



9.4. Corporate Services

9.4.1. 2022/2023 Operational Plan - 30 September, Quarterly Review

Attachments:	1. Q1 2022 2023 Council Review [9.4.1.1 - 54 pages]
Responsible Officer:	David Walsh - Director - Corporate Services & Chief Financial Officer
Author:	Melissa Cleary – Manager - Governance
Community Plan Issue:	6 - Community Leadership
Community Plan Goal:	Collaborative and responsive leadership that meets the expectations and anticipates the needs of the community.
Community Plan Strategy:	6.1.3 - Enhance Council's communication with the community to build awareness and understanding of Council's activities and community needs.

PURPOSE

The adopted 2022/2023 Operational Plan has been reviewed over the months of 1 July 2022 to 30 September 2022.

OFFICER'S RECOMMENDATION

Council notes the 2022/2023 Operational Plan Review dated 30 September 2022.

Moved: _____ **Seconded:** _____

BACKGROUND

The *Local Government Act 1993* requires Council to review its Operational Plan.

CONSULTATION

Manex,

Managers and Coordinators

REPORT

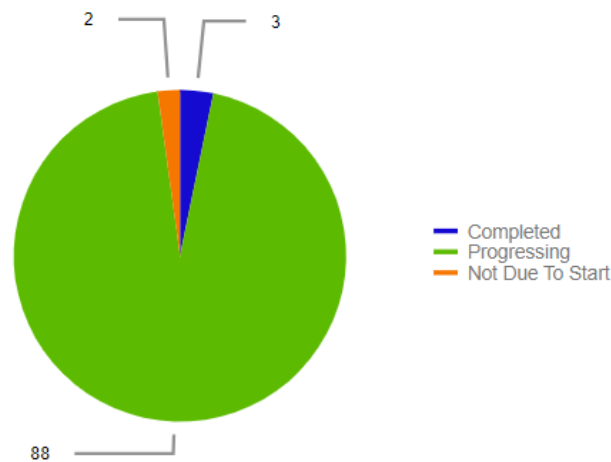
Please refer to the Q1 2022/2023 Council Review (attached) for the full Operational Plan review for the period to 30 September 2022.

Following, are overview charts indicating the status of Operational Plan items by Principal Activity Area.



Overall - of the 93 activities:

	0% are not progressing;
	2% are not due to start;
	95% are progressing;
	3% have been completed on or ahead of schedule.



The actions reported as **completed** during Q1 2022/23 are as follows:

ACTION	STATUS
1.2.1.2 Establish Community and Economy Directorate at Council	A Community and Economy Directorate has been established at Muswellbrook Shire Council. Ms Shaelee Welchman is Council's Director Community and Economy.
2.1.1.1 Report a list of prioritised capital sport and recreation projects	The General Recreation Programme 2022-2023 was endorsed at the September 2022 Ordinary Council meeting.
2.5.2.1 Muswellbrook Common project design and concept plan brief is developed	The Community Gathering Place: Aboriginal & Torres Strait Islander Cultural Centre project design and brief has been completed. This was a joint partnership between Wanarauh Local Aboriginal Land Council, Muswellbrook Shire Council and MACH Energy.

No actions were reported as **not progressing** during Q1 2022/23

The actions reported as **not due to start** during Q1 2022/23 are as follows:



ACTION	STATUS
6.1.1.1 Facilitate an annual Community Satisfaction Survey	The Community Satisfaction Survey will be conducted in Q4.
6.2.5.4 Develop, implement and monitor a calendar of compliance to support Council's statutory reporting obligations	Due to a vacancy in the Governance Officer role during Q1, this will begin in Q2



Q1 2022-2023 Council Review

1 July 2022 – 30 September 2022


1: Economic Prosperity

01: A dynamic Local economy with full employment for current and future residents in a diverse range of high value industries


01.01: Support job growth within the Shire

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


Action: 1.1.1.1 Masterplan for transition of the Muswellbrook Coal site to alternative employment uses presented to Council for endorsement.

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
01.01.01	Facilitate the expansion of and establishment of new industries and business.	1.1.1.1 Masterplan for transition of the Muswellbrook Coal site to alternative employment uses presented to Council for endorsement.	Progressing	25%	Staff have held meetings with Muswellbrook Coal staff regarding future uses of the site. A modification application has been lodged to alter the current mine approval - an updated final land use masterplan is one expected outcome.	

Action: 1.1.1.2 Discussion paper on the approach to planning approvals for new land uses on the Muswellbrook Coal Mine and Liddell Power Station sites prepared.

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
01.01.01	Facilitate the expansion of and establishment of new industries and business.	1.1.1.2 Discussion paper on the approach to planning approvals for new land uses on the Muswellbrook Coal Mine and Liddell Power Station sites prepared.	Progressing	25%	Staff provided input to the Department of Planning and Environment regarding the revised Hunter Regional Plan to recommend an approval path for future uses on sites transitioning away from coal mining and coal-fired power generation uses. The Hunter Regional Plan is expected to be finalised in the second quarter of 2022-23.	


Action: 1.1.1.3 Upper Hunter Employment Land Strategy presented to Council for exhibition.

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
01.01.01	Facilitate the expansion of and establishment of new industries and business.	1.1.1.3 Upper Hunter Employment Land Strategy presented to Council for exhibition.	Progressing	25%	<p>The Upper Hunter Regional Employment Land Strategy is being developed by Muswellbrook Shire Council in collaboration with Singleton Council, Upper Hunter Shire Council and Dungog Shire Council, State Government Department of Regional NSW, Department of Planning and Environment, and NSW Minerals Council. The strategy will inform each Council's strategic planning documents and economic development strategies.</p> <p>Muswellbrook Shire Council have project managed the tender process for a suitably qualified consultant to develop the strategy. HillPDA have been appointed as the successful consultant and an inception meeting was held on 5 October 2022.</p>	


01.02: Diversify the economy, facilitate the development of intensive agriculture innovative manufacturing, health services and other growth industries

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

Action: 1.2.1.1 Establish Advanced Manufacturing Hub.


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
01.02.01	Facilitate the diversification of the Shire's economy and support growth of existing industry and business enterprise	1.2.1.1 Establish Advanced Manufacturing Hub.	Progressing	90%	<p>The Advanced Manufacturing Centre is almost operational with the completion of the Donald Horne building expected in the second quarter of 2022-23. Council novated the service agreement with the Melt Hunter Valley Operations to deliver a range of services and programs to support local businesses, innovators and entrepreneurs over a ten year period.</p> <p>All equipment and furniture is purchased and the fit out will commence in November.</p> <p>The official opening will be held in early February 2023.</p>	

Action: 1.2.1.2 Establish Community and Economy Directorate at Council

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
01.02.01	Facilitate the diversification of the Shire's economy and support growth of existing industry and business enterprise	1.2.1.2 Establish Community and Economy Directorate at Council	Completed	100%	A Community and Economy Directorate has been established at Muswellbrook Shire Council. Ms Shaelee Welchman is Council's Director Community and Economy.	


01.02.02: Complete the Employment Land Use Strategy

Action: 1.2.2.1 Seek funding for the development of the Upper Hunter Employment Land Strategy.


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
01.02.02	Complete the Employment Land Use Strategy	1.2.2.1 Seek funding for the development of the Upper Hunter Employment Land Strategy.	Progressing	25%	A consultant has been engaged to develop an Upper Hunter Employment Land Strategy.	

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

Action: 1.2.3.1 The transition of business and Industrial zones to new employment zones under the Standard Instrument (Local Environmental Plans) Order 2006 is finalised


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
01.02.03	Review the Local Environmental Plan and Development Control Plan to improve investment certainty for industry.	1.2.3.1 The transition of business and Industrial zones to new employment zones under the Standard Instrument (Local Environmental Plans) Order 2006 is finalised	Progressing	25%	A report was submitted to the 26 July 2022 Ordinary Council Meeting regarding a submission on the proposed changes. Staff continue to liaise with Department of Planning and Environment staff on the proposed changes.	

Action: 1.2.3.2 Prepare a Local Approvals Policy for adoption by Council


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
01.02.03	Review the Local Environmental Plan and Development Control Plan to improve investment certainty for industry.	1.2.3.2 Prepare a Local Approvals Policy for adoption by Council	Progressing	25%	Staff have commenced research on similar policies adopted by other councils.	

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


Action: 1.2.4.1 Commence enabling works for Muswellbrook Town Centre

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
01.02.04	Implement the Muswellbrook and Denman Town Centre Masterplans and the Sandy Hollow Village Masterplan.	1.2.4.1 Commence enabling works for Muswellbrook Town Centre	Progressing	25%	The external assessment of the Regional Entertainment and Conference Centre has been reviewed to inform approvals required for the demolition of Bridge Street, Muswellbrook properties.	


Action: 1.2.4.2 Determine the realignment of the lower piped portion of Possum Gully

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
01.02.04	Implement the Muswellbrook and Denman Town Centre Masterplans and the Sandy Hollow Village Masterplan.	1.2.4.2 Determine the realignment of the lower piped portion of Possum Gully	Progressing	25%	The Possum Gully realignment design for respective Town Centre developments has been assessed. A second realignment concept is being developed for Council's consideration.	

Action: 1.2.4.3 Implement improved pedestrian links to the Muswellbrook Marketplace


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
01.02.04	Implement the Muswellbrook and Denman Town Centre Masterplans and the Sandy Hollow Village Masterplan.	1.2.4.3 Implement improved pedestrian links to the Muswellbrook Marketplace	Progressing	25%	Concepts have been developed and the Muswellbrook Marketplace arrangements for vehicle and pedestrian traffic movements are being reviewed by an independent traffic engineer.	

Action: 1.2.4.4 Construct the Denman and District Heritage Village

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
01.02.04	Implement the Muswellbrook and Denman Town Centre Masterplans and the Sandy Hollow Village Masterplan.	1.2.4.4 Construct the Denman and District Heritage Village	Progressing	25%	Construction certificate has been issued for the Denman and Heritage Village, and civil works have commenced on-site.	


01.02.05: Develop a Rural and Environmental Land Strategy

Action: 1.2.5.1 Prepare a scope of works and background paper for a Rural and Environmental Land Strategy.

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
01.02.05	Develop a Rural and Environmental Land Strategy	1.2.5.1 Prepare a scope of works and background paper for a Rural and Environmental Land Strategy.	Progressing	25%	Staff have provided advice to the Department of Planning and Environment on new approaches to agritourism in rural zones and protection of high scenic quality areas in the Shire.	

01.02.06: Review the Local Strategic Plan in response to changes to the NSW Planning Act


Action: 1.2.6.1 Assist DPIE to complete the Upper Hunter Vineyards Structure Plan

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
01.02.06	Review the Local Strategic Plan in response to changes to the NSW Planning Act	1.2.6.1 Assist DPIE to complete the Upper Hunter Vineyards Structure Plan	Progressing	25%	Staff provided feedback to the Department of Planning and Environment on a draft scenic assessment completed for the Shire.	

01.03: Facilitate greater access to higher education

01.03.01: Advocate to maintain the Hunter TAFE Campus and advocate to activate the University of Newcastle Campus


Action: 1.3.1.1 Mayor to meet regularly with Member for Upper Hunter and Federal Member for Hunter to advocate for TAFE and UON campuses.

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
01.03.01	Advocate to maintain the Hunter TAFE Campus and advocate to activate the University of Newcastle Campus	1.3.1.1 Mayor to meet regularly with Member for Upper Hunter and Federal Member for Hunter to advocate for TAFE and UON campuses.	Progressing	25%	The Mayor has met with University of Newcastle (UON) representatives to discuss a tertiary education pathways programme, and meets regularly with the Member of Upper Hunter and Federal Member for Hunter to advocate for TAFE and University of Newcastle campuses.	


01.04: Develop Muswellbrook as a Regional Centre

01.04.01: Complete current infrastructure projects and identify future opportunities for the Shire

Action: 1.4.1.1 Commence Olympic Park field improvements

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
01.04.01	Complete current infrastructure projects and identify future opportunities for the Shire	1.4.1.1 Commence Olympic Park field improvements	Progressing	10%	The programming of the Olympic Park field improvements will be progressed through the establishment of an Olympic Park Precinct Development Advisory Committee.	

Action: 1.4.1.2 Seek development approval for grandstand and amenities design for Olympic Park


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
01.04.01	Complete current infrastructure projects and identify future opportunities for the Shire	1.4.1.2 Seek development approval for grandstand and amenities design for Olympic Park	Progressing	25%	The development application has been submitted for assessment and a determination is expected in April 2023.	

Action: 1.4.1.3 Develop Pocket Park design for the Muswellbrook Town Centre

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
01.04.01	Complete current infrastructure projects and identify future opportunities for the Shire	1.4.1.3 Develop Pocket Park design for the Muswellbrook Town Centre	Progressing	25%	Concept designs for Council's consideration are being prepared.	

01.04.02: Advocate for increased medical services in the Shire

Action: 1.4.2.1 Provide subsidised practice space to attract Obstetrics medical service providers to the Shire

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
01.04.02	Advocate for increased medical services in the Shire	1.4.2.1 Provide subsidised practice space to attract Obstetrics medical service providers to the Shire	Progressing	25%	Consultation in relation to advertising for an obstetrician to become established in Muswellbrook Shire has been carried out with a local medical practitioner.	


2: Social Equity and Inclusion

02: An inclusive and interconnected community where everyone enjoys full participation


02.01: Improve the affordability, liveability and amenity of the Shire Communities

02.01.01: Implement the outcomes of the Recreation Needs Study.

Action: 2.1.1.1 Report a list of prioritised capital sport and recreation projects


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
02.01.01	Implement the outcomes of the Recreation Needs Study.	2.1.1.1 Report a list of prioritised capital sport and recreation projects	Completed	100%	The General Recreation Programme 2022-2023 was endorsed at the September 2022 Ordinary Council meeting.	

Action: 2.1.1.2 Deliver projects prioritised for financial year


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
02.01.01	Implement the outcomes of the Recreation Needs Study.	2.1.1.2 Deliver projects prioritised for financial year	Progressing	25%	The General Recreation Programme 2022-2023, endorsed at the September 2022 Ordinary Council meeting, prioritised the delivery of projects for completion during the current financial year.	

02.01.02: Promote and facilitate increased participation in active and passive recreation activities


Action: 2.1.2.1 Maintain an annual calendar of meetings with user groups

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
02.01.02	Promote and facilitate increased participation in active and passive recreation activities	2.1.2.1 Maintain an annual calendar of meetings with user groups	Progressing	25%	Sports and Recreation Committee meetings for all user groups are scheduled three times per year together with monthly biannual facility user groups meetings.	


Action: 2.1.2.2 Continue matched funding Sport and Recreation Grants Programmes

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
02.01.02	Promote and facilitate increased participation in active and passive recreation activities	2.1.2.2 Continue matched funding Sport and Recreation Grants Programmes	Progressing	50%	The 2022 Sport and Recreation Grants Programme for small and large match funding applications have been called and close 30 November 2022.	


Action: 2.1.2.3 Develop staged detailed designs for Hunter, and Wollombi Park concept plans

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
02.01.02	Promote and facilitate increased participation in active and passive recreation activities	2.1.2.3 Develop staged detailed designs for Hunter, and Wollombi Park concept plans	Progressing	10%	Tenders for the Adventure Playground - Wollombi Rd (Pump Track) to be called for design and construct contract early 2023.	

Action: 2.1.2.4 Complete Everyone Can Play improvements for Simpson Park


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
02.01.02	Promote and facilitate increased participation in active and passive recreation activities	2.1.2.4 Complete Everyone Can Play improvements for Simpson Park	Progressing	25%	Expression of Interest have been called for a selective tender to complete the Everyone Can Play improvements for Simpson Park.	

Action: 2.1.2.5 Council events are planned to be accessible by all people, as far as possible.

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
02.01.02	Promote and facilitate increased participation in active and passive recreation activities	2.1.2.5 Council events are planned to be accessible by all people, as far as possible.	Progressing	50%	New checklists prepared for staff who organise events with prompts to consider locations with access to formed footpaths, bus stops/bus routes, and accessible buildings.	


02.01.03: Consider and deliver social inclusion principles across Council functions

Action: 2.1.3.1 Review the Muswellbrook Shire Council Disability Inclusion Action Plan

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
02.01.03	Consider and deliver social inclusion principles across Council functions	2.1.3.1 Review the Muswellbrook Shire Council Disability Inclusion Action Plan	Progressing	25%	A review of the Muswellbrook Shire Council Disability Inclusion Action Plan has commenced.	

02.01.04: Advocate for affordable housing


Action: 2.1.4.1 Council advocates for the needs of people residing in low to moderate income households.

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
02.01.04	Advocate for affordable housing	2.1.4.1 Council advocates for the needs of people residing in low to moderate income households.	Progressing	25%	The Mayor and Acting General Manager have met with Home in Place representatives to advocate for the needs of people residing in low to moderate income households.	

02.02: Promote social cohesion and improve connectivity and the delivery of social services within the Shire

02.02.01: Advocate for the needs of people in social housing


Action: 2.2.1.1 Council meets with local social housing provider(s)

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
02.02.01	Advocate for the needs of people in social housing	2.2.1.1 Council meets with local social housing provider(s)	Progressing	25%	The Mayor and Acting General Manager have met with the local social housing provider, Home in Place, to advocate for the needs of people residing in social housing.	

02.03: Retain and expand quality and affordable child care services.

02.03.01: Facilitate investment in child-care services across the Shire


Action: 2.3.1.1 Council Project Manages the construction of the Denman Childrens Centre

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
02.03.01	Facilitate investment in child-care services across the Shire	2.3.1.1 Council Project Manages the construction of the Denman Childrens Centre	Progressing	25%	Council has engaged an external project manager to manage the Denman Childrens Centre project. The project planning stage is progressing.	

02.04: Facilitate opportunities to expand seniors' living.

02.04.01: Advocate to enhance the delivery of services to support older people to live in the Muswellbrook Shire


Action: 2.4.1.1 Facilitation of aged care networks and activities to improve their wellbeing outcomes

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
02.04.01	Advocate to enhance the delivery of services to support older people to live in the Muswellbrook Shire	2.4.1.1 Facilitation of aged care networks and activities to improve their wellbeing outcomes	Progressing	25%	The Mayor and Acting General Manager meet regularly with the State Member for Upper Hunter and the Federal Member for Hunter to advocate for the enhancement of services to support older people to live in Muswellbrook Shire.	

02.05: Enhance relationships and engagement with the local indigenous communities


02.05.01: Raise awareness of the local Aboriginal Community and an appreciation of their traditions and culture

Action: 2.5.1.1 Funding is sought for the delivery of a local Aboriginal Language Program

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
02.05.01	Raise awareness of the local Aboriginal Community and an appreciation of their traditions and culture	2.5.1.1 Funding is sought for the delivery of a local Aboriginal Language Program	Progressing	80%	Funding has been secured through NSW Government Social Cohesion Grant Scheme to deliver a joint project with Wanaruah Local Aboriginal Land Council, the project will build community cohesion by connecting to local Aboriginal Languages. Introduction to Wonnarua/Wanaruah/Wanarruwa language program has commenced.	

02.05.02: Engage with the Wanaruah Local Aboriginal Land Council on development of The Common


Action: 2.5.2.1 Muswellbrook Common project design and concept plan brief is developed

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
02.05.02	Engage with the Wanaruah Local Aboriginal Land Council on development of The Common	2.5.2.1 Muswellbrook Common project design and concept plan brief is developed	Completed	100%	The Community Gathering Place: Aboriginal & Torres Strait Islander Cultural Centre project design and brief has been completed. This was a joint partnership between Wanaruah Local Aboriginal Land Council, Muswellbrook Shire Council and MACH Energy.	


02.06: Investigate opportunities to expand services and facilities for youth and children within the Shire

02.06.01: Engage with young people in the Shire to better inform projects and programs for youth and children


Action: 2.6.1.1 In consultation with Councillors, develop a youth engagement program for inclusion in the Community Engagement Strategy

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
02.06.01	Engage with young people in the Shire to better inform projects and programs for youth and children	2.6.1.1 In consultation with Councillors, develop a youth engagement program for inclusion in the Community Engagement Strategy	Progressing	10%	Councillors and applicable staff are currently undergoing Working With Children Checks (WWCC). The Acting General Manager and four of twelve Councillors have current WWCCs in place. A youth engagement program will be developed in Q.2 to align with the adopted Community Engagement Strategy.	

Action: 2.6.1.2 Construct the new Muswellbrook Youth Venue

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
02.06.01	Engage with young people in the Shire to better inform projects and programs for youth and children	2.6.1.2 Construct the new Muswellbrook Youth Venue	Progressing	25%	Expression of Interest have been called for a selective tender for the design and construct of the new Muswellbrook Youth Venue .	

Action: 2.6.1.3 Develop a cross Council Child Safe Action Plan in response to Child Safe Standards

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
02.06.01	Engage with young people in the Shire to better inform projects and programs for youth and children	2.6.1.3 Develop a cross Council Child Safe Action Plan in response to Child Safe Standards	Progressing	50%	A draft Child Safe Action Plan has been developed.	


3: Environmental Sustainability

03: An environmentally sensitive and sustainable community

03.01: Advocate for best practice mined land rehabilitation to include local workforce participation, progressive, quality final landforms, and fewer and shallower voids

03.01.01: Meet with other levels of government to achieve improved rehabilitation outcomes for disused mining lands and ongoing employment for local workforce

Action: 3.1.1.1 Update Council's policy position regarding voids and mine rehabilitation


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
03.01.01	Meet with other levels of government to achieve improved rehabilitation outcomes for disused mining lands and ongoing employment for local workforce	3.1.1.1 Update Council's policy position regarding voids and mine rehabilitation	Progressing	25%	Staff have prepared a draft update to Council's Development Control Plan.	

03.02: Improve native vegetation connectivity across the Upper Hunter Region


Target: Enhanced native vegetation connectivity across the Upper Hunter

03.02.01: Support Landcare initiatives and advocate for programs to enhance native vegetation connectivity across the Shire and Upper Hunter Region

Action: 3.2.1.1 Provide funds for local Landcare activities

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
03.02.01	Support Landcare initiatives and advocate for programs to enhance native vegetation connectivity across the Shire and Upper Hunter Region	3.2.1.1 Provide funds for local Landcare activities	Progressing	50%	Grant applications have been invited from relevant groups.	


Action: 3.2.1.2 Liaise with Local Land Services to advocate for projects in the Shire

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
03.02.01	Support Landcare initiatives and advocate for programs to enhance native vegetation connectivity across the Shire and Upper Hunter Region	3.2.1.2 Liaise with Local Land Services to advocate for projects in the Shire	Progressing	25%	Staff have provided comments to Local Land Services on their proposed grants program for 2022-23.	


03.03: Enhance our local rivers and creeks to improve environmental outcomes and access for recreation

03.03.01: Implement funded actions of the adopted Urban Riparian Masterplan

Action: 3.3.1.1 Construction of the funded portions of Hunter Beach


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
03.03.01	Implement funded actions of the adopted Urban Riparian Masterplan	3.3.1.1 Construction of the funded portions of Hunter Beach	Progressing	30%	The final design of Hunter Beach has been approved and construction of the project is well advanced. Earthworks, driveway and car park areas are under construction and significant weed overgrowth has been cleared from the site.	

Action: 3.3.1.2 Maintain rehabilitation works along Muscle Creek, Karoola Wetlands and Denman

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
03.03.01	Implement funded actions of the adopted Urban Riparian Masterplan	3.3.1.2 Maintain rehabilitation works along Muscle Creek, Karoola Wetlands and Denman	Progressing	25%	A rolling program of maintenance is maturing and being implemented.	

03.03.02: Develop a Catchment Management Plan for Muscle Creek and Possum Gully


Action: 3.3.2.1 Provide guidance and documented plan for the stabilisation, restoration and management of Possum Gully and Muscle Creek

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
03.03.02	Develop a Catchment Management Plan for Muscle Creek and Possum Gully	3.3.2.1 Provide guidance and documented plan for the stabilisation, restoration and management of Possum Gully and Muscle Creek	Progressing	10%	A detailed Request for Quotation has been developed for the Catchment Management Plan and submitted to consultants with commencement expected in the second quarter of 2022-23.	

03.04: Support initiatives which reduce the community's impact on the environment


03.04.01: Continue Community Education Program on water, waste and energy reduction

Action: 3.4.1.1 Assist Council, households and businesses to manage waste effectively and use water and energy efficiently

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
03.04.01	Continue Community Education Program on water, waste and energy reduction	3.4.1.1 Assist Council, households and businesses to manage waste effectively and use water and energy efficiently	Progressing	25%	Details of activities provided in monthly report to Council.	


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

Action: 3.4.2.1 Provide guidance material on Council's website to help applicants for new development to prepare and submit improved Statements of Environmental Effect with their applications.


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
03.04.02	Require all development proposals to avoid and mitigate against potential environmental impacts and facilitate improved environmental outcomes where possible	3.4.2.1 Provide guidance material on Council's website to help applicants for new development to prepare and submit improved Statements of Environmental Effect with their applications.	Progressing	25%	Staff are reviewing material available on the Department of Planning and Environment's e-planning portal to identify circumstances where a direct link from Council's website to the portal is the preferred option, or where material needs to be amended to better reflect the needs of the Muswellbrook Shire community.	

03.04.03 : Advocate and support Circular Economy principles and Waste Management Initiatives

Action: 3.4.3.1 Develop a Policy and a Procedure relating to Sustainable Procurement related to Council's Net Zero by 2050 Policy and the Circular Economy Procurement Project

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
03.04.03	Advocate and support Circular Economy principles and Waste Management Initiatives	3.4.3.1 Develop a Policy and a Procedure relating to Sustainable Procurement related to Council's Net Zero by 2050 Policy and the Circular Economy Procurement Project	Progressing	10%	Procurement is currently undertaking a whole of process to review in order to ascertain gaps between current process/procedures and best practice. This is being conducted by our Procurement Officer. Sustainable Procurement is forming part of this review process.	


Action: 3.4.3.2 Facilitate the introduction of FOGO collection and processing for households and businesses in the Shire

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
03.04.03	Advocate and support Circular Economy principles and Waste Management Initiatives	3.4.3.2 Facilitate the introduction of FOGO collection and processing for households and businesses in the Shire	Progressing	25%	A report providing information regarding the progress of Food Organics Garden Organics was submitted to the 25 October 2022 Ordinary Council Meeting.	

03.05: Support Federal and State initiatives to reduce the human impacts of climate change


03.05.01: Increase the proportion of the energy used by Council from renewable resources

Action: 3.5.1.1 Council's energy contractor supplies energy from renewable sources


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
03.05.01	Increase the proportion of the energy used by Council from renewable resources	3.5.1.1 Council's energy contractor supplies energy from renewable sources	Progressing	25%	Council is actively seeking, through appropriate contract arrangements, to increase the proportion of energy used by Council to be sourced from renewable resources.	

03.05.02: Develop a Recycled Water Plan for community parks

Action: 3.5.2.1 Develop strategic recycled water plan.

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
03.05.02	Develop a Recycled Water Plan for community parks	3.5.2.1 Develop strategic recycled water plan.	Progressing	25%	A Strategic Recycled Water Management Plan is currently under development.	

Action: 3.5.2.2 Develop recycled water implementation strategy

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
03.05.02	Develop a Recycled Water Plan for community parks	3.5.2.2 Develop recycled water implementation strategy	Progressing	25%	A Recycled Water Plan for community parks is currently under development.	


4: Cultural Vitality

04: A culturally rich and diverse Community with strong identities, history and sense of belonging


04.01: Conserve the heritage and history of the Shire

04.01.01: Support the conservation and restoration of the Shire's heritage items


Action: 4.1.1.1 Make Local Heritage Grants available for owners of heritage listed properties

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
04.01.01	Support the conservation and restoration of the Shire's heritage items	4.1.1.1 Make Local Heritage Grants available for owners of heritage listed properties	Progressing	50%	Local heritage grant applications have been received, reviewed and reported to Council in September for approval.	

Action: 4.1.1.2 Review and adopt a heritage strategy for 2022/23 and 2023/24


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
04.01.01	Support the conservation and restoration of the Shire's heritage items	4.1.1.2 Review and adopt a heritage strategy for 2022/23 and 2023/24	Progressing	25%	Council's Heritage Advisor is preparing an updated Heritage Strategy.	

Action: 4.1.1.3 Complete the refurbishment of Loxton House

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
04.01.01	Support the conservation and restoration of the Shire's heritage items	4.1.1.3 Complete the refurbishment of Loxton House	Progressing	25%	Loxton House structural works are substantially completed and design and tender specification under review.	

04.01.02: Ensure sites or artefacts of Aboriginal significance are protected where new development proposals are considered


Action: 4.1.2.1 Ensure applications for subdivision generally or for development in rural areas adequately consider sites or artifacts of aboriginal significance

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
04.01.02	Ensure sites or artefacts of Aboriginal significance are protected where new development proposals are considered	4.1.2.1 Ensure applications for subdivision generally or for development in rural areas adequately consider sites or artifacts of aboriginal significance	Progressing	25%	Heritage impact assessments are required with Development Applications in greenfield locations.	


04.02: Facilitate options to improve cultural activities in the Shire.

04.02.01: Progress a Regional Entertainment and Conference Centre

Action: 4.2.1.1 Begin precinct enabling works

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
04.02.01	Progress a Regional Entertainment and Conference Centre	4.2.1.1 Begin precinct enabling works	Progressing	25%	Approvals required for the demolition of Bridge Street, Muswellbrook properties is being progressed.	


Action: 4.2.1.2 Review design value management options for theatre and community hall

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
04.02.01	Progress a Regional Entertainment and Conference Centre	4.2.1.2 Review design value management options for theatre and community hall	Progressing	25%	The design review for value management options will be progressed through the establishment of the Regional Entertainment Centre Development Advisory Committee.	

04.03: Host and support a diverse range of cultural activities and events which create a sense of identity and belonging, engage the local community and attract visitors

04.03.01: Develop and implement a program of Shire events to engage more locals and attract more visitors

Action: 4.3.1.1 Council works in partnership with community groups to deliver a minimum of six events a year


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
04.03.01	Develop and implement a program of Shire events to engage more locals and attract more visitors	4.3.1.1 Council works in partnership with community groups to deliver a minimum of six events a year	Progressing	25%	Two Art Gallery exhibitions and the Blue Heeler Film Festival have been held during 2022-23.	

