contribution - Didn't materialise	1,000,000		1,000,000
Civic Precinct - Loan funding to replace grant funding	(2,500,000)		(2,500,000)
IT Hardware and Software Upgrades - Funded from Contingency Reserve	(140,000)	140,000	-
Investigation and Design - Aquatic Centre - from Capital Works Contingency	(150,000)	150,000	-
Mbk Youth/Indoor Sports Centre - Stronger Country Communities -	450,000	(450,000)	-
UHEDC	(500,000)	500,000	-
Grand Total	(4,555,250)	4,555,250	-

Capital Budget 2021/22 - September Review - Water Fund

	YTD	2021/22 Budget	2021/22 Budget + Carryovers	2021/22 September Review Changes	2021/22 September Review Budget
Water	557,460	2,023,000	2,720,521	-	2,720,521
Capital Revenue	(34,743)	-	-	(376,800)	(376,800)
Capital Expenses	592,203	2,023,000	2,720,521	376,800	3,097,321
Asbestos Removal	-	55,000	55,000	-	55,000
Depot - Investigation and Design	5,670	-	166,673	-	166,673
Laboratory Equipment	899	25,000	25,000	-	25,000
Mains Renewal and Replacement (inc Carryover)	384,976	440,000	753,958	-	753,958
Replacement of Water Meters Programme	10,445	78,000	78,000	-	78,000
Sandy Hollow Augmentation	-	23,428	23,428	-	23,428
South Muswellbrook Reservoir	-	327,972	327,972	-	327,972
System Plant Asset Renewals	151,503	858,600	858,600	-	858,600
Vehicle Replacement	-	100,000	100,000	-	100,000
Vehicle-Equipment Replacement	38,710	60,000	117,394	-	117,394
Water Fund Environmental Grants	-	55,000	55,000	-	55,000
Water Stop Valve Replacement	-	-	159,496	-	159,496
Upgrade Fluoride Dosing System WTP	-	-	-	376,800	376,800
Grand Total	557,460	2,023,000	2,720,521	-	2,720,521

Capital Budget 2021/22 - September Review - Sewer Fund

	2021/22 Budget	2021/22 Budget + Carryovers	2021/22 September Review Changes	2021/22 September Review Budget
Sewer	-	-	-	-
Capital Revenue	(3,689,959)	(3,719,540)	-	(3,719,540)
Capital Expenses	3,689,959	3,719,540	-	3,719,540
Access & Security Improvements RWTW	20,000	20,000	-	20,000
Loan - Sewer RWTW	624,041	624,041	-	624,041
Mains Renewal and Replacement	310,000	339,581	-	339,581
Sewer Plant and Equipment	35,000	35,000	-	35,000
Skellatar Main	86,344	86,344	-	86,344
Solar Array	1,800,000	1,800,000	-	1,800,000
System Plant Asset Renewals	140,000	140,000	-	140,000
Transportation System Improvement	674,574	674,574	-	674,574
Grand Total	-	-	-	-

Capital Budget 2021/22 - September Review - Future Fund

	2021/22 Budget	2021/22 Budget + September Review Carryovers	2021/22 Changes	2021/22 September Review Budget
Capital Revenue	(5,500,000)	(6,620,737)	(220,000)	(6,840,737)
Capital Expenses	8,660,681	12,391,685	220,000	12,611,685
111 Brook Street Mbk Purchase	-	-	220,000	220,000
Bakery Set Up	-	99,794	-	99,794
Marketplace	4,927,178	4,927,178	-	4,927,178
Marketplace Air Conditioning	-	398,494	-	398,494
Renewal of Existing Assets/New Acquisitions	713,503	713,503	-	713,503
Throsby ACT	520,000	520,000	-	520,000
Town Education Centre 2	2,500,000	5,732,716	-	5,732,716
Grand Total	3,160,681	5,770,948	-	5,770,948


Muswellbrook Shire Council
Budget 2021-22
September Review
Attachments

**MUSWELLBROOK SHIRE COUNCIL
RESERVES TRANSACTIONS**

		2021/2022 Original Budget		Carryovers	September 21 Review Changes		Operating Reserves		
	Unaudited Closing Balance (\$'000's) as at 30 June 2021	Transfer to (\$'000's)	Transfer From (\$'000's)	Transfer From (\$'000's)	Transfer to (\$'000's)	Transfer From (\$'000's)	Transfer to (\$'000's)	Transfer From (\$'000's)	Closing Balance 30 June 2022 (\$'000's)
Unrestricted	3,022		1,000			288		22	1,712
Externally Restricted									
Unexpended Loan - COVID	728			728					0
Unexpended Loan = Wilkinson Bridge	1,785			1,785					0
s7.11 & s7.12 Levies	81								81
s7.11 & s7.12 - Drainage	153								153
s7.11 & s7.12 - Roads	302								302
s7.11 & s7.12 - Parking	2								2
s7.11 & s7.12 - Open Space	209								209
s7.11 & s7.12 - Community Facilities	3								3
s7.11 & s7.12 - Tourism	37								37
s7.11 & s7.12 - Bushfire	111								111
s7.11 & s7.12 - Social Infrastructure	17								17
Mt Arthur VPA	474	1,034	1,034	166					308
Bengalla VPA	1,705	226	226	1,455		250			0
Mangoola VPA	445	399	399	439					6
Liddell VPA	23								23
Mt Pleasant VPA	648	350	350	394		250			4
Mangoola Muswellbrook Rec	102								102
Ridgelands	1,610	155	655	640		470			0
Muswellbrook Coal	396			396					0
Bengalla Coal Community Fund	45								45
Mangoola Education	161								161
Road Network Efficiency	2,034			2,034					0
Section 64 (Water)	7,498								7,498
Section 64 (Sewer)	3,373		1,800						1,573
Unexpended Grants (G)	4,970			924				759	3,287
Water	6,105		354	698		377		391	4,285
Sewer	1,174			30		175			969
Domestic Waste	790								790
Total	34,981	2,164	4,818	9,689	0	1,522		1,150	19,966

**MUSWELLBROOK SHIRE COUNCIL
RESERVES TRANSACTIONS**

	2021/2022 Original Budget		Carryovers	September 21 Review Changes		Operating Reserves		
Unaudited Closing Balance (\$'000's) as at 30 June 2021	Transfer to (\$'000's)	Transfer From (\$'000's)	Transfer From (\$'000's)	Transfer to (\$'000's)	Transfer From (\$'000's)	Transfer to (\$'000's)	Transfer From (\$'000's)	Closing Balance 30 June 2022 (\$'000's)
Internally Restricted								
Plant and Vehicle	2,576	365						2,211
Infrastructure Replacement	108						66	42
Mine Affected Roads	908							908
Road Reserve	912							912
Employee Leave Entitlement	1,313							1,313
Deposits Retentions and Bonds	4,341							4,341
Carpark Replacement	113							113
Road Works Contingency	494							494
Future Fund	1,559	606	498		220			1,447
Building Replacement	7							7
Culture	10						10	0
Drainage Reserve	143							143
Administrative	3							3
Environmental	613							613
Waste Management Centre	7,180		913		75	250	60	6,382
Stormwater	881							881
Sustainability Reserve	56		50				6	0
Builders Rubble	80							80
Road Pavement Consumption Charge	90							90
Road Closure	206							206
Contingency Reserve	268	50	78	65			81	124
18/19 Capital Carryovers	161		11		150			0
19/20 Capital Carryovers	378		259					119
19/20 Operational Carryovers	13						13	0
20/21 Operating Carryovers	247						247	0
20/21 Capital Carryovers	1,045		1,045					0
Waste Levy Aggregate (R&D)	61							61
SRV Reserve	92		86					6
Works in Progress	148							148
Financial Assistance Grant	1,889				1,872			17
Mine Affected Roads Study	70							70
Legal Contingency	151							151
Election Reserve	123						123	0
Infrastructure Works - Muswellbrook	125							125
Total	26,364	606	415	2,940	65	2,317	250	21,007
Grand Totals	64,367	2,770	6,233	12,629	65	4,127	250	42,685

<div>  muswellbrook shire council </div>									
Contract Listing Budget review for the quarter ended – 30 September 2021									
Contractors Name	ABN Number	Purpose of the Contract	Approximate value of the contract	Start Date	End Date	Was the Contract budgeted for	Are there Renegotiation provisions	Method of tendering Selection Criteria (if applicable)	Related Companies involved with the Contract
Deloma Pty Ltd	72 003 200 717	Construction Pocket Park - Sandy Hollow 2020-2021-0471	\$131,451.00	06/07/2021	Until final certificate is issued	Yes	N/A	<ul style="list-style-type: none"> Price Experience and Capability Proposed personnel Proposed sub-contractors and consultants Local Content 	<ul style="list-style-type: none"> Playcover Stephen Bridge Concreting
MCS Civil (NSW) Pty Ltd	95 612 377 634	Replacement of Box Culvert, Rosemount Road 2020-2021-0472	\$352,500.00	28/07/2021	Until final certificate is issued	Yes	N/A	<ul style="list-style-type: none"> Price; Experience and Capability; Environmental Management System; Quality Assurance System & Work Health and Safety Systems. 	<ul style="list-style-type: none"> Moss Vale Precast Concrete Products Tolas Cranes
C-Wise	97 962 521 954	Supply and Installation of Pipe on Ground Aerated Static Pile System 2018-2019-0373	\$182,900.00	13/09/2021	Until final certificate is issued	Yes	N/A	<ul style="list-style-type: none"> Price; Experience and Capability; Timeframe for the completion of the project; Quality Assurance System & Work Health and Safety Systems. 	N/A
Mattress Recycling Australia	34 630 230 063	Regional Tender for Mattress Recycling	Schedule of Rates	13/09/2021	13/09/2024	Yes	N/A	<ul style="list-style-type: none"> WHS Price Technical and Operational Capability Experience and past performance Environmental Management Performance 	N/A

Contractors Name	ABN Number	Purpose of the Contract	Approximate value of the contract	Start Date	End Date	Was the Contract budgeted for	Are there Renegotiation provisions	Method of tendering Selection Criteria (if applicable)	Related Companies involved with the Contract
Aura Renewable Energy Ltd.	85 601 225 487	Olympic Park Intelligent Lighting 2019-2020-0419	\$113,600.00	18/09/2021	Until final certificate is issued	Yes	N/A	<ul style="list-style-type: none"> Price; Experience and Capability; Local Content Fit for Purpose (Eg: High Quality/Reliable products/Substantial warranty on both products and installation) 	N/A
KCE Pty Ltd	83 059 721 881	Yarrawa Road Upgrade Works Ch14.0-Ch16 2020-2021-0455	\$2,233,200.00	29/09/2021	Until final certificate is issued	Yes	N/A	<ul style="list-style-type: none"> Price Experience and Capability Environmental Management System Work health and Safety Quality Assurance 	<ul style="list-style-type: none"> Guardrail System Whiteline Road Servies Colas Wild Quarries Rosebrook Sand & Gravel D&C Trees Concrete Evidence BCP Humes

Details of Current Council Loan Balances, Purpose and Repayment Date

Original Amount	Purpose	Interest Rate	Balance at 30/06/2021	2021/22 Repayments	Year of Final Payment
\$1,100,000	Water - South Muswellbrook Reservoir	6.03%	\$177,682	\$85,735	2022/23
\$300,000	Water - Sandy Hollow Augmentation	6.09%	\$48,855	\$23,428	2022/23
\$3,200,000	Water - South Muswellbrook Reservoir	6.61%	\$780,760	\$242,238	2023/24
\$1,300,000	Sewer - Mains and Pump Stations	6.50%	\$493,102	\$86,344	2025/26
\$1,750,000	Widden Bridge	6.00%	\$1,235,130	\$75,776	2034/35
\$1,573,967	Smiths Bridge	4.28%	\$1,242,076	\$61,664	2024/25
\$3,000,000	Roads Infrastructure Backlog	5.90%	\$924,205	\$350,782	2023/24
\$1,785,000	Olympic Park Bridge	1.45%	\$1,749,405	\$107,823	2025/26
\$3,300,000	Future Fund	1.60%	\$3,135,000	\$165,000	2024/25
\$13,500,000	Future Fund - Seven Hills, Campbell's Corner	2.32%	\$9,863,009	\$1,882,507	2021/22
\$13,276,500	Future Fund - Muswellbrook Marketplace	1.20%	\$12,817,758	\$616,862	2023/24
\$5,000,000	Future Fund - Muswellbrook Marketplace	3.43%	\$1,693,904	\$954,627	2022/23
\$12,500,000	Future Fund - Muswellbrook Marketplace	2.34%	\$10,593,826	\$1,308,183	2024/25
\$7,000,000	Sewer - Sewer Treatment Plant	4.49%	\$6,326,136	\$252,074	2038/39
\$10,000,000	Sewer - Sewer Treatment Plant	4.50%	\$8,800,761	\$371,967	2037/38
\$2,000,000	Covid 19	1.77%	\$1,882,513	\$119,580	2022/23
\$7,800,000	Throsby ACT	1.86%	\$7,496,667	\$520,000	2025/26
TOTAL			\$69,260,789	\$7,224,590	

LIFS interest rate subsidy applies

Muswellbrook Shire Council
Budget 2022-23
Preliminary DRAFT Estimates
Operating Budget

Budget 2022-23 Estimates Preparation Preliminary DRAFT - Consolidated

	2021/22 Total Budget	2021/22 Total Budget + Carryovers	2021/22 September Budget Review	2022-23 Budget Base	2022-23 Budget Changes	2022-23 Budget Draft 0.1
General Fund	(478,006)	(478,006)	(190,038)	(487,566)	137,401	(350,165)
Revenue	(43,374,260)	(44,501,064)	(44,547,353)	(44,241,745)	(267,089)	(44,508,834)
Expenses	42,896,254	44,023,058	44,357,315	43,754,179	404,490	44,158,669
Future Fund	(3,111,196)	(3,111,196)	(3,111,196)	(3,173,419)	-	(3,173,419)
Revenue	(7,438,858)	(7,660,675)	(7,629,829)	(7,587,635)	-	(7,587,635)
Expenses	4,327,663	4,549,480	4,518,634	4,414,216	-	4,414,216
Sewer Fund	(0)	(0)	175,469	(304,010)	160,300	(143,710)
Revenue	(5,625,189)	(5,625,189)	(5,549,720)	(6,041,703)	-	(6,041,703)
Expenses	5,625,189	5,625,189	5,725,189	5,737,693	160,300	5,897,993
Water Fund	303,222	303,222	453,222	(34,062)	20,000	(14,062)
Revenue	(6,479,262)	(6,870,516)	(6,870,516)	(6,952,196)	-	(6,952,196)
Expenses	6,782,484	7,173,738	7,323,738	6,918,134	20,000	6,938,134
Grand Total	(3,285,979)	(3,285,979)	(2,672,542)	(3,999,058)	317,701	(3,681,357)

- Mainly additional projected revenue from new patisserie (288k)

- Mainly additional projected costs for new patisserie (361k)

Budget 2022-23 Estimates Preparation - Preliminary DRAFT - General Fund

	2021/22 Total Budget	2021/22 September Budget Review	2022-23 Budget Base	2022-23 Budget Changes	2022-23 Budget Draft 0.1
General Fund	(478,006)	(190,038)	(487,566)	137,401	(350,165)
Revenue	(43,374,260)	(44,547,353)	(44,241,745)	(267,089)	(44,508,834)
Aquatic Centres	(774,572)	(399,629)	(790,063)	68,386	(721,677)
Community Services	(72,478)	(110,256)	(73,928)	-	(73,928)
Corporate Services Management	(78,316)	(78,316)	(79,882)	-	(79,882)
Cultural	(29,040)	(35,514)	(29,621)	(14,778)	(44,399)
Domestic Waste	(2,840,304)	(2,840,304)	(2,897,110)	-	(2,897,110)
Economic Development and Innovation Upper Hunter	(262,656)	(712,656)	(267,909)	-	(267,909)
Emergency Services	(212,109)	(214,154)	(216,351)	-	(216,351)
Environmental Planning	(436,835)	(443,335)	(445,572)	(8,500)	(454,072)
Ethtec	0	0	0	-	0
Financial Services	(23,895,581)	(23,976,794)	(24,373,493)	-	(24,373,493)
Fleet Operations	(2,248,274)	(2,248,274)	(2,293,240)	-	(2,293,240)
Hospitality	(51,000)	(51,000)	(52,020)	(288,000)	(340,020)
Human Resources	-	(11,807)	-	-	-
Integrated Planning	-	(22,436)	-	-	-
Libraries	(83,943)	(83,943)	(85,622)	-	(85,622)
Property and Building Services	(404,049)	(404,049)	(412,130)	-	(412,130)
Regulatory Services	(110,344)	(98,344)	(112,551)	3,000	(109,551)
Roads and Drainage - Works	(3,549,412)	(4,085,906)	(3,620,401)	-	(3,620,401)
Special Rate Variation	(1,837,391)	(1,837,391)	(1,874,139)	-	(1,874,139)
Sustainability	(547,976)	(626,933)	(558,935)	5,803	(553,132)
Technical Services	-	(26,666)	-	-	-
Waste Management Facility	(5,939,979)	(6,239,645)	(6,058,779)	(33,000)	(6,091,779)

	2021/22 Total Budget	2021/22 September Budget Review	2022-23 Budget Base	2022-23 Budget Changes	2022-23 Budget Draft 0.1
Expenses	42,896,254	44,357,315	43,754,179	404,490	44,158,669
Aquatic Centres	1,334,833	1,199,145	1,361,530	23,005	1,384,535
Community Services	707,170	750,579	721,314	-	721,314
Corporate Services Management	2,394,915	2,193,906	2,442,813	(205,029)	2,237,784
Cultural	395,223	401,697	403,128	14,778	417,906
Customer Service and Administration	995,852	995,852	1,015,769	5,000	1,020,769
Domestic Waste	2,840,304	2,840,304	2,897,110	-	2,897,110
Economic Development and Innovation Upper Hunter	1,804,627	2,261,459	1,840,720	-	1,840,720
Emergency Services	1,086,741	1,088,786	1,108,475	-	1,108,475
Environmental Planning	1,286,750	1,281,788	1,312,485	12,000	1,324,485
Ethtec	(0)	(0)	(0)	-	(0)
Executive Services	52,358	51,739	53,406	-	53,406
Financial Services	2,056,356	1,990,125	2,097,483	-	2,097,483
Fleet Operations	2,248,274	2,248,274	2,293,240	-	2,293,240
Hospitality	231,540	231,540	236,171	361,158	597,329
Human Resources	648,607	677,584	661,579	11,463	673,042
Information Services	1,038,755	1,131,127	1,059,530	23,086	1,082,616
Integrated Planning	517,901	799,646	528,259	205,029	733,289
Libraries	697,283	697,283	711,228	-	711,228
Property and Building Services	3,398,789	3,398,789	3,466,765	639	3,467,404
Recreation	1,459,518	1,458,891	1,488,708	(639)	1,488,069
Regulatory Services	346,708	341,708	353,642	(2,000)	351,642
Roads and Drainage - Works	10,899,165	11,432,219	11,117,149	-	11,117,149
Special Rate Variation	546,021	546,021	556,942	-	556,942
Sustainability	416,996	520,953	425,336	25,000	450,336
Technical Services	595,132	621,798	607,034	(102,000)	505,034
Waste Management Facility	4,896,436	5,196,102	4,994,365	33,000	5,027,365
Grand Total	(478,006)	(190,038)	(487,566)	137,401	(350,165)

Note: 2022-23 Budget Base uses 2021-22 Budget + 2%

Budget 2021-22 September Review - Preliminary DRAFT - General Fund - Changes Summary

	Revenue	Expenses	Grand Total
General Fund	(267,089)	404,490	137,401
Aquatic Centre	68,386	12,468	80,854
Carparking Study 2021 - One-off		(102,000)	(102,000)
IT - Equipment & Software		22,651	22,651
New Patisserie	(288,000)	361,158	73,158
Governance/Exec Services Restructure - Transfer from Exec Services		(333,570)	(333,570)
Governance/Exec Services Restructure - Transfer to Governance		333,570	333,570
Increase for Sustainability Team Leader position		25,000	25,000
Environmental Planning - Increased Advisory Costs		20,000	20,000
Environmental Planning - Reduce local grant program to allow for increased advisor fees.		(5,000)	(5,000)
Environmental Planning - Reduce legal budget to offset additional Advisory Costs		(3,000)	(3,000)
Reallocations - Roads & Drainage		-	-
Reallocations - Other	(8,975)	20,213	11,238
Environmental Planning and Regulatory Services Adjustments	(5,500)	(2,000)	(7,500)
Library		-	-
Subscriptions		22,000	22,000
Waste	(33,000)	33,000	-
Grand Total	(267,089)	404,490	137,401