04.03.02: Deliver an arts program

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


Action: 4.3.2.1 Develop a 12-month Art Program

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
04.03.02	Deliver an arts program	4.3.2.1 Develop a 12-month Art Program	Progressing	20%	<p>July/August - 'Mullins Conceptual Photography Prize 2022'</p> <ul style="list-style-type: none"> - Bright Birds <p>Singing: Carole Driver</p> <ul style="list-style-type: none"> - Othering: Photography from the Collections - The Blue Hour: From the Collections <p>Sep/Oct RETRO</p> <ul style="list-style-type: none"> - Brad Franks - In the Frame: James Gleeson - Unleashed! 	

04.03.03: Support Arts Upper Hunter as the peak organisation of Artist endeavour

Action: 4.3.3.1 Develop a Funding Agreement with Arts UH

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
04.03.03	Support Arts Upper Hunter as the peak organisation of Artist endeavour	4.3.3.1 Develop a Funding Agreement with Arts UH	Progressing	10%	Preliminary discussions have commenced with Arts UH.	


5: Community Infrastructure

05: Effective and efficient infrastructure that is appropriate to the needs of our community

05.01: Construct and maintain well-planned community infrastructure that is safe, reliable and provides agreed levels of service


05.01.01: Review, develop and maintain liveable town and village precincts

Action: 5.1.1.1 Develop an Active Transport Plan supplement to Muswellbrook Shire Council's adopted Walk and Cycle Plan (2009)


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
05.01.01	Review, develop and maintain liveable town and village precincts	5.1.1.1 Develop an Active Transport Plan supplement to Muswellbrook Shire Council's adopted Walk and Cycle Plan (2009)	Progressing	50%	Significant development of the plan has been completed with the engaged external consultant, with existing and priority mapping of pathways completed and draft report in progress.	

05.01.02: Maintain and continually improve asset management


Action: 5.1.2.1 Review Strategic Asset Management Plan

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
05.01.02	Maintain and continually improve asset management	5.1.2.1 Review Strategic Asset Management Plan	Progressing	25%	A review of Council's Strategic Management Plan has commenced.	


Action: 5.1.2.2 Regularly review Asset Management Plans

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
05.01.02	Maintain and continually improve asset management	5.1.2.2 Regularly review Asset Management Plans	Progressing	25%	The Roads Asset Management Plan is currently under review, and is ninety per cent complete.	

Action: 5.1.2.3 Review Roads Asset Management Plan


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
05.01.02	Maintain and continually improve asset management	5.1.2.3 Review Roads Asset Management Plan	Progressing	90%	A review of the Roads Asset Management Plan is ninety per cent complete.	

05.01.03: Facilitate investment in high quality community infrastructure necessary to a Regional Centre**Action: 5.1.3.1 Funding received for an extension to the Muswellbrook Regional Art Gallery**


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
05.01.03	Facilitate investment in high quality community infrastructure necessary to a Regional Centre	5.1.3.1 Funding received for an extension to the Muswellbrook Regional Art Gallery	Progressing	25%	A concept design for an extension to the Muswellbrook Regional Art Gallery has been completed.	

05.01.04: Maintain and continually improve community infrastructure across the Shire

Action: 5.1.4.1 Capital works programmes prioritised to demonstrate continual improvement in community infrastructure

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
05.01.04	Maintain and continually improve community infrastructure across the Shire	5.1.4.1 Capital works programmes prioritised to demonstrate continual improvement in community infrastructure	Progressing	25%	Capital works programmes and discrete project design are developed and implemented in order to demonstrate continual improvement in community infrastructure.	


Action: 5.1.4.2 Asset condition assessment inspections provided regularly

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
05.01.04	Maintain and continually improve community infrastructure across the Shire	5.1.4.2 Asset condition assessment inspections provided regularly	Progressing	25%	Asset condition inspections of the State Road network, mine affected roads, and urban and rural road networks are carried out regularly, with the results of the inspections informing capital and operational works programmes.	


05.02: Improve all abilities access to Council facilities

05.02.01: Facilitate and implement improved all abilities access across the Shire

Action: 5.2.1.1 Develop a targeted program to improve accessibility in Council owned and public spaces

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
05.02.01	Facilitate and implement improved all abilities access across the Shire	5.2.1.1 Develop a targeted program to improve accessibility in Council owned and public spaces	Progressing	25%	At the September 2022 Ordinary Council meeting Council endorsed capital projects under the General Building Programme 2022-2023.	


Action: 5.2.1.2 Included prioritised actions in capital programmes

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
05.02.01	Facilitate and implement improved all abilities access across the Shire	5.2.1.2 Included prioritised actions in capital programmes	Progressing	25%	Prioritised actions are included in respective capital programmes. This includes the construction of accessible ramps for the Muswellbrook Library and Country Women's Association.	


05.03: Provide safe, secure and reliable water supply and sewer services

05.03.01: Water, sewerage and waste services are provided in compliance with regulatory requirements.

Action: 5.3.1.1 Carry out Best Practice audit of water and wastewater services

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
05.03.01	Water, sewerage and waste services are provided in compliance with regulatory requirements.	5.3.1.1 Carry out Best Practice audit of water and wastewater services	Progressing	50%	Best Practice Audit completed for 2020-21. Muswellbrook Shire Council was found to be substantially compliant in 2020-21 . A report will be submitted to Council in the second quarter of 2022-23.	


Action: 5.3.1.2 Ensure compliance with all Licence conditions

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
05.03.01	Water, sewerage and waste services are provided in compliance with regulatory requirements.	5.3.1.2 Ensure compliance with all Licence conditions	Progressing	50%	The Annual Performance Report for Muswellbrook Sewer Environment Protection Licence 1593 was submitted to NSW EPA on 27 September 2022. Overall performance was satisfactory and within licence requirements. The Annual Licence Return for Denman Sewer Environment Protection Licence 5059 was submitted on 14 August 2022. The treatment and supply of safe drinking water were within the Australian Drinking Water Guidelines (2011) targets.	

05.04: Ensure road, footpath and cycleway networks are integrated and allow for the safe movement of residents and visitors

05.04.01: Maintain and continually improve the Shire's shared pathway networks to increase connectivity.

Action: 5.4.1.1 Implement priority funded portions of the Walk and Cycle Plan and Supplementary Active Transport Plan

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
05.04.01	Maintain and continually improve the Shire's shared pathway networks to increase connectivity.	5.4.1.1 Implement priority funded portions of the Walk and Cycle Plan and Supplementary Active Transport Plan	Progressing	10%	The prioritised footpath connection between the Thompson St intersection and Bell St has been postponed to the 2023-2024 Financial Year. Opportunities for the other footpath links consistent with available budgets are currently in assessment phase and in consultation with the Finance team to develop designs for alternate options. This will be supported by the updated Active Transport Plan Review which is well progressed with an external consultant.	


6: Community Leadership

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


06.01: Enable genuine and well-informed community participation in decision making

06.01.01: Engage with the community and other stakeholders to determine service level expectations and appropriate measures

Action: 6.1.1.1 Facilitate an annual Community Satisfaction Survey


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.01.01	Engage with the community and other stakeholders to determine service level expectations and appropriate measures	6.1.1.1 Facilitate an annual Community Satisfaction Survey	Not Due To Start	0%	The Community Satisfaction Survey will be conducted in Q4.	

Action: 6.1.1.2 Develop and implement a community panel engagement process to establish agreed levels of service between Council and the community

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.01.01	Engage with the community and other stakeholders to determine service level expectations and appropriate measures	6.1.1.2 Develop and implement a community panel engagement process to establish agreed levels of service between Council and the community	Progressing	50%	A Community Panel was recruited with two face-to-face meetings held at Denman and Muswellbrook (20 August and 24 September) and a series of seven video presentations were distributed to Panel Members in place of the scheduled 10 September face-to-face session. An external contractor was appointed in July to prepare a document overviewing Council's existing infrastructure service levels in preparation for an in-depth service level review.	


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

Action: 6.1.2.1 Develop and implement a Community Engagement Strategy


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.01.02	Utilise best practice models of community engagement to ensure decision making is meeting the expectations of the community	6.1.2.1 Develop and implement a Community Engagement Strategy	Progressing	25%	The Community Engagement Strategy was endorsed by Council at the 27 September Ordinary Meeting for public exhibition until 25 October 2022 and graphic design during the public exhibition period.	

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


Action: 6.1.3.1 Digital media strategy revised and implemented

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.01.03	Enhance Council's communication with the community to build awareness and understanding of Council's activities and community needs	6.1.3.1 Digital media strategy revised and implemented	Progressing	25%	A full review of Council's digital media strategy has commenced.	

Action: 6.1.3.2 Report Council's progress in implementing the Delivery Program and Operational Plan to the community and other stakeholders

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.01.03	Enhance Council's communication with the community to build awareness and understanding of Council's activities and community needs	6.1.3.2 Report Council's progress in implementing the Delivery Program and Operational Plan to the community and other stakeholders	Progressing	25%	Council receives quarterly progress reports on the status of the implementation of the Delivery Program and Operational Plan. The 2021/22 Annual Report to the Community will be submitted to the November Ordinary Meeting for Council's endorsement.	


Action: 6.1.3.3 Update Council's Community Participation Plan

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.01.03	Enhance Council's communication with the community to build awareness and understanding of Council's activities and community needs	6.1.3.3 Update Council's Community Participation Plan	Progressing	25%	Staff have reviewed the document to identify areas where changes will be required to reflect the move to more digital community engagement.	


06.02: Ensure Council is well managed, appropriately resourced, effective, efficient, accountable and responsive to its communities and stakeholders

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

Action: 6.2.1.1 Provide transparent reporting to the community about Council's finances


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.02.01	Maintain a strong focus on financial discipline to enable Council to properly respond to the needs of the communities it serves	6.2.1.1 Provide transparent reporting to the community about Council's finances	Progressing	10%	Council's Finance Team continues to ensure frequent discussions are held with Directors and departmental managers. Further work is being done, on an iterative basis, to improve reporting to the community regarding Council's finances.	

Action: 6.2.1.2 Seek funding opportunities to support the interests and aspirations of the Shire identified by the Community Strategic Plan and Delivery Program

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.02.01	Maintain a strong focus on financial discipline to enable Council to properly respond to the needs of the communities it serves	6.2.1.2 Seek funding opportunities to support the interests and aspirations of the Shire identified by the Community Strategic Plan and Delivery Program	Progressing	25%	Council receives monthly progress reports advising recent grant applications submitted, grant funding recently announced or to be announced shortly, and of upcoming grant opportunities.	


06.02.02: Develop and implement a Service Review Program

Action: 6.2.2.1 Develop an outline and timeline for the implementation of Service Reviews across Council


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.02.02	Develop and implement a Service Review Program	6.2.2.1 Develop an outline and timeline for the implementation of Service Reviews across Council	Progressing	10%	Council has recently employed an Internal Auditor - under which the Service Review Program will sit. In the short term, this position will help facilitate and guide the creation of a program for service reviews.	

06.02.03: Implement an Internal Audit Program in consultation with the Audit, Risk and Improvement Committee

Action: 6.2.3.1 Deliver on the Internal Audit Program


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.02.03	Implement an Internal Audit Program in consultation with the Audit, Risk and Improvement Committee	6.2.3.1 Deliver on the Internal Audit Program	Progressing	10%	An internal auditor has recently been recruited. A preliminary review has been carried out, and an updated audit timeline has been developed and shared with Council's Audit, Risk and Improvement Committee. This will continue to be refined based on a risk analysis process.	

Action: 6.2.3.2 Implement control recommendations as identified by the auditor


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.02.03	Implement an Internal Audit Program in consultation with the Audit, Risk and Improvement Committee	6.2.3.2 Implement control recommendations as identified by the auditor	Progressing	25%	Previously identified controls are currently being phased in across Council, predominantly focused in the Information and Communication Technology sphere.	

06.02.04: Undertake regulatory activities to maintain public safety and companion animal wellbeing


Action: 6.2.4.1 The Local Orders Policy is reviewed

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.02.04	Undertake regulatory activities to maintain public safety and companion animal wellbeing	6.2.4.1 The Local Orders Policy is reviewed	Progressing	50%	The Local Orders Policy has been reviewed, and will be reported to Council in the second quarter of 2022-23 in order to publicly notify proposed changes.	


Action: 6.2.4.2 Swimming Pool Safety Fence inspections

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.02.04	Undertake regulatory activities to maintain public safety and companion animal wellbeing	6.2.4.2 Swimming Pool Safety Fence inspections	Progressing	25%	The number of inspections have increased and numbers are reported to Council monthly.	


Action: 6.2.4.3 Food shops are inspected on an annual basis

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.02.04	Undertake regulatory activities to maintain public safety and companion animal wellbeing	6.2.4.3 Food shops are inspected on an annual basis	Progressing	25%	Inspections are occurring and information submitted to Council each month.	


06.02.05: Implement a comprehensive and targeted business improvement program**Action: 6.2.5.1 Monitor and review Council's Procurement and Tendering System, associated policies and procedures**

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.02.05	Implement a comprehensive and targeted business improvement program	6.2.5.1 Monitor and review Council's Procurement and Tendering System, associated policies and procedures	Progressing	10%	The monitoring and review of Council's Procurement and Tendering system is being carried out by Council's Procurement Officer.	


Action: 6.2.5.2 Review the policy management framework

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.02.05	Implement a comprehensive and targeted business improvement program	6.2.5.2 Review the policy management framework	Progressing	25%	In line with a review of Council's Policy Framework, Council's internal and external policies are being reconciled to remove duplicates and ensure version control. Once reconciled, Council's Policy Register will be reviewed by Manex to ensure policies are reviewed and/or created in priority order. Since the election of the new Council, eleven policies have been reviewed and adopted by Council. This will be reported to the ARIC meeting scheduled for 13 October.	


Action: 6.2.5.3 Increase effectiveness of Council's ICT systems

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.02.05	Implement a comprehensive and targeted business improvement program	6.2.5.3 Increase effectiveness of Council's ICT systems	Progressing	25%	The Electronic Document and Record Migration System (EDRMS) migration is currently underway, with training provided to Council's Records Team. A test environment has been created, and the Information and Communication Technology Team is currently finalising folder structures for deployment for the purposes of our new EDRMS.	


Action: 6.2.5.4 Develop, implement and monitor a calendar of compliance to support Council's statutory reporting obligations

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.02.05	Implement a comprehensive and targeted business improvement program	6.2.5.4 Develop, implement and monitor a calendar of compliance to support Council's statutory reporting obligations	Not Due To Start	0%	Due to a vacancy in the Governance Officer role during Q1, this will begin in Q2	

Action: 6.2.5.5 Provide governance support services for the elected Council and executive

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.02.05	Implement a comprehensive and targeted business improvement program	6.2.5.5 Provide governance support services for the elected Council and executive	Progressing	25%	A report on the Councillor induction program will be included in the 2021/22 Annual Report. Councillor development program is currently under development.	


Action: 6.2.5.6 Facilitate Council's participation in the Local Government Professionals/ Price Waterhouse Coopers Performance Excellence Program

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.02.05	Implement a comprehensive and targeted business improvement program	6.2.5.6 Facilitate Council's participation in the Local Government Professionals/ Price Waterhouse Coopers Performance Excellence Program	Progressing	80%	<p>Sections 1 to 4 (Workforce, Finance, Operations and Service Delivery) have been completed and signed off by the Acting General Manager. Section 5 (Financial data) will be completed at the end of October, once the Councils financial statements have been audited.</p> <p>A feedback pack will be available for reviewing the financial data and will require sign off from the Acting General Manager. Once the financial data has been signed off, this complete Councils input for the program.</p> <p>The final report will be available from mid-December.</p>	


06.03: Ensure Council is a best practice employer providing safe, happy, suitably resourced and productive workplace

06.03.01: Continue to prioritise safety and risk management initiatives, employee welfare initiatives, and upgrades to Council Facilities

Action: 6.3.1.1 New Works Depot – tender for works called


Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.03.01	Continue to prioritise safety and risk management initiatives, employee welfare initiatives, and upgrades to Council Facilities	6.3.1.1 New Works Depot - tender for works called	Progressing	25%	A conceptual design of a new Works Depot has been completed.	

Action: 6.3.1.2 FOGO facility concept design to council

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.03.01	Continue to prioritise safety and risk management initiatives, employee welfare initiatives, and upgrades to Council Facilities	6.3.1.2 FOGO facility concept design to council	Progressing	25%	A Food Organics Garden Organics status update report has been submitted to Council.	

06.03.02: Continue to prioritise employee welfare initiatives

Action: 6.3.2.1 Council's Wellbeing Program and antibullying training program delivered

Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
06.03.02	Continue to prioritise employee welfare initiatives	6.3.2.1 Council's Wellbeing Program and antibullying training program delivered	Progressing	25%	Planning has commenced in relation to the provision of a staff satisfaction survey.	

**9.4.2. 2021/2022 Annual Report**

Attachments:	Nil
Responsible Officer:	David Walsh - Director - Corporate Services & Chief Financial Officer
Author:	Melissa Cleary – Manager - Governance
Community Plan Issue:	6 - <i>Community Leadership</i>
Community Plan Goal:	Collaborative and responsive leadership that meets the expectations and anticipates the needs of the community.
Community Plan Strategy:	6.1.3 - Enhance Council's communication with the community to build awareness and understanding of Council's activities and community needs. 6.1.3.2 - Report Council's progress in implementing the Delivery Program and Operational Plan to the community and other stakeholders.

PURPOSE

To seek Council's endorsement of the 2021/2022 Annual Report.

A copy of the Annual Report will be provided to Council under separate cover.

OFFICER'S RECOMMENDATION

1. Council endorses the 2021/2022 Annual Report including the audited Financial Statements;
2. The Acting General Manager be delegated authority to publish the 2021/2022 Annual Report on Council's website and forward a link to the Report to the NSW Office of Local Government, Minister for Local Government and the Minister for Disability Services.

Moved: _____ **Seconded:** _____

BACKGROUND

Under section 428 of the *Local Government Act 1993*, Council is required to report against the Principal Activities from the preceding financial year's Operational Plan. The Annual Report is required to be submitted to the Minister for Local Government within 5 months of the end of the financial year (by 30 November). It must include a copy of the audited financial statements and be published on Council's website.

CONSULTATION

Acting General Manager

Manex

REPORT

The Annual Report is a requirement under the *Local Government Act 1993* and the Integrated Planning and Reporting Framework. The Annual Report is a public document providing an



overview of the work of Council. It is one of the key points of accountability between Council and its community.

The 2021/2022 Annual Report is designed to be easy to read, informative and of interest to the community; the Annual Report is required to focus on delivery of the Operational Plan and Delivery Program and help the community understand how Council performs both as a service provider and community leader.

Copies of the Annual Report will be provided under separate cover.

A copy of the 2021/2022 Annual Report must be posted on Council's website with a link to the Report provided to the NSW Office of Local Government, Minister for Local Government and the Minister for Disability Services.

OPTIONS

It is a requirement under the *Local Government Act 1993* to submit an Annual Report each year, including the audited Financial Statements.

CONCLUSION

The 2021/2022 Annual Report and audited Financial Statements are provided for Council's endorsement prior to publishing on Council's website and forwarding a link to the Report to the NSW Office of Local Government, Minister for Local Government and the Minister for Disability Services.

SOCIAL IMPLICATIONS

The Annual Report meets Council's legislative requirements under the *Local Government Act 1993* and is an opportunity to provide information about Council to the community.

FINANCIAL IMPLICATIONS

The Annual Report includes the audited financial report for the 2021/2022 financial year.

POLICY IMPLICATIONS

The Annual Report complies with the Integrated Planning Framework and associated policies.

STATUTORY IMPLICATIONS

The Annual Report complies with statutory requirements under the *Local Government Act 1993* and the *Local Government (General) Regulation 2021*.

LEGAL IMPLICATIONS

The Annual Report meets requirements under the *Local Government Act 1993*.

OPERATIONAL PLAN IMPLICATIONS

The Annual Report provides an account of Council's achievements against each of the Principal Actions in the Operational Plan.

RISK MANAGEMENT IMPLICATIONS

The Annual Report has been prepared in a timely manner to ensure it is approved by Council and lodged on time as required by the legislation. This will eliminate the risk to Council's reputation for failure to comply with the statutory obligations in section 428 of the *Local Government Act 1993*.



WASTE MANAGEMENT IMPLICATIONS

None identified

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Community consultation is not required as part of the development of the Annual Report.



9.4.3. **ADOPTION - Muswellbrook Shire Council Community Engagement Strategy 2022**

Attachments:

1. Muswellbrook Shire Council Community Engagement Strategy 2022 - for adoption [9.4.3.1 - 42 pages]
2. 20221018 WR MSC Draft Community Engagement Strategy Redacted [9.4.3.2 - 1 page]
3. 20221018 WT MSC Draft Community Engagement Strategy Redacted [9.4.3.3 - 1 page]
4. 20221018 WT MSC Draft Community Engagement Strategy(2) [9.4.3.4 - 42 pages]
5. 20221021 WJ MSC Draft Community Engagement Strategy Redacted [9.4.3.5 - 1 page]
6. 20221024 MATS MSC Draft Community Engagement Strategy Redacted [9.4.3.6 - 1 page]
7. 20221025 MCCI R E_ Public Exhibition closes tomorrow - DRAFT Community Engagement Strategy Redacted [9.4.3.7 - 2 pages]

Responsible Officer:

David Walsh - Director - Corporate Services & Chief Financial Officer

Author:

Melissa Cleary – Manager - Governance

Community Plan Issue:

6 - *Community Leadership*

Community Plan Goal:

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

Community Plan Strategy:

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

PURPOSE

To present the *Muswellbrook Shire Council Community Engagement Strategy 2022* to Council for adoption following public exhibition from 28 September to 25 October 2022.

OFFICER'S RECOMMENDATION

Council:

1. Considers submissions received during the public exhibition of the DRAFT *Muswellbrook Shire Council Community Engagement Strategy 2022*;
2. ADOPTS the *Muswellbrook Shire Council Community Engagement Strategy 2022*.

Moved: _____ **Seconded:** _____



BACKGROUND

Amendments to the *Local Government Act 1993* (the Act), which came into effect on the day of the 2021 Local Government Elections, require councils to prepare a Community Engagement Strategy (CES) to support the development of their plans, policies, programs and key activities, including those relating to Integrated Planning and Reporting.

A CES must be prepared, adopted and implemented, based on social justice principles, for engagement with the local community to support Council in developing its plans and determining key activities. This includes development and review of the Community Strategic Plan, and all relevant Council plans, policies and programs.

As a minimum, the CES must identify relevant stakeholder groups within the community and outline methods that will be used to engage each group.

The DRAFT *Muswellbrook Shire Council Community Engagement Strategy 2022* was developed, in consultation with Council staff and the senior executive team, to align with legislative requirements.

Although not mandatory, it is considered best practice to publicly exhibit a CES for 28 days and consider all public submissions prior to its adoption.

CONSULTATION

Councillors

Acting General Manager

Manex

Council Staff

2022 Community Panel

Muswellbrook Shire Community via public exhibition 28 September - 25 October 2022

REPORT

Following a resolution of Council at the 27 September 2022 Ordinary Meeting, the *Muswellbrook Shire Council Community Engagement Strategy 2022* was placed on public exhibition via Council's website and in hard copy available at the Council Administration Centre and Muswellbrook and Denman libraries for 28 days. Additionally, the CES underwent graphic design via an external service provider during the public exhibition period.

Public exhibition was promoted and feedback on the DRAFT CES was sought via:

- three emails distributed to the 2022 Community Panel members and Council's Community Engagement database of approximately 500 residents, ratepayers, business owners, workers and students (4 October, 18 October, 24 October);
- two emails to Council staff (29 September, 21 October);
- four social media posts via the Muswellbrook Shire Council Facebook Page (28 September, 4 October, 17 October x2)

During the exhibition period five public submissions were received from the community (attached for the information of Councillors) and four submissions were received from staff. Where appropriate and feasible, feedback has been incorporated into the final document.



OPTIONS

Council may determine to:

1. ADOPT the *Muswellbrook Shire Council Community Engagement Strategy 2022* as attached to this report; or
2. propose amendments to the *Muswellbrook Shire Council Community Engagement Strategy 2022* prior to adoption.

CONCLUSION

It is recommended that Council ADOPTS the *Muswellbrook Shire Council Community Engagement Strategy 2022*.

SOCIAL IMPLICATIONS

As described in the *Muswellbrook Shire Council Community Engagement Strategy 2022*.

FINANCIAL IMPLICATIONS

As identified in the Resourcing Strategy and annual budgets.

POLICY IMPLICATIONS

If adopted the *Muswellbrook Shire Council Community Engagement Strategy 2022* will replace the *Muswellbrook Shire Council Community Engagement Strategy 2016-2017*

STATUTORY IMPLICATIONS

Section 402A of the *Local Government Act 1993*;

LEGAL IMPLICATIONS

None identified.

OPERATIONAL PLAN IMPLICATIONS

Muswellbrook Shire Council 2022-2023 Operational Plan:

Action 6.1.2.1 Develop and implement a Community Engagement Strategy.

RISK MANAGEMENT IMPLICATIONS

As described in the *Muswellbrook Shire Council Community Engagement Strategy 2022*.

WASTE MANAGEMENT IMPLICATIONS

None identified.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

The DRAFT *Muswellbrook Shire Council Community Engagement Strategy 2022* was placed on public exhibition from 28 September 2022 to 25 October 2022.

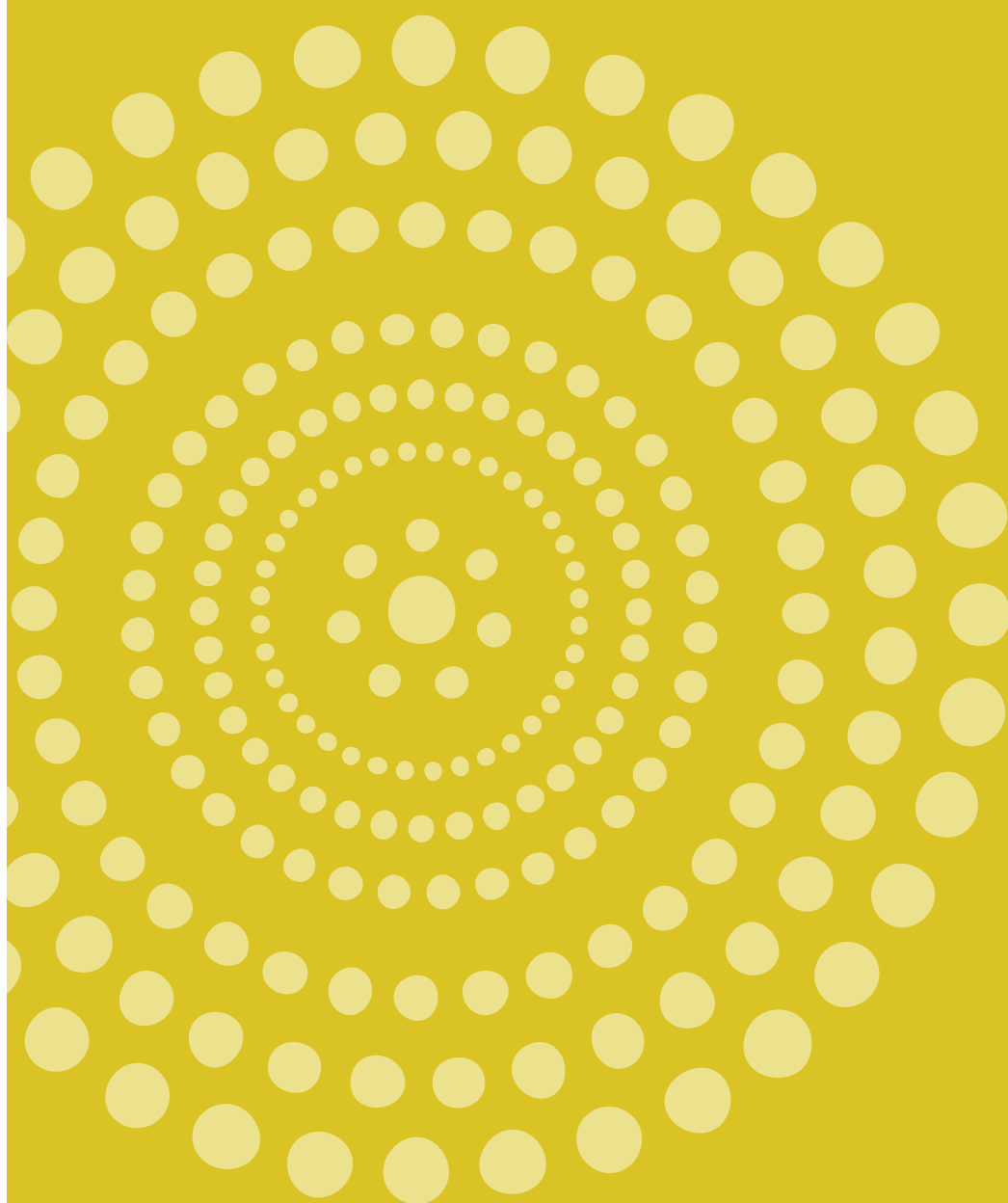
MUSWELLBROOK SHIRE COUNCIL **COMMUNITY ENGAGEMENT STRATEGY 2022**



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



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2022 Easter Family Fun Day

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Message from the Mayor

Cr Steven Reynolds

The Community Vision articulated in our Muswellbrook Shire 2022-2032 Community Strategic Plan – ***engaging with our community to achieve an inclusive, vibrant and sustainable future*** – makes it abundantly clear that community engagement needs to be at the heart and centre of everything we do at Council.

We are a diverse community with many voices and points of view when it comes to identifying solutions for priority challenges such as job creation, improved educational opportunities, town centre revitalisation and liveability. At the same time, we share many common values including community wellbeing, economic prosperity, social equity and inclusion, environmental sustainability, cultural vitality and collaborative, transparent, accountable community leadership.

By directing resources to community engagement, Council seeks to ensure that our assets, facilities, events and services continue to be efficient, effective and relevant to the needs of our community. At the same time, we hope to encourage greater understanding of, and broader participation in, Council's decision-making processes.

The greatest challenge for Council is ensuring that everyone has an opportunity to have a say by seeking to eliminate or at least reduce the impacts of potential barriers to participation including, but not limited to, age, literacy, gender, ethnicity, ability, access to technology or facilities, competing priorities and obligations.

This Community Engagement Strategy is Council's framework for continuous and meaningful community engagement.

We look forward to hearing from you.