Budget 2022-23 Estimates Preparation - Water Fund

	2021/22 Total Budget	2021/22 September Review Budget	2022-23 Budget Base	2022-23 Budget Changes	2022-23 Budget Draft 0.1
Water Fund	303,222	453,222	(34,062)	20,000	(14,062)
Revenue	(6,479,262)	(6,870,516)	(6,952,196)	-	(6,952,196)
Interest on Investments	(165,000)	(165,000)	(168,300)	-	(168,300)
Interest on Overdue Rates	(34,033)	(34,033)	(34,714)	-	(34,714)
Pension Rebate Subsidy	(37,526)	(37,526)	(38,276)	-	(38,276)
Water Consultant Activities, Risk Assessments, IWCM other studies and asset Valuation		(391,254)		-	-
Water Fund Rates	(1,759,959)	(1,759,959)	(1,891,956)	-	(1,891,956)
Water Fund Sundry Income	(18,899)	(18,899)	(20,316)	-	(20,316)
Water Mains Pressure Test	(4,080)	(4,080)	(4,386)	-	(4,386)
Water Meter Test Fees	(33,313)	(33,313)	(35,812)	-	(35,812)
Water Private Works	(21,747)	(21,747)	(23,378)	-	(23,378)
Water Tanker Sales	(139,557)	(139,557)	(150,024)	-	(150,024)
Water Tapping Fees	(3,264)	(3,264)	(3,509)	-	(3,509)
Water Users Fees and Charges	(4,261,883)	(4,261,883)	(4,581,525)	-	(4,581,525)
Expenses	6,782,484	7,323,738	6,918,134	20,000	6,938,134
Depreciation	1,972,310	1,972,310	2,011,756	-	2,011,756
Management/Supervision	316,326	316,326	322,653	-	322,653
Water Consultant Activities, Risk Assessments, IWCM other studies and asset Valuation	20,400	561,654	20,808	-	20,808
Water Fund Administration and Overheads (Inc Dividend to Gen Fund)	1,521,975	1,521,975	1,552,414	-	1,552,414
Water Fund Other Administration Costs	301,202	301,202	307,226	-	307,226
Water Mains	412,352	412,352	420,599	-	420,599
Water Meters, Private Works and water purchases	372,862	372,862	380,319	-	380,319
Water Miscellaneous Expenses	20,666	20,666	21,080	-	21,080
Water Pumping Expenses	431,036	431,036	439,657	-	439,657
Water Reservoirs	14,994	14,994	15,294	-	15,294
Water Treatment	1,398,362	1,398,362	1,426,329	20,000	1,446,329
Grand Total	303,222	453,222	(34,062)	20,000	(14,062)

Note: 2022-23 Budget Base uses 2021-22 Budget + 2%
Water & Sewer Rates and Charges Revenue increase of 7.5%

Budget 2022-23 Estimates Preparation - Sewer Fund

Row Labels	YTD Actuals (incl Commitments)	2021/22 Total Budget	2021/22 September Review Budget	2022-23 Budget Base	2022-23 Budget Changes	2022-23 Budget Draft 0.1
Sewer Fund	(3,354,582)	(0)	175,469	(304,010)	160,300	(143,710)
Revenue	(4,333,405)	(5,625,189)	(5,549,720)	(6,041,703)	-	(6,041,703)
Interest on Investments	6,359	(34,999)	(34,999)	(35,699)	-	(35,699)
Interest on Overdue Rates	(2,393)	(26,138)	(26,138)	(26,660)	-	(26,660)
Pension Rebate Subsidy	-	(36,593)	(36,593)	(37,324)	-	(37,324)
Sewer Effluent Reuse	(28,017)	(333,870)	(333,870)	(358,910)	-	(358,910)
Sewer Fund Rates	(4,309,354)	(4,987,077)	(4,987,077)	(5,361,108)	-	(5,361,108)
Sewer Other Revenues	-	(5,413)	(5,413)	(5,819)	-	(5,819)
Sewer Plan Fees	-	-	-	-	-	-
Sewer Trade Waste Fees	-	(201,101)	(125,632)	(216,183)	-	(216,183)
Expenses	978,823	5,625,189	5,725,189	5,737,693	160,300	5,897,993
Depreciation	306,750	1,889,959	1,889,959	1,927,758	-	1,927,758
Engineering/Supervision	62,650	380,253	380,253	387,858	-	387,858
Sewer Effluent Reuse	2,281	103,717	103,717	105,792	-	105,792
Sewer Fund Administration and Overheads (Inc Dividend to Gen Fund)	138,844	833,060	833,060	849,721	-	849,721
Sewer Mains	41,521	302,524	302,524	308,574	-	308,574
Sewer Other Costs	-	4,721	4,721	4,815	-	4,815
Sewer Pumping Stations	35,572	234,064	234,064	238,745	-	238,745
Sewer Treatment	391,205	1,876,892	1,976,892	1,914,430	160,300	2,074,730
Grand Total	(3,354,582)	(0)	175,469	(304,010)	160,300	(143,710)

Note: 2022-23 Budget Base uses 2021-22 Budget + 2%
Water & Sewer Rates and Charges Revenue increase of 7.5%

Muswellbrook Shire Council
Budget 2022-23
Preliminary DRAFT Estimates
Capital Budget

Capital Budget Estimates 2022/23 - Preliminary Draft Overview

	2021/22 Original Budget	2021/22 Budget + Carryovers	2021/22 September Review Budget	2022/23 Draft Budget 0.1
General Fund	-	-	-	-
Capital Funding	(39,175,176)	(54,365,934)	(58,421,184)	(26,596,821)
Expenditure	39,175,176	54,365,934	58,421,184	26,596,821
Future Fund	-	-	-	-
Capital Funding	(6,766,658)	(12,391,685)	(12,391,685)	(12,639,519)
Expenditure	6,766,658	12,391,685	12,391,685	12,639,519
Sewer Fund	-	-	-	-
Capital Funding	(3,689,959)	(3,719,540)	(3,719,540)	(1,937,208)
Expenditure	3,689,959	3,719,540	3,719,540	1,937,208
Water Fund	-	-	-	-
Capital Funding	(2,023,000)	(2,720,521)	(3,097,321)	(2,021,617)
Expenditure	2,023,000	2,720,521	3,097,321	2,021,617
Total	-	-	-	-

Muswellbrook Shire Council

Financial Report - September 2021
Capital Costs (Incl. Loan Repayments & excl. Revenue)

	YTD Actuals	Carry Overs	Total Budget	Over Budget	Comments
General & Future Fund Projects					
111 Brook Street Mbk Purchase	218,005	-	-	-218,005	
Bridges Renewal Programme	-	-	95,000		
Carpark Renewal Programme	-	-	100,000		
CPTIGS - Bus Shelter	-	48,400	48,400		
Developer Coordinated Works Programme	-	-	25,000		
Drainage Devices Programme	-	-	140,000		
Footpath and Cycleway Renewal Programme	68,777	-	135,000		
Heavy Patching Programme	-	-	252,533		
Kerb and Gutter Replacement Programme	8,900	-	117,000		
New Footpath and Cycleway Programme	91,800	-	135,000		
Regional Road Renewal Programme	-	-	70,000		
Resources for Regions - Mine Affected Roads Programme	-	-	462,515		
Resources for Regions - Round 5	906,437	8,143,687	8,143,687		
Resources for Regions - Round 6	252,470	1,108,627	1,108,627		
Road Design Program	11,971	50,000	100,000		
Road Resealing Programme	-	-	500,000		
Roads Capital Contingency	-	-	150,000		
Roads to Recovery Program	-	-	577,898		
Rural Road Regravelling Programme	164,477	-	350,000		
Rural Road Renewal Programme	-	-	375,000		
Safety Audit Ridgeland Road	-	47,272	47,272		
Safety Device Renewal Programme	-	-	135,000		
Sandy Creek Road Curve Improvement	61,833	246,506	246,506		
Sandy Hollow Village Centre	-	174,403	214,403		
Urban Road Renewal Programme	-	-	400,000		
Widdien Valley Road Pavement Rehab	108,821	553,397	553,397		
Yarrawa Road (Fixing Local Roads)	39,910	131,278	4,931,278		
Emulsion Tank	-	80,000	80,000		
Large Plant Items	-	395,000	966,500		
Purchase of Vehicles	63,297	157,486	417,486		
Transport Vehicles	-	-	105,000		
Leachate Dam	-	498,212	498,212		
Waste Management Facility	-	-	60,000		
Aquatic Centres Programme	-	-	60,000		
Art Acquisitions	-	-	65,000		
Bakery Set Up	120	99,794	99,794		
Buildings New and Replacement	77,443	451,034	1,676,034		
Bushfire Assets	-	-	250,000		
Capital Works Contingency	-	-	150,000		
CBD Stage 7 (Town Centre)	-	-	750,000		
Civic Precinct (Town Square)	409,230	-	3,804,615		
Contribution to Future Fund (Objections)	-	-	1,320,154		
Corporate Services General Programme	25,006	-	148,006		
Denman Heritage Village	-	37,740	897,740		
Denman Netball Courts	-	-	600,000		
Future Fund Contribution	-	-	1,679,846		
Ironbark Road Footpath	203,290	-	-	-203,290	
General Design Program	-	-	45,000		
Hunter Beach	1,078	2,923,029	2,923,029		
Investigation and Design - Aquatic Centre	68,124	1,992,975	2,792,975		
Karoola Park Citizens Walk Pathway	-	20,000	20,000		
Library Books General Capital Purchases (General)	11,865	35,742	94,242		
Library Subsidy Projects	-	129,422	129,422		
Local Priority Grant	-	34,021	45,021		
Major Landcare Projects	8,565	3,254	228,254		
Marketplace Air Conditioning	209,656	398,494	398,494		
MSC Depot	18,412	-	2,200,000		
Mbk and Dnm Indoor Sports Centre Upgrades	5,108	-	-	-5,108	
Public Art Sculpture	36,670	34,295	84,295		
Purchase of Land - Companion Animal Impounding Facility	162,323	2,391,041	2,391,041		
Recreation Capital Works	8,528	280,180	695,180		
Renewal of Existing Assets/New Acquisitions	9,640	-	713,503		
Resources for Regions Road Programme	13	-	-	-13	
Rural Road Pavement and Rehabilitation Programme	791	-	-	-791	
Shire Relief Fund Contribution	-	-	50,000		
Sport and Recreation Small Capital Grants Program	-	-	25,000		
Town Education Centre 2	1,088,544	3,232,716	5,732,716		
Bridge St Footpath	15,210	-	61,664		
COVID 19	-	-	119,580		
General Projects - Loans	-	-	200,000		
Kirk and Peberdy Bridges	-	-	75,776		
LISF - Roads Infrastructure Backlog	86,131	-	350,782		
Marketplace	1,079,765	-	4,927,178		
Throsby ACT	129,999	-	520,000		
Wilkinson Bridge	26,809	-	107,823		
Drainage	-	-	300,000		
Olympic Park Project	16,338	222,554	2,348,747		
Performance and Convention Centre	180,484	-	6,434,000		
Total General Fund	5,875,840	23,920,559	67,055,625		
Water Fund					
Asbestos Removal	-	-	55,000		
Depot - Investigation and Design	5,670	166,673	166,673		
Laboratory Equipment	899	-	25,000		
Mains Renewal and Replacement (inc Carryover)	199,214	313,958	753,958		
Replacement of Water Meters Programme	9,244	-	78,000		
System Plant Asset Renewals (Water)	23,863	-	858,600		
Vehicle Replacement	-	-	100,000		
Vehicle-Equipment Replacement	-	57,394	117,394		
Water Fund Environmental Grants	-	-	55,000		
Water Stop Valve Replacement	-	159,496	159,496		
Sandy Hollow Augmentation	-	-	23,428		
South Muswellbrook Reservoir	-	-	327,972		
Total Water Fund	238,890	697,521	2,720,521		
Sewer Fund					
Access & Security Improvements RWTW	-	-	20,000		
Mains Renewal and Replacement	42	29,581	339,581		
Sewer Plant and Equipment	-	-	35,000		
Solar Array	-	-	1,800,000		
System Plant Asset Renewals	11,607	-	140,000		
Transportation System Improvement	3,106	-	674,574		
Loan - Sewer RWTW	102,811	-	624,041		
Skellatar Main	-	-	86,344		
Total Sewer Fund	117,566	29,581	3,719,540		
Consolidated Total	6,232,296	24,647,661	73,495,686		