Cr Steven Reynolds

Mayor of Muswellbrook



1 Introduction

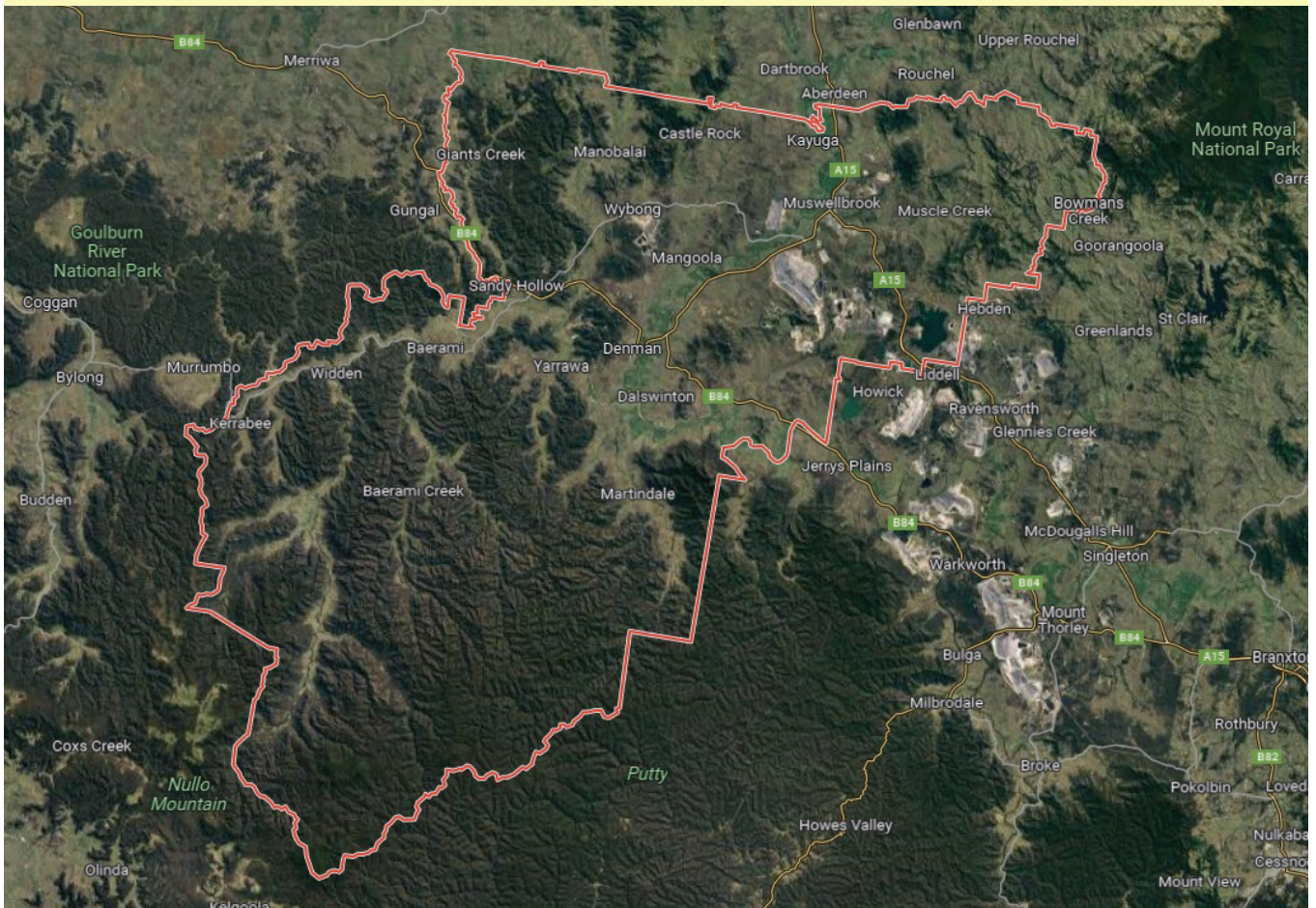


Figure 1: Muswellbrook Shire

1.1 Background

OUR SHIRE

Prior to European settlement, the Muswellbrook Shire was occupied by people of the Wonnarua/ Wanaruah language group. The Wonnarua/ Wanaruah people traded and had ceremonial links to their neighbouring tribes such as Awabakal, Darkinung, Geawegal, Kamilaroi, Wiradjuri and Worimi. The Muswellbrook Shire Local Government Area (LGA) is located within the Wanaruah Local Aboriginal Land Council boundary.

The first European settlement occurred in the 1820s and the township of Muswellbrook was gazetted in 1833.

Centrally located in the Upper Hunter Valley, approximately 130km north-west of Newcastle, Muswellbrook Shire is approximately three hours from Sydney, two hours from Tamworth and around 90 minutes from Newcastle, by road.

The Shire consists of two larger towns, Muswellbrook and Denman, as well as a number of outlying rural communities including Sandy Hollow, Wybong, Baerami, Martindale, McCully's Gap, Widden and Muscle Creek. The boundaries of the LGA are marked by Lake Liddell to the east, Goulburn River National Park to the west, Wollemi National Park to the south and bordering Aberdeen in the north.

LEGISLATIVE FRAMEWORK

Council must comply with several pieces of legislation that set out when we must initiate consultation:

- The Local Government Act 1993 requires that Council establish and implement a strategy (its Community Engagement Strategy) for engagement with the local community when developing its plans, policies and programs, and for the purpose of determining its activities (other than routine administrative matters);
- The Environmental Planning and Assessment Act 1979 also requires that all councils outline how and when the community will be engaged across planning functions like policy-making and assessment (Council's Community Participation Plan outlines the exhibition and notification requirements under the EP&A Act. This is available for viewing on Council's website at <https://www.muswellbrook.nsw.gov.au/policies/>)

This Community Engagement Strategy has been developed in accordance with these requirements.

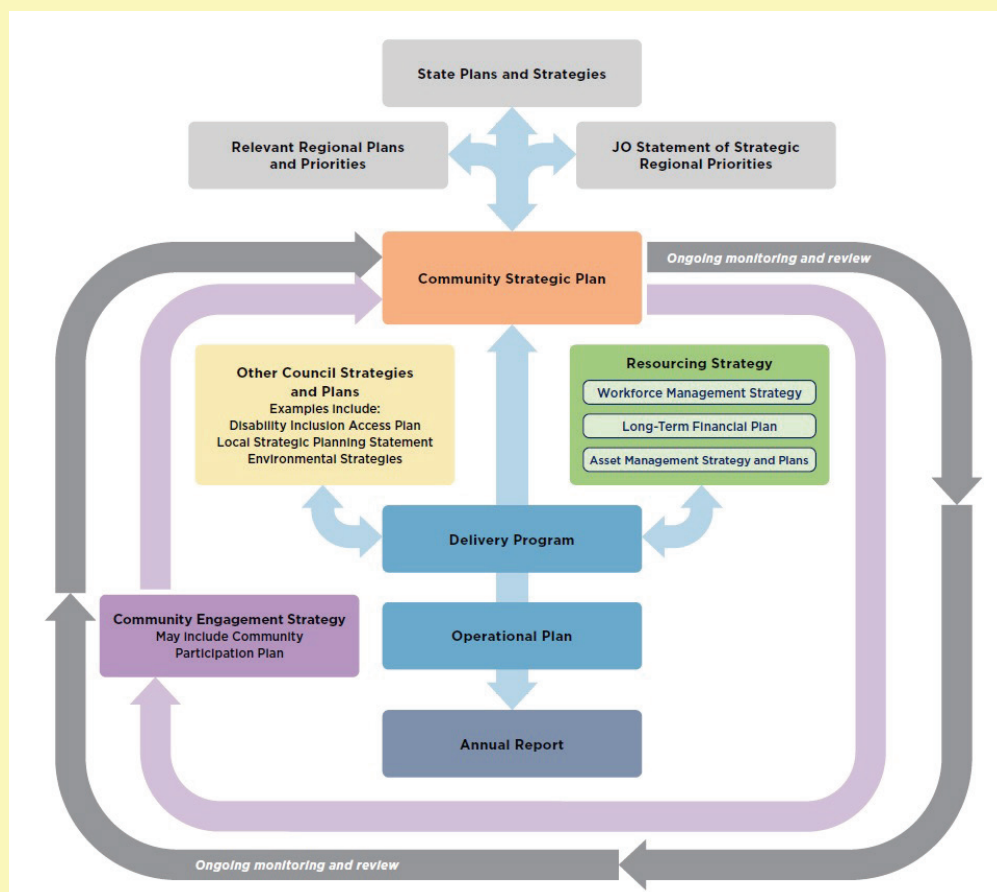


Figure 2: NSW Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework was introduced by the NSW Government in 2009 and stems from the central assumption that all council planning should originate from a sound understanding of the community's expectations around priorities and service levels.

It includes a series of interrelated documents that together provide a rigorous, consistent approach to community planning across all NSW local councils, while also ensuring alignment with regional and state priorities.

WHAT IS COMMUNITY ENGAGEMENT AND WHY IS IT IMPORTANT?

Community engagement is the process of involving people in the decisions that affect their lives. It is ongoing, promoting open discussion and shared responsibilities for decisions.

It enables better problem solving, leading to decisions that are balanced and informed and results in better outcomes. It supports transparency, builds trust in the decision-making process and an understanding of how and why decisions are made.

Council recognises that people have a right to be informed and to have a say on projects that are important to them or may impact on their daily lives. Community engagement gives Council a better understanding of community views and helps us make more informed decisions and deliver better services.

WHAT DO WE MEAN BY COMMUNITY?

Our community includes the many different individuals, groups and organisations that have a vested interest in our Shire, including:

- people that live or own a property here
- local Aboriginal communities and agencies
- people who work or study here including short-term contractors
- people that visit the local area
- business owners and operators
- resident and ratepayer associations
- community, sporting and environmental groups
- community agencies that provide services (including homeless support) to and/or advocate for people in the local area
- business and industry associations
- developers and investors
- neighbouring councils and regional bodies
- government agencies
- local members (state and federal).



Figure 3: Muswellbrook Shire 2022 Community Panel

1.2 Principles and Values Guiding Engagement

This Community Engagement Strategy identifies the relevant stakeholder groups within our community and outlines when, how and why each stakeholder group will be able to provide input into Council's long-term planning and decision making, based on the following social justice principles:

- Equity: the whole community has fair access to services, resources and opportunities to improve their quality of life;
- Access: every effort is made to include hard to reach or vulnerable groups;
- Participation: everyone is empowered to have their voices heard and understand how decisions are made;
- Rights: opportunities provided for people of all abilities and backgrounds to participate in community life.

These principles will support Council in developing its plans and determining key activities including the review and development of the Community Strategic Plan, and all relevant Council plans, policies and programs.

MUSWELLBROOK SHIRE 2022-2032 COMMUNITY STRATEGIC PLAN

Our Community Strategic Plan 2022-2032 guides the future direction of our Shire for the next 10 years, and this strategy will assist in delivering the vision and aspirations for the future of Muswellbrook Shire:

Community Vision

Engaging with our community to achieve an inclusive, vibrant and sustainable future

We value:

- Community Wellbeing
- Economic Prosperity
- Social Equity and Inclusion
- Environmental Sustainability
- Cultural Vitality
- Open communication and community engagement
- Collaborative, accountable and transparent community leadership

1.3 Key Engagement Objectives

This Community Engagement Strategy will guide how we plan and undertake engagement.

Planning for engagement considers a range of factors including who the project or program will impact, how much impact the project or program will have and how interested the community might be in the project or program.

Beyond satisfying legislative and statutory requirements, Council's key objectives for undertaking engagement include:

- increased community awareness of Council projects and programs;
- improved community satisfaction with Council's services, facilities and events;
- enhanced community understanding of how and why decisions are made by Council.

To support the achievement of these objectives, Council recognises the importance of ensuring that community engagement:

- has a clear purpose, objectives and approach;
- is easy for the community to access and participate in;
- is clear and simple;
- builds trust and understanding;
- is meaningful, authentic and adds value;
- is evaluated and improved.

Successful engagement programs are underpinned by careful preparation and thorough planning, where we:

- create an environment of honest and timely communication when engaging with the community about projects and activities;
- commit to establishing clear processes and allocating required resources to assist with better planning and decision making;
- ensure processes are inclusive and seek to connect all in the community including those who are hardest to reach;
- respect the feedback we receive;
- act in the best interests of the whole community;
- keep people informed of progress and outcomes.

1.4 Risks and Opportunities

Council will need to consider the following risks and opportunities when undertaking community engagement:

Table 1: Key Community Engagement risks and mitigation strategies

Risk	Indicator	Cause	Mitigation
Projects, facilities, assets & programs don't meet community expectations	Limited overall participation in engagement activity	Lack of awareness	Engagement is promoted via multiple communication channels to ensure all members of the community can actively participate
		Accessibility barriers	Engagement occurs in multiple accessible locations across the Shire at various times and dates and includes both online and traditional tools in plain language and accessible formats
		Resource & timing constraints	Provide a range of opportunities and sufficient background material to enable a high level of informed public participation
	Low levels of community satisfaction	Consultation fatigue	Schedule staggered or combined engagement opportunities for multiple projects and programs to reduce the risk of the community and key stakeholders feeling saturated and bombarded
		Distrust in Council & decision-making process	Clearly and simply define engagement scope to help manage community expectations regarding the level of influence they can have on the outcome and an improved understanding of how and why decisions are made
			Provide timely updates to engagement participants and the broader community and report engagement outcomes and results
Facilities, assets, programs & events are not fit for purpose	Limited engagement with target groups & community sectors	Inappropriate tools &/or timing	Engagement plan considers appropriate tools and schedules to suit specific user groups such as young people, families and culturally and linguistically diverse groups (ie school holidays; language barriers; locations; technology)
Reputational damage	Inaccurate social & traditional media reports & complaints	Lack of internal engagement	Have the conversation early and often with Councillors and staff about engagement initiatives and the opportunities for involvement
		Inadequate consultation with/ reporting to external stakeholders, media & community influencers	Regular and continuous communication with and reporting to local representatives, government departments and agencies, funding bodies and groups of interest.



Figure 4: Muswellbrook Shire Australia Day and Citizenship Ceremony 2022

1.5 Roles and Responsibilities

It is important that the Community Engagement Strategy is adopted and accepted as a key Council-wide document with commitment from both staff and Councillors. The roles and responsibilities of Council's internal stakeholders are outlined below:

Table 2: Roles and responsibilities of Muswellbrook Shire Council elected representatives and staff

Role	Responsibilities
The Mayor	<ul style="list-style-type: none"> ✓ act as the spokesperson for Council to promote engagement on key strategic plans including developing the Community Strategic Plan; ✓ together with the General Manager, ensure adequate opportunities and mechanisms for engagement between Council and the local community; ✓ promote partnerships between Council and key stakeholders.
Councillors	<ul style="list-style-type: none"> ✓ promote engagement on key strategic plans including supporting and participating in community engagement for the development of the Community Strategic Plan; ✓ participate in the development of Integrated Planning & Reporting component documents, including the Community Strategic Plan; ✓ endorse the Community Strategic Plan on behalf of the community and approve the remaining component Integrated Planning & Reporting documents.
General Manager	<ul style="list-style-type: none"> ✓ oversee preparation of the Community Engagement Strategy and Integrated Planning & Reporting component documents for endorsement/ adoption by the elected Council, as applicable; ✓ ensure that community members are given enough information to participate in the Integrated Planning & Reporting process in a meaningful way.
Council Staff	<ul style="list-style-type: none"> ✓ work with and support the General Manager in the development of the Community Engagement Strategy and plans to engage the community; ✓ implement the Community Engagement Strategy and provide timely advice to the General Manager on community views.

2 Stakeholders

2.1 Identification and Analysis

Community engagement is a shared right that comes with shared responsibility. We all have our part to play in decision-making that effects the places that we live, work and play. Council and the community play roles in initiating, leading, participating in and delivering engagement activities.

A vital component of the community engagement process includes identifying and understanding key stakeholders who will be impacted by or who have an interest in a decision or outcome.

Muswellbrook Shire is the main centre for power generation and thermal coal extraction in New South Wales. With six thermal coal mines and two coal fired power stations situated in the LGA, employment in the Shire is dominated by these two significant industries and supplemented by tourism and hospitality, equine, grazing and service industries.

Muswellbrook Shire is a welcoming community offering all the cultural, recreational, educational and community facilities that you would expect to find in the main regional centre for the Upper Hunter. The population of Muswellbrook LGA is concentrated in the towns of Sandy Hollow, Denman and Muswellbrook.

The Census population for Muswellbrook (LGA) in 2021 was 16,357 people (Australian Bureau of Statistics). This is up from 16,086 in 2016.

The population of the Muswellbrook LGA has reflected the ebbs and flows of the mining industry. Population growth from 2006 to 2016, was 5.3% - a steady rise for a regional area. The majority of this growth was concentrated in Muswellbrook, which accounted for around half the growth. However, the 2021 Census showed that growth overall in the five years since 2016 has only been 1.7%.

The 2021 Census indicated that Muswellbrook Shire has a relatively high proportion of Aboriginal and Torres Strait Islander peoples residing in the community at 11.7%. This compares with the 3.4% NSW State average.

We are a young community.

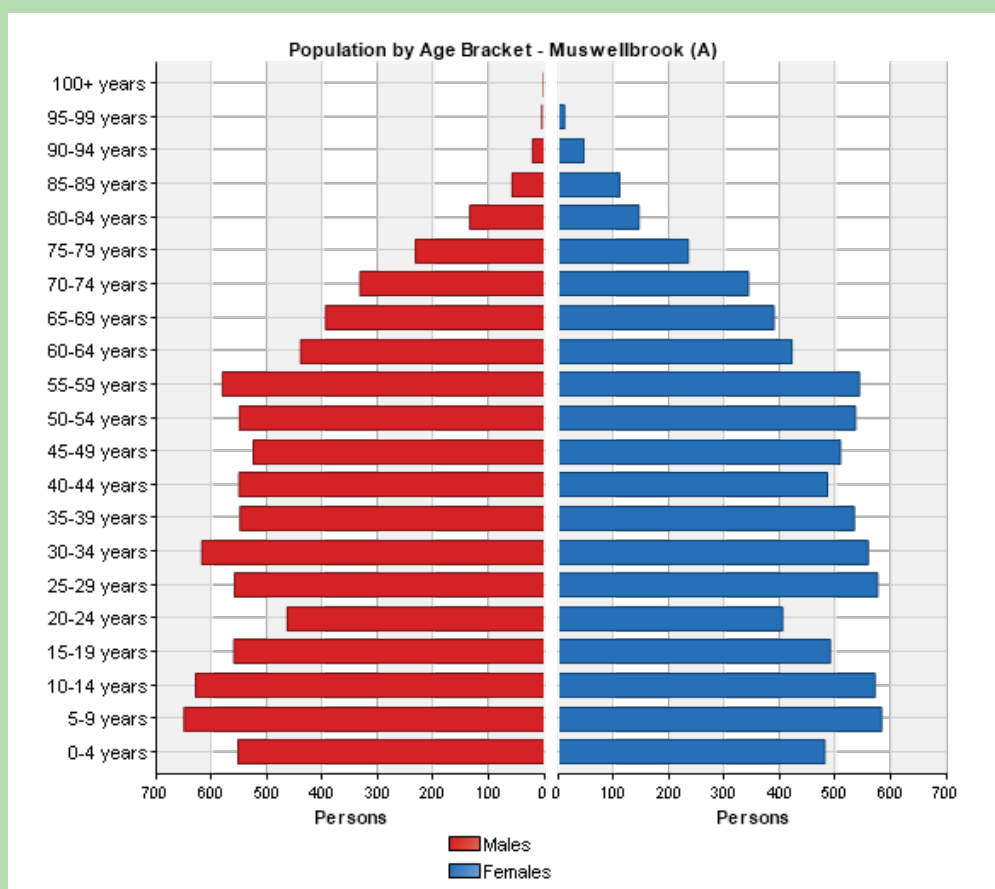
Muswellbrook Shire tends to be a younger community with the median age of people being 37 years (NSW:39).

The ratio of men to women in 2016 was 51.3% male and 48.7% female and remained the same in 2021 (NSW:M49.4 and F50.6).

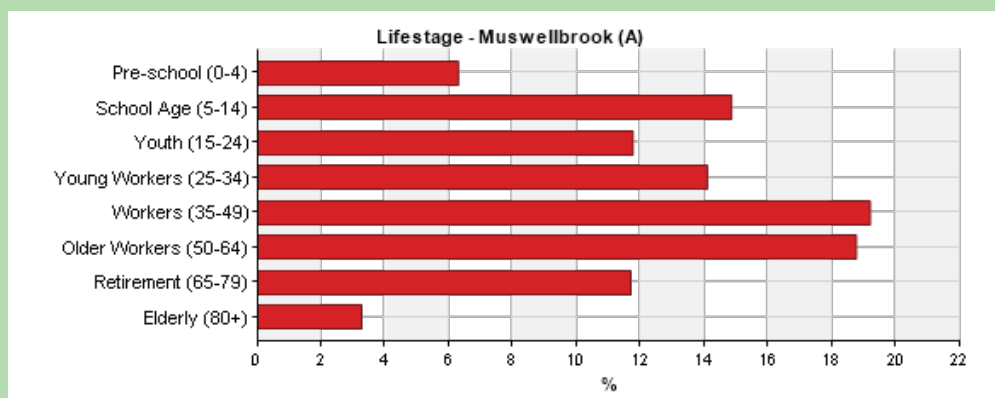
To find out more about Muswellbrook Shire's Community Profile visit: www.communityprofile.com.au/muswellbrook

Table 3: Key socio-demographic indicators for Muswellbrook Shire

Indicator	Latest Information
Estimated Residential Population:	16,357
Total population increase (2016–2021):	271 people
Land Area (ha):	340,488.41
Aboriginal and Torres Strait Islander:	1,908 people or 11.7%
People born in Australia:	13,871 people or 84.8%
Median Age:	37 years
Median Weekly Personal Income:	\$769 (\$39,988 pa)
Smoothed unemployment rate:	5%
Gross Regional Product (\$M):	\$4,534.322
Per Hectare Gross Regional Product (\$K):	\$13.317
Per Capita Gross Regional Product (\$K):	\$281.880
Per Worker Gross Regional Product (\$K):	\$452.663

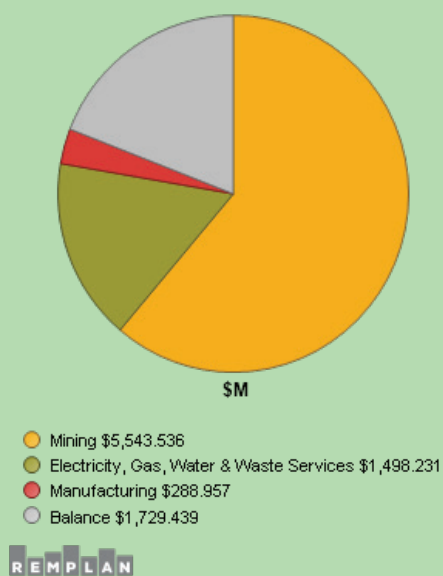


The single largest five-year age cohort in Muswellbrook Shire is “5-9 years” with 1,229 people representing 7.5% of the population. The median age is 37 years and the overall proportion of males to females is 51.3% male and 48.7% female.

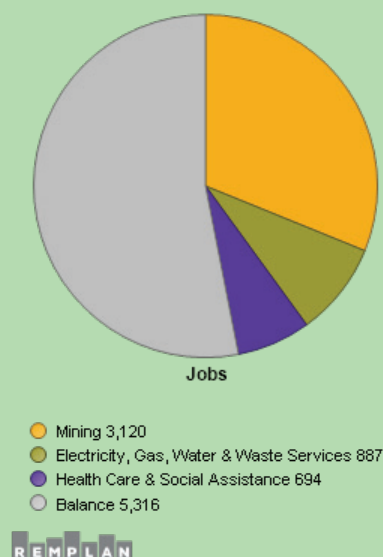


Understanding the population by life stage within Muswellbrook Shire provides valuable insights into the region's requirements for amenity, services, infrastructure, investment and education and employment opportunities. The largest life stage group in the Shire is "Workers (35-49)" representing 19.2% percent of the overall population, closely followed by Older Workers (50-64) at 18.8%.

Output - Muswellbrook (A) (2021 Release 2)



Employment - Muswellbrook (A) (2021 Release 2)



Total output is estimated at \$9,060.164 million (left)

Total employment is estimated at 10,017 jobs (right)



Figure 5: Muswellbrook Shire and Denman Children's Centre partnership

2.2 Challenges and Barriers

There are many factors that could make it difficult for people to participate in engagement initiatives including, but not limited to physical health, language, isolation (technological, physical and social), digital access and knowledge, distrust, lack of time and lack of awareness.

Council acknowledges these barriers and is committed to making engagement opportunities inclusive and accessible by:

- ✓ ensuring a variety of engagement methods are available;
- ✓ avoiding technical jargon and using easy to understand language;
- ✓ considering age-appropriate engagement and participation activities;
- ✓ promoting engagement opportunities via multiple channels to get the word out;
- ✓ providing information in multiple, accessible formats and ensuring venues are accessible;
- ✓ exploring opportunities for staggered or combined engagement opportunities to reduce engagement overload;
- ✓ defining the level of influence feedback can have on an outcome and explaining how and why decisions are made;
- ✓ reporting back to engagement participants and the broader community on outcomes and results of engagement activities.



Figure 6: Muswellbrook's AFL Pride Match, September 2019

Picture: Ivan Skaines

2.3 Preferred Methods of Engagement

The level of engagement adopted by Council will depend on the scale and size of the plan, policy or program being proposed. For example, engagement to support development of the Community Strategic Plan will include activities to engage the whole community, whereas engagement about a local sporting field upgrade would likely be limited to within a few kilometres of the site and targeted activities with user groups.

Council will refer to the International Association for Public Participation Spectrum (IAP2) to assist with determining the most appropriate type of engagement to employ, in response to the level of influence on the outcome that community input can have:

Table 4: International Association for Public Participation Spectrum (IAP2)

	Inform	Consult	Involve	Collaborate	Empower
Goal	To provide balanced and objective information in a timely manner	To obtain feedback on analysis, issues, alternatives and decisions	To work with the public to make sure that concerns and aspirations are considered and understood	To partner with the public in each aspect of decision-making	To place final decision-making in the hands of the public
Promise	"We will keep you informed"	"We will listen to and acknowledge your concerns"	"We will work with you to ensure your concerns and aspirations are directly reflected in the decisions made"	"We will look to you for advice and innovation and incorporate this in decisions as much as possible"	"We will implement what you decide"
Example	Website	Public Exhibition	Public Forums	User Groups	Community Panel

© International Association for Public Participation | www.iap2.org

Table 5: Preferred methods of engagement

		ENGAGEMENT MODE	IN PRACTICE
LEVEL OF ENGAGEMENT	Inform	Website & social media	Provide information via: Council's website, social media (Facebook, LinkedIn, YouTube)
		Advertisements, public notices, signs & letters	May include: an invitation to participate in engagement; describing a project; outlining how people can find information; advising how to make a comment or be involved outlining the timeframe for consultation
		Admin Centre & Libraries	Information may be accessed during public exhibition periods at Council's Admin Centre and Libraries
	Involve & Consult	Community meetings & forums	Meetings (in person, online or hybrid) with community members and stakeholders to provide an opportunity to work through an issue or gather feedback on particular aspects of a project.
		Council meetings	Community members can participate in Council's formal meeting process prior to a decision being made, as per Council's Code of Meeting Practice. This may include speaking Public Participation.
		Public exhibitions	The exhibition process seeks online or written community and stakeholder feedback on a plan, development application, policy or project.
		Surveys	Using market research software for telephone, online and offline surveys, such as the biennial Community Satisfaction Survey.
		Listening Posts	A face-to-face opportunity for the community to attend a Listening Post pop-up stall to gather information and provide feedback on an issue or project/policy-related decision.
	Collaborate & Empower	Community reference & user groups	Community reference and user groups may meet with staff, Councillors, or others to work through an issue, determine a decision for a project, policy or plan and provide advice.
		Council committees	Council may establish committees in accordance with relevant laws and Council policies. Membership can be made up of Councillors, Council staff, external agencies and skilled community members.
		Community Panel	Using a deliberative democracy approach, Community Panels may be convened for in-depth consideration of an issue by a demographically representative cross-section of the community, empowered to make well-informed final decisions, for implementation by Council.



Figure 7: Science and Engineering Challenge, Muswellbrook, April 2022

Picture: Australian Community Media

3 Implementation

3.1 Engagement Opportunities and Timeframes

The following table explains how we will engage with our community and stakeholders in relation to Council's Integrated Planning and Reporting documents and other relevant plans, strategies and policies, so that our community understands what to expect from us.

Table 6: Engagement Opportunities and Timeframes

What	Engagement Level	When	How	Exhibition Period
Community Strategic Plan: identifies the community's priorities and aspirations for the future – minimum time frame of 10 years.	Empower	Reviewed every four years at the start of each Council term	<p>Following extensive community engagement the draft CSP is publicly exhibited on Council's website and in hardcopy at Council's Administration Centre and Library branches.</p> <p>Council will accept and consider any submissions made on the draft CSP prior to adoption.</p> <p>Council may promote the public exhibition period via paid newspaper advertising and/or on Council's website and social media.</p>	28 days
Resourcing Strategy: explains how Council will allocate resources towards achievement of Council's responsibilities in the Community Strategic Plan, and Delivery Program. Consists of three components: <ul style="list-style-type: none"> • Long Term Financial Plan • Workforce Management Plan • Asset Management Plan. 	Consult	Reviewed every four years at the start of each Council term	<p>The draft Resourcing Strategy (10-year Long Term Financial Plan, 10-year Asset Management Plan and 4-year Workforce Management Plan) is publicly exhibited on Council's website and in hardcopy at Council's Administration Centre and Library branches.</p> <p>Council will accept and consider any submissions made on the draft Resourcing Strategy prior to adoption.</p> <p>Council may promote the public exhibition period via paid newspaper advertising and/or on Council's website and social media.</p>	28 days
Delivery Program: the Councillors' four-year plan that is the point of reference for all activities undertaken by Council during its term of office, in delivering the Community's priorities and aspirations outlined in the Community Strategic Plan	Consult	Reviewed every four years at the start of each Council term	<p>The draft Delivery Program is publicly exhibited on Council's website and in hardcopy at Council's Administration Centre and Library branches.</p> <p>Council will accept and consider any submissions made on the draft Delivery Program prior to adoption.</p> <p>Council may promote the public exhibition period via paid newspaper advertising and/or on Council's website and social media.</p>	28 days

What	Engagement Level	When	How	Exhibition Period
Community Engagement Strategy: supports the development of all Council plans, policies, programs and key activities. This includes those relating to Integrated Planning & Reporting, as well as strategic plans and programs required under other legislation.	Involve	Reviewed every four years at the start of each Council term	Following extensive community engagement the draft CES is publicly exhibited on Council's website and in hardcopy at Council's Administration Centre and Library branches. Council will accept and consider any submissions made on the draft CES prior to adoption. Council may promote the public exhibition period via paid newspaper advertising and/or on Council's website and social media.	28 days
Council's annual Operational Plan, budget and fees and charges: a sub-plan of the Delivery Program, it identifies actions, projects and programs that Council will be undertaking within the current financial year. The Operational Plan includes the Statement of Revenue Policy (Annual Budget and Fees & Charges).	Consult	Adopted before the start of each financial year	The draft Operational Plan is publicly exhibited on Council's website and in hardcopy at Council's Administration Centre and Library branches. The exhibition will be accompanied by a map showing where the various rates will apply within the LGA. The Operational Plan will include a detailed budget for the activities to be undertaken in that year. Council will accept and consider any submissions made on the draft Operational Plan prior to adoption. Council may promote the public exhibition period via paid newspaper advertising and/or on Council's website and social media. Council must post a copy of its Operational Plan on its website within 28 days after the plan is adopted.	28 days
Council's other applicable long-term strategic plans	Involve	As required	Public exhibition on Council's website and in hardcopy at Council's Administration Centre and Library branches. Council will accept and consider any submissions made on the draft strategies and plans prior to adoption. Council may promote the public exhibition period via paid newspaper advertising and/or on Council's website and social media.	28 days
Key Council policies <ul style="list-style-type: none"> • Code of Meeting Practice • Code of Conduct • Councillor Facilities and Expenses Policy • Councillor and Staff Interaction Policy • others as required 	Inform	Reviewed at least once every four-year term of Council	Acknowledge concerns and provide feedback on how public input influenced the decision.	28 days or 42 days as legislated or by Council resolution.