Muswellbrook Shire Council

Financial Report - September 2021



Council Consolidated											
Account Group	Monthly Actuals	Monthly Budget	Monthly Var	Mth Var %	YTD Actuals	YTD Adopted Budget	YTD Var	YTD % Spend vs FY Budget	Annual Adopted Budget	YTD % vs FY Budget	Variance Commentary (By material exception)
	Monthly				YTD				Full Year		
Revenue											
Rates and Charges	(\$2,264)	\$2,449,943	-\$2,452,207	-100%	\$28,709,214	\$7,349,828	\$21,359,386	291%	\$29,399,313	98%	
User Charges and Fees	\$464,942	\$1,681,130	-\$1,216,188	-72%	\$2,645,096	\$5,043,391	-\$2,398,295	-48%	\$20,173,565	13%	Revenue timing will result in monthly unfavourable variances for much of the year.
Interest & Investments Revenue	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	* Rates & Charges are at 98% of the FY Budget
Other Revenues	\$140,228	\$215,712	-\$75,484	-35%	\$455,311	\$647,137	-\$191,826	-30%	\$2,588,546	18%	* User Charges & Fees are behind from a YTD perspective, with 13% FY Budget achievement
Operating Grants & Contributions	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	* Overall revenue is at 58% of the FY budget
Internal Revenue	\$550,615	\$353,352	\$197,263	56%	\$1,848,030	\$1,060,056	\$787,975	74%	\$4,240,222	44%	See individual funds for commentary specific to that fund
Total Revenue	\$1,153,521	\$4,700,137	-\$3,546,616	-75%	\$33,657,651	\$14,100,412	\$19,557,240	139%	\$56,401,646	60%	
Expenses											
Wages and Salaries	\$1,010,362	\$1,230,107	\$219,745	18%	\$3,211,261	\$3,690,321	\$479,060	13%	\$14,761,285	22%	
Materials and Contracts	\$925,071	\$1,596,994	\$671,923	42%	\$4,218,164	\$4,790,981	\$572,817	12%	\$19,163,923	22%	Overall costs are in line with FY projections - with costs at 24% against FY budget.
Other Costs	\$353,387	\$532,749	\$179,362	34%	\$2,888,147	\$1,598,246	-\$1,289,901	-81%	\$6,392,984	45%	* Other expenses significantly over YTD budget expectations - refer Future Fund
Borrowing Costs	\$31,305	\$178,107	\$146,802	82%	\$370,792	\$534,321	\$163,529	31%	\$2,137,284	17%	* All other costs are below expected levels for Q1 (<25%)
Overheads	\$316,357	\$365,657	\$49,300	13%	\$949,070	\$1,096,971	\$147,901	13%	\$4,387,885	22%	See individual funds for commentary specific to that fund
Depreciation	\$1,129,120	\$1,210,676	\$81,556	7%	\$3,387,360	\$3,632,027	\$244,667	7%	\$14,528,106	23%	
Total Expenses	\$3,765,602	\$5,114,289	\$1,348,687	26%	\$15,024,794	\$15,342,867	\$318,073	2%	\$61,371,467	24%	
Result	(\$2,737,119)	(\$414,152)	-\$2,197,929		\$18,933,308	(\$1,242,455)	\$19,875,312		(\$4,969,821)		

Muswellbrook Shire Council

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General Fund											
Account Group	Monthly Actuals	Monthly Budget	Monthly Var	Mth Var %	YTD Actuals	YTD Adopted Budget	YTD Var	YTD % Spend vs FY Budget	Annual Adopted Budget	YTD % vs FY Budget	Variance Commentary (By material exception)
	Monthly				YTD				Full Year		
Revenue											
Rates and Charges	(\$473)	\$1,887,690	-\$1,888,163	-100%	\$22,634,088	\$5,663,069	\$16,971,019	300%	\$22,652,277	100%	Revenue commentary will focus on material exceptions and concerns - NO concerns exist at this stage
User Charges and Fees	\$376,666	\$652,632	-\$275,966	-42%	\$1,011,094	\$1,957,895	-\$946,801	-48%	\$7,831,579	13%	
Interest & Investments Revenue	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	
Other Revenues	\$140,228	\$215,712	-\$75,484	-35%	\$455,311	\$647,137	-\$191,826	-30%	\$2,588,546	18%	
Operating Grants & Contributions	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	
Internal Revenue	\$290,700	\$343,352	-\$52,652	-15%	\$872,100	\$1,030,056	-\$157,956	-15%	\$4,120,222	21%	
Total Revenue	\$807,121	\$3,099,385	-\$2,292,264	-74%	\$24,972,593	\$9,298,156	\$15,674,437	169%	\$37,192,624	67%	
Expenses											
Wages and Salaries	\$848,633	\$1,039,320	\$190,687	18%	\$2,698,023	\$3,117,959	\$419,936	13%	\$12,471,837	22%	Overall costs are in line with FY projections - with costs at 25% against FY budget (very slight YTD \$47k overspend). * Other expenses significantly over YTD budget expectations due to * All other costs are below expected levels for Q1 (<25%)
Materials and Contracts	\$538,021	\$1,208,819	\$670,798	55%	\$3,282,806	\$3,626,457	\$343,651	9%	\$14,505,828	23%	
Other Costs	\$282,401	\$379,674	\$97,273	26%	\$2,361,693	\$1,139,023	-\$1,222,670	-107%	\$4,556,092	52%	
Borrowing Costs	\$15,375	\$36,499	\$21,124	58%	\$33,306	\$109,498	\$76,192	70%	\$437,990	8%	
Overheads	\$133,704	\$169,404	\$35,700	21%	\$401,111	\$508,213	\$107,102	21%	\$2,032,850	20%	
Depreciation	\$763,156	\$834,872	\$71,716	9%	\$2,289,468	\$2,504,616	\$215,148	9%	\$10,018,463	23%	
Total Expenses	\$2,581,290	\$3,668,588	\$1,087,298	30%	\$11,066,407	\$11,005,765	-\$60,642	-1%	\$44,023,060	25%	
Result	(\$1,774,169)	(\$569,203)	-\$1,204,966		\$13,906,186	(\$1,707,609)	\$15,613,795		(\$6,830,436)		

Muswellbrook Shire Council

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Water Fund											
Account Group	Monthly Actuals	Monthly Budget	Monthly Var	Mth Var %	YTD Actuals	YTD Adopted Budget	YTD Var	YTD % Spend vs FY Budget	Annual Adopted Budget	YTD % vs FY Budget	Variance Commentary (By material exception)
	Monthly				YTD				Full Year		
Revenue											
Rates and Charges	\$0	\$146,663	-\$146,663	-100%	\$1,767,826	\$439,990	\$1,327,836	302%	\$1,759,959	100%	Revenue commentary will focus on material exceptions and concerns - NO concerns exist at this stage
User Charges and Fees	\$26,864	\$373,562	-\$346,698	-93%	(\$11,035)	\$1,120,686	-\$1,131,721	-101%	\$4,482,744	0%	
Interest & Investments Revenue	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	
Other Revenues	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	
Operating Grants & Contributions	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	
Internal Revenue	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	
Total Revenue	\$26,864	\$520,225	-\$493,361	-95%	\$1,756,791	\$1,560,676	\$196,115	13%	\$6,242,703	28%	
Expenses											
Wages and Salaries	\$85,295	\$100,308	\$15,013	15%	\$252,410	\$300,925	\$48,515	16%	\$1,203,699	21%	Overall costs are below FY projections - with costs at 22% against FY budget. * All other costs are below expected levels for Q1 (<25%)
Materials and Contracts	\$223,152	\$156,720	-\$66,432	-42%	\$440,406	\$470,161	\$29,755	6%	\$1,880,644	23%	
Other Costs	\$20,327	\$42,470	\$22,143	52%	\$50,759	\$127,411	\$76,652	60%	\$509,644	10%	
Borrowing Costs	\$0	\$7,122	\$7,122	100%	\$0	\$21,367	\$21,367	100%	\$85,467	0%	
Overheads	\$113,231	\$126,831	\$13,600	11%	\$339,693	\$380,494	\$40,801	11%	\$1,521,975	22%	
Depreciation	\$158,641	\$164,359	\$5,718	3%	\$475,923	\$493,078	\$17,155	3%	\$1,972,310	24%	
Total Expenses	\$600,646	\$597,812	-\$2,834	0%	\$1,559,191	\$1,793,435	\$234,244	13%	\$7,173,739	22%	
Result	(\$573,782)	(\$77,586)	-\$496,196		\$197,600	(\$232,759)	\$430,359		(\$931,036)		

Muswellbrook Shire Council

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Sewer Fund											
Account Group	Monthly Actuals	Monthly Budget	Monthly Var	Mth Var %	YTD Actuals	YTD Adopted Budget	YTD Var	YTD % Spend vs FY Budget	Annual Adopted Budget	YTD % vs FY Budget	Variance Commentary (By material exception)
	Monthly				YTD				Full Year		
Revenue											
Rates and Charges	(\$1,791)	\$415,590	-\$417,381	-100%	\$4,307,300	\$1,246,769	\$3,060,531	245%	\$4,987,077	86%	Revenue commentary will focus on material exceptions and concerns - NO concerns exist at this stage
User Charges and Fees	\$26,715	\$45,032	-\$18,317	-41%	\$54,732	\$135,096	-\$80,364	-59%	\$540,384	10%	
Interest & Investments Revenue	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	
Other Revenues	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	
Operating Grants & Contributions	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	
Internal Revenue	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	
Total Revenue	\$24,924	\$460,622	-\$435,698	-95%	\$4,362,032	\$1,381,865	\$2,980,167	216%	\$5,527,461	79%	
Expenses											
Wages and Salaries	\$60,120	\$70,724	\$10,604	15%	\$207,562	\$212,171	\$4,609	2%	\$848,684	24%	Overall costs are below FY projections - with costs at 22% against FY budget. * All costs are at or below expected levels for Q1 (<25%)
Materials and Contracts	\$63,822	\$71,783	\$7,961	11%	\$196,792	\$215,350	\$18,558	9%	\$861,400	23%	
Other Costs	\$22,527	\$37,612	\$15,085	40%	\$108,492	\$112,836	\$4,344	4%	\$451,344	24%	
Borrowing Costs	\$0	\$61,729	\$61,729	100%	\$112,243	\$185,186	\$72,943	39%	\$740,742	15%	
Overheads	\$69,422	\$69,422	-\$0	0%	\$208,266	\$208,265	-\$1	0%	\$833,060	25%	
Depreciation	\$153,375	\$157,497	\$4,122	3%	\$460,125	\$472,490	\$12,365	3%	\$1,889,959	24%	
Total Expenses	\$369,266	\$468,766	\$99,500	21%	\$1,293,480	\$1,406,297	\$112,817	8%	\$5,625,189	23%	
Result	(\$344,342)	(\$8,144)	-\$336,198		\$3,068,552	(\$24,432)	\$3,092,984		(\$97,728)		

Muswellbrook Shire Council

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Future Fund											
Account Group	Monthly Actuals	Monthly Budget	Monthly Var	Mth Var %	YTD Actuals	YTD Adopted Budget	YTD Var	YTD % Spend vs FY Budget	Annual Adopted Budget	YTD % vs FY Budget	Variance Commentary (By material exception)
	Monthly				YTD				Full Year		
Revenue											
Rates and Charges	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	
User Charges and Fees	\$34,697	\$609,905	-\$575,208	-94%	\$1,590,305	\$1,829,715	-\$239,410	-13%	\$7,318,858	22%	
Interest & Investments Revenue	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	Revenue commentary will focus on material exceptions and concerns - NO concerns exist at this stage
Other Revenues	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	COVID impacts of rental income is still to be assessed - confirmation will be presented once known.
Operating Grants & Contributions	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	
Internal Revenue	\$0	\$10,000	-\$10,000	-100%	\$120,000	\$30,000	\$90,000	300%	\$120,000	100%	
Total Revenue	\$34,697	\$619,905	-\$585,208	-94%	\$1,710,305	\$1,859,715	-\$149,410	-8%	\$7,438,858	23%	
Expenses											
Wages and Salaries	\$16,314	\$19,755	\$3,441	17%	\$53,266	\$59,266	\$6,000	10%	\$237,065	22%	
Materials and Contracts	\$100,076	\$159,671	\$59,595	37%	\$298,160	\$479,013	\$180,853	38%	\$1,916,051	16%	
Other Costs	\$28,132	\$72,992	\$44,860	61%	\$367,203	\$218,976	-\$148,227	-68%	\$875,904	42%	Overall costs are in line with FY projections - with costs at 24% against FY budget.
Borrowing Costs	\$15,930	\$72,757	\$56,827	78%	\$225,243	\$218,272	-\$6,972	-3%	\$873,086	26%	* Other expenses significantly over YTD budget expectations due to UHEDC Contribution (timing)
Overheads	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	* All other costs are below expected levels for Q1 (<25%); except borrowing costs (@ 26%)
Depreciation	\$53,948	\$53,948	-\$0	0%	\$161,844	\$161,844	-\$1	0%	\$647,374	25%	
Total Expenses	\$214,400	\$379,123	\$164,723	43%	\$1,105,716	\$1,137,370	\$31,654	3%	\$4,549,480	24%	
Result	(\$179,703)	\$240,782	-\$420,485		\$604,589	\$722,345	-\$117,756		\$2,889,378		

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										
MACQ 940353865 At Call		3,000,000.00	1.00000000	3,000,000.00	100.000	0.000	3,000,000.00	4.63%	0.35%	
Westpac Bus Prem At Call		3,066,344.80	1.00000000	3,066,344.80	100.000	0.000	3,066,344.80	4.73%	0.34%	
Westpac Muswellbrook Trading Acct At Call		100,000.00	1.00000000	100,000.00	100.000	0.000	100,000.00	0.15%	0.34%	
		6,166,344.80		6,166,344.80			6,166,344.80	9.51%		0.34%
Fixed Rate Bond										
BENAU 1.7 06 Sep 2024 Fixed	AU3CB0266377	2,500,000.00	1.00000000	2,500,000.00	102.352	0.113	2,561,625.00	3.95%	1.68%	
NTTC 1.1 15 Dec 2025 - Issued 31 August 2021 - Muswellbrook Council Fixed		2,000,000.00	1.00000000	2,000,000.00	100.000	0.090	2,001,800.00	3.09%	1.10%	
NTTC 1.1 15 Dec 2025 - Issued 6 September 2021 - Muswellbrook Council Fixed		1,500,000.00	1.00000000	1,500,000.00	100.000	0.072	1,501,080.00	2.32%	1.10%	
SunBank 1.85 30 Jul 2024 Fixed	AU3CB0265403	2,000,000.00	1.00000000	2,000,000.00	102.618	0.312	2,058,600.00	3.18%	1.80%	
		8,000,000.00		8,000,000.00			8,123,105.00	12.53%		1.46%
Floating Rate Deposit										
ANZ 1.2 21 Jul 2022 2557DAY FRD		1,000,000.00	1.00000000	1,000,000.00	100.000	0.238	1,002,384.43	1.55%	1.23%	
		1,000,000.00		1,000,000.00			1,002,384.43	1.55%		1.23%
Floating Rate Note										
Auswide 0.75 07 Nov 2022 FRN	AU3FN0057345	1,000,000.00	1.00000000	1,000,000.00	100.376	0.109	1,004,850.00	1.55%	0.77%	
Auswide 1.05 17 Mar 2023 FRN	AU3FN0053567	2,000,000.00	1.00000000	2,000,000.00	100.815	0.038	2,017,060.00	3.11%	1.06%	
Auswide 0.6 22 Mar 2024 FRN	AU3FN0059317	1,500,000.00	1.00000000	1,500,000.00	99.976	0.013	1,499,835.00	2.31%	0.62%	
BOQ 1.02 16 Nov 2021 FRN	AU3FN0039418	1,000,000.00	1.00000000	1,000,000.00	100.121	0.128	1,002,490.00	1.55%	1.03%	
BOQ 1.05 03 Feb 2023 FRN	AU3FN0040549	500,000.00	1.00000000	500,000.00	101.112	0.170	506,410.00	0.78%	1.07%	
BOQ 1.03 18 Jul 2024 FRN	AU3FN0049094	1,000,000.00	1.00000000	1,000,000.00	101.881	0.211	1,020,920.00	1.57%	1.05%	
BOQ 1.1 30 Oct 2024 FRN	AU3FN0051272	500,000.00	1.00000000	500,000.00	102.124	0.190	511,570.00	0.79%	1.12%	
BENAU 1.05 25 Jan 2023 FRN	AU3FN0040523	500,000.00	1.00000000	500,000.00	101.106	0.194	506,500.00	0.78%	1.08%	
MACQ 0.48 09 Dec 2025 FRN	AU3FN0057709	3,000,000.00	1.00000000	3,000,000.00	100.000	0.028	3,000,840.00	4.63%	0.49%	
RACB 0.93 24 Feb 2023 FRN	AU3FN0053146	1,000,000.00	1.00000000	1,000,000.00	100.502	0.095	1,005,970.00	1.55%	0.94%	
MYS 0.65 16 Jun 2025 FRN	AU3FN0061024	3,000,000.00	1.00000000	3,000,000.00	100.000	0.025	3,000,750.00	4.63%	0.66%	
NAB 0.93 26 Sep 2023 FRN	AU3FN0044996	2,000,000.00	1.00000000	2,000,000.00	101.470	0.008	2,029,560.00	3.13%	0.95%	
NPBS 1.4 06 Feb 2023 FRN	AU3FN0040606	500,000.00	1.00000000	500,000.00	101.365	0.212	507,885.00	0.78%	1.39%	
NPBS 1.12 04 Feb 2025 FRN	AU3FN0052627	4,500,000.00	1.00000000	4,500,000.00	101.969	0.177	4,596,570.00	7.09%	1.14%	
Qld Police 1.5 14 Dec 2021 FRN	AU3FN0046389	750,000.00	1.00000000	750,000.00	100.266	0.066	752,490.00	1.16%	1.51%	
Qld Police 1.15 06 Dec 2022 FRN	AU3FN0052072	2,000,000.00	1.00000000	2,000,000.00	100.909	0.076	2,019,700.00	3.12%	1.16%	
Qld Police 0.75 22 Mar 2024 FRN	AU3FN0059416	1,500,000.00	1.00000000	1,500,000.00	100.122	0.017	1,502,085.00	2.32%	0.77%	
UBS Aust 1.05 21 Nov 2022 FRN	AU3FN0054151	1,000,000.00	1.00000000	1,000,000.00	101.041	0.110	1,011,510.00	1.56%	1.06%	
UBS Aust 0.87 30 Jul 2025 FRN	AU3FN0055307	1,650,000.00	1.00000000	1,650,000.00	101.598	0.151	1,678,858.50	2.59%	0.88%	
		28,900,000.00		28,900,000.00			29,175,853.50	45.00%		0.93%
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	0.625	1,006,246.58	1.55%	0.75%	
AMP 0.3 19 Jan 2022 215DAY TD		800,000.00	1.00000000	800,000.00	100.000	0.085	800,683.83	1.23%	0.30%	
AMP 0.55 14 Feb 2022 276DAY TD		3,000,000.00	1.00000000	3,000,000.00	100.000	0.209	3,006,283.56	4.64%	0.55%	
ME Bank 0.5 18 Oct 2022 484DAY TD		3,000,000.00	1.00000000	3,000,000.00	100.000	0.138	3,004,150.68	4.63%	0.50%	
NAB 0.5 26 Oct 2021 330DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.416	5,020,821.90	7.74%	0.50%	
NAB 0.43 19 Nov 2021 330DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.330	5,016,493.15	7.74%	0.43%	
NAB 0.5 02 Dec 2021 365DAY TD		2,500,000.00	1.00000000	2,500,000.00	100.000	0.414	2,510,342.48	3.87%	0.50%	
		20,300,000.00		20,300,000.00			20,365,022.18	31.41%		0.49%
Fixed Interest Total		64,366,344.80		64,366,344.80			64,832,709.91	100.00%		0.81%