Figure 8: Grant announcement at Olympic Park, January 2022

Picture: Australian Community Media

3.2 Notification Requirements Under the EP&A Act

Council's Community Participation Plan outlines the exhibition and notification requirements under the EP&A Act. This is available for viewing and downloading on Council's website at <https://www.muswellbrook.nsw.gov.au/policies/>

3.3 Resources and Support

Council's Community Engagement Strategy and engagement activities are supported via:

- Council resources (time, money and people) allocated in annual operational plans and budgets;
- our Community database of over 500 residents, ratepayers, workers, business operators, students, and interested people who engage with Council via online surveys and panels to provide input on a range of issues and feedback on plans, strategies and policies;
- Council staff with specialist engagement and communications knowledge, experience and qualifications;
- external research organisations and community profile databases;
- professional local and state government organisations and networks.



Figure 9: Muswellbrook Shire 2022 Community Panel

4 Engagement Tools

4.1 Tools and Stakeholders

Following is a list of Council's stakeholder groups, including how we engage them and why our relationships are important.

Table 7: Tools and stakeholders

Who we engage	How we engage - tools	Why we engage
General Community including workers and students from outside the Shire	<ul style="list-style-type: none"> • Council Meetings • Council's Websites • Council's social media • Publications • Community Panel • Events & ceremonies • Council offices • Annual Report • The Mayor's Column • The Mayor's radio spot • Surveys • Forums • Public exhibition • Signage • Advertising • Listening Posts 	The community contributes knowledge, cultural experience, resources, ideas and feedback.
		Council provides leadership, partnership, representation, information, efficient, effective and appropriate services and facilities.
Ratepayers	All of the above plus: <ul style="list-style-type: none"> • Rates notices 	Ratepayers contribute knowledge, cultural experience, resources, ideas and feedback.
		Council generates sustainable growth and return to the community.
Community and sporting organisations	All of the above plus: <ul style="list-style-type: none"> • Grants programs • Sustainability Hub • Network and Forum Meetings 	The community contributes knowledge, cultural experience, resources, ideas and feedback.
		Council provides civic leadership, partnership, representation and efficient, effective and appropriate services, facilities, programs and events.
Muswellbrook business and industry community	All of the above plus: <ul style="list-style-type: none"> • Participation in business and industry chamber events • Other publications • Meetings 	The local business and industry community provides employment and economic growth.
		Council provides guidance, support and opportunity.

Who we engage	How we engage - tools	Why we engage
Visitors	<ul style="list-style-type: none"> • Council's Websites • Social media • Muswellbrook Visitor Information Centre • Visitor Information Centre - Denman • Upper Hunter Country Visitor Guide 	Visitors bring economic benefits to the Shire including more local employment opportunities.
		Council provides facilities, resources, partnerships and networks.
Media	<ul style="list-style-type: none"> • Council's Websites • Media releases • Media alerts and briefings • Interviews • Paid advertising 	The media raises the community's awareness of services, facilities, events and issues of importance.
		Council contributes content and comment for publication and broadcast.
Government	<ul style="list-style-type: none"> • Council's Websites • Social media • Formal meetings • Correspondence • Forums and Conferences • Hunter Joint Organisation 	The Federal and NSW State Governments provide partnerships, funding and network opportunities.
		Council provides resources, partnerships and networks.
Council Staff	<ul style="list-style-type: none"> • General Manager's Newsletter • General Manager's Forums • Executive Management Team • Managers' Meetings • Toolbox talks • Posters • Intranet • Email • Staff events and training • Staff Awards 	Staff members contribute valuable knowledge, skills and labour for our operations.
		Council provides employment, training opportunities and flexible and supportive work arrangements.



Figure 10: Collecting feedback on the draft Muswellbrook Shire 2022-2032 Community Strategic Plan



Figure 11: Opening of the Denman Lookout Nature Walk

Picture: Denman Public School

5 Measurement and Evaluation

5.1 Methods for Capturing Feedback about Engagement

Table 8: Methods for capturing feedback

Activities	Measures	Key Performance Indicators
Community Satisfaction Surveys	<ul style="list-style-type: none"> Number of responses Representative of resident population demographics 	<ul style="list-style-type: none"> 400 responses received
Public Exhibition Submissions	<ul style="list-style-type: none"> Number of responses 	<ul style="list-style-type: none"> 5 responses received
Listening Posts	<ul style="list-style-type: none"> Number of people engaged 	<ul style="list-style-type: none"> 100 people engaged
Community Panel	<ul style="list-style-type: none"> Representative of resident population demographics Decisions implemented by Council Verbal and/or written feedback from participants 	<ul style="list-style-type: none"> All demographics included 100% of decisions implemented 75% positive feedback
Sporting Committee and user group	<ul style="list-style-type: none"> Number of User Group meetings held 	<ul style="list-style-type: none"> 19 meetings held
Blue Heeler Film Festival	<ul style="list-style-type: none"> Number of entries in competition Number of attendees at festival Facebook followers (2022 benchmark: 853) 	<ul style="list-style-type: none"> 100 entries 100 attendees Increasing followers
Workshops	<ul style="list-style-type: none"> Number of workshops held Verbal and/or written feedback from stakeholders 	<ul style="list-style-type: none"> 100 responses
Council Facebook	<ul style="list-style-type: none"> Number of followers (2022 benchmark: 10,177) 	<ul style="list-style-type: none"> Increasing followers
Council Website	<ul style="list-style-type: none"> Website page visits (2022 benchmark 344,515) 	<ul style="list-style-type: none"> Increasing website visits
Council Meetings	<ul style="list-style-type: none"> Number of gallery attendees per meeting 	<ul style="list-style-type: none"> 5 gallery attendees
Libraries	<ul style="list-style-type: none"> Number of visits (2022 benchmark 40,190) 	<ul style="list-style-type: none"> Increasing visits

5.2 On-going Improvement



Figure 12: Continuous Improvement Framework

Council will evaluate our community engagement activities against the following areas so that we can adjust our engagement approach if required and improve future engagement:

Process - How well was the engagement designed and implemented?

Relevance - Was the engagement appropriate and did the community respond to the engagement process?

Reach - Have we been inclusive - did we reach those affected and/or interested in the outcome?

Outcomes - Did we achieve the engagement objectives?

This strategy will be reviewed within three months of local government elections, as part of the broader review of the Community Strategic Plan, or as required in the event of legislative changes or requirements.



Figure 13: National Reconciliation Week, Simpson Park, Muswellbrook June 2022

Picture: Australian Community Media

6 Appendix

Muswellbrook Shire Council Stakeholders

Council engages with the following corporations, partnerships, trusts, joint ventures, syndicates (or other bodies):

1st Denman Scout Group	Denman Men's Shed
2nd Muswellbrook Scout Group	Denman Pony Club
Arts Upper Hunter	Denman Public School
Australian Local Government Association	Denman Rugby League Club
Australian Photographic Society	Denman Sandy Hollow JRLC
Belltrees Public School	Denman Squash Club
Community Consultation Groups for the mines in our Shire: Mangoola, Bengalla, Mt Pleasant, Mt Arthur, Muswellbrook Coal, Malabar Coal and Dartbrook Coal	Denman St Joseph's Primary School
Create NSW	Denman Swimming Club
Denman & District Senior Cricket Club	Denman Visitor Information Centre
Denman Amateur Swimming Club	Denman Volunteer Centre
Denman Basketball	Department of Communities & Justice
Denman Chamber of Commerce	Destination Sydney Surrounds North
Denman Children's Centre	Drug & Alcohol Health Services
Denman Community Garden	Glen Gallic Shooting Club
Denman Craft Shop	Goodstart Early Learning Centre
Denman Golf Club	Healthy and Well Upper Hunter
Denman Junior Cricket Association	Home In Place
Denman Junior Rugby League	Hunter Joint Organisation Group Entities (including associated entity Strategic Services Australia)
Denman Little Athletics Club	Hunter Region Landcare Network
	Hunter Research Foundation

Hunter Sustainability Landcare TEAM (HSLT)	Muswellbrook Junior Rugby League
Integrated Living Australia	Muswellbrook Little Athletics Club
Liddell Transition and Community Dialogue Group	Muswellbrook Men's Shed
Local Buying Foundation Advisory Committee (run by BHP)	Muswellbrook Netball Association
Local Government NSW	Muswellbrook Park Tennis Club
Local Government Professionals	Muswellbrook Physical Culture
Martindale Creek Catchment Landcare	Muswellbrook Preschool
Martindale Public School	Muswellbrook Public School
McCully's Gap Rehabilitation Sustainability Community Group	Muswellbrook Senior Rugby League Club
MOOSH	Muswellbrook South Public School
Muscle Creek Landcare	Muswellbrook Squash Club
Muswellbrook AFL Club	Muswellbrook Touch Football
Muswellbrook Amateur Athletics Club	Muswellbrook & Upper Hunter Eisteddfod
Muswellbrook Amateur Cycle Club	National General Assembly of Local Government
Muswellbrook Amateur RSL Youth Swimming Club	NSW Health and Local Area Health
Muswellbrook Amateur Theatrical Society	NSW Local Government Association
Muswellbrook Basketball	NSW Rural Fire and Emergency Services
Muswellbrook Chamber of Commerce and Industry	NSW Sport and Recreation
Muswellbrook Childcare Centre	NSW State Emergency Services
Muswellbrook Croquet Club	NSW Water Directorate
Muswellbrook District Junior Rugby League Club	Olympic Park Tennis Club Inc
Muswellbrook Girl Guides	Pacific Brook Christian School
Muswellbrook Golf Club	Penguin Community Garden Club
Muswellbrook High School	Planning Institute of Australia (NSW division)
Muswellbrook Junior Cricket Club	Polly Farmer Foundation - Muswellbrook
	Regional Arts NSW

Resilience NSW	Upper Hunter Country Tourism
Richard Gill School	Upper Hunter Domestic Violence Service
Royal Lifesaving NSW	Upper Hunter Economic Diversification Working Party
Sandy Hollow Progress Association	Upper Hunter Homeless Services
St Nicholas Early Education	Upper Hunter Homeless Support
Standards Australia	Upper Hunter Landcare
State Library NSW	Upper Hunter Local Drug Action Team
StateCover	Upper Hunter Mining Dialogue (coordinated by NSW Minerals Council)
Statewide Mutual	Upper Hunter Show
TAFE NSW	Upper Hunter Water Alliance
The Brook Cricket Club	Upper Hunter Youth Services
Tilly's Childcare Centre	Valley Mountain Bikers
Transcare Services	Wanaruah Local Aboriginal Lands Council
University of Newcastle	Warrior Disability Services
University of Newcastle – School of Creative Industries	Westpac Rescue Helicopter
Upper Hunter Community Drug Action Team	Youth CLAN
Upper Hunter Community Services	
Upper Hunter Conservatorium of Music	



From: [REDACTED]
Sent: Tuesday, 18 October 2022 8:33 AM
To: [REDACTED]
Subject: Re: Public Exhibition until Tuesday 25.10.22 - DRAFT Community Engagement Strategy

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Hi [REDACTED]
Thanks for sending the engagement strategy. I noticed in appendix 6 - the list of stakeholders, that you had none of the cultural groups listed. For example Muswellbrook Amateur Theatre Society or Eisteddfod.
Perhaps they should be included.
Regards
[REDACTED]

Sent from my iPad

From: [REDACTED]
Sent: Tuesday, 18 October 2022 7:56 PM
To: [REDACTED]
Subject: RE: Public Exhibition until Tuesday 25.10.22 - DRAFT Community Engagement Strategy

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

[REDACTED]
Attached are my comments inserted into the document as three thought bubbles.

[REDACTED]



DRAFT

Muswellbrook Shire Community Engagement Strategy

September 2022

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

DRAFT

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MESSAGE FROM THE MAYOR



The Community Vision articulated in our Muswellbrook Shire 2022-2032 Community Strategic Plan – ***engaging with our community to achieve an inclusive, vibrant and sustainable future*** – makes it abundantly clear that community engagement needs to be at the heart and centre of everything we do at Council.

We are a diverse community with many voices and points of view when it comes to identifying solutions for priority challenges such as job creation, improved educational opportunities, town centre revitalisation and liveability. At the same time, we share many common values including community wellbeing, economic prosperity, social equity and inclusion, environmental sustainability, cultural vitality and collaborative, transparent, accountable community leadership.

By directing resources to community engagement, Council seeks to ensure that our assets, facilities, events and services continue to be efficient, effective and relevant to the needs of our community. At the same time, we hope to encourage greater understanding of, and broader participation in, Council's decision-making processes.

The greatest challenge for Council is ensuring that everyone has an opportunity to have a say by seeking to eliminate or at least reduce the impacts of potential barriers to participation including, but not limited to, age, literacy, gender, ethnicity, ability, access to technology or facilities, competing priorities and obligations.

This Community Engagement Strategy is Council's framework for continuous and meaningful community engagement.

We look forward to hearing from you.

Cr Steven Reynolds
Mayor of Muswellbrook

1 INTRODUCTION

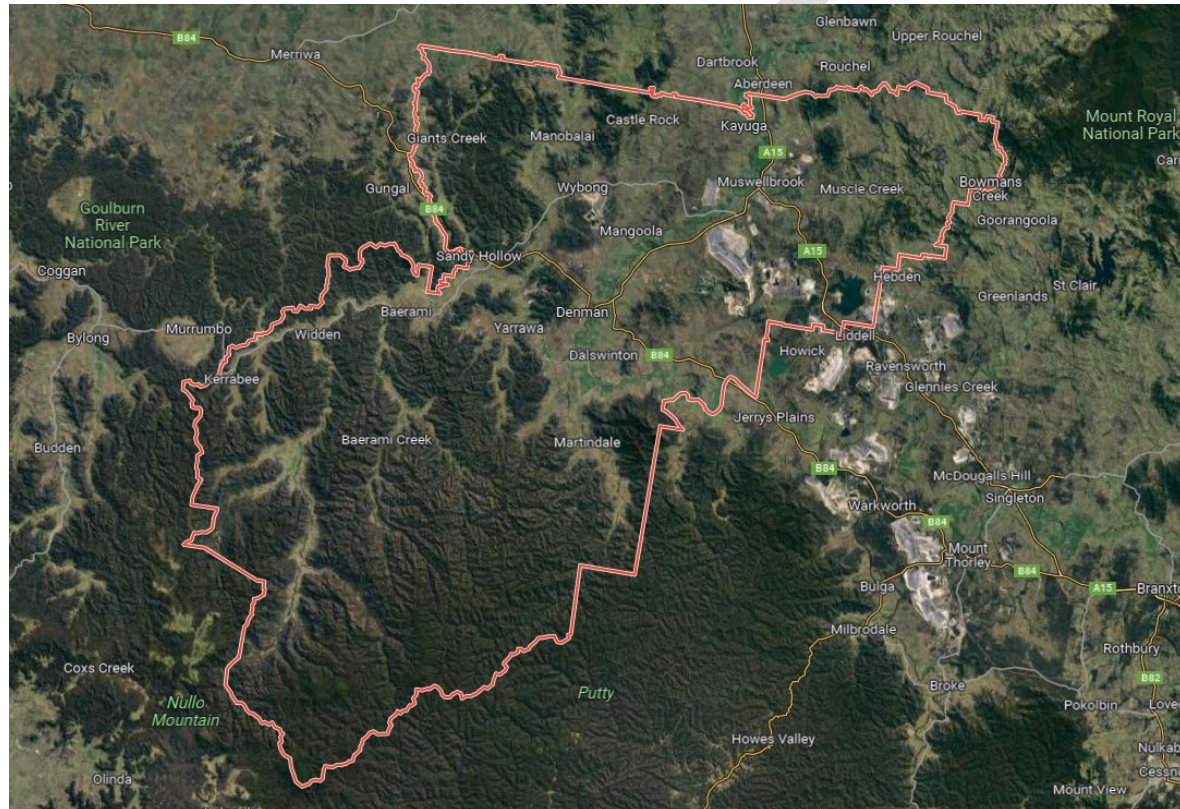


Figure 1: Muswellbrook Shire

1.1 BACKGROUND

OUR SHIRE

Prior to European settlement, the Muswellbrook Shire was occupied by people of the Wonnarua/ Wanaruah language group. The Wonnarua/ Wanaruah people traded and had ceremonial links to their neighbouring tribes such as Awabakal, Darkinung, Geawegal, Kamilaroi, Wiradjuri and Worimi. The Muswellbrook Shire Local Government area is located within the Wanaruah Local Aboriginal Land Council boundary.

The first European settlement occurred in the 1820s and the township of Muswellbrook was gazetted in 1833.

Centrally located in the Upper Hunter Valley, approximately 130km north-west of Newcastle, Muswellbrook is approximately three hours from Sydney, two hours from Tamworth and around 90 minutes from Newcastle, by road.

The Shire consists of two larger towns, Muswellbrook and Denman, as well as a number of outlying rural communities including Sandy Hollow, Wybong, Baerami, Martindale, McCully's Gap, Widden and Muscle Creek. The boundaries of the Local Government Area (LGA) are marked by Lake Liddell to the east, Goulburn River National Park to the west, Wollemi National Park to the south and bordering Aberdeen in the north.

LEGISLATIVE FRAMEWORK

Council must comply with several pieces of legislation that set out when we must initiate consultation:

- The *Local Government Act 1993* requires that Council establish and implement a strategy (its Community Engagement Strategy) for engagement with the local community when developing its plans, policies and programs, and for the purpose of determining its activities (other than routine administrative matters);
- The *Environmental Planning and Assessment Act 1979* also requires that all councils outline how and when the community will be engaged across planning functions like policy-making and assessment (Council's Community Participation Plan outlines the exhibition and notification requirements under the EP&A Act. This is available for viewing on Council's website at <https://www.muswellbrook.nsw.gov.au/policies/>)

This Community Engagement Strategy has been developed in accordance with these requirements.

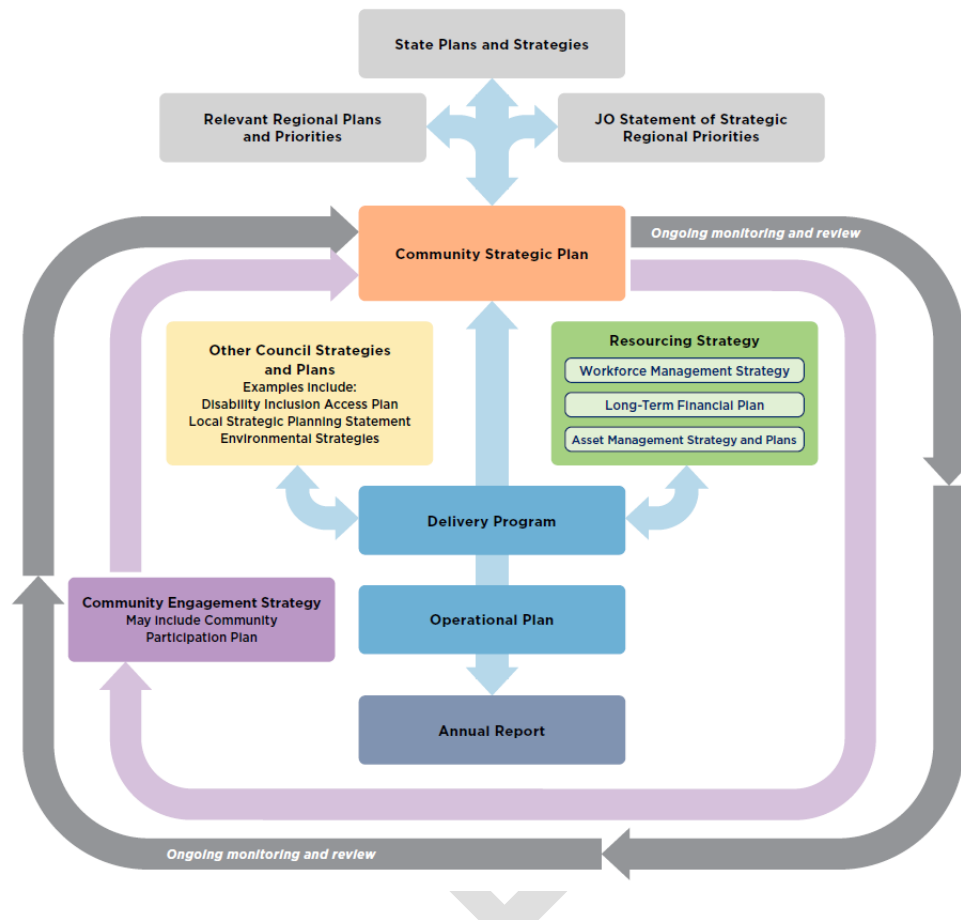


Figure 2: NSW Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework was introduced by the NSW Government in 2009 and stems from the central assumption that all council planning should originate from a sound understanding of the community's expectations around priorities and service levels.

It includes a series of interrelated documents that together provide a rigorous, consistent approach to community planning across all NSW local councils, while also ensuring alignment with regional and state priorities.

WHAT IS COMMUNITY ENGAGEMENT AND WHY IS IT IMPORTANT?

Community engagement is the process of involving people in the decisions that affect their lives. It is ongoing, promoting open discussion and shared responsibilities for decisions.

It enables better problem solving, leading to decisions that are balanced and informed and results in better outcomes. It supports transparency, builds trust in the decision-making process and an understanding of how and why decisions are made.

Council recognises that people have a right to be informed and to have a say on projects that are important to them or may impact on their daily lives. Community engagement gives Council a better understanding of community views and helps us make more informed decisions and deliver better services.

WHAT DO WE MEAN BY COMMUNITY?



Our community includes the many different individuals, groups and organisations that have a vested interest in our Shire, including:

- people that live or own a property here
- local Aboriginal communities and agencies
- people who work or study here
- people that visit the local area
- business owners and operators
- resident and ratepayer associations
- community, sporting and environmental groups
- community agencies that provide services to and/or advocate for people in the local area
- business and industry associations
- developers and investors
- neighbouring councils and regional bodies
- government agencies
- local members (state and federal).

1.2 PRINCIPLES AND VALUES GUIDING ENGAGEMENT

This Community Engagement Strategy identifies the relevant stakeholder groups within our community and outlines when, how and why each stakeholder group will be able to provide input into Council's long-term planning and decision making, based on the following social justice principles:

- Equity: the whole community has fair access to services, resources and opportunities to improve their quality of life;
- Access: every effort is made to include hard to reach or vulnerable groups;
- Participation: everyone is empowered to have their voices heard and understand how decisions are made;
- Rights: opportunities provided for people of all abilities and backgrounds to participate in community life.

These principles will support Council in developing its plans and determining key activities including the review and development of the Community Strategic Plan, and all relevant Council plans, policies and programs.

MUSWELLBROOK SHIRE 2022-2032 COMMUNITY STRATEGIC PLAN

Our Community Strategic Plan 2022-2032 guides the future direction of our Shire for the next 10 years, and this strategy will assist in delivering the vision and aspirations for the future of Muswellbrook Shire:

Community Vision

Engaging with our community to achieve an inclusive, vibrant and sustainable future

We value:

- | | |
|---------------------------------------|--|
| – <i>Community Wellbeing</i> | – <i>Cultural Vitality</i> |
| – <i>Economic Prosperity</i> | – <i>Open communication and community engagement</i> |
| – <i>Social Equity and Inclusion</i> | – <i>Collaborative, accountable and transparent</i> |
| – <i>Environmental Sustainability</i> | <i>community leadership</i> |

1.3 KEY ENGAGEMENT OBJECTIVES

This Community Engagement Strategy will guide how we plan and undertake engagement.

Planning for engagement considers a range of factors including who the project or program will impact, how much impact the project or program will have and how interested the community might be in the project or program.

Beyond satisfying legislative and statutory requirements, Council's key objectives for undertaking engagement include:

- increased community awareness of Council projects and programs;
- improved community satisfaction with Council's services, facilities and events;
- enhanced community understanding of how and why decisions are made by Council.

To support the achievement of these objectives, Council recognises the importance of ensuring that community engagement:

- has a clear purpose, objectives and approach;
- is easy for the community to access and participate in;
- is clear and simple;
- builds trust and understanding;
- is meaningful, authentic and adds value;
- is evaluated and improved.

Successful engagement programs are underpinned by careful preparation and thorough planning, where we:

- create an environment of honest and timely communication when engaging with the community about projects and activities;
- commit to establishing clear processes and allocating required resources to assist with better planning and decision making;
- ensure processes are inclusive and seek to connect all in the community including those who are hardest to reach;
- respect the feedback we receive;
- act in the best interests of the whole community;
- keep people informed of progress and outcomes.

1.4 RISKS AND OPPORTUNITIES

Council will need to consider the following risks and opportunities when undertaking community engagement:

Table 1: Key Community Engagement risks and mitigation strategies

RISK	INDICATOR	CAUSE	MITIGATION
Projects, facilities, assets, and programs don't meet community expectations	Limited overall participation in engagement activity	Lack of awareness	Engagement is promoted via multiple communication channels to ensure all members of the community can actively participate
		Accessibility barriers	Engagement occurs in multiple accessible locations across the Shire at various times and dates and includes both online and traditional tools in plain language and accessible formats
		Resource & timing constraints	Provide a range of opportunities and sufficient background material to enable a high level of informed public participation
	Low levels of community satisfaction	Consultation fatigue	Schedule staggered or combined engagement opportunities for multiple projects and programs to reduce the risk of the community and key stakeholders feeling saturated and bombarded
		Distrust in Council & decision-making process	Clearly and simply define engagement scope to help manage community expectations regarding the level of influence they can have on the outcome and an improved understanding of how and why decisions are made
Facilities, assets, programs and events are not fit for purpose	Limited engagement with target groups and community sectors	Inappropriate tools &/or timing	Provide timely updates to engagement participants and the broader community and report engagement outcomes and results
Reputational damage	Inaccurate social and traditional media reports and complaints	Lack of internal engagement	Engagement plan considers appropriate tools and schedules to suit specific user groups such as young people, families and minority groups (ie school holidays; language barriers; locations; technology)
		Inadequate consultation with/ reporting to external stakeholders, media & community influencers	Have the conversation early and often with Councillors and staff about engagement initiatives and the opportunities for involvement
			Regular and continuous communication with and reporting to local representatives, government departments and agencies, funding bodies and groups of interest.

* A risk assessment should be undertaken in relation to each engagement activity.

1.5 ROLES AND RESPONSIBILITIES

It is important that the Community Engagement Strategy is adopted and accepted as a key Council-wide document with commitment from both staff and Councillors. The roles and responsibilities of Council's internal stakeholders are outlined below:

Table 2: Roles and responsibilities of Muswellbrook Shire Council elected representatives and staff

Role	Responsibilities
The Mayor	<ul style="list-style-type: none">✓ act as the spokesperson for Council to promote engagement on key strategic plans including developing the Community Strategic Plan;✓ together with the General Manager, ensure adequate opportunities and mechanisms for engagement between Council and the local community;✓ promote partnerships between Council and key stakeholders.
Councillors	<ul style="list-style-type: none">✓ promote engagement on key strategic plans including supporting and participating in community engagement for the development of the Community Strategic Plan;✓ participate in the development of Integrated Planning & Reporting component documents, including the Community Strategic Plan;✓ as members of the elected body, endorse the Community Strategic Plan on behalf of the community and approve the remaining component Integrated Planning & Reporting process documents.
General Manager	<ul style="list-style-type: none">✓ oversee preparation of the Community Engagement Strategy and Integrated Planning & Reporting process component documents and endorsement/ adoption by the elected Council, as applicable;✓ ensure that community members are given enough information to participate in the Integrated Planning & Reporting process in a meaningful way.
Council staff	<ul style="list-style-type: none">✓ work with and support the General Manager in the development of the strategy and plans to engage the community;✓ implement the Community Engagement Strategy and provide timely advice to the General Manager on community views.



Figure 3: Muswellbrook Shire Australia Day and Citizenship Ceremony 2022

2 STAKEHOLDERS

2.1 IDENTIFICATION AND ANALYSIS

Community engagement is a shared right that comes with shared responsibility. We all have our part to play in decision-making that effects the places that we live, work and play. Council and the community play roles in initiating, leading, participating in and delivering engagement activities.

A vital component of the community engagement process includes identifying and understanding key stakeholders who will be impacted by or who have an interest in a decision or outcome.

Our key stakeholders include:

- people that live or own a property in the Shire
- local Aboriginal communities and agencies
- people who work or study here
- people that visit the local area
- business owners and operators
- resident and ratepayer associations
- community, sporting and environmental groups
- community agencies that provide services to and/or advocate for people in the local area
- business and industry associations
- developers and investors
- neighbouring councils and regional bodies
- government agencies
- local members (state and federal).

Muswellbrook Shire is the main centre for power generation and thermal coal extraction in New South Wales. With six thermal coal mines and two coal fired power stations situated in the local government area, employment in the Shire is dominated by these two significant industries.

Muswellbrook Shire is a welcoming community offering all the cultural, recreational, educational and community facilities that you would expect to find in the main regional centre for the Upper Hunter. The population of Muswellbrook Local Government Area (LGA) is concentrated in the towns of Sandy Hollow, Denman and Muswellbrook.

The Census all persons population for Muswellbrook (LGA) in 2021 was 16,357 people (ABS). This is up from 16,086 in 2016.

The average population of the Muswellbrook LGA has reflected the ebbs and flows of the mining industry. Annual population growth from 2006 to 2016, was 5.3% - a steady rise for a regional area. The majority of this growth was concentrated in Muswellbrook, which accounted for around half the growth. However, the 2021 census showed that growth overall since 2016 has only been 1.7%.

The 2021 census indicated that Muswellbrook Shire has a relatively high proportion of Aboriginal and Torres Strait Islander peoples residing in the community at 11.7%. This compares with the 3.4% NSW State average.

We are a young community.

Muswellbrook Shire tends to be a younger community with the median age of people being 37 years (NSW:39).

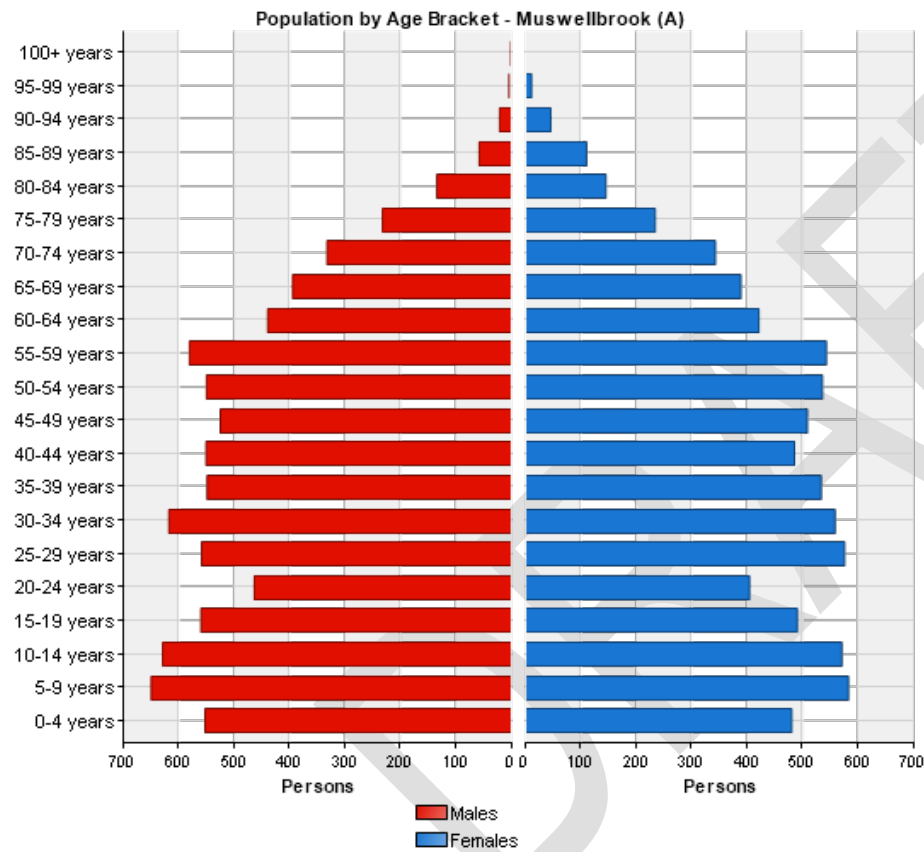
The ratio of men to women in 2016 it was 51.3% male and 48.7% female and remained the same in 2021 (NSW:M49.4 and F50.6).

To find out more about Muswellbrook Shire's Community Profile visit: www.communityprofile.com.au/muswellbrook

Table 3: Key socio-demographic indicators for Muswellbrook Shire



Indicator	Latest information
Estimated Residential Population:	16,357
Total population increase (2016–2021):	271 people
Land Area (ha):	340,488.41
Aboriginal and Torres Strait Islander:	1,908 people or 11.7%
People born in Australia:	13,871 people or 84.8%
Median Age:	37 years
Median Weekly Personal Income:	\$769 (\$39,988 pa)
Smoothed unemployment rate:	5%
Gross Regional Product (\$M):	\$4,534.322
Per Hectare Gross Regional Product (\$K):	\$13.317
Per Capita Gross Regional Product (\$K):	\$281.880
Per Worker Gross Regional Product (\$K):	\$452.663

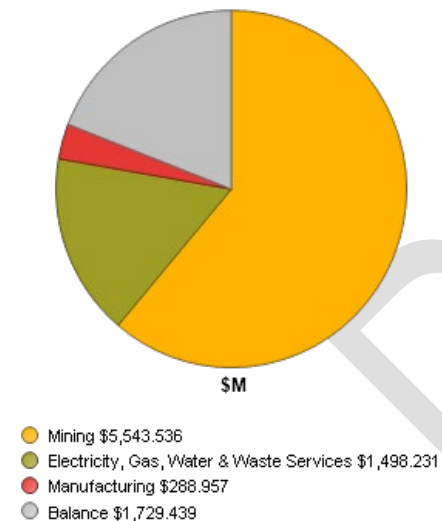


The single largest five-year age cohort in Muswellbrook Shire is "5-9 years" with 1,229 people representing 7.5% of the population. The median age is 37 years and the overall proportion of males to females is 51.3% male and 48.7% female.



Understanding the population by life stage within Muswellbrook Shire provides valuable insights into the region's requirements for amenity, services, infrastructure, investment and education and employment opportunities. The largest life stage group in the Shire is "Workers (35-49)" representing 19.2% percent of the overall population.

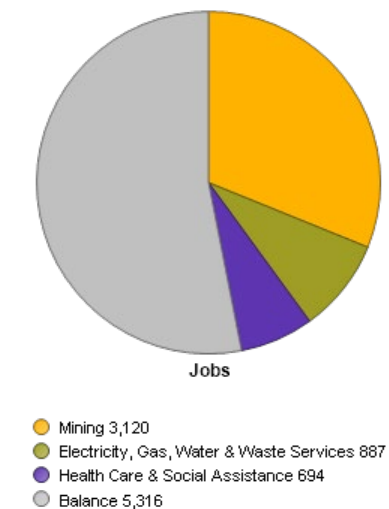
Output - Muswellbrook (A) (2021 Release 2)



Total output is estimated at \$9,060.164 million (left)

Total employment is estimated at 10,017 jobs (right)

Employment - Muswellbrook (A) (2021 Release 2)



REMPPLAN

REMPPLAN



Figure 4: Muswellbrook Shire and Denman Children's Centre partnership

2.2 CHALLENGES AND BARRIERS

There are many factors that could make it difficult for people to participate in engagement initiatives including, but not limited to physical health, language, isolation (technological, physical and social), digital access and knowledge, distrust, lack of time and lack of awareness.

Council acknowledges these barriers and is committed to making engagement opportunities inclusive and accessible by:

- ✓ ensuring a variety of engagement methods are available;
- ✓ avoiding technical jargon and using easy to understand language;
- ✓ considering age-appropriate engagement and participation activities;
- ✓ promoting engagement opportunities via multiple channels to get the word out;
- ✓ providing information in multiple, accessible formats and ensuring venues are accessible;
- ✓ exploring opportunities for staggered or combined engagement opportunities to reduce engagement overload;
- ✓ defining the level of influence feedback can have on an outcome and explaining how and why decisions are made; and
- ✓ reporting back to engagement participants and the broader community on outcomes and results of engagement activities.



Figure 5: Muswellbrook's AFL Pride Match, September 2022
Picture: Ivan Skaines, Newcastle Pride.

2.3 PREFERRED METHODS OF ENGAGEMENT

The level of engagement adopted by Council will depend on the scale and size of the plan, policy or program being proposed. For example, engagement to support development of the Community Strategic Plan will include activities to engage the whole community, whereas engagement about a local sporting field upgrade would likely be limited to within a few kilometres of the site and targeted activities with user groups.

Council will refer to the International Association for Public Participation Spectrum (IAP2) to assist with determining the most appropriate type of engagement to employ, in response to the level of influence on the outcome that community input can have:

Table 4: [International Association for Public Participation Spectrum \(IAP2\)](#)

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
GOAL	To provide balanced and objective information in a timely manner	To obtain feedback on analysis, issues, alternatives and decisions	To work with the public to make sure that concerns and aspirations are considered and understood	To partner with the public in each aspect of decision-making	To place final decision- making in the hands of the public
PROMISE	<i>"We will keep you informed"</i>	<i>"We will listen to and acknowledge your concerns"</i>	<i>"We will work with you to ensure your concerns and aspirations are directly reflected in the decisions made"</i>	<i>"We will look to you for advice and innovation and incorporate this in decisions as much as possible"</i>	<i>"We will implement what you decide"</i>
EXAMPLE	Website	Public Exhibition	Public Forums	User Groups	Community Panel

Table 5: Preferred methods of engagement

LEVEL OF ENGAGEMENT	ENGAGEMENT MODE		IN PRACTICE
	Inform	Website & social media	Provide information via: Council's website, social media (Facebook, LinkedIn, YouTube)
		Advertisements, public notices, signs & letters	May include: an invitation to participate in engagement; describing a project; outlining how people can find information; advising how to make a comment or be involved outlining the timeframe for consultation
		Admin Centre & Libraries	Information may be accessed during public exhibition periods at Council's Admin Centre and Libraries
	Involve & Consult	Community meetings & forums	Meetings (in person, online or hybrid) with community members and stakeholders to provide an opportunity to work through an issue or gather feedback on particular aspects of a project.
		Council meetings	Community members can participate in Council's formal meeting process prior to a decision being made, as per Council's Code of Meeting Practice. This may include speaking Public Participation.
		Public exhibitions	The exhibition process seeks online or written community and stakeholder feedback on a plan, development application, policy or project.
		Surveys	Using market research software for telephone, online and offline surveys, such as the biennial Community Satisfaction Survey.
		Listening Posts	A face-to-face opportunity for the community to attend a Listening Post pop-up stall to gather information and provide feedback on an issue or project/policy-related decision.
	Collaborate & Empower	Community reference & user groups	Community reference and user groups may meet with staff, Councillors, or others to work through an issue, determine a decision for a project, policy or plan and provide advice.
		Council committees	Council may establish committees in accordance with relevant laws and Council policies. Membership can be made up of Councillors, Council staff, external agencies and skilled community members.
		Community Panel	Using a deliberative democracy approach, Community Panels may be convened for in-depth consideration of an issue by a demographically representative cross-section of the community, empowered to make well-informed final decisions, for implementation by Council.




Figure 6: Science and Engineering Challenge, Muswellbrook, April 2022.
Picture: Mathew Perry

3 IMPLEMENTATION

3.1 ENGAGEMENT OPPORTUNITIES AND TIMEFRAMES

The following table explains how we will engage with our community and stakeholders in relation to Council's Integrated Planning and Reporting documents and other relevant plans, strategies and policies, so that our community understands what to expect from us.

WHAT	ENGAGEMENT LEVEL	WHEN	HOW	EXHIBITION PERIOD
Community Strategic Plan: identifies the community's priorities and aspirations for the future - minimum time frame of 10 years.	Empower	Reviewed every four years at the start of each new Council term	Following extensive community engagement the draft CSP is publicly exhibited on Council's website and in hardcopy at Council's Administration Centre and Library branches. Council will accept and consider any submissions made on the draft CSP prior to adoption. Council may promote the public exhibition period via paid newspaper advertising and/or on Council's website and social media.	28 days
Resourcing Strategy: explains how Council will allocate resources towards achievement of Council's responsibilities in the Community Strategic Plan, and Delivery Program. Consists of three components: <ul style="list-style-type: none"> • Long Term Financial Plan • Workforce Management Plan • Asset Management Plan. 	Consult	Reviewed every four years at the start of each new Council term	The draft Resourcing Strategy (10-year Long Term Financial Plan, 10-year Asset Management Plan and 4-year Work Force Management Plan) is publicly exhibited on Council's website and in hardcopy at Council's Administration Centre and Library branches. Council will accept and consider any submissions made on the draft Resourcing Strategy prior to adoption. Council may promote the public exhibition period via paid newspaper advertising and/or on Council's website and social media.	28 days

WHAT	ENGAGEMENT LEVEL	WHEN	HOW	EXHIBITION PERIOD
Delivery Program: the Councillors' four-year plan that is the point of reference for all activities undertaken by Council during its term of office, in delivering the Community's priorities and aspirations outlined in the Community Strategic Plan	Consult	Reviewed every four years at the start of each new Council term	The draft Delivery Program is publicly exhibited on Council's website and in hardcopy at Council's Administration Centre and Library branches. Council will accept and consider any submissions made on the draft Delivery Program prior to adoption. Council may promote the public exhibition period via paid newspaper advertising and/or on Council's website and social media.	28 days
Community Engagement Strategy: supports the development of all Council plans, policies, programs and key activities. This includes those relating to Integrated Planning & Reporting, as well as strategic plans and programs required under other legislation.	Involve	Reviewed every four years at the start of each new Council term	Following extensive community engagement the draft CES is publicly exhibited on Council's website and in hardcopy at Council's Administration Centre and Library branches. Council will accept and consider any submissions made on the draft CES prior to adoption. Council may promote the public exhibition period via paid newspaper advertising and/or on Council's website and social media.	28 days
 Council's annual Operational Plan, budget and fees and charges: a sub-plan of the Delivery Program, it identifies actions, projects and programs that Council will be undertaking within the current financial year. The Operational Plan includes the Statement of Revenue Policy (Annual Budget and Fees & Charges).	Consult	Adopted before the start of each financial year	The draft Operational Plan is publicly exhibited on Council's website and in hardcopy at Council's Administration Centre and Library branches. The exhibition will be accompanied by a map showing where the various rates will apply within the local government area. The Operational Plan will include a detailed budget for the activities to be undertaken in that year.	28 days

WHAT	ENGAGEMENT LEVEL	WHEN	HOW	EXHIBITION PERIOD
			<p>Council will accept and consider any submissions made on the draft Operational Plan prior to adoption.</p> <p>Council may promote the public exhibition period via paid newspaper advertising and/or on Council's website and social media.</p> <p>Council must post a copy of its Operational Plan on its website within 28 days after the plan is adopted.</p>	
Council's other applicable long-term strategic plans	Involve	As required	<p>Public exhibition on Council's website and in hardcopy at Council's Administration Centre and Library branches.</p> <p>Council will accept and consider any submissions made on the draft strategies and plans prior to adoption.</p> <p>Council may promote the public exhibition period via paid newspaper advertising and/or on Council's website and social media.</p>	28 days
Key Council policies <ul style="list-style-type: none"> • Code of Meeting Practice • Code of Conduct • Payment of Expenses and Provision of Facilities to Councillors Policy • Councillor and Staff Interaction Policy • others as required 	Inform	Reviewed at least once every four-year term of Council	Acknowledge concerns and provide feedback on how public input influenced the decision.	28 days or 42 days as legislated or by Council resolution.



Figure 7: Grant announcement at Olympic Park, January 2022
Picture: Mathew Perry, Muswellbrook Chronicle.

3.2 NOTIFICATION REQUIREMENTS UNDER THE EP&A ACT

Council's Community Participation Plan outlines the exhibition and notification requirements under the EP&A Act. This is available for viewing and downloading on Council's website at <https://www.muswellbrook.nsw.gov.au/policies/>

3.3 RESOURCES AND SUPPORT

Council's Community Engagement Strategy and engagement activities are supported via:

- Council resources (time, money and people) allocated in annual operational plans and budgets;
- our Community database of over 500 residents, ratepayers, workers, business operators, students, and interested people who engage with Council via online surveys and panels to provide input on a range of issues and feedback on plans, strategies and policies;
- Council staff with specialist engagement and communications knowledge, experience and qualifications;
- external research organisations and community profile databases;
- professional local and state government organisations and networks.



Figure 8: Muswellbrook Shire 2022 Community Panel

4 ENGAGEMENT TOOLS

4.1 TOOLS AND STAKEHOLDERS

Following is a list of Council's stakeholder groups, including how we engage them and why our relationships are important.

WHO WE ENGAGE	HOW WE ENGAGE - TOOLS	WHY WE ENGAGE
General Community including workers and students from outside the Shire	<ul style="list-style-type: none">– Council Meetings– Council's Websites– Council's social media– Publications– Community Panel– Events & ceremonies– Council offices– Annual Report– The Mayor's Column– The Mayor's radio spot– Surveys– Forums– Public exhibition– Signage– Advertising– Listening Posts	The community contributes knowledge, cultural experience, resources, ideas and feedback.
		Council provides leadership, partnership, representation, information, efficient, effective and appropriate services and facilities.

WHO WE ENGAGE	HOW WE ENGAGE - TOOLS	WHY WE ENGAGE
Ratepayers	All of the above plus: – Rates notices	Ratepayers contribute knowledge, cultural experience, resources, ideas and feedback.
		Council generates sustainable growth and return to the community.
Community and sporting organisations	All of the above plus: – Grants programs – Sustainability Hub	The community contributes knowledge, cultural experience, resources, ideas and feedback.
		Council provides civic leadership, partnership, representation and efficient, effective and appropriate services, facilities and events.
Muswellbrook business and industry community	All of the above plus: – Participation in MCCI breakfasts – Other publications – Meetings	The local business and industry community provides employment and economic growth.
		Council provides guidance, support and opportunity.
Visitors	– Council's Websites – Social media – Muswellbrook Visitor Information Centre – Upper Hunter Country Visitor Guide	Visitors bring economic benefits to the Shire including more local employment opportunities.
		Council provides facilities, resources, partnerships and networks.

WHO WE ENGAGE	HOW WE ENGAGE - TOOLS	WHY WE ENGAGE
Media	<ul style="list-style-type: none"> – Council's Websites – Media releases – Media alerts and briefings – Interviews – Paid advertising 	The media raises the community's awareness of services, facilities, events and issues of importance.
		Council contributes content and comment for publication and broadcast.
Government	<ul style="list-style-type: none"> – Council's Websites – Social media – Formal meetings – Correspondence – Forums and Conferences – Hunter Joint Organisation 	The Federal and NSW State Governments provide partnerships, funding and network opportunities.
		Council provides resources, partnerships and networks.
Council Staff	<ul style="list-style-type: none"> – The Magpie Newsletters – General Manager's Newsletter – General Manager's Forums – Manex – Managers' Meetings – Toolbox talks – Posters – Intranet – Email – Staff events and training – Staff Awards 	Staff members contribute valuable knowledge, skills and labour for our operations.
		Council provides employment, training opportunities and flexible and supportive work arrangements.



Figure 9: Collecting feedback on the draft Muswellbrook Shire 2022-2032 Community Strategic Plan

5 MEASUREMENT AND EVALUATION

5.1 METHODS FOR CAPTURING FEEDBACK ABOUT ENGAGEMENT

Activities	Measures	Key Performance Indicators
Community Satisfaction Surveys	<ul style="list-style-type: none"> – Quantity of responses – Representative of resident population demographics 	<ul style="list-style-type: none"> – 400 responses received
Public Exhibition submissions	<ul style="list-style-type: none"> – Quantity of responses 	<ul style="list-style-type: none"> – 5 responses received
Listening Posts	<ul style="list-style-type: none"> – Number of people engaged 	<ul style="list-style-type: none"> – 100 people engaged
Community Panel	<ul style="list-style-type: none"> – Representative of resident population demographics – Decisions implemented by Council – Verbal and/or written feedback from participants 	<ul style="list-style-type: none"> – All demographics included – 100% of decisions implemented – 75% positive feedback
Sporting Committee and user group	<ul style="list-style-type: none"> – Number of User Group meetings attended 	<ul style="list-style-type: none"> – 19 meetings held
Blue Heeler Film Festival	<ul style="list-style-type: none"> – Number of entries in competition – Number of attendees at festival – Facebook followers (2022 benchmark: 853) 	<ul style="list-style-type: none"> – 100 entries – 100 attendees – Increasing followers
Workshops	<ul style="list-style-type: none"> – Number of workshops held – Verbal and/or written feedback from stakeholders 	<ul style="list-style-type: none"> – 100 responses
Council Facebook	<ul style="list-style-type: none"> – Number of followers (2022 benchmark: 10,177) 	<ul style="list-style-type: none"> – Increasing followers
Council Website	<ul style="list-style-type: none"> – Website page visits (2022 benchmark 344,515) 	<ul style="list-style-type: none"> – Increasing website visits
Council Meetings	<ul style="list-style-type: none"> – Number of gallery attendees per meeting 	<ul style="list-style-type: none"> – 5 gallery attendees
Libraries	<ul style="list-style-type: none"> – Number of visits (2022 benchmark 40,190) 	<ul style="list-style-type: none"> – Increasing visits



Figure 10: Opening of the Denman Lookout Nature Walk
Picture: Denman Public School

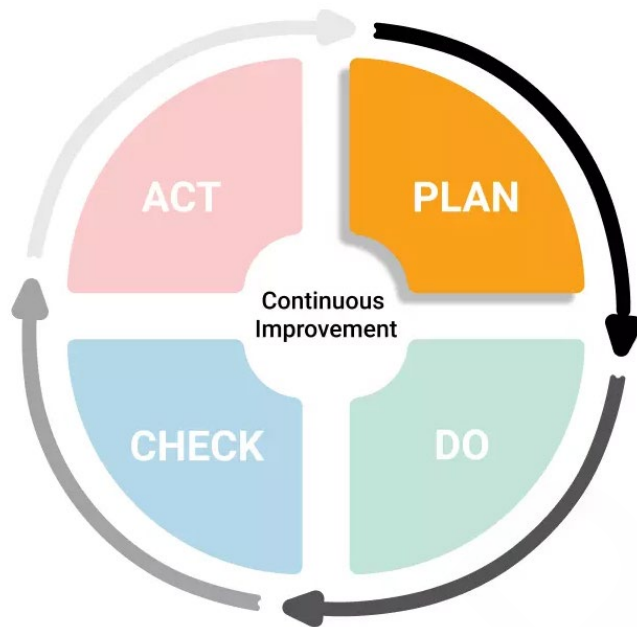


Figure 11: Continuous Improvement Framework

5.2 ON-GOING IMPROVEMENT

Council will evaluate our community engagement activities against the following areas so that we can adjust our engagement approach if required and improve future engagement:

Process - How well was the engagement designed and implemented?

Relevance - Was the engagement appropriate and did the community respond to the engagement process?

Reach – Have we been inclusive - did we reach those affected and/or interested in the outcome?

Outcomes - Did we achieve the engagement objectives?

This strategy will be reviewed within three months of local government elections, as part of the broader review of the Community Strategic Plan, or as required in the event of legislative changes or requirements.



Figure 12: National Reconciliation Week, Simpson Park, Muswellbrook June 2022.
Picture: Mathew Perry, Muswellbrook Chronicle.

6 APPENDIX - MUSWELLBROOK SHIRE COUNCIL STAKEHOLDERS

Council engages with the following corporations, partnerships, trusts, joint ventures, syndicates (or other bodies):

1st Denman Scout Group	Denman Junior Cricket Association
Arts Upper Hunter	Denman Junior Rugby League
Australian Local Government Association	Denman Little Athletics
Australian Photographic Society	Denman Pony Club
Belltrees School	Denman Public School
Community Consultation Groups for the mines in our Shire: Mangoola, Bengalla, Mt Pleasant, Mt Arthur, Muswellbrook Coal, Malabar Coal and Dartbrook Coal	Denman Rugby League Club
Create NSW	Denman Sandy Hollow JRLC
Denman & District Senior Cricket Club	Denman Squash Club
Denman Amateur Swimming Club	Denman St Joseph's Primary School
Denman Basketball	Denman Volunteer Centre
Denman Chamber of Commerce	Department of Communities & Justice
Denman Children's Centre	Destination NSW
Denman Community Garden	Drug & Alcohol Health Services
Denman Craft Shop	Glen Gallic Shooting Club
Denman Golf Club	Goodstart Early Learning Centre
	Healthy and Well Upper Hunter

Hunter Joint Organisation Group Entities (including associated entity Strategic Services Australia)
Hunter Research Foundation
Hunter Sustainability Landcare TEAM (HSLT)
Integrated Living Australia
Liddell Transition and Community Dialogue Group
Local Buying Foundation Advisory Committee (run by BHP)
Local Government NSW
Local Government Professionals
MOOSH
Muscle Creek Landcare
Muswellbrook 2nd Scout Group
Muswellbrook AFL Club
Muswellbrook Amateur Athletics
Muswellbrook Amateur Cycle Club
Muswellbrook Amateur RSL Youth Swimming
Muswellbrook Basketball
Muswellbrook Chamber of Commerce and Industry
Muswellbrook Childcare Centre
Muswellbrook Croquet Club
Muswellbrook District Junior Rugby League Club
Muswellbrook Girl Guides
Muswellbrook Golf Club

Muswellbrook High School
Muswellbrook Junior Cricket Club
Muswellbrook Junior Rugby League
Muswellbrook Little Athletics Club
Muswellbrook Men's Shed
Muswellbrook Netball Association
Muswellbrook Park Tennis Club
Muswellbrook Physical Culture
Muswellbrook Preschool
Muswellbrook Public School
Muswellbrook Senior Rugby League Club
Muswellbrook South School
Muswellbrook Squash Club
Muswellbrook Touch Football
National General Assembly of Local Government
NSW Health and Local Area Health
NSW Local Government Association
NSW Rural Fire and Emergency Services
NSW Sport and Recreation
NSW State Emergency Services
NSW Water Directorate
Olympic Park Tennis Club Inc
Pacific Brook Christian School
Penguin Community Garden Club

Planning Institute of Australia (NSW division)
Polly Farmer
Regional Arts NSW
Resilience NSW
Richard Gill National Music Academy
Royal Lifesaving NSW
Sandy Hollow Progress Association
St Nicholas Early Education
Standards Australia
State Library NSW
StateCover
Statewide Mutual
TAFE NSW
The Brook Cricket Club
Tilly's Childcare Centre
Transcare Services
University of Newcastle
University of Newcastle – School of Creative Industries
Upper Hunter Community Drug Action Team

Upper Hunter Community Services
Upper Hunter Conservatorium of Music
Upper Hunter Country Tourism
Upper Hunter Domestic Violence Service
Upper Hunter Economic Development Corporation
Upper Hunter Economic Diversification Working Party
Upper Hunter Homeless Services
Upper Hunter Homeless Support
Upper Hunter Landcare
Upper Hunter Local Drug Action Team
Upper Hunter Mining Dialogue (coordinated by NSW Minerals Council)
Upper Hunter Show
Upper Hunter Water Alliance
Upper Hunter Youth Services
Valley Mountain Bikers
Wanaruah Local Aboriginal Lands Council
Warrior Disability Services

DRAFT

From: [REDACTED]
Sent: Friday, 21 October 2022 12:08 PM
To: [REDACTED]
Subject: RE: Public Exhibition until Tuesday 25.10.22 - DRAFT Community Engagement Strategy

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

Thankyou [REDACTED]
The document really only states what we already know, however I would like to remain involved in the community engagement with the Council (in particular the sporting and arts).
Cheers

[REDACTED]



PO Box 236
Muswellbrook NSW 2333
info@mats.org.au


24 October 2022

General Manager
Muswellbrook Shire Council
PO Box 122
Muswellbrook NSW 2333

Submission for Muswellbrook Shire Council's DRAFT Community Engagement Strategy

Thank you for providing Muswellbrook Amateur Theatrical Society (MATS) with the opportunity to make a submission on this strategy.

Overall, MATS have no comments to make on the draft other than, for some reason, we appear to have been left off the *Appendix - Muswellbrook Shire Council Stakeholders*.

Yours Faithfully,

Secretary

From: [REDACTED]
To: [Muswellbrook Shire Council](#)
Cc: [REDACTED]
Subject: RE: Public Exhibition closes tomorrow - DRAFT Community Engagement Strategy
Date: Tuesday, 25 October 2022 7:00:38 AM

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

To the General Manager,

Dear Sir,

RE-COMMUNITY ENGAGEMENT STRATEGY 2022

In response to Councils invitation for submissions, I offer the following comments and suggestions on behalf of the Muswellbrook Chamber of Commerce & Industry.

1. BACKGROUND

When engaging with the business community it is important to have clarity about the timing, expected outcomes and probability of projects.
Over the last decade there has been a lack of clarity around Council projects and possible private enterprise projects which do not eventuate.
The identification of 'business owners & operators, business & industry organisations and developers & investors' as part of the community is welcome.

2. PRINCIPLES & VALUES GUIDING ENGAGEMENT

We would suggest that 'economic prosperity' is paramount in achieving a sustainable future and the support of other community value ambitions.

1.3 KEY ENGAGEMENT OBJECTIVES

Refer to comments in 1.1 which can lead to loss of 'trust and understanding' of Councils decisions.

4. RISK & OPPORTUNITIES

The risk of insufficient engagement and 'consultation fatigue' is well understood. The suggestion of engaging with different groups that have different interests is sound and welcome.
In the case of MCCI, consultation on developments and all matters affecting the local economy and local businesses is paramount.

2.1 STAKEHOLDERS IDENTIFICATION AND ANALYSIS

Business interests are captured in the list of stakeholders.

The paragraph – "Muswellbrook Shire is the main centre employment in the Shire is dominated by these two industries."

Might be expanded with the addition of – 'and supplemented by tourism & hospitality, equine, grazing and service industries.'

We would suggest that the reliance on the 2016 & 2021 census figures about population, personal income could ignore current local knowledge.

For example, few business people would agree that between 2016 & 2021, the LGA population only grew by 1.7%. Also the median personal income of under \$40,000 pa warrants further investigation.

2.2 CHALLENGES & BARRIERS

We agree with staggered or combined engagement opportunities to reduce engagement overload.

2.3 PREFERRED METHODS OF ENGAGEMENT

Table 4. lacks mention of Councils responsibility to provide professional and 'learned' advice to avoid the community making wrong or uninformed decisions.

It makes no mention of Council as an elected body to make final decisions.

Table 5. looks good.

3.3 RESOURCES & SUPPORT

The involvement of 500 people in consultative processes seems adequate. However at only 3% of the LGA population it is critical that those people are representative of community opinion.

An examination of the cross-section of these people might be warranted.

4.4 TOOLS & STAKEHOLDERS

When engaging with Muswellbrook Business & Industry Community, there should be some mention of Councils engagement with local businesses when transacting business.

A commitment, or at least an intention, to purchase goods & services locally should be included.

Selective tenders, Expressions of Interest or invitations to quote should be highlighted to local business.

Council might maintain a database of local businesses and capabilities to facilitate this.

When engaging with Visitors, there might be mention of Council seeking advice from local tourism operators and organisations on development proposals.

6. APPENDIX

Upper Hunter Development Corporation is listed. We understood it no longer existed.

We thank you for the opportunity to contribute to this process and would welcome further discussion as required by Council.