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BRISBANE OFFICE: LEVEL 38, 71 EAGLE STREET, BRISBANE QLD, 4000 T 61 7 3123 5370 F 61 7 3123 5371

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

1 Issuer Trading Limits

Issuer	Issuer Rating Group (Long Term)	Issuer Parent	Already Traded (with Issuer Group) Face Value Notional	Limit For Book or Entity	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 64,366,344.80	6,436,634.48	75.00	25.00	1,636,634	0.00	0
ANZ Banking Group Ltd	AA+ to AA-		1,000,000.00	Book	30.00 % of 64,366,344.80	19,309,903.44	5.00	95.00	18,309,903	0.00	0
Auswide Bank Limited	BBB+ to BBB-		4,500,000.00	Book	10.00 % of 64,366,344.80	6,436,634.48	70.00	30.00	1,936,634	0.00	0
Bank of Melbourne	AA+ to AA-	Westpac Banking Corporation Ltd	3,166,344.80	Book	30.00 % of 64,366,344.80	19,309,903.44	16.00	84.00	16,143,559	0.00	0
Bank of Queensland Ltd	A+ to A-		6,000,000.00	Book	10.00 % of 64,366,344.80	6,436,634.48	93.00	7.00	436,634	0.00	0
BankSA	AA+ to AA-	Westpac Banking Corporation Ltd	3,166,344.80	Book	30.00 % of 64,366,344.80	19,309,903.44	16.00	84.00	16,143,559	0.00	0
BankVic	BBB+ to BBB-		0.00	Book	10.00 % of 64,366,344.80	6,436,634.48	0.00	100.00	6,436,634	0.00	0
BankWest Ltd	AA+ to AA-	Commonwealth Bank of Australia Ltd	0.00	Book	30.00 % of 64,366,344.80	19,309,903.44	0.00	100.00	19,309,903	0.00	0
Bendigo & Adelaide Bank Ltd	A+ to A-		3,000,000.00	Book	10.00 % of 64,366,344.80	6,436,634.48	47.00	53.00	3,436,634	0.00	0
Commonwealth Bank of Australia Ltd	AA+ to AA-		0.00	Book	30.00 % of 64,366,344.80	19,309,903.44	0.00	100.00	19,309,903	0.00	0
Credit Suisse Sydney	A+ to A-		0.00	Book	20.00 % of 64,366,344.80	12,873,268.96	0.00	100.00	12,873,269	0.00	0
Credit Union Australia Ltd	BBB+ to BBB-		0.00	Book	10.00 % of 64,366,344.80	6,436,634.48	0.00	100.00	6,436,634	0.00	0
Greater Bank Ltd	BBB+ to BBB-		0.00	Book	10.00 % of 64,366,344.80	6,436,634.48	0.00	100.00	6,436,634	0.00	0
Heritage Bank Ltd	BBB+ to BBB-		0.00	Book	10.00 % of 64,366,344.80	6,436,634.48	0.00	100.00	6,436,634	0.00	0
ING Bank Australia Limited	A+ to A-		0.00	Book	10.00 % of 64,366,344.80	6,436,634.48	0.00	100.00	6,436,634	0.00	0
Investec Bank Australia Limited	A+ to A-		0.00	Book	10.00 % of 64,366,344.80	6,436,634.48	0.00	100.00	6,436,634	0.00	0
Macquarie Bank	A+ to A-		6,000,000.00	Book	20.00 % of 64,366,344.80	12,873,268.96	47.00	53.00	6,873,269	0.00	0
Members Banking Group Limited t/as RACQ Bank	BBB+ to BBB-		1,000,000.00	Book	10.00 % of 64,366,344.80	6,436,634.48	16.00	84.00	5,436,634	0.00	0
Members Equity Bank Ltd	A+ to A-	Bank of Queensland Ltd	6,000,000.00	Book	10.00 % of 64,366,344.80	6,436,634.48	93.00	7.00	436,634	0.00	0
MyState Bank Ltd	BBB+ to BBB-		3,000,000.00	Book	10.00 % of 64,366,344.80	6,436,634.48	47.00	53.00	3,436,634	0.00	0
National Australia Bank Ltd	AA+ to AA-		14,500,000.00	Book	30.00 % of 64,366,344.80	19,309,903.44	75.00	25.00	4,809,903	0.00	0
Newcastle Permanent Building Society Ltd	BBB+ to BBB-		5,000,000.00	Book	10.00 % of 64,366,344.80	6,436,634.48	78.00	22.00	1,436,634	0.00	0
Northern Territory Treasury Corporation	AA+ to AA-		3,500,000.00	Book	30.00 % of 64,366,344.80	19,309,903.44	18.00	82.00	15,809,903	0.00	0
P&N Bank Ltd	BBB+ to BBB-		0.00	Book	10.00 % of 64,366,344.80	6,436,634.48	0.00	100.00	6,436,634	0.00	0
QPCU LTD t/a QBANK	BBB+ to BBB-		4,250,000.00	Book	10.00 % of 64,366,344.80	6,436,634.48	66.00	34.00	2,186,634	0.00	0
Rabobank Australia Ltd	AA+ to AA-		0.00	Book	20.00 % of 64,366,344.80	12,873,268.96	0.00	100.00	12,873,269	0.00	0
Rabobank Nederland Australia Branch	AA+ to AA-		0.00	Book	20.00 % of 64,366,344.80	12,873,268.96	0.00	100.00	12,873,269	0.00	0
Royal Bank of Scotland	BBB+ to BBB-		0.00	Book	5.00 % of 64,366,344.80	3,218,317.24	0.00	100.00	3,218,317	0.00	0
Rural Bank Ltd	A+ to A-	Bendigo & Adelaide Bank Ltd	3,000,000.00	Book	10.00 % of 64,366,344.80	6,436,634.48	47.00	53.00	3,436,634	0.00	0
St George Bank Limited	AA+ to AA-	Westpac Banking Corporation Ltd	3,166,344.80	Book	30.00 % of 64,366,344.80	19,309,903.44	16.00	84.00	16,143,559	0.00	0

1 Issuer Trading Limits

Issuer	Issuer Rating Group (Long Term)	Issuer Parent	Already Traded (with Issuer Group) Face Value Notional	Limit For Book or Entity	Trading Limit	Trading Limit Type	Trading Limit Value	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)	Trading Limit Exceeded (%)	Trading Limit Exceeded (\$)
Suncorp Bank	A+ to A-		2,000,000.00	Book	20.00	% of 64,366,344.80	12,873,268.96	16.00	84.00	10,873,269	0.00	0
UBS Australia Ltd	A+ to A-		2,650,000.00	Book	20.00	% of 64,366,344.80	12,873,268.96	21.00	79.00	10,223,269	0.00	0
Westpac Banking Corporation Ltd	AA+ to AA-		3,166,344.80	Book	30.00	% of 64,366,344.80	19,309,903.44	16.00	84.00	16,143,559	0.00	0
			82,865,379.20				363,669,848.12			280,804,460		0
		(Excluding Parent Group Duplicates)	64,366,344.80									