Yours sincerely,

[Redacted signature block]

**9.4.4. DRAFT Management of Trees on Roads and Public Land Policy**

Attachments:	1. Submission on Draft Management of Trees on Roads and Public Land Policy [9.4.4.1 - 1 page]
	2. Amenity Tree Planting Preferred Species List [9.4.4.2 - 13 pages]
Responsible Officer:	Derek Finnigan - Acting General Manager
Author:	Jamie Appelkamp, Chloe Wuiske – Works Co-Ordinator - Parks
Community Plan Issue:	5 - <i>Community Infrastructure</i> 6 - <i>Community Leadership</i>
Community Plan Goal:	Effective and efficient infrastructure that is appropriate to the needs of our community. Collaborative and responsive leadership that meets the expectations and anticipates the needs of the community.
Community Plan Strategy:	5.1.4 - Maintain and continually improve community infrastructure across the Shire. 6.2.5 - Implement a comprehensive and targeted business improvement program.

PURPOSE

To present the Management of Trees on Roads and Public Land Policy to Council for adoption, following public exhibition.

OFFICER'S RECOMMENDATION

The Management of Trees on Roads and Public Land Policy be adopted by Council.

Moved: _____ **Seconded:** _____

BACKGROUND

Council's Policy on the Management of Trees was last reviewed in 2004. To ensure the community and Council staff have clear guidance in the management of trees on public land, a draft Management of Trees on Roads and Public Land Policy (the Policy) has been prepared for Council's consideration.

The Policy is limited to the management of street trees and those located on public land. Tree management and preservation beyond public land is or will be administered through Council's Development Control Plan(s).

The draft Policy is intended to sit within planning controls and any adopted strategies or documents of Council, for example, the Active Transport Strategy and Public Domain Manual.



CONSULTATION

Manager Works

Works Coordinator – Parks

Customer Service and Administration Officers - Works

MANEX

REPORT

The Policy was endorsed by Council for public exhibition at the 27 September 2022 Ordinary Council Meeting and was placed on public exhibition via Council's website and libraries from 28 September 2022 to 25 October 2022.

One (1) submission (attachment 1) was received during the public exhibition period and is attached to this report for Council's consideration.

Amendments have been made to the Policy to include consideration for Local and State Heritage items, reference to Council's Amenity Tree – Preferred Species List attached to this report, and requirements for tree replacement.

OPTIONS

Council may:

1. Resolve to adopt the Policy;
2. Request further amendments to the Policy and undertake a further round of public exhibition.

It is recommended that option 1 listed above be pursued.

CONCLUSION

It is recommended that Council adopts the Management of Trees on Roads and Public Land Policy.

SOCIAL IMPLICATIONS

Trees on public land contribute to the quality of open space and ensure local history, identity, and liveability is preserved and enhanced.

FINANCIAL IMPLICATIONS

Nil known.

POLICY IMPLICATIONS

2004 Management of Trees on Roads and Public Reserves Policy S29/1

STATUTORY IMPLICATIONS

Nil known.

LEGAL IMPLICATIONS

The draft Policy includes objectives to manage risk to persons or property associated with trees on public land.



OPERATIONAL PLAN IMPLICATIONS

6.2.5.2 - Review the policy management framework.

RISK MANAGEMENT IMPLICATIONS

The draft Policy includes objectives to manage risk to persons or property associated with trees on public land.

WASTE MANAGEMENT IMPLICATIONS

Nil known.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

The Policy was placed on public exhibition via Council's website and libraries from 28 September 2022 to 25 October 2022.

From: [REDACTED]
To: [REDACTED]ire Council
Subject: General Manager, Draft Management of Trees on Roads and Public Land Policy
Date: Tuesday, 18 October 2022 9:25:53 AM

[EXTERNAL EMAIL] DO NOT CLICK links or attachments unless you recognize the sender and know the content is safe.

To the Esteemed Councillors
of Muswellbrook

It's very understandable to update the Trees on Roads and Public Land Policy of 2004 as there has been a lot of changes in 18 years. The planting of appropriate trees on the Council nature strip should be in keeping with the urban landscape surrounds. Not a species of tree that destroys Council assets e.g. footpaths plus the kerb and guttering as has happened where I reside in Eastbrook Links Estate. All trees in the Eastbrook Links Estate are about 2 metres tall and not destroying Council infrastructure, but the London Plane Trees on Henry Dangar Drive between [REDACTED] will keep on do so until replace with appropriate trees that suit the existing treescape as in the other parts of the Eastbrook Links Estate. You can refer to my e-mail sent to all Councillors on the 26/9/22

Would a wise Muswellbrook Council with foresight plant trees knowing that they will cause damage to Council Infrastructure in the future and cost ratepayers revenue, or this "*Council in the future*", would be glad this present Council now had the foresight to remove them and replace them with appropriate trees that suit the treescape in the Estate, not 30 metre trees when mature will keep on destroying Council infrastructure. The "*Council in the future*" would be saying in hindsight, this Council now, didn't have any foresight in preventing the damage these London Plane Trees are causing and remove them before they reach maturity and became a major problem

A quote from the Street Tree Program **"There are a limited number of trees available each year and requests are added to the tree planting register which is used for prioritising and evaluating the program. Council has developed a preferred species list and residents may be given options from that list depending on the location of the property and existing species in place.** Just wondering if there were any London Plane Trees on the **Council preferred species list** to give to residents to plant when mature it will grow to 30 metres on the Council verge

[REDACTED]
[REDACTED]

AMENITY TREE PLANTING – PREFERRED SPECIES LIST

Species listed for selection have been identified within the following matrix and for their native/non-invasive nature, hardiness, and aesthetic.

Height	Width	Power Lines	Drought	Frost	Exposure (wind/sun/heat)	Watering (once established)	Roots	Crown Shape	Deciduous	Flower	Style	Origin
Expected height at maturity when planted in Upper Hunter conditions.	Expected crown width at maturity when planted in Upper Hunter conditions.	Planting under power lines: Y = Suitable N = Not suitable P = Potentially need pruning	T = Tolerant M = Moderately Tolerant/ Once established S = Sensitive	T = Tolerant M = Moderately Tolerant/ Once established S = Sensitive	T = tolerant M = Moderately Tolerant/ semi-protected S = Prefers sheltered/shade/semi-shade	T = Not needed M = Benefits from watering during dry periods S = Needs watering during dry periods	E = Extensive N = Non-invasive	N = narrow R = round S = spreading H = hedging D = dome N/A = Not Applicable	D = deciduous E = Evergreen N/A = Not Applicable	When: Sum/Spr/Aut/Win Colour: R = Red P = Pink Y = Yellow W = White C = Cream O = Orange M = Mauve/ Purple B = Blue N/A = Not planted for flowers	H= Heritage N= Native/Arid C= Contemporary	E= Exotic A= Native Australian L= Locally endemic - Upper Hunter

Scientific Name	Common Name	Height	Width	Power Lines	Drought	Frost	Exposure	Watering	Roots	Crown Shape	Deciduous	Flower	Style	Origin
Extra Large Trees (>20m)														
Araucaria cunninghamii	Hoop Pine	>30m	10m	N	M	M	M	M	N	N	E	N/A	H	A
Casuarina cunninghamiana	River Oak	>20m	10m	N	M	T	T	M	E	N, S	E	N/A	N	L
Corymbia citriodora	Lemon-scented Gum	>20m	10m	N	T	T	T	T	E	S, D	E	N/A	N	A
Livistona australis	Cabbage Tree Palm	>20m	5m	N	S	M	M	S	N	N	E	N/A	C	A
Large Trees (11-19m)														
Brachychiton acerifolius	Illawarra Flame Tree	12m	8m	N	M	M	M	M	N	R	D	Spr - R		A
Brachychiton rupestris	Queensland Bottle Tree	12m	8m	N	T	T	T	T	N	R	D	N/A	N, C	A
Brachychiton populneus	Kurrajong	12m	8m	N	T	T	T	T	N	R	E	Spr/Sum - W/C	N, H	L
Callitris endlicheri	Black Cypress Pine	12m	4m	N	T	T	T	T	N	N	E	N/A	N, H	L
Eucalyptus sideroxylon ‘Rosea’	Mugga Ironbark	15m	8m	N	T	T	T	T	E	S, D	E	Win/Spr - P	N	L
Ficus rubiginosa	Port Jackson Fig	15m	10m	N	M	M	T	T	E	S, D	E	N/A		L
Fraxinus pennsylvanica ‘Cimmmzam’	Cimmaron Ash	12m	8m	N	M	T	T	M	E	R	D	N/A	H	E


Scientific Name	Common Name	Height	Width	Power Lines	Drought	Frost	Exposure	Watering	Roots	Crown Shape	Deciduous	Flower	Style	Origin
Ginkgo biloba	Maidenhair Tree	12m	5m	N	M	T	M	M	N	S	D	N/A	H	E
Lophostmeon confertus	Brush Box	12m	10m	N	M	M	T	T	N	D	E	N/A		L
Pyrus calleryana 'Bradford'	Callery Pear	12m	9m	N	M	T	M	M	N	R	D	Spr - W	H	E
Pyrus calleryana 'Capital'	Callery Pear	11m	3m	N	T	T	T	T	N	N	D	Spr - W	H	E
Quercus palustris 'Pringreen' Green Pillar	Pin Oak	14m	3m	N	M	T	M	M	E	N	D	N/A	H	E
Medium Trees (6-10m)														
Acer rubrum 'Fairview Flame'	Red Maple	10m	6m	N	M	T	M	M	N	R	D	N/A	H	E
Banksia integrifolia	Coastal Banksia	10m	5m	N	M	M	T	T	N	N	E	Aut - Y	N	L
Brachychiton discolor	Lacebark	10m	8m	N	M	M	M	M	N	R, D	D	Sum - P	H	A
Brachychiton "Griffith Pink"	Griffith Pink	8m	4m	N	T	T	M	T	N	R	D	Spr/Sum - P	N, H	A
Callistemon salignus	Weeping Bottlebrush	8m	4m	N	M	T	T	M	N	N, R	E	Sum - W/C	N	L
Calodendrum capense	Cape Chestnut	10m	6m	N	M	M	T	M	N	D	E	Sum - P	H	E
Corymbia ficifolia	Red-flowring Gum	6m	8m	P	M	M	T	M	N	D	E	Sum/Aut - R/P/O	N	A
Cupaniopsis anacardioides	Tuckeroo	8m	6m	N	M	M	M	M	N	R, D	E	N/A	C	A
Elaeocarpus reticulatus 'Bella Donna'	Blueberry Ash	8m	3m	N	M	M	M	M	N	N	E	Spr - P	C	L
Geijera parvifolia	Wilga	9m	8m	N	T	T	T	T	N	R	E	N/A	N, C	L
Hymenosporum flavum	Native Frangipani	10m	5m	N	M	M	M	S	N	N, R	E	Spr/Sum - Y		L
Lagerstroemia fauriei 'Kiowa'	Crepe Myrtle	8m	7m	P	T	T	T	T	N	S, R	D	Sum - W	H	E
Magnolia grandiflora 'MGTIG' Greenback	Southern Magnolia	10m	5m	P	M	T	M	M	N	R	E	Sum - W	H, C	E
Melia azedarach	White Cedar	10m	8m	N	T	T	T	T	E	R, D	D	Spr - M	H	L
Podocarpus elatus	Plum Pine	8m	5m	N	M	M	M	M	E	R	E	NA	H	A
Pyrus ussuriensis	Manchurian Pear	9m	7m	N	M	T	T	M	N	R	D	Spr - W	H	E
Tristanopsis laurina 'Luscious'	Watergum	8m	4m	N	M	M	M	M	N	N, R	E	N/A	C	L
Small Trees (2-5m)														
Backhousia myrtifolia	Grey Myrtle	5m	3m	P	M	M	M	M	N	S, H	E	Sum - C		L
Banksia marginata	Silver Banksia	5m	4m	P	T	T	T	T	N	S, D	E	Spr/Sum/Aut - C/Y	N	A
Callistemon citrinus 'Endeavour'	Crimson Bottlebrush	3m	3m	P	M	T	T	M	N	R, H	E	Spr/Sum - R	N	A
Hakea laurina x petiolaris 'Pinball'	Pin Cushion Hakea	4m	3m	Y	T	T	T	M	N	S, R	E	Win/Spr - P	N	A
Lagerstroemia indica x L. fauriei 'Acoma'	Crepe Myrtle	3m	3m	Y	M	M	T	M	N	S	D	Sum - W	H	E
Lagerstroemia indica x L. fauriei 'Tonto'	Crepe Myrtle	3m	3m	Y	M	M	T	M	N	R	D	Sum - R	H	E

Scientific Name	Common Name	Height	Width	Power Lines	Drought	Frost	Exposure	Watering	Roots	Crown Shape	Deciduous	Flower	Style	Origin
Lagerstroemia indica x L. fauriei 'Zuni'	Crepe Myrtle	4m	3m	Y	M	M	T	M	N	R, S	D	Sum - P	H	E
Melaleuca bracteata 'Revolution Gold'	Black Tea-tree	5m	3m	P	T	T	T	T	N	R, S, H	E	N/A	N	A
Prunus 'Sekiyama' syn. 'Kanzan'	Flowering Plum	5m	4m	P	M	T	M	S	N	S	D	Spr - P	H	E
Hedges and Screens														
Acmena smithii 'Hot Flush'	Lillypilly	3m	1m	Y	M	M	M	M	N	H	E	N/A	C	L
Buxus microphylla japonica	Japanese Box	1.5m	1m	Y	M	M	T	M	N	H	E	N/A		E
Callistemon viminalis 'Slim'	Bottlebrush	2m	1m	Y	T	T	T	T	N	N, H	E	Sum - R	N	A
Hakea salicifolia	Willow-leaved Hakea	5m	4m	Y	T	T	T	M	N	R, H	E	Spr - W	N	A
Photinia x fraseri 'Robusta'	Photinia	4m	2m	Y	T	T	T	T	N	H	E	N/A		E
Rosmarinus officinalis 'Gallipoli'	Rosemary	1m	1m	Y	T	T	T	T	N	H	E	N/A	H	E
Syzygium australe 'Pinnacle'	Lilly Pilly	6m	1m	P	M	M	M	M	N	N, H	E	N/A	C	L
Syzygium australe 'Tiny Trev'	Lilly Pilly	1m	1m	Y	M	M	T	M	N	H	E	Sum - W	C	L
Wrestringia fruticosa 'Grey Box'	Coastal Rosemary	0.5m	0.5m	Y	T	T	T	T	N	H	E	Spr/Sum/Aut - W	N, C	A
Small Shrubs (<2m)														
Baeckea virgata 'Nana'	Dwarf Baekea	1.5m	2m	Y	M	T	M	S	N	R	E	Sum - W	N, H	
Eremophila glabra 'Silver Ball'	Emu Bush	1m	1m	Y	T	M	T	T	N	S	E	Spr - Y	N, H, C	A
Eremophila hygrophana "Blue Bells"	Blue Emu Bush	0.5m	0.5m	Y	T	T	T	T	N	S	E	Win/Spr - M	N, H	A
Eremophila maculata 'Valentine'	Spotted Emu Bush	1m	1m	Y	T	T	T	T	N	S, R	E	Win/Spr - R	N, H	A
Grevillea 'Lady O'	Grevillea	1m	2m	Y	T	T	T	T	N	S, R	E	Spr, Sum, Aut, Win - R	N	A
Melaleuca linariifolia 'Claret Tops'	Honey Myrtle	1m	1m	Y	T	M	T	M	N	R	E	Spr - W	N	L
Pityrodia terminalis	Native Foxglove	1m	1m	Y	T	M	T	T	N	S	E	Win/Spr - P	N, H	A
Rhagodia spinescens "Aussie Flat Bush"	Creeping Saltbush	0.5m	1m	Y	T	T	T	T	N	S	E	N/A	N, H, C	A
Grasses and Similar														
Austrostipa verticillata	Slender Bamboo Grass	1.5m	1m	Y	T	T	T	T	N	N/A	N/A	Sum/Aut - N	N	L
Dianella prunina 'Utopia'	Native Flax	0.5m	0.5m	Y	T	T	M	T	N	N/A	N/A	Spr - B	N, C	A
Doryanthes excelsa	Gymea Lily	1.5m	2m	Y	M	M	M	M	N	N/A	N/A	Spr/Sum - R	N, C	A
Lomandra longifolia 'Sungold'	Sungold	0.5m	0.5m	Y	T	T	T	T	N	N/A	N/A	Spr	N	A
Lomandra 'Tanikia'	Tanika	0.5m	0.5m	Y	T	T	T	T	N	N/A	N/A	Win/Spr	N, C	A
Patersonia occidentalis	Purple Flag	0.5m	0.5m	Y	M	M	T	M	N	N/A	N/A	Spr - M	N	A
Poa labillardieri	Tussock Grass	1m	0.5m	Y	M	T	T	M	N	N/A	N/A	Sum	N, C	L

Scientific Name	Common Name	Height	Width	Power Lines	Drought	Frost	Exposure	Watering	Roots	Crown Shape	Deciduous	Flower	Style	Origin
Xanthorrhoea glauca	Grass Tree	2m	2m	Y	T	T	T	T	N	N	N/A	Spr - C	N, C	L
Groundcovers														
Banksia integrifolia 'Roller Coaster'	Roller Coaster	0.2m	2m	Y	T	M	T	M	N	N/A	N/A	Aut/Win - Y	N	A
Brachyscome multifida	Rock Daisy	0.2m	0.4m	Y	T	M	T	M	N	N/A	N/A	Spr/Sum - M	N, H	L
Carpobrotus glaucescens	Pigface	0.1m	2m	Y	T	T	T	T	N	N/A	N/A	Spr/Sum - P	N	A
Chrysocephalum apiculatum	Common Everlasting	0.2m	0.5m	Y	T	M	T	T	N	N/A	N/A	Spr, Sum, Aut, Win - Y	N, H	L
Disphyma crassifolium 'Hot Stuff'	Round-leaved Pigface	0.1m	1m	Y	T	T	T	T	N	N/A	N/A	Spr, Sum, Aut, Win - P	N	A
Enchylaena tomentosa	Ruby Saltbush	0.5m	1m	Y	T	T	T	T	N	N/A	N/A	N/A	N	L
Eremophilla glabra "Amber Carpet"	Tar Bush	0.2m	2m	Y	T	T	T	T	N	N/A	N/A	Spr, Sum, Aut - O	N	A
Eremophila glabra 'Kalbarri Carpet' – Tar Bush	Tar Bush	0.2m	2m	Y	T	T	T	T	N	N/A	N/A	Spr, Sum, Aut, Win - Y	N	A
Gazania 'Double Gold'	Double Gold	0.2m	0.5m	Y	T	T	T	T	N	N/A	N/A	Spr/Sum - Y	H	E
Grevillea 'Gold Cluster'	Gold Cluster	0.5m	1m	Y	T	T	T	T	N	N/A	N/A	Win/Spr - Y	N	A
Scaevola albida 'Mauve Clusters'	Fan Flower	0.1m	1m	Y	M	T	M	S	N	N/A	N/A	Spr/Sum - M	N, H	L

 <p>A tall, conical evergreen tree with dense, dark green foliage, standing in a grassy field under a clear blue sky.</p>	 <p>A tall, slender tree with a dense, conical canopy of dark green foliage, situated in a landscaped area with a paved path and a building in the background.</p>	 <p>A large, spreading tree with a thick, light-colored trunk and a dense canopy of green foliage, growing in a grassy area.</p>
 <p>A tall, slender palm tree with a single, large, fan-shaped frond at the top, standing in a grassy field under a clear blue sky.</p>	 <p>A tree with a dense canopy of bright red flowers, situated in a landscaped area with a paved path and a building in the background.</p>	 <p>A tree with a thick, light-colored trunk and a dense canopy of green foliage, growing in a grassy area.</p>
 <p>A tree with a dense canopy of green foliage, situated in a landscaped area with a paved path and a building in the background.</p>	 <p>A tall, slender tree with a dense, conical canopy of dark green foliage, situated in a grassy area.</p>	 <p>A tree with a dense canopy of green foliage and small, light-colored flowers, situated in a landscaped area with a paved path and a building in the background.</p>

		
Ficus rubiginosa - Port Jackson Fig	Fraxinus pennsylvanica 'Cimmzam' – Cimmarron Ash	Ginkgo biloba – Maidenhair Tree
		
Lophostmeon confertus - Brush Box	Pyrus calleryana 'Bradford' - Callery Pear	Pyrus calleryana 'Capital' - Callery Pear
		
Quercus palustris 'Pringreen' Green Pillar - Pin Oak	Acer rubrum 'Fairview Flame' - Red Maple	Banksia integrifolia - Coastal Banksia

 <p>Brachychiton discolor - Lacebark</p>	 <p>Brachychiton populneus x discolor – Griffith Pink</p>	 <p>Callistemon salignus - Weeping Bottlebrush</p>
 <p>Calodendrum capense - Cape Chestnut</p>	 <p>Corymbia ficifolia - Red-flowring Gum</p>	 <p>Cupaniopsis anacardioides - Tuckeroo</p>
 <p>Elaeocarpus reticulatus 'Bella Donna' - Blueberry Ash</p>	 <p>Geijera parvifolia - Wilga</p>	 <p>Hymenosporum flavum - Native Frangipani</p>

		
Lagerstroemia fauriei 'Kiowa' - Crepe Myrtle	Magnolia grandiflora 'MGIG' Greenback - Southern Magnolia	Melia azedarach 'Caroline' - White Cedar
		
Podocarpus elatus - Plum Pine	Pyrus ussuriensis - Manchurian Pear	Tristanopsis laurina 'Luscious' - Watergum
		
Backhousia myrtifolia - Grey Myrtle	Banksia marginata - Silver Banksia	Callistemon citrinus 'Endeavour' - Crimson Bottlebrush

		
Hakea laurina x petiolaris 'Pinball' – Pin Cushion Hakea	Lagerstroemia indica x L. fauriei 'Acoma' - Crepe Myrtle	Lagerstroemia indica x L. fauriei 'Tonto' - Crepe Myrtle
		
Lagerstroemia indica x L. fauriei 'Zuni' - Crepe Myrtle	Melaleuca bracteata 'Revolution Gold - Black Tea-tree	Prunus 'Sekiyama' syn. 'Kanzan' - Flowering Plum
		
Acmena smithii 'Hot Flush' - Lilly Pilly	Buxus microphylla japonica - Japanese Box	Callistemon viminalis 'Slim' - Bottlebrush

 <p>Hakea salicifolia – Willow-leaved Hakea</p>	 <p>Photinia x fraseri 'Robusta' - Photinia</p>	 <p>Rosmarinus officinalis 'Gallipoli' - Rosemary</p>
 <p>Syzygium australe 'Pinnacle' - Lilly Pilly</p>	 <p>Syzygium australe 'Tiny Trev' - Lilly Pilly</p>	 <p>Wrestringia fruticosa 'Grey Box' - Coastal Rosemary</p>
 <p>Baekea virgata 'Nana' – Dwarf Baekea</p>	 <p>Eremophila glabra 'Silver Ball' – Emu Bush</p>	 <p>Eremophila hygrophana 'Blue Bells' – Blue Emu Bush</p>

 <p>Eremophila maculata 'Valentine' – Spotted Emu Bush</p>	 <p>Grevillea 'Lady O' - Grevillea</p>	 <p>Melaleuca linariifolia 'Claret Tops' – Honey Myrtle</p>
 <p>Pityrodia terminalis – Native Foxglove</p>	 <p>Rhagodia spinescens 'Aussie Flat Bush' – Creeping Saltbush</p>	 <p>Austrostipa verticillata – Slender Bamboo Grass</p>
 <p>Dianella prunina 'Utopia' – Native Flax</p>	 <p>Doryanthes excelsa – Gynea Lily</p>	 <p>Lomandra longifolia 'Sungold' – Mat-rush</p>

 <p>Lomandra longifolia 'Tanika' – Mat-rush</p>	 <p>Patersonia occidentalis – Purple Flag</p>	 <p>Poa labillardieri – Tussock Grass</p>
 <p>Xanthorrhoea glauca – Grass Tree</p>	 <p>Banksia integrifolia 'Roller Coaster' – Coastal Banksia</p>	 <p>Brachyscome multifida – Rock Daisy</p>
 <p>Carpobrotus glaucescens – Pigface</p>	 <p>Chrysocephalum apiculatum – Common Everlasting</p>	 <p>Disphyma crassifolium 'Hot Stuff' – Round-leaved Pigface</p>

		
<p>Enchylaena tomentosa – Ruby Saltbush</p>	<p>Eremophila glabra ‘Amber Carpet’ – Tar Bush</p>	<p>Eremophila glabra ‘Kalbarri Carpet’ – Tar Bush</p>
		
<p>Gazania ‘Double Gold’ – Double Gold</p>	<p>Grevillea juniperina ‘Gold Cluster’ – Gold Cluster</p>	<p>Scaevola albida ‘Mauva Clusters’ – Fan Flower</p>



9.4.5. Quarterly Budget Review - September 2022

Attachments:	1. September 2022 QBR Report - Final [9.4.5.1 - 6 pages]
Responsible Officer:	David Walsh - Director - Corporate Services & Chief Financial Officer
Author:	Josh Hogan – Finance Manager
Community Plan Issue:	6 - Community Leadership
Community Plan Goal:	Collaborative and responsive leadership that meets the expectations and anticipates the needs of the community.
Community Plan Strategy:	6.2.1 - Maintain a strong focus on financial discipline to enable Council to properly respond to the needs of the communities it serves.

PURPOSE

During the financial year, Council is required to undertake Quarterly Budget Reviews at the end of the September, December and March quarters. The aim of these reviews is to:

- Include new and/or expanded projects and programs as adopted by Council in the budget, along with their related funding source.
- To make adjustments to original estimates in line with actual receipts and expenditures to date.

When completing Budget Reviews, staff aim to ensure that the net impact of all the proposed changes maintain the adopted budget.

OFFICER'S RECOMMENDATION

Council adopts the proposed changes in the September 2022 Quarterly Budget Review.

Moved: _____ **Seconded:** _____

BACKGROUND

Council is required by Clause 203 of the Local Government (General) Regulation 2005 to revise the estimates at the end of the September, December and March quarters.

CONSULTATION

All Managers with budget responsibility, as well as the MANEX group.

RESPONSIBLE ACCOUNTING OFFICER'S STATEMENT

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005.

It is my opinion that the Quarterly Budget Review Statement for Muswellbrook Shire Council for the quarter ended 31 December 2021 indicates that Council's projected financial position at 30/06/2022 will be satisfactory at year end, having regard to the projected estimates of income and expenditure (including identified savings) and the original budgeted income and



expenditure.

David Walsh 16/11/2022

Responsible Accounting Officer, Muswellbrook Shire Council

REPORT

Financial Performance Overview

Although most areas of revenue and expenditure are tracking in line with Budget for the year-to-date, electricity price increases and other inflationary impacts will put a lot of pressure on the budget across the organisation as we progress through the year.

In addition to these pressures, the wet weather is increasing costs in a variety of areas, while also reducing water usage across the region, which translates to lower revenue in the Water Fund.

Council teams are cognisant of the budgetary pressures and are working to identify offsets to the unfavourable variances where possible.

General Fund

General Fund break-even original budget result shows no net change in the September Quarterly Budget Review, but this is due to the introduction of major expenditure cuts across the fund to offset primarily the rising electricity costs.

September QBR revenue projections of \$45.4M show an unfavourable variance of \$339k against the original budget of \$45.7M. This is primarily due to the net effect of reduced Waste Management revenue resulting from the redirection of Upper Hunter Council waste to Scone Waste Facility, removal of the Hospitality Unit revenue, and increased RMS and investment revenue projections.

September QBR General Fund expense projections of \$45.4M show a favourable variance of \$339k against the original budget of \$45.7M due to the implementation of significant expenditure cuts to offset the combined effect of rising electricity costs and some decreased revenue.

General Fund projected electricity costs for 2022/23 are at \$651k, up \$375k from the original budget of \$276k. A large proportion of this is related to the new Aquatic Centre facilities, which, in addition to the major increase in electricity prices, have significantly higher energy requirements than the old facilities.

Council staff are investigating strategies to increase energy efficiency further and increase efficiencies in all processes across the organisation.

Water Fund

Water Fund shows a deficit of \$181k in the September QBR, an unfavourable variance against the break-even original budget. This is almost entirely due to increased electricity cost projections. Water capital works have been reduced by a corresponding amount to offset the cash impact.

Water consumption across the region is again this year trending low. The related revenue projections will be updated in the December Review.

Sewer Fund

Sewer Fund also shows a deficit (\$288k) in the September QBR, an unfavourable variance against the break-even original budget. This is almost entirely due to increased electricity cost projections. Sewer capital works have been reduced by a corresponding amount to offset the cash impact.



Future Fund

The budgeted Future Fund \$2.3M surplus shows no net change in the September QBR. The combined effect of increased electricity costs and some reductions in revenue will be offset by reducing expenditure in Materials & Contracts.

Muswellbrook Shire Council
Budget Review for the Quarter Ended - 30 September 2022
Income & Expenses - Consolidated



	ORIGINAL Budget 2022/23 (000's)	Carryovers (000's)	REVISED Budget (000's)	Recommended changes for Council Resolution (000's)	PROJECTED year end result 2022/23 (000's)	ACTUAL* YTD (000's)
Income						
<i>Rates and Annual Charges</i>	30,796	-	30,796	-	30,796	30,099
<i>User Charges and Fees</i>	20,513	-	20,513	(509)	20,004	5,612
<i>Interest and Investment Revenue</i>	510	-	510	110	620	215
<i>Other Revenues</i>	2,566	-	2,566	(110)	2,456	733
<i>Grants & Contributions - Operating</i>	7,023	270	7,293	44	7,337	1,204
<i>Internal Revenue**</i>	2,778	1,346	4,124	-	4,124	1,301
Total Income from continuing operations	64,187	1,616	65,803	(466)	65,337	39,163
Expenses						
<i>Employee costs</i>	16,792	-	16,792	(145)	16,647	5,588
<i>Materials & Contracts</i>	17,783	1,536	19,319	(939)	18,380	5,929
<i>Borrowing Costs</i>	2,227	-	2,227	-	2,227	440
<i>Depreciation</i>	15,200	-	15,200	-	15,200	4,763
<i>Overheads</i>	4,554	-	4,554	-	4,554	1,284
<i>Other Expenses</i>	5,315	80	5,395	1,088	6,483	2,566
Total Expenses from continuing operations	61,872	1,616	63,488	3	63,492	20,569
Net Operating Result from continuing operations	2,315	-	2,315	(469)	1,845	18,594
Reconciliation to Cash Budget						
Net Operating Result, excluding depreciation	17,515	-	17,515	(469)	17,046	
Minus Budget Items not Included in Income Statement:						
<i>Capital Expenditure and Purchases***</i>	17,266	32,703	49,969	(469)	49,500	
<i>Contribution from General Fund to Future Fund</i>	2,000	-	2,000	-	2,000	
<i>Loan Principal Repayments</i>	6,577	-	6,577	-	6,577	
Sub-Total	25,843	32,703	58,546	(469)	58,077	
Plus:						
<i>Grants and Contributions - Capital</i>	2,555	17,310	19,865	-	19,865	
Cash Surplus/(Deficit)	(5,772)	(15,393)	(21,166)	(0)	(21,166)	
Funded by:						
<i>Borrowings</i>	-	2,619	2,619	-	2,619	
<i>Transfers from Reserves</i>	3,772	12,775	16,547	-	16,547	
<i>General Fund Contribution to Future Fund</i>	2,000	-	2,000	-	2,000	
Sub-Total	5,772	15,393	21,166	-	21,166	
Cash Surplus (Deficit)	(0)	-	(0)	(0)	(0)	

Provisional and contingent items identified but not yet included in the figures above.

Legal liabilities associated with the Mangoola litigation (up to \$1M)
Capital project variations

Notes:

ORIGINAL Budget +/- approved budget changes in previous quarters = REVISED Budget

REVISED Budget +/- recommended changes this quarter = PROJECTED year end result

* Year to Date at 31 October 2022

** Internal Revenue includes internal recoveries and transfers from reserves

*** Water and Sewer Capital Budgets have been reduced to offset the cash aspect of the operating deficits in those Funds.

Muswellbrook Shire Council
Details of Current Council Loans



Balance at 01/07/2022	Payment Type	2019/20 Repayments	2020/21 Repayments	2021/22 Repayments	2022/23 Repayments	2023/24 Repayments	2024/25 Repayments	2025/26 Repayments	2026/27 Repayments	2027/28 Repayments	2028/29 Repayments	2029/30 Repayments	2030/31 Repayments
Water Fund													
\$1,007,297	Principal	\$310,206	\$330,160	\$351,400	\$375,624	\$280,273	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Interest	\$87,745	\$67,791	\$46,551	\$23,815	\$4,977	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total	\$397,951	\$397,951	\$397,951	\$399,439	\$285,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Fund													
\$15,619,999	Principal	\$642,256	\$677,873	\$710,385	\$743,509	\$778,430	\$816,997	\$856,300	\$780,502	\$815,416	\$850,535	\$886,347	\$922,883
	Interest	\$761,835	\$726,218	\$693,706	\$660,582	\$625,661	\$587,094	\$549,281	\$509,827	\$474,913	\$439,794	\$403,982	\$367,446
	Total	\$1,404,091	\$1,404,091	\$1,404,091	\$1,404,091	\$1,404,091	\$1,404,091	\$1,405,581	\$1,290,329	\$1,290,329	\$1,290,329	\$1,290,329	\$1,290,329
General Fund													
\$7,033,329	Principal	\$592,931	\$614,941	\$715,625	\$747,212	\$589,049	\$398,903	\$411,895	\$425,955	\$440,494	\$455,537	\$471,112	\$400,583
	Interest	\$226,943	\$245,540	\$233,183	\$201,596	\$160,992	\$145,179	\$147,540	\$133,362	\$118,758	\$103,536	\$87,667	\$59,397
	Total	\$819,874	\$860,481	\$948,808	\$948,808	\$750,041	\$544,083	\$559,435	\$559,318	\$559,252	\$559,073	\$558,780	\$459,980
Future Fund													
\$45,600,163	Principal	\$4,822,070	\$5,116,650	\$5,447,178	\$4,270,338	\$3,546,155	\$3,608,444	\$3,699,073	\$3,788,145	\$2,781,513	\$2,095,246	\$1,306,313	\$1,010,380
	Interest	\$1,196,886	\$964,183	\$839,494	\$994,087	\$999,404	\$955,814	\$892,420	\$798,502	\$442,438	\$380,663	\$336,230	\$270,629
	Total	\$6,018,956	\$6,080,833	\$6,286,672	\$5,264,425	\$4,545,559	\$4,564,258	\$4,591,493	\$4,586,647	\$3,223,952	\$2,475,910	\$1,642,544	\$1,281,009
\$69,260,789		\$8,640,872	\$8,743,355	\$9,037,522	\$8,016,763	\$6,984,940	\$6,512,431	\$6,556,509	\$6,436,294	\$5,073,533	\$4,325,312	\$3,491,652	\$3,031,318

Purpose	Original Amount	Interest Rate	Balance at 1/7/2022	2022/23 Principal Repayments	2022/23 Interest Repayments	2022/23 Total Payments	Year of Final Payment	Notes (If any)
Water - South Muswellbrook Reservoir	\$1,100,000	6.03%	\$91,947	\$91,947	\$1,109	\$93,056	2022/23	
Water - Sandy Hollow Augmentation	\$300,000	6.09%	\$25,427	\$25,426	\$325	\$25,751	2022/23	
Water - South Muswellbrook Reservoir	\$3,200,000	6.61%	\$538,522	\$258,250	\$22,382	\$280,632	2023/24	
Sewer - Mains and Pump Stations	\$1,300,000	6.50%	\$406,758	\$91,957	\$21,805	\$113,762	2025/26	
General - Widden Bridge	\$1,750,000	6.00%	\$1,159,354	\$80,322	\$65,744	\$146,066	2034/35	
General - Smiths Bridge	\$1,573,967	4.28%	\$1,180,412	\$64,304	\$48,194	\$112,498	2024/25	
General - Roads Infrastructure Backlog	\$3,000,000	5.90%	\$573,423	\$371,478	\$33,832	\$405,310	2023/24	LIFS interest rate subsidy applies
General - Olympic Park Bridge	\$1,785,000	1.45%	\$1,641,582	\$109,398	\$23,093	\$132,491	2025/26	
Future Fund	\$3,300,000	1.60%	\$2,970,000	\$165,000	\$46,310	\$211,310	2024/25	
Future Fund - Seven Hills, Campbell's Corne	\$7,980,502	4.35%	\$7,980,502	\$672,758	\$339,944	\$1,012,702	2026/27	
Future Fund - Muswellbrook Marketplace	\$13,276,500	1.20%	\$12,200,896	\$625,546	\$143,216	\$768,762	2023/24	
Future Fund - Muswellbrook Marketplace	\$5,000,000	3.43%	\$739,277	\$739,277	\$12,582	\$751,859	2022/23	
Future Fund - Muswellbrook Marketplace	\$12,500,000	2.34%	\$9,285,643	\$1,338,923	\$209,160	\$1,548,083	2024/25	
Future Fund - Donald Horne building	\$2,500,000	4.80%	\$2,500,000	\$208,834	\$117,534	\$326,368	2026/27	
Sewer - Sewer Treatment Plant	\$7,000,000	4.49%	\$6,074,062	\$263,628	\$267,344	\$530,972	2038/39	
Sewer - Sewer Treatment Plant	\$10,000,000	4.50%	\$8,428,794	\$387,925	\$371,432	\$759,357	2037/38	
Covid 19	\$2,000,000	1.77%	\$1,762,933	\$121,711	\$30,732	\$152,443	2022/23	
Throsby ACT	\$7,800,000	1.86%	\$6,976,667	\$520,000	\$125,341	\$645,341	2025/26	
TOTAL	\$85,365,969		\$64,536,199	\$6,136,684	\$1,880,079	\$8,016,763		

MUSWELLBROOK SHIRE COUNCIL

Reserves



		2022/2023 Original Budget		Carryovers	Projected Balance 30 June 2023
		Transfer to	Transfer From	Transfer From	
	\$'000's				
Externally Restricted					
General Fund					
Developer Contributions	1,299			(242)	1,057
Domestic Waste	881				881
Unexpended Grants (G)	4,098			(3,419)	679
Unexpended Loan	1,684			(1,684)	-
VPA's	3,725			(2,256)	1,469
General Fund Total	11,687			(7,601)	4,086
Water Fund					
Developer Contributions	7,671				7,671
Water	5,092			(1,100)	3,992
Water Fund Total	12,763			(1,100)	11,663
Sewer Fund					
Developer Contributions	3,520		(1,800)		1,720
Sewer	1,475			(182)	1,293
Sewer Fund Total	4,995		(1,800)	(182)	3,013
Externally Restricted Total	29,445		(1,800)	(8,883)	18,762
Internally Restricted					
Future Fund					
Future Fund	1,118				1,118
Future Fund Total	1,118				1,118
General Fund					
Asset Replacement	2,497			(417)	2,080
Carryover Works	2,917			(2,717)	200
Deposits, Retentions and Bonds	4,450				4,450
Drainage	143				143
Economic Development	1,910		(1,196)		714
Employee Leave Entitlements	1,132				1,132
Financial Assistance Grant	3,115		(3,115)		-
Insurances	33				33
Mine Affected Roads	2,353				2,353
Natural Disaster - Flood	1,000				1,000
Other	286			(114)	172
Other Legal	1,050				1,050
Plant Replacement	2,404		(350)	(793)	1,261
Risk Management	78				78
SRV	1,578			(820)	758
Stormwater	1,030				1,030
Waste Management	6,525	1,251		(1,125)	6,651
General Fund Total	32,501	1,251	(4,661)	(5,986)	23,105
Internally Restricted Total	33,619	1,251	(4,661)	(5,986)	24,223
Unrestricted					
General Fund					
Unrestricted	24				24
General Fund Total	24				24
Unrestricted Total	24				24
Total	63,088	1,251	(6,461)	(14,869)	43,009

MUSWELLBROOK SHIRE COUNCIL

Budget review for the quarter ended - 30 September 2022

Contractor	Contract detail & purpose	Contracts			
		Contract value	Commencement date	Duration of contract	Budgeted (Y/N)
Specialised Pavement Services Pty Ltd	Provision of Street Sweeping Services	\$ 195,650.00	1/07/2022	2 Years	Y
Wasger Constructions Pty Ltd	Design and Construction of Rosebrook Bridge, Wybong Road	\$ 1,110,000.00	6/07/2022	1 Year	Y

Notes

1. Minimum reporting level is 1% of estimated income from continuing operations or \$50,000 whichever is the lesser.
2. Contracts to be listed are those entered into during the quarter and have yet to be fully performed, excluding contractors that are on Council's Preferred supplier list.
3. Contracts for employment are not required to be included.
4. Where a contract for services etc was not included in the budget, an explanation is to be given (or reference made to an explanation in another Budget Review Statement).

PART B - Consultancy and Legal expenses

Budget review for the quarter ended - 30 September 2022

Consultancy and Legal expenses

Expense	Expenditure YTD	Budgeted (Y/N)
Consultancies	\$18,945.00	Y
Legal Fees	\$126,934.00	Y

Definition of consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision-making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

NOTE:

This document forms part of Muswellbrook Shire Council's Quarterly Budget Review Statement for the quarter ended 30/09/22 and should be read in conjunction with other documents in the QBRs.

September Budget Review 2022 - Operating Budget by Fund



	2022/23 YTD Actuals	2022/23 Total Budget	2022/23 Carry Overs	2022/23 Total Budget + Carryovers	2022/23 Sep QBR Change	2022/23 Sep QBR Total
General Fund						
Revenue						
Rates and Charges	(23,321,366)	(23,572,585)	-	(23,572,585)	-	(23,572,585)
User Charges and Fees	(1,874,726)	(8,316,453)	-	(8,316,453)	382,416	(7,934,036)
Other Revenues	(732,637)	(2,566,369)	-	(2,566,369)	110,274	(2,456,095)
Operating Grants and Contributions	(1,203,812)	(6,949,200)	(269,669)	(7,218,869)	(43,763)	(7,262,632)
Internal Revenue	(1,181,484)	(2,654,408)	(1,094,978)	(3,749,386)	-	(3,749,386)
Interest and Investments Revenues	(183,777)	(340,223)	-	(340,223)	(110,000)	(450,223)
Borrowed Funds	-	-	-	-	-	-
Revenue Total	(28,497,802)	(44,399,237)	(1,364,647)	(45,763,884)	338,927	(45,424,956)
Expenses						
Wages and Salaries	4,873,745	14,360,006	-	14,360,006	(120,828)	14,239,178
Materials and Contracts	4,367,495	13,411,893	1,284,647	14,696,540	(558,439)	14,138,101
Overheads	537,003	2,312,783	-	2,312,783	-	2,312,783
Other Costs	1,710,939	3,559,235	80,000	3,639,235	340,340	3,979,575
Depreciation	3,160,672	10,267,330	-	10,267,330	-	10,267,330
Borrowing Costs	44,595	487,990	-	487,990	-	487,990
Expenses Total	14,694,449	44,399,237	1,364,647	45,763,884	(338,927)	45,424,956
General Fund Total	(13,803,353)	0	-	0	-	0
Sewer Fund						
Revenue						
Rates and Charges	(4,883,691)	(5,331,108)	-	(5,331,108)	-	(5,331,108)
User Charges and Fees	(137,862)	(576,776)	-	(576,776)	-	(576,776)
Operating Grants and Contributions	-	(36,593)	-	(36,593)	-	(36,593)
Interest and Investments Revenues	(11,891)	(51,136)	-	(51,136)	-	(51,136)
Revenue Total	(5,033,444)	(5,995,613)	-	(5,995,613)	-	(5,995,613)
Expenses						
Wages and Salaries	272,219	865,658	-	865,658	-	865,658
Materials and Contracts	331,471	1,081,830	-	1,081,830	(12,932)	1,068,898
Overheads	236,032	708,099	-	708,099	-	708,099
Other Costs	222,523	451,344	-	451,344	301,384	752,728
Depreciation	709,824	2,187,940	-	2,187,940	-	2,187,940
Borrowing Costs	185,677	700,742	-	700,742	-	700,742
Expenses Total	1,957,746	5,995,613	-	5,995,613	288,452	6,284,065
Sewer Fund Total	(3,075,698)	0	-	0	288,452	288,452

September Budget Review 2022 - Operating Budget by Fund



	2022/23 YTD Actuals	2022/23 Total Budget	2022/23 Carry Overs	2022/23 Total Budget + Carryovers	2022/23 Sep QBR Change	2022/23 Sep QBR Total
Water Fund						
Revenue						
Rates and Charges	(1,893,837)	(1,891,956)	-	(1,891,956)	-	(1,891,956)
User Charges and Fees	(866,382)	(4,418,950)	-	(4,418,950)	(12,000)	(4,430,950)
Operating Grants and Contributions	-	(37,526)	-	(37,526)	-	(37,526)
Internal Revenue	-	-	(251,263)	(251,263)	-	(251,263)
Interest and Investments Revenues	(19,004)	(119,033)	-	(119,033)	-	(119,033)
Revenue Total	(2,779,223)	(6,467,465)	(251,263)	(6,718,728)	(12,000)	(6,730,728)
Expenses						
Wages and Salaries	370,822	1,324,386	-	1,324,386	(24,400)	1,299,986
Materials and Contracts	768,356	1,690,808	251,263	1,942,071	25,347	1,967,418
Overheads	345,780	1,037,348	-	1,037,348	-	1,037,348
Other Costs	111,344	366,147	-	366,147	192,066	558,213
Depreciation	631,564	1,963,310	-	1,963,310	-	1,963,310
Borrowing Costs	-	85,467	-	85,467	-	85,467
Expenses Total	2,227,866	6,467,465	251,263	6,718,728	193,013	6,911,741
Water Fund Total	(551,357)	0	-	0	181,013	181,013
Future Fund						
Revenue						
User Charges and Fees	(2,732,867)	(7,201,050)	-	(7,201,050)	139,045	(7,062,005)
Other Revenues	-	-	-	-	-	-
Internal Revenue	(120,000)	(123,600)	-	(123,600)	-	(123,600)
Revenue Total	(2,852,867)	(7,324,650)	-	(7,324,650)	139,045	(7,185,605)
Expenses						
Wages and Salaries	70,813	241,807	-	241,807	-	241,807
Materials and Contracts	461,748	1,598,627	-	1,598,627	(392,793)	1,205,834
Overheads	165,296	495,889	-	495,889	-	495,889
Other Costs	520,830	938,496	-	938,496	253,748	1,192,243
Depreciation	260,640	781,919	-	781,919	-	781,919
Borrowing Costs	209,943	953,086	-	953,086	-	953,086
Expenses Total	1,689,270	5,009,823	-	5,009,823	(139,045)	4,870,778
Future Fund Total	(1,163,597)	(2,314,827)	-	(2,314,827)	-	(2,314,827)
(Surplus)/Deficit	(18,594,005)	(2,314,827)	-	(2,314,827)	469,465	(1,845,362)

**9.4.6. Monthly Financial Report - October 2022**

Attachments:	1. Monthly Financial Reports - October 2022 [9.4.6.1 - 11 pages]
Responsible Officer:	David Walsh - Director - Corporate Services & Chief Financial Officer
Author:	Josh Hogan, Mandy Fitzgerald – Finance Manager
Community Plan Issue:	6 - Community Leadership
Community Plan Goal:	Collaborative and responsive leadership that meets the expectations and anticipates the needs of the community.
Community Plan Strategy:	6.2.1 - Maintain a strong focus on financial discipline to enable Council to properly respond to the needs of the communities it serves.

PURPOSE

To provide Council with an overview of the monthly financial performance of Council's General, Water, Sewer and Future Funds and to identify and explain any material variances against Council's approved budget at an organisational level for the month ending 31 October 2022.

OFFICER'S RECOMMENDATION

Council notes the Financial Reports for the month ending 31 October 2022.

Moved: _____ **Seconded:** _____

REPORT

Please refer to the attachment for the October 2022 details of:

- Monthly & YTD operating performance by Fund
- Project Spend
- Details of Current Loans
- Reserve Balances
- Outstanding Debtor Balances

Overview**General Fund**

- **Revenue:**
 - Waste revenue is trending low primarily due to Upper Hunter Council waste collections being directed to Scone waste facility. Reduced costs will partially offset the lower income. Revised projections will be included in the September Quarterly Budget Review.
 - Muswellbrook Aquatic Centre Kiosk and Programs revenue are tracking low compared to budget. Revised projections will be included in the September Quarterly Budget Review.



- Interest and Investment Income shows a favourable variance to budget and projections will be revised accordingly.
- **Expenses:**
 - Electricity costs have increased dramatically across all areas of Council and projections indicate an unfavourable impact of over \$1M for 22/23. This is due to the combined effect of major increases in pricing plus significant increases in electricity consumption at the new Aquatic Centre facilities. Council staff are exploring practical avenues to improve energy efficiency across the organisation as well as identify offsets in other areas. Revised projections on all expenses will be included in the September Quarterly Budget Review.

Water Fund

- User Charges show an unfavourable variance due to the timing of the billing periods. The second water billing account will be sent out at the beginning of 2023, which will indicate whether water consumption continues to remain low. Revenue projections will be adjusted accordingly.
- Water Mains (42%) and Water Treatment Materials and Contracts (45%) are trending high and will continue to be monitored.
- Electricity costs are high with budgets to be reviewed and updated as part of the September Budget Review.

Sewer

- User Charges are showing an unfavourable result due to a delay in the commissioning of the Trade Waste Septage Receptacle services.
- Sewer Treatment chemical and maintenance costs are trending high and will be monitored.
- Electricity costs are high with budgets to be reviewed and updated as part of the September Budget Review.

Future Fund

- Overall, Future Fund costs are on track against the YTD projections.
- Electricity costs are high with budgets to be reviewed and updated as part of the September Budget Review.

Capital Projects

Projects will be continually monitored to prevent unnecessary carryovers at year end and expected grant funding to be reviewed to ensure monies are received in a timely manner.

Debtors

Current balances comprise 48% of the total outstanding.

Debt recovery action was on hold due to COVID until recently but there is now a strong focus on recovering outstanding amounts. A significant proportion of the 120+ day balance is due to COVID-related deferrals on commercial property rental income, which will remain outstanding for some time.

Muswellbrook Shire Council

Financial Report - October 2022



Council Consolidated											
Account Group	Monthly Actuals	Monthly Budget	Monthly Var	Mth Var %	YTD Actuals	YTD Budget	YTD Var	YTD % Spend vs Budget	Full-Year Budget	YTD % vs FY Budget	Variance Commentary (By material exception)
	Monthly				YTD				Full Year		
Revenue											
Rates and Charges	(\$3,056)	\$2,566,304	(\$2,569,360)	-100%	\$30,098,894	\$10,265,216	\$19,833,678	193%	\$30,795,649	98%	Most of the Rates Revenue is levied and recognised at the start of the year. As a result, a favourable year-to-date result will show for much of the year. * Rates & Charges are at 98% of the FY Budget * Overall revenue is at 60% of the FY Budget.
User Charges and Fees	\$1,145,508	\$1,709,436	(\$563,928)	-33%	\$5,611,837	\$6,837,743	(\$1,225,906)	-18%	\$20,513,229	27%	
Interest and Investments Revenues	\$97,454	\$42,533	\$54,921	129%	\$214,672	\$170,131	\$44,541	26%	\$510,393	42%	
Other Revenues	\$186,206	\$213,864	(\$27,658)	-13%	\$732,637	\$855,456	(\$122,819)	-14%	\$2,566,369	29%	
Operating Grants and Contributions	\$278,056	\$607,749	(\$329,693)	-54%	\$1,216,312	\$2,430,996	(\$1,214,684)	-50%	\$7,292,987	17%	
Internal Revenue	\$295,371	\$343,687	(\$48,316)	-14%	\$1,301,484	\$1,374,750	(\$73,266)	-5%	\$4,124,249	32%	See individual funds for commentary specific to that fund
Total Revenue	\$1,999,539	\$5,483,573	(\$3,484,034)	-64%	\$39,175,836	\$21,934,291	\$17,241,545	79%	\$65,802,874	60%	
Expenses											
Wages and Salaries	\$1,701,073	\$1,399,321	(\$301,752)	-22%	\$5,589,027	\$5,597,285	\$8,258	0%	\$16,791,856	33%	Other costs are high from a YTD perspective - at 48% against FY budget. Rates and Insurances are paid at the start of the year. High Electricity charges are also included with budget adjustments to be made as part of the September Budget Review.
Materials and Contracts	\$1,653,563	\$1,609,922	(\$43,641)	-3%	\$5,929,070	\$6,439,689	\$510,619	8%	\$19,319,068	31%	
Other Costs	\$571,600	\$449,602	(\$121,998)	-27%	\$2,565,636	\$1,798,407	(\$767,229)	-43%	\$5,395,222	48%	
Borrowing Costs	\$54,390	\$185,607	\$131,217	71%	\$440,215	\$742,428	\$302,213	41%	\$2,227,285	20%	
Overheads	\$321,028	\$379,510	\$58,482	15%	\$1,284,111	\$1,518,039	\$233,928	15%	\$4,554,118	28%	
Depreciation	\$1,190,675	\$1,266,708	\$76,033	6%	\$4,762,700	\$5,066,833	\$304,133	6%	\$15,200,499	31%	See individual funds for commentary specific to that fund
Total Expenses	\$5,492,329	\$5,290,671	(\$201,658)	-4%	\$20,570,759	\$21,162,683	\$591,924	3%	\$63,488,048	33%	
Result	(\$3,492,790)	\$192,902	(\$3,685,692)		\$18,605,077	\$771,609	\$17,833,468		\$2,314,827		

Muswellbrook Shire Council

Financial Report - October 2022



General Fund											
Account Group	Monthly Actuals	Monthly Budget	Monthly Var	Mth Var %	YTD Actuals	YTD Budget	YTD Var	YTD % Spend vs FY Budget	Full-Year Budget	YTD % vs FY Budget	Variance Commentary (By material exception)
Revenue	Monthly				YTD				Full Year		
Rates and Charges	(\$1,238)	\$1,964,382	(\$1,965,620)	-100%	\$23,321,366	\$7,857,528	\$15,463,838	197%	\$23,572,585	99%	Revenue commentary will focus on material exceptions and concerns * Most of the Rates Revenue is levied and recognised at the start of the year. As a result, a favourable year-to-date result will show for much of the year.
User Charges and Fees	\$464,143	\$693,038	(\$228,895)	-33%	\$1,874,726	\$2,772,151	(\$897,425)	-32%	\$8,316,453	23%	
Interest and Investments Revenues	\$92,124	\$28,352	\$63,772	225%	\$183,777	\$113,408	\$70,369	62%	\$340,223	54%	
Other Revenues	\$186,206	\$213,864	(\$27,658)	-13%	\$732,637	\$855,456	(\$122,819)	-14%	\$2,566,369	30%	
Operating Grants and Contributions	\$278,056	\$601,572	(\$323,516)	-54%	\$1,216,312	\$2,406,290	(\$1,189,978)	-49%	\$7,218,869	17%	
Internal Revenue	\$295,371	\$312,449	(\$17,078)	-5%	\$1,181,484	\$1,249,795	(\$68,311)	-5%	\$3,749,386	33%	
Total Revenue	\$1,314,662	\$3,813,657	(\$2,498,995)	-66%	\$28,510,302	\$15,254,628	\$13,255,674	87%	\$45,763,884	63%	
Expenses											
Wages and Salaries	\$1,501,244	\$1,196,667	(\$304,577)	-25%	\$4,875,173	\$4,786,669	(\$88,504)	-2%	\$14,360,006	34%	Wages and Salaries and Materials and Contracts are on track against budget from a YTD perspective. * Other Costs show an unfavourable variance against YTD budget due to the recognition of full-year insurance premium and rates costs at the start of the year and high Electricity costs.
Materials and Contracts	\$1,160,659	\$1,224,712	\$64,053	5%	\$4,367,495	\$4,898,847	\$531,352	11%	\$14,696,540	30%	
Other Costs	\$280,604	\$303,270	\$22,666	7%	\$1,710,939	\$1,213,078	(\$497,861)	-41%	\$3,639,235	47%	
Borrowing Costs	\$17,587	\$40,666	\$23,079	57%	\$44,595	\$162,663	\$118,068	73%	\$487,990	9%	
Overheads	\$134,251	\$192,732	\$58,481	30%	\$537,003	\$770,928	\$233,925	30%	\$2,312,783	23%	
Depreciation	\$790,168	\$855,611	\$65,443	8%	\$3,160,672	\$3,422,443	\$261,771	8%	\$10,267,330	31%	
Total Expenses	\$3,884,513	\$3,813,657	(\$70,856)	-2%	\$14,695,877	\$15,254,628	\$558,751	4%	\$45,763,884	32%	
Result	(\$2,569,851)	(\$0)	(\$2,569,851)		\$13,814,425	(\$0)	\$13,814,425		(\$0)		

Muswellbrook Shire Council

Financial Report - October 2022



Water Fund											
Account Group	Monthly Actuals	Monthly Budget	Monthly Var	Mth Var %	YTD Actuals	YTD Budget	YTD Var	YTD % Spend vs FY Budget	Full-Year Budget	YTD % vs FY Budget	Variance Commentary (By material exception)
	Monthly				YTD				Full Year		
Revenue											
Rates and Charges	\$0	\$157,663	(\$157,663)	-100%	\$1,893,837	\$630,652	\$1,263,185	200%	\$1,891,956	100%	* Rates Revenue is levied and recognised at the start of the year. As a result, a favourable year-to-date result will show for much of the year. * User Charges and Fees show an unfavourable variance against YTD Budget due to the levying and recognition of this revenue in line with the billing periods throughout the year.
User Charges and Fees	\$25,673	\$368,246	(\$342,573)	-93%	\$866,382	\$1,472,983	(\$606,601)	-41%	\$4,418,950	20%	
Interest and Investments Revenues	\$1,974	\$9,919	(\$7,945)	-80%	\$19,004	\$39,678	(\$20,674)	-52%	\$119,033	16%	
Other Revenues	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	
Operating Grants and Contributions	\$0	\$3,127	(\$3,127)	-100%	\$0	\$12,509	(\$12,509)	-100%	\$37,526	0%	
Internal Revenue	\$0	\$20,939	(\$20,939)	-100%	\$0	\$83,754	(\$83,754)	-100%	\$251,263	0%	
Total Revenue	\$27,647	\$559,894	(\$532,247)	-95%	\$2,779,223	\$2,239,576	\$539,647	24%	\$6,718,728	41%	
Expenses											
Wages and Salaries	\$107,745	\$110,366	\$2,621	2%	\$370,822	\$441,462	\$70,640	16%	\$1,324,386	28%	Overall costs on track against YTD projections at 33%. * All cost categories are at or below expected levels for YTD except Materials and Contracts, that is sitting above YTD projections due to higher Water Main and Water Treatment expenses.
Materials and Contracts	\$250,508	\$161,839	(\$88,669)	-55%	\$768,356	\$647,357	(\$120,999)	-19%	\$1,942,071	40%	
Other Costs	\$66,922	\$30,512	(\$36,410)	-119%	\$111,344	\$122,049	\$10,705	9%	\$366,147	30%	
Borrowing Costs	\$0	\$7,122	\$7,122	100%	\$0	\$28,489	\$28,489	100%	\$85,467	0%	
Overheads	\$86,445	\$86,446	\$1	0%	\$345,780	\$345,783	\$3	0%	\$1,037,348	33%	
Depreciation	\$157,891	\$163,609	\$5,718	3%	\$631,564	\$654,437	\$22,873	3%	\$1,963,310	32%	
Total Expenses	\$669,511	\$559,894	(\$109,617)	-20%	\$2,227,866	\$2,239,576	\$11,710	1%	\$6,718,728	33%	
Result	(\$641,864)	(\$0)	(\$641,864)		\$551,357	(\$0)	\$551,357		(\$0)		