2 Security Rating Group Trading Limits

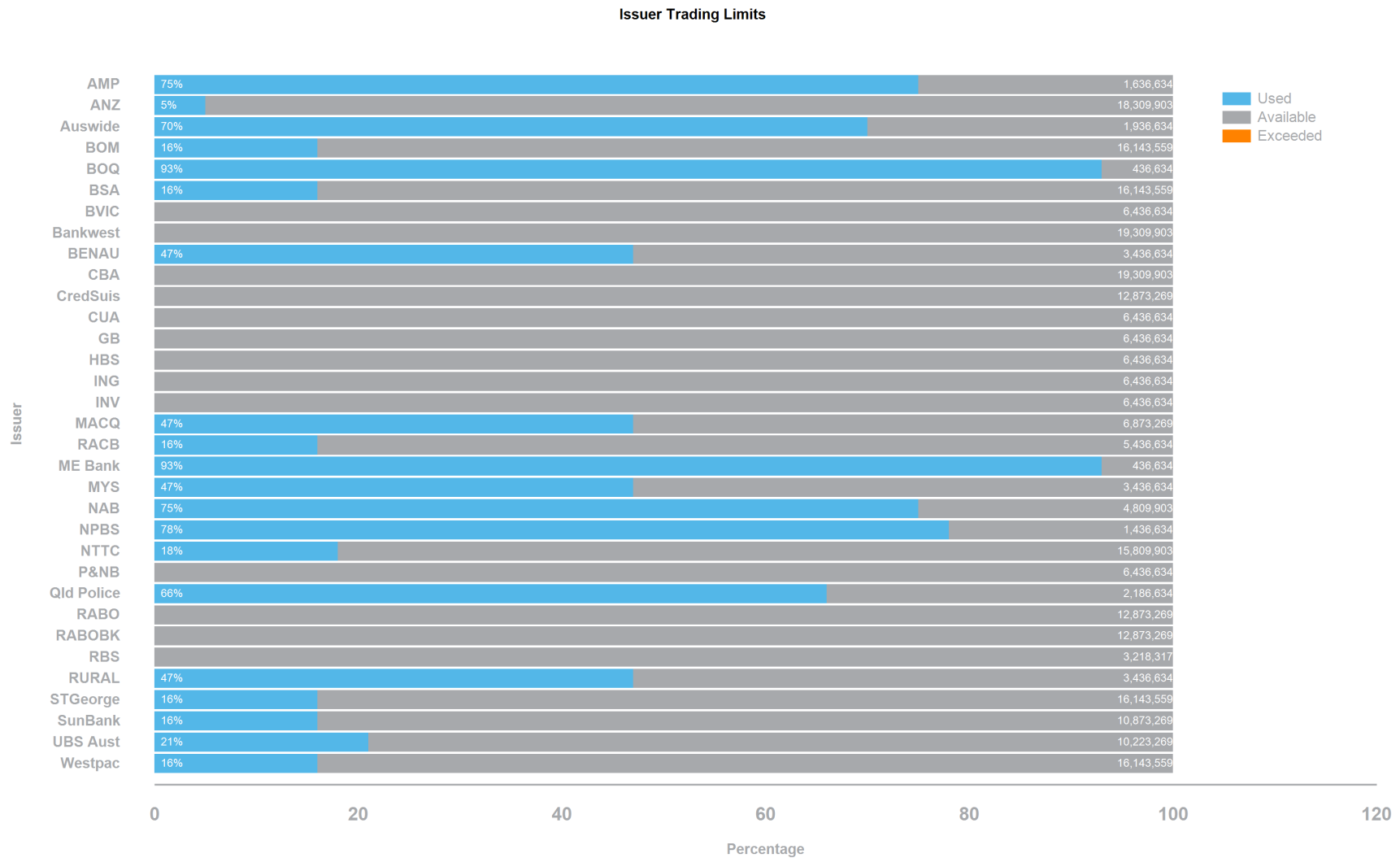
Security Rating Group	Already Traded Face Value Notional	Limit For Book or Trading Entity	Trading Limit	Trading Limit Type	Trading Limit Value	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)	Trading Limit Exceeded (%)	Trading Limit Exceeded (\$)
AAA	0.00	Book	100.00	% of 64,366,344.80	64,366,344.80	0.00	100.00	64,366,345	0.00	0
AA+ to AA-	5,500,000.00	Book	100.00	% of 64,366,344.80	64,366,344.80	9.00	91.00	58,866,345	0.00	0
A+ to A-	15,650,000.00	Book	70.00	% of 64,366,344.80	45,056,441.36	35.00	65.00	29,406,441	0.00	0
A1+	16,666,344.80	Book	100.00	% of 64,366,344.80	64,366,344.80	26.00	74.00	47,700,000	0.00	0
A1	0.00	Book	70.00	% of 64,366,344.80	45,056,441.36	0.00	100.00	45,056,441	0.00	0
A2	5,800,000.00	Book	60.00	% of 64,366,344.80	38,619,806.88	15.00	85.00	32,819,807	0.00	0
A3	750,000.00	Book	60.00	% of 64,366,344.80	38,619,806.88	2.00	98.00	37,869,807	0.00	0
BBB+ to BBB-	20,000,000.00	Book	60.00	% of 64,366,344.80	38,619,806.88	52.00	48.00	18,619,807	0.00	0
N/R	0.00	Book	10.00	% of 64,366,344.80	6,436,634.48	0.00	100.00	6,436,634	0.00	0
	64,366,344.80				405,507,972.24			341,141,627		0

Notes

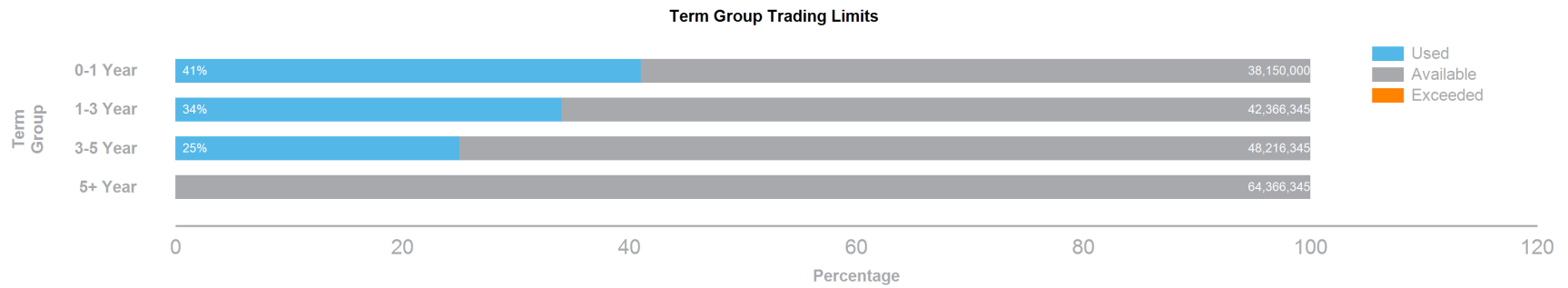
1. In instances where long securities have a term remaining which is less than 365 days, the issuer's short term rating is used instead of the security's (presumably long term) rating.

3 Term Group Trading Limits

Term Group	Already Traded Face Value Notional	Limit For Book or Trading Entity	Trading Limit	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	26,216,344.80	Book	100.00	% of 64,366,344.80	64,366,344.80	41.00	59.00	38,150,000	0.00	0
1-3 Year	22,000,000.00	Book	100.00	% of 64,366,344.80	64,366,344.80	34.00	66.00	42,366,345	0.00	0
3-5 Year	16,150,000.00	Book	100.00	% of 64,366,344.80	64,366,344.80	25.00	75.00	48,216,345	0.00	0
5+ Year	0.00	Book	100.00	% of 64,366,344.80	64,366,344.80	0.00	100.00	64,366,345	0.00	0
	64,366,344.80				257,465,379.20			193,099,035		0







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Report Code: TBSBP125EXT-00.16
Report Description: Trading Limit Performance As At Date
Parameters:
As At/Scenario Date: 30 September 2021
Balance Date: 5 October 2021 (but 30 Sep 2021 used instead)
Trading Entity: Muswellbrook Shire Council
Trading Book: Muswellbrook Shire Council
Report Mode: BalOnly
Using Face Value
Trading Entity and Book Limits
Effects of Parent/Child Issuers Not Ignored

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 7 OCTOBER, 2021 COMMENCING AT 4.10PM.

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

IN ATTENDANCE: Ms F. Plesman (General Manager), Mr D. Finnigan (Deputy General Manager), Mr D. Walsh (Manager – Corporate Services & Chief Financial Officer), Mr J. Hogan (Financial Controller (VC)) 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 9 September 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 REPORT ON INVESTMENTS HELD AS AT 30 SEPTEMBER 2021

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

Information showing Council's investments as at 30 September 2021 be noted.

5.2 SEPTEMBER 2021 MONTHLY FINANCIAL REPORTS

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

The Financial Reports for the month ending 30 September 2021 be noted.

5.3 ANNUAL STATEMENTS

Mr Walsh provided the Committee with a brief presentation on the 2021/2022 Annual Statements.

6 DATE OF NEXT MEETING

19 October 2021

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 7 OCTOBER, 2021 COMMENCING AT 4.10PM.

7 CLOSURE

The meeting was declared closed at 4.27pm.

.....

Ms F. Plesman

General Manager

.....

Cr J. Ledlin

Chairperson

MINUTES OF THE FINANCE REVIEW AND ADVISORY MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE, BRIDGE STREET, MUSWELLBROOK ON WEDNESDAY 20 OCTOBER, 2021 COMMENCING AT 2.00PM.

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

IN ATTENDANCE: Ms F. Plesman (General Manager), Mr D. Finnigan (Deputy General Manager), Mr D. Walsh (Manager – Corporate Services & Chief Financial Officer), Mr J. Hogan (Financial Controller) 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 7 October 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 SEPTEMBER 2021 BUDGET REVIEW

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

1. The report be noted.
2. Shortfalls in funding be made available from Unrestricted Funds.

5.2 2022/2023 DRAFT BUDGET

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

The Committee note the Report.

6 ADJOURNMENT INTO CLOSED COMMITTEE

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

The Committee adjourn into Closed Session and members of the press and public be excluded from the meeting of the Closed Session, and access to the correspondence and reports relating to the items considered during the course of the Closed Session be withheld unless declassified by separate resolution. This action is taken in accordance with Section 10A(2) of the Local Government Act, 1993 as the items listed come within the following provisions:

MINUTES OF THE FINANCE REVIEW AND ADVISORY MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE, BRIDGE STREET, MUSWELLBROOK ON WEDNESDAY 20 OCTOBER, 2021 COMMENCING AT 2.00PM.

7.1 ANIMAL SHELTER AND SUSTAINABILITY HUB RELOCATION

Item 7.1 is classified CONFIDENTIAL under the provisions of Section10A(2)(d)(l) of the local government act 1993, as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it, and the Committee considers that discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

7 CLOSED COMMITTEE

7.1 ANIMAL SHELTER AND SUSTAINABILITY HUB RELOCATION

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

The Committee refers this matter to Council for consideration subject to comments being provided by the Chief Financial Officer.

8 RESUMPTION OF OPEN COMMITTEE

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

The meeting return to Open Committee.

9 DATE OF NEXT MEETING

TBD

10 CLOSURE

The meeting was declared closed at 2.28pm.

.....
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 18 OCTOBER, 2021 COMMENCING AT 3.30PM.

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

IN ATTENDANCE: Ms F. Plesman (General Manager), Mr D. Finnigan (Deputy General Manager), Ms S. Pope (Executive Manager – Planning & Environment (VC)), Ms A. Hathway (Corporate Lawyer) 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 6 September 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 LIVERPOOL RANGE WIND FARM UPDATE

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

The Committee:

1. Notes the information contained in the report, being aware that a subsequent report will be presented prior to final consideration by the Committee when the Modification to the Liverpool Range Wind Farm Project is formally notified; and
2. That Officer feedback to the Proponent and DPIE take into account vehicle movements proposed within the Shire.

6.2 BOWMANS CREEK WINDFARM RESPONSE TO SUBMISSIONS

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

The Committee:

1. Notes the report on the Bowmans Creek Wind Farm and concerns of staff;
2. Authorises the General Manager to continue to negotiate with Bowmans Creek Wind Farm

MINUTES OF THE STATE SIGNIFICANT DEVELOPMENT COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE, MUSWELLBROOK ON MONDAY 18 OCTOBER, 2021 COMMENCING AT 3.30PM.

Proponent on a road usage fees, an Indemnity Deed and Bond for asset failure that exceeds general dilapidation, and the need for dilapidation surveys; and

3. Authorises the General Manager to object to the Bowmans Creek Wind Farm Project (SSD 10315) on Council's behalf where staff are not satisfied with the results of negotiations with the Proponent regarding use of local roads for:
 - a) transport of components, equipment and staff; and
 - b) placement of infrastructure including electricity reticulation and transmission.

7 DATE OF NEXT MEETING

1 November 2021

8 CLOSURE

The meeting was declared closed at 4.36pm.

.....
Ms F. Plesman

General Manager

.....
Cr B. Woodruff

Chairperson

MINUTES OF THE EXTRAORDINARY AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK / TEAMS ON WEDNESDAY 20 OCTOBER, 2021 COMMENCING AT 9.00AM.

PRESENT: Mr M. Morley (Chair), Mr P. Quealey, Cr R. Scholes, Ms F. Plesman (General Manager) and Mr D. Walsh (Manager – Corporate Services & Chief Financial Officer), Mr D. Finnigan (Deputy General Manager).

IN ATTENDANCE: Mr J. Hogan (Financial Controller), Mr C. Hume (Auditor) and Mr F. Yousuf (AO NSW) .

1 APOLOGIES

Ms. L Nash

2 DISCLOSURE OF ANY PECUNIARY AND NON-PECUNIARY INTEREST

Nil

3 GENERAL BUSINESS

3.1 AUDIT ENGAGEMENT CLOSING REPORT AND FINANCIAL STATEMENTS

Mr Yousuf advised the ARIC that the NSW Audit Office will be issuing a clean assessment for Councils Financial Statements. Mr Yousuf advised that the audit found no significant or high risks. The final management letter will be issued upon receipt of the representation letters signed by management.

Mr Yousuf also advised ARIC that the Letter of Conduct will confirm Council has achieved 5 out of 6 measures as set out by OLG – the 6th being only slightly over the benchmark relating to rates & annual charges.

Mr Hume advised ARIC that the audit progressed well and thanks Mr Hogan and his team for the co-operation through the audit process. Mr Hume noted the following audit findings:

- COVID: Outcome being NO ISSUES identified
- Revaluation of IPPE: Outcome being NO ISSUES identified and comfortable with Council's approach.
- Assess other IPPE: Outcome being NO ISSUES identified.
- Quality & Timeliness: Council met the agreed timelines and financial statements were available upon request.
- IT General Controls: Outcome being NO ISSUES identified.
- Rehabilitation Provision: Outcome being NO ISSUES identified and comfortable with Council's approach.

With relation to the Financial Statements, Mr Hume advised there was one (1) adjustment made and another one (1) uncorrected misstatement relating to community funding revenue recognition.

Mr Quealey asked why this change was not made given it was more material than the corrected misstatement.

Mr Hogan responded that as this was a late identification, the decision was made not to correct.

Mr Quealey followed up questioning whether there had been learnings from this.

Mr Hume responded with reference to the AASB standards, and their complexity and ambiguity leading to interpretation differences.

MINUTES OF THE EXTRAORDINARY AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK / TEAMS ON WEDNESDAY 20 OCTOBER, 2021 COMMENCING AT 9.00AM.

Mr Quealey further noted items in the letter.

Mr Yousuf advised an updated letter will be sent with the minor corrections included and provide further assurance messaging with respects to IT Controls.

Mr Morley opened to the group for further comment or questions:

Mr Walsh commended Mr. Hogan and his team on an outstanding result given the complexities and onerous nature of the audit – the result reflecting the teams great work and professionalism.

Mr Morley provided further commendation to the team and Council for a positive result.

Mr Hogan thanked the group for appreciation, pointing to the work of his team and the positive working relationship with the auditors through the process.

Mr. Quealey raised further questions relating to the financial statements:

- What was the key driver for the significant increase in grants?

Mr Hume responded to say this was relating to Edderton Road (\$6m), Cultural Grants (\$1.6m) and Roads & Bridges (\$1.6m).

- What is the increase in debtors?

Ms Plesman responded to advise this was an amount owed from Dartbook, and legal proceedings had been initiated.

- Why is there a difference in the non-current portion of ELE?

Mr Hogan made mention of the notes within the financial statements.

Mr Walsh took the question on advisement and will consider this with Mr. Hogan
<ACTION>

- Water & Sewer seem to be running at a loss, is the Council comfortable with this?

Mr Hogan noted that there had been a reduction in revenue resulting from higher rainfall Cr Scholes that this had been on Councils radar and that the rates relating to these needed to be corrected moving forward.

- Noting the performance indicators specifically relating to debt, and if Council was comfortable with this, and were watching this.

Mr Walsh noted the comment.

Mr. Morley raised some additional questions:

- Relating to B5-1, noted comments regarding to budgeted loan not taken.

Ms Plesman advised ARIC on the diversification strategy of Council, mentioning that Ethtec had been successful in securing state and federal funding, which meant that Council was no longer required to borrow and fund the project.

Cr Scholes confirmed this loan would not be required in the future.

- Relating to C1-3, noted the significant increase in restricted cash and investments for "Deposits, Retentions and Bonds".

Mr Hogan advised the question would be taken on notice and would revert. <ACTION>

- With respects to the Carry-over work internally restricted reserves, queried the mention

MINUTES OF THE EXTRAORDINARY AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK / TEAMS ON WEDNESDAY 20 OCTOBER, 2021 COMMENCING AT 9.00AM.

of years.

Ms Plesman advised this was historical, noting Council are looking to consolidate moving forward.

- In relation to borrowings, Mr. Morley queried the significant move from current to non-current.

Mr Hogan advised this was the result of a number of debt facilities that were previously short-term in nature, and as a result of re-financing meant they were now classified as non-current.

Mr Morley again thanked Council for the process and the outcomes that have been seen in the statements and audit.

Mr Morley noted the actions from the meeting:

1. Council to provide additional information to the Committee regarding Leave Liability categorisation (with Council)
2. Council to provide additional information to the Committee regarding Internal Restrictions for Deposits, Retentions and Bonds (with Council).

RECOMMENDED on the motion of Mr Quealey and Mr. Morley that:

The Audit Engagement Closing Report & Financial Statements have been considered and noted.

4 CLOSURE

The meeting was declared closed at 9.25am.

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Mr M. Morley

Chairperson



**STATEMENT CONCERNING COMMENTS MADE BY CR STEVE REYNOLDS TO THE
INDEPENDENT PLANNING COMMISSION AND ABC UPPER HUNTER
CONCERNING THE PROPOSED ADDITIONAL MINING OPERATION TO THE
NORTH OF MANGOOLA'S EXISTING OPERATION**

Council understands that Cr Steve Reynolds has alleged in correspondence to the Independent Planning Commission (IPC) and to ABC Upper Hunter that the first he was aware of Council's position was "from the IPC transcript and related media". He also claims that he "has since spoken to other councillors who were in the same position."

With respect to the last point, Council notes that the only other councillor who makes that allegation is Cr Graeme McNeill.

The IPC has the power to do three things:

1. approve the mining application unconditionally (that is, without any conditions),
2. approve the mining application conditionally, or
3. refuse the application.

Council's position was first communicated to Cr Reynolds (and all councillors – including also Cr Graeme McNeill) on 13 September 2019. A copy of the email and submission is attached. All councillors were given an opportunity to comment on the content of the submission. Council's position is clear, and the primary concerns can be stated briefly as follows:

- A. the cumulative assessment of ecology required of the Secretary's Environmental Assessment Requirements is entirely absent,
- B. despite a requirement to minimise the number and size of voids, the applicant had not (and has still not) disclosed its methodology in arriving at its view that it should be permitted to increase the number and cumulative size of voids, and
- C. the mining application is inconsistent with Council's adopted Mining-affected Road Network Strategy.

Cr Steve Reynold's further alleges that the process leading to the delegation of the submission to staff officers was "very ambiguous and states 'providing advice'". He relies on a resolution of Council of 22 December 2020. Cr Steve Reynold's omits the fact, however, that the resolution of delegation occurred not on 22 December 2020 but on 27 August 2019. He was present at the meeting and voted in support of the resolution and delegation. It also went to Council in similar terms on 30 June 2020.

Council organised for Cr Steve Reynolds and Cr Graeme McNeill (and other councilors) to attend a site visit at the applicant's mine on 18 November 2020. A copy of the applicant's

presentation was also provided to councillors. Other councillors had also attended the mine site at other times.

Notwithstanding the site visit, neither Crs Steve Reynolds nor Graeme McNeill raised any issue with Council's position. Nor did they make any further comment on the application despite having ample opportunity to do so.

Cr Steve Reynold's alleges that he met with Council's General Manager at some unspecified point and was told: "Council does not oppose the project". The allegation is denied. In the middle of 2020, councillors were told that if the conditions proposed by Council were accepted by the mine, Council's submission would, for the purposes of the law, be one of support but that if the proposed conditions could not be agreed and the additional information provided, Council's submission would, for the purposes of the law, be one of opposition. At the time of that discussion, the applicant's position with respect to Council's concerns was not known.

Moreover, Cr Steve Reynolds, if he was at all dissatisfied with Council's position, made under delegation following his consultation and resolution, had the opportunity to have the matter brought to Council and Council's position overturned at a meeting which he attended on 30 March 2021. Crs Steve Reynolds and Graeme McNeill both attended that meeting and did not seek to overturn Council's position. That meeting took place after the comments made by the councillors to the Independent Planning Commission and ABC Upper Hunter.

Cr Steve Reynold's has had almost two years to engage in the application process. With great respect, Crs Steve Reynold's and Graeme McNeill only became interested in the matter after concerns were raised by the mining union with them following the Commission's hearings.

Council is satisfied with its processes and its position on the development application. The application is not in the public interest. That is not to suggest that Council does not support the existing mining operation, and the workforce jobs created by the project, but that the modification application is woefully inadequate.

Authorised by Fiona Plesman, General Manager of Muswellbrook Shire Council
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