Muswellbrook Shire Council

Financial Report - October 2022



Sewer Fund											
Account Group	Monthly Actuals	Monthly Budget	Monthly Var	Mth Var %	YTD Actuals	YTD Budget	YTD Var	YTD % Spend vs FY Budget	Full-Year Budget	YTD % vs FY Budget	Variance Commentary (By material exception)
	Monthly				YTD				Full Year		
Revenue											
Rates and Charges	(\$1,818)	\$444,259	(\$446,077)	-100%	\$4,883,691	\$1,777,036	\$3,106,655	175%	\$5,331,108	92%	* Rates Revenue is levied and recognised at the start of the year. As a result, a favourable year-to-date result will show for much of the year. * User Charges and Fees show an unfavourable variance against YTD Budget due to the levying and recognition of this revenue in line with the billing periods throughout the year.
User Charges and Fees	\$43,062	\$48,065	(\$5,003)	-10%	\$137,862	\$192,259	(\$54,397)	-28%	\$576,776	24%	
Interest and Investments Revenues	\$3,356	\$4,261	(\$905)	-21%	\$11,891	\$17,045	(\$5,154)	-30%	\$51,136	23%	
Other Revenues	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	
Operating Grants and Contributions	\$0	\$3,049	(\$3,049)	-100%	\$0	\$12,198	(\$12,198)	-100%	\$36,593	0%	
Internal Revenue	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	
Total Revenue	\$44,600	\$499,634	(\$455,034)	-91%	\$5,033,444	\$1,998,538	\$3,034,906	152%	\$5,995,613	84%	
Expenses											
Wages and Salaries	\$73,680	\$72,138	(\$1,542)	-2%	\$272,219	\$288,553	\$16,334	6%	\$865,658	31%	Overall costs are just below YTD projections at 33%. * Other Costs show recognition of full-year insurance premium costs at the start of the year and high Electricity costs.
Materials and Contracts	\$111,704	\$90,153	(\$21,551)	-24%	\$331,471	\$360,610	\$29,139	8%	\$1,081,830	31%	
Other Costs	\$105,773	\$37,612	(\$68,161)	-181%	\$222,523	\$150,448	(\$72,075)	-48%	\$451,344	49%	
Borrowing Costs	\$22,484	\$58,395	\$35,911	61%	\$185,677	\$233,581	\$47,904	21%	\$700,742	26%	
Overheads	\$59,008	\$59,008	\$0	0%	\$236,032	\$236,033	\$1	0%	\$708,099	33%	
Depreciation	\$177,456	\$182,328	\$4,872	3%	\$709,824	\$729,313	\$19,489	3%	\$2,187,940	32%	
Total Expenses	\$550,105	\$499,634	(\$50,471)	-10%	\$1,957,746	\$1,998,538	\$40,792	2%	\$5,995,613	33%	
Result	(\$505,505)	(\$0)	(\$505,505)		\$3,075,698	(\$0)	\$3,075,698		(\$0)		

Muswellbrook Shire Council

Financial Report - October 2022



					Future Fund						
Account Group	Monthly Actuals	Monthly Budget	Monthly Var	Mth Var %	YTD Actuals	YTD Budget	YTD Var	YTD % Spend vs FY Budget	Full-Year Budget	YTD % vs FY Budget	Variance Commentary <i>(By material exception)</i>
	Monthly				YTD				Full Year		
Revenue											
Rates and Charges	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	* Overall income sits at 39%. User Charges include November rent.
User Charges and Fees	\$612,630	\$600,087	\$12,543	2%	\$2,732,867	\$2,400,350	\$332,517	14%	\$7,201,050	38%	
Interest and Investments Revenues	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	
Other Revenues	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	
Operating Grants and Contributions	\$0	\$0	\$0	0%	\$0	\$0	\$0	0%	\$0	0%	
Internal Revenue	\$0	\$10,300	(\$10,300)	-100%	\$120,000	\$41,200	\$78,800	191%	\$123,600	97%	
Total Revenue	\$612,630	\$610,387	\$2,243	0%	\$2,852,867	\$2,441,550	\$411,317	17%	\$7,324,650	39%	
Expenses											
Wages and Salaries	\$18,404	\$20,151	\$1,747	9%	\$70,813	\$80,602	\$9,789	12%	\$241,807	29%	Overall costs are on track with YTD projections - with costs at 34% against FY budget. * Other Costs show an unfavourable variance against YTD budget due to the recognition of full-year insurance premium and rates costs at the start of the year and high electricity expenses, which will be adjusted as part of the September Budget Review.
Materials and Contracts	\$130,692	\$133,219	\$2,527	2%	\$461,748	\$532,876	\$71,128	13%	\$1,598,627	29%	
Other Costs	\$118,301	\$78,208	(\$40,093)	-51%	\$520,830	\$312,832	(\$207,998)	-66%	\$938,496	55%	
Borrowing Costs	\$14,319	\$79,424	\$65,105	82%	\$209,943	\$317,695	\$107,752	34%	\$953,086	22%	
Overheads	\$41,324	\$41,324	\$0	0%	\$165,296	\$165,296	\$0	0%	\$495,889	33%	
Depreciation	\$65,160	\$65,160	(\$0)	0%	\$260,640	\$260,640	(\$0)	0%	\$781,919	33%	
Total Expenses	\$388,200	\$417,485	\$29,285	7%	\$1,689,270	\$1,669,941	(\$19,329)	-1%	\$5,009,823	34%	
Result	\$224,430	\$192,902	\$31,528		\$1,163,597	\$771,609	\$391,988		\$2,314,827		

Muswellbrook Shire Council

Financial Report - October 2022
Capital Costs (Incl. Loan Repayments & excl. Revenue)



	YTD Actuals	Carry Overs	Total Budget	YTD % Spend	Over Budget	Comments
General Fund Projects						
Planning, Community and Corporate Services Projects						
Adventure Playground - Wollombi Road	-	480,000	480,000	0%		
Aquatic Centres program	40,221	-	110,000	37%		
Art Acquisitions	1,200	-	70,000	2%		
Buildings New and Replacement	33,004	1,009,696	1,562,566	2%		
Bushfire Assets	10,598	591,239	591,239	2%		
Capital Works Contingency	-	-	100,000	0%		
CBD Stage 7 (Town Centre)	1,254,254	1,000,345	1,630,345	77%		
Civic Precinct (Town Square)	999,815	2,762,782	3,404,981	29%		
Contribution to Future Fund	-	-	880,000	0%		
COVID 19	60,587	-	121,711	50%		
Denman Childrens Centre - Expansion	47,224	521,402	521,402	9%		
Denman Heritage Village	123,609	876,394	1,809,525	7%		
Denman Netball Courts	-	206,286	311,451	0%		
Future Fund Contribution	-	-	1,120,000	0%		
General Design Program	8,075	25,707	25,707	31%		
General Projects - Loans	-	-	149,999	0%		
Hunter Beach	396,665	3,128,232	3,128,232	13%		
Information Technology Strategy	27,077	-	200,000	14%		
Investigation and Design - Aquatic Centre	32,029	151,553	151,553	21%		
Karoola Park Citizens Walk Pathway	12,778	30,000	30,000	43%		
Library Books General Capital Purchases	14,110	25,225	83,725	17%		
Library Subsidy Projects	13,239	65,649	65,649	20%		
Local Priority Grant	-	51,240	62,240	0%		
Major Landcare Projects	37,986	46,286	171,286	22%		
Mbk and Dnm Indoor Sports Centre Upgrades	-	261,462	261,462	0%		
MSC Depot	1,200	-	200,000	1%		
Muscle Creek Nature Trail and Revegetation	37,739	140,238	140,238	27%		
Olympic Park Project	66,234	2,909,650	3,409,650	2%		
Performance and Convention Centre	29,875	5,581,007	6,208,018	0%		
Companion Animal Impounding Facility	557,884	1,206,134	1,206,134	46%		
Recreation Capital Works	54,863	274,879	769,879	7%		
Renewable Energy Target Works	-	-	250,000	0%		
Sport and Rereation Small Capital Grants	-	-	25,000	0%		
Total Planning, Community and Corporate Services	3,860,266	21,345,406	29,251,992	13%		

Muswellbrook Shire Council

Financial Report - October 2022
Capital Costs (Incl. Loan Repayments & excl. Revenue)



	YTD Actuals	Carry Overs	Total Budget	YTD % Spend	Over Budget	Comments
Roads and Drainage Projects						
Bridge St Footpath	15,871	-	64,304	25%		
Bridges Renewal program	4,910	42,281	42,281	12%		
Carpark Renewal program	-	93,143	93,143	0%		
CPTIGS - Bus Shelter	-	48,400	278,400	0%		
Developer Coordinated Works program	-	-	-	0%		
Drainage	-	300,000	615,188	0%		
Drainage Devices program	-	-	150,000	0%		
Drainage Channel - Lorne Street	13,624	711,573	711,573	2%		
Emulsion Tank	-	-	-	0%		
Flood Warning Systems	-	-	50,000	0%		
Footpath and Cycleway Renewal program	22,164	-	150,000	15%		
Heavy Patching program	118,856	-	500,000	24%		
Ironbark Road Footpath	-	-	-	0%		
Kerb and Gutter Replacement program	150,000	-	150,000	100%		
Kirk and Peberdy Bridges	-	-	80,322	0%		
Large Plant Items	72,755	1,170,000	1,680,000	4%		
Leachate Dam	7,152	482,980	482,980	1%		
LED Fire Danger Warning Signs (BSBR)	-	152,304	152,304	0%		
LISF - Roads Infrastructure Backlog	91,378	-	371,478	25%		
Mangoola Road Upgrade	-	-	-	0%		
Natural Disaster - ARGN 987	235,972	-	410,891	57%		
Natural Disaster Event - Baerami Creek Causeway	-	-	-	0%		
Natural Disaster Event - Widden Creek Bank	-	-	-	0%		
New Footpath and Cycleway program	-	-	250,000	0%		
Oakleigh Bridge Replacement (BSBR)	-	543,988	543,988	0%		
Purchase of Vehicles	72,607	92,558	342,558	21%		
Regional Road Renewal program	9,909	-	307,000	3%		
Replace Failed Fence	-	-	-	0%		
Resources for Regions - Mine Affected Roads	-	-	-	0%		
Resources for Regions - Round 5	1,359,091	2,425,459	2,425,459	56%		
Resources for Regions - Round 6	183,435	521,282	521,282	35%		
Resources for Regions Road Program	-	-	-	0%		
Road Design Program	-	-	-	0%		
Road Resealing program	78,945	92,655	892,655	9%		
Roads Capital Contingency	-	-	100,000	0%		
Roads to Recovery Program	-	-	577,898	0%		
Road Safety Program-School Zone	160,376	213,498	213,498	75%		
Rosebrook Bridge	-	1,543,391	1,543,391	0%		
Rosemount Road Culvert	-	-	-	0%		
Rural Road Pavement and Rehabilitation	-	-	-	0%		
Rural Road Regravelling Program	103,846	-	329,628	32%		
Rural Road Renewal program	-	-	-	0%		
Safety Audit Ridgeland Road	-	-	-	0%		
Safety Device Renewal program	-	73,120	193,120	0%		
Sandy Creek Road Curve Improvement	-	167,484	167,484	0%		
Sandy Hollow Village Centre	-	-	-	0%		
Transport Vehicles	29,657	52,258	152,258	19%		
Urban Road Renewal Program	-	-	372,000	0%		
Waste Management Facility	-	-	-	0%		
Widden Creek Bank	4,711	223,569	223,569	2%		
Widden Valley Road Pavement Rehab	-	-	-	0%		
Wilkinson Bridge	36,289	-	109,398	33%		
Yarrawa Road (Fixing Local Roads)	452,391	1,027,801	1,027,801	44%		
Total Roads and Drainage	3,223,939	9,977,744	16,275,851	20%		
Total General Fund	7,084,205	31,323,150	45,527,843	16%		

Muswellbrook Shire Council

Financial Report - October 2022
Capital Costs (Incl. Loan Repayments & excl. Revenue)



	YTD Actuals	Carry Overs	Total Budget	YTD % Spend	Over Budget	Comments
Future Fund Projects						
111 Brook Street Mbk Purchase	-	-	-	0%		
Bakery Set Up	-	-	-	0%		
Donald Horne Building	-	-	150,000	0%		
Marketplace	1,615,538	-	3,768,747	43%		
Marketplace Air Conditioning	-	-	-	0%		
Renewal of Existing Assets/New Acquisitions	200,693	-	657,999	31%		
Throsby ACT	173,333	-	520,000	33%		
Town Education Centre 2	580,613	580,613	580,613	100%		
Upgrade of Loxton House	272,335	-	275,000	99%		
Total Future Fund	2,842,512	580,613	5,952,359	48%		
Sewer Fund						
Access & Security Improvements RWTW	134,689	100,466	155,466	87%		
Asset Management Planning	-	-	-	0%		
Denman Treatment Plant Upgrade	-	-	-	0%		
Mains Renewal and Replacement	33,081	-	589,431	6%		
Muswellbrook Recycle Water Treatment Project	-	-	-	0%		
Operations Contingency Project	12,288	-	150,000	8%		
Sewer Plant and Equipment	-	-	-	0%		
Solar Array	14,346	-	1,800,000	1%		
System Plant Asset Renewals	150,356	-	650,000	23%		
Transportation System Improvement	37,576	81,939	81,939	46%		
Loan - Sewer RWTW	181,152	-	651,553	28%		
Skellatar Main	-	-	91,957	0%		
Total Sewer Fund	563,488	182,405	4,170,346	14%		
Water Fund						
Asbestos, Earthworks, Security	102,781	-	155,000	66%		
Depot - Investigation and Design	-	-	-	0%		
Laboratory Equipment	-	-	-	0%		
Mains Renewal and Replacement	581,810	448,278	748,278	78%		
Office Upgrade	-	-	-	0%		
Operations Contingency Project	22,762	-	117,686	19%		
Replacement of Water Meters program	15,456	-	65,000	24%		
Sandy Hollow Augmentation	-	-	25,427	0%		
South Muswellbrook Reservoir	-	-	350,197	0%		
System Plant Asset Renewals	128,556	191,376	891,376	14%		
Upgrade Fluoride Dosing System WTP	25,619	346,461	346,461	7%		
Vehicle Replacement	-	-	-	0%		
Vehicle-Equipment Replacement	-	78,684	78,684	0%		
Water Fund Environmental Grants	-	-	-	0%		
Water Stop Valve Replacement	28,418	35,627	285,627	10%		
Total Water Fund	905,402	1,100,426	3,063,736	30%		
Consolidated Total	11,395,607	33,186,594	58,714,284	19%		

Details of Current Council Loans



Balance at 30/06/2021	Payment Type	2019/20 Repayments	2020/21 Repayments	2021/22 Repayments	2022/23 Repayments	2023/24 Repayments	2024/25 Repayments	2025/26 Repayments	2026/27 Repayments	2027/28 Repayments	2028/29 Repayments	2029/30 Repayments	2030/31 Repayments
Water Fund													
\$1,007,297	Principal	\$310,206	\$330,160	\$351,400	\$375,624	\$280,273	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Interest	\$87,745	\$67,791	\$46,551	\$23,815	\$4,977	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total	\$397,951	\$397,951	\$397,951	\$399,439	\$285,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Fund													
\$15,619,999	Principal	\$642,256	\$677,873	\$710,385	\$743,509	\$778,430	\$816,997	\$856,300	\$780,502	\$815,416	\$850,535	\$886,347	\$922,883
	Interest	\$761,835	\$726,218	\$693,706	\$660,582	\$625,661	\$587,094	\$549,281	\$509,827	\$474,913	\$439,794	\$403,982	\$367,446
	Total	\$1,404,091	\$1,404,091	\$1,404,091	\$1,404,091	\$1,404,091	\$1,404,091	\$1,405,581	\$1,290,329	\$1,290,329	\$1,290,329	\$1,290,329	\$1,290,329
General Fund													
\$7,033,329	Principal	\$592,931	\$614,941	\$715,625	\$747,212	\$589,049	\$398,903	\$411,895	\$425,955	\$440,494	\$455,537	\$471,112	\$400,583
	Interest	\$226,943	\$245,540	\$233,183	\$201,596	\$160,992	\$145,179	\$147,540	\$133,362	\$118,758	\$103,536	\$87,667	\$59,397
	Total	\$819,874	\$860,481	\$948,808	\$948,808	\$750,041	\$544,083	\$559,435	\$559,318	\$559,252	\$559,073	\$558,780	\$459,980
Future Fund													
\$45,600,163	Principal	\$4,822,070	\$5,116,650	\$5,447,178	\$4,270,338	\$3,546,155	\$3,608,444	\$3,699,073	\$3,788,145	\$2,781,513	\$2,095,246	\$1,306,313	\$1,010,380
	Interest	\$1,196,886	\$964,183	\$839,494	\$994,087	\$999,404	\$955,814	\$892,420	\$798,502	\$442,438	\$380,663	\$336,230	\$270,629
	Total	\$6,018,956	\$6,080,833	\$6,286,672	\$5,264,425	\$4,545,559	\$4,564,258	\$4,591,493	\$4,586,647	\$3,223,952	\$2,475,910	\$1,642,544	\$1,281,009
\$69,260,789		\$8,640,872	\$8,743,355	\$9,037,522	\$8,016,763	\$6,984,940	\$6,512,431	\$6,556,509	\$6,436,294	\$5,073,533	\$4,325,312	\$3,491,652	\$3,031,318

Purpose	Original Amount	Interest Rate	Balance at 30/06/2022	2022/23 Principal Repayments	2022/23 Interest Repayments	2022/23 Total Payments	Year of Final Payment	Notes (if any)
Water - South Muswellbrook Reservoir	\$1,100,000	6.03%	\$91,947	\$91,947	\$1,109	\$93,056	2022/23	
Water - Sandy Hollow Augmentation	\$300,000	6.09%	\$25,427	\$25,426	\$325	\$25,751	2022/23	
Water - South Muswellbrook Reservoir	\$3,200,000	6.61%	\$538,522	\$258,250	\$22,382	\$280,632	2023/24	
Sewer - Mains and Pump Stations	\$1,300,000	6.50%	\$406,758	\$91,957	\$21,805	\$113,762	2025/26	
General - Widden Bridge	\$1,750,000	6.00%	\$1,159,354	\$80,322	\$65,744	\$146,066	2034/35	
General - Smiths Bridge	\$1,573,967	4.28%	\$1,180,412	\$64,304	\$48,194	\$112,498	2024/25	
General - Roads Infrastructure Backlog	\$3,000,000	5.90%	\$573,423	\$371,478	\$33,832	\$405,310	2023/24	LIFS interest rate subsidy applies
General - Olympic Park Bridge	\$1,785,000	1.45%	\$1,641,582	\$109,398	\$23,093	\$132,491	2025/26	
Future Fund	\$3,300,000	1.60%	\$2,970,000	\$165,000	\$46,310	\$211,310	2024/25	
Future Fund - Seven Hills, Campbell's Corn	\$7,980,502	4.35%	\$7,980,502	\$672,758	\$339,944	\$1,012,702	2026/27	
Future Fund - Muswellbrook Marketplace	\$13,276,500	1.20%	\$12,200,896	\$625,546	\$143,216	\$768,762	2023/24	
Future Fund - Muswellbrook Marketplace	\$5,000,000	3.43%	\$739,277	\$739,277	\$12,582	\$751,859	2022/23	
Future Fund - Muswellbrook Marketplace	\$12,500,000	2.34%	\$9,285,643	\$1,338,923	\$209,160	\$1,548,083	2024/25	
Future Fund - Donald Horne building	\$2,500,000	4.80%	\$2,500,000	\$208,834	\$117,534	\$326,368	2026/27	
Sewer - Sewer Treatment Plant	\$7,000,000	4.49%	\$6,074,062	\$263,628	\$267,344	\$530,972	2038/39	
Sewer - Sewer Treatment Plant	\$10,000,000	4.50%	\$8,428,794	\$387,925	\$371,432	\$759,357	2037/38	
Covid 19	\$2,000,000	1.77%	\$1,762,933	\$121,711	\$30,732	\$152,443	2022/23	
Throsby ACT	\$7,800,000	1.86%	\$6,976,667	\$520,000	\$125,341	\$645,341	2025/26	
TOTAL	\$85,365,969		\$64,536,199	\$6,136,684	\$1,880,079	\$8,016,763		

Reserves



		2022/2023 Original Budget		Carryovers	
	Balance as at 1 July 2022	Transfer to	Transfer From	Transfer From	Projected Balance 30 June 2023
\$'000's					
Externally Restricted					
General Fund					
Developer Contributions	1,299			(242)	1,057
Domestic Waste	881				881
Unexpended Grants (G)	4,098			(3,419)	679
Unexpended Loan	1,684			(1,684)	-
VPAs	3,725			(2,256)	1,469
General Fund Total	11,687			(7,601)	4,086
Water Fund					
Developer Contributions	7,671				7,671
Water	5,092			(1,100)	3,992
Water Fund Total	12,763			(1,100)	11,663
Sewer Fund					
Developer Contributions	3,520		(1,800)		1,720
Sewer	1,475			(182)	1,293
Sewer Fund Total	4,995		(1,800)	(182)	3,013
Externally Restricted Total	29,445		(1,800)	(8,883)	18,762
Internally Restricted					
Future Fund					
Future Fund	1,118				1,118
Future Fund Total	1,118				1,118
General Fund					
Asset Replacement	2,497			(417)	2,080
Carryover Works	2,917			(2,717)	200
Deposits, Retentions and Bonds	4,450				4,450
Drainage	143				143
Economic Development	1,910		(1,196)		714
Employee Leave Entitlements	1,132				1,132
Financial Assistance Grant	3,115		(3,115)		-
Insurances	33				33
Mine Affected Roads	2,353				2,353
Natural Disaster - Flood	1,000				1,000
Other	286			(114)	172
Other Legal	1,050				1,050
Plant Replacement	2,404		(350)	(793)	1,261
Risk Management	78				78
SRV	1,578			(820)	758
Stormwater	1,030				1,030
Waste Management	6,525	1,251		(1,125)	6,651
General Fund Total	32,501	1,251	(4,661)	(5,986)	23,105
Internally Restricted Total	33,619	1,251	(4,661)	(5,986)	24,223
Unrestricted					
General Fund					
Unrestricted	24				24
General Fund Total	24				24
Unrestricted Total	24				24
Total	63,088	1,251	(6,461)	(14,869)	43,009



Debtor Balances as at 31 October 2022

Account	120 days	90 days	60 days	30 days	Current	Balance
Waste Depot Charges	\$34,458	\$0	\$3,016	\$13,748	\$213,448	\$264,669
Inspection Fees	\$13,443	\$0	\$0	\$0	\$0	\$13,443
Sam Adams College Rent	\$0	\$0	\$0	\$0	\$0	\$0
Council Properties - Future Fund *	\$192,064	\$38,105	\$108,596	\$104,154	\$149,791	\$592,709
Council Properties - Marketplace *	\$425,479	\$0	\$608	\$5,302	\$76,867	\$508,257
Council Properties - Education Fund	\$0	\$923	\$208	\$11,453	\$11,592	\$24,176
Recreation	\$0	\$82	\$0	\$78	\$4,608	\$4,768
Sundries	\$364,164	\$728	\$2,929	\$1,769	\$848,308	\$1,217,899
Water Tanker Sales	\$411	\$14	\$168	\$590	\$15,890	\$17,072
Trade Waste Charges	\$684	\$0	\$0	\$0	\$0	\$684
Muswellbrook Sewer	\$62,853	\$0	\$0	\$72,133	\$37,114	\$172,100
GST Tax Debtor	\$0	\$0	\$0	\$0	\$10,990	\$10,991
TOTAL	\$1,093,555	\$39,852	\$115,526	\$209,226	\$1,368,609	\$2,826,770

* Includes deferrals.

**9.4.7. Report on Investments Held as at 31 October 2022****Attachments:**

1. Portfolio Valuation Report - 31 October 2022 [9.4.7.1 - 5 pages]
2. Trading Limit Report - 31 October 2022 [9.4.7.2 - 8 pages]

Responsible Officer:

David Walsh - Director - Corporate Services & Chief Financial Officer

Author:

Mandy Fitzgerald, Josh Hogan – Senior Financial Accountant

Community Plan Issue:

6 - Community Leadership

Community Plan Goal:

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

Community Plan Strategy:

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

PURPOSE

To present the list of financial investments currently held by Council in accordance with the Regulation.

OFFICER'S RECOMMENDATION

Council notes the Council's Investments as at 31 October 2022.

Moved: _____ **Seconded:** _____

REPORT

Clause 212 (1) of the Local Government (General) Regulation 2005, requires details of funds invested, as at the end of the preceding month, to be reported to an ordinary meeting of Council.

Funds invested under Section 625 of the Local Government Act, as at 31 October 2022 are shown in the attachments.

COMMENT:

As at 31 October 2022, Council held \$62.75M in cash and investments with a weighted running yield is 3.11% for the month.

The Responsible Accounting Officer certifies that the investments listed have been made in accordance with the Act, the Regulations and Council's Investment Policy. This includes investments that have been made in accordance with Minister's Orders that have been subsequently amended. "Grandfathering" provisions still allow the holding of these investments. A detailed list of investments is attached.

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										
Westpac Bus Prem At Call		5,999,137.93	1.00000000	5,999,137.93	100.000	0.000	5,999,137.93	9.56%	0.34%	
Westpac Muswellbrook Trading Acct At Call		100,000.00	1.00000000	100,000.00	100.000	0.000	100,000.00	0.16%	0.34%	
		6,099,137.93		6,099,137.93			6,099,137.93	9.71%		0.34%
Fixed Rate Bond										
BENAU 1.7 06 Sep 2024 Fixed	AU3CB0266377	2,500,000.00	1.00000000	2,500,000.00	94.460	0.258	2,367,950.00	3.77%	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	0.416	2,008,320.00	3.20%	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	0.416	1,506,240.00	2.40%	1.10%	
SunBank 1.85 30 Jul 2024 Fixed	AU3CB0265403	2,000,000.00	1.00000000	2,000,000.00	95.273	0.468	1,914,820.00	3.05%	1.80%	
		8,000,000.00		8,000,000.00			7,797,330.00	12.42%		1.46%
Floating Rate Note										
Auswide 0.75 07 Nov 2022 FRN	AU3FN0057345	1,000,000.00	1.00000000	1,000,000.00	99.996	0.692	1,006,880.00	1.60%	3.01%	
Auswide 1.05 17 Mar 2023 FRN	AU3FN0053567	2,000,000.00	1.00000000	2,000,000.00	100.148	0.448	2,011,920.00	3.20%	3.89%	
Auswide 0.6 22 Mar 2024 FRN	AU3FN0059317	1,500,000.00	1.00000000	1,500,000.00	99.692	0.343	1,500,525.00	2.39%	3.51%	
BOQ 1.05 03 Feb 2023 FRN	AU3FN0040549	500,000.00	1.00000000	500,000.00	100.109	0.787	504,480.00	0.80%	3.23%	
BOQ 1.03 18 Jul 2024 FRN	AU3FN0049094	1,000,000.00	1.00000000	1,000,000.00	100.024	0.141	1,001,650.00	1.60%	3.96%	
BOQ 1.1 30 Oct 2024 FRN	AU3FN0051272	500,000.00	1.00000000	500,000.00	100.057	0.000	500,285.00	0.80%	4.18%	
BENAU 1.05 25 Jan 2023 FRN	AU3FN0040523	500,000.00	1.00000000	500,000.00	100.091	0.067	500,790.00	0.80%	4.08%	
MACQ 0.48 09 Dec 2025 FRN	AU3FN0057709	3,000,000.00	1.00000000	3,000,000.00	98.221	0.440	2,959,830.00	4.71%	3.09%	
RACB 0.93 24 Feb 2023 FRN	AU3FN0053146	1,000,000.00	1.00000000	1,000,000.00	100.037	0.619	1,006,560.00	1.60%	3.32%	
MYS 0.65 16 Jun 2025 FRN	AU3FN0061024	3,000,000.00	1.00000000	3,000,000.00	99.110	0.426	2,986,080.00	4.76%	3.45%	
NAB 0.93 26 Sep 2023 FRN	AU3FN0044996	2,000,000.00	1.00000000	2,000,000.00	100.396	0.375	2,015,420.00	3.21%	3.93%	
NPBS 1.4 06 Feb 2023 FRN	AU3FN0040606	500,000.00	1.00000000	500,000.00	100.176	0.841	505,085.00	0.80%	3.60%	
NPBS 1.12 04 Feb 2025 FRN	AU3FN0052627	5,500,000.00	1.00000000	5,500,000.00	99.783	0.795	5,531,790.00	8.81%	3.30%	
Qld Police 1.15 06 Dec 2022 FRN	AU3FN0052072	2,000,000.00	1.00000000	2,000,000.00	100.008	0.558	2,011,320.00	3.20%	3.70%	
Qld Police 0.75 22 Mar 2024 FRN	AU3FN0059416	1,500,000.00	1.00000000	1,500,000.00	99.453	0.381	1,497,510.00	2.39%	3.66%	
UBS Aust 1.05 21 Nov 2022 FRN	AU3FN0054151	1,000,000.00	1.00000000	1,000,000.00	100.008	0.652	1,006,600.00	1.60%	3.40%	
UBS Aust 0.87 30 Jul 2025 FRN	AU3FN0055307	1,650,000.00	1.00000000	1,650,000.00	99.581	0.000	1,643,086.50	2.62%	3.89%	
		28,150,000.00		28,150,000.00			28,189,811.50	44.90%		3.51%
Term Deposit										
AMP 1 30 Nov 2022 365DAY TD		1,000,000.00	1.00000000	1,000,000.00	100.000	0.918	1,009,178.08	1.61%	1.00%	
AMP 4.2 15 Jun 2023 365DAY TD		4,000,000.00	1.00000000	4,000,000.00	100.000	1.588	4,063,517.80	6.47%	4.20%	
AMP 4.45 21 Jul 2023 365DAY TD		1,250,000.00	1.00000000	1,250,000.00	100.000	1.244	1,265,544.53	2.02%	4.45%	
AUBANK 4.2 01 Aug 2023 386DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	1.289	5,064,438.35	8.07%	4.20%	
BOQ 4 21 Jul 2023 365DAY TD		1,250,000.00	1.00000000	1,250,000.00	100.000	1.118	1,263,972.60	2.01%	4.00%	
JUDO 4.25 10 Jan 2024 457DAY TD		4,000,000.00	1.00000000	4,000,000.00	100.000	0.245	4,009,780.84	6.39%	4.25%	

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
NAB 4.05 13 Sep 2023 365DAY TD		4,000,000.00	1.00000000	4,000,000.00	100.000	0.533	4,021,304.12	6.40%	4.05%	
		20,500,000.00		20,500,000.00			20,697,736.32	32.97%		4.03%
Fixed Interest Total		62,749,137.93		62,749,137.93			62,784,015.75	100.00%		3.11%

Section 2: FI Portfolio Valuation With Associated Latest Deal Information

Fixed Interest Security	ISIN	Latest FI Deal Settlement Date	WAL / Maturity Date Interim	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Market Value	% Total Value	Latest FI Deal Code	Notes of Latest FI Deal
At Call Deposit												
Westpac Bus Prem At Call		31 Oct 2022	31 Dec 2020	5,999,137.93	1.00000000	5,999,137.93	100.000	0.000	5,999,137.93	9.56%	LC157286	
Westpac Muswellbrook Trading Acct At Call		31 Oct 2018	31 Dec 2020	100,000.00	1.00000000	100,000.00	100.000	0.000	100,000.00	0.16%	LC64506	
				6,099,137.93		6,099,137.93			6,099,137.93	9.71%		
Fixed Rate Bond												
BENAU 1.7 06 Sep 2024 Fixed	AU3CB0266377	9 Jun 2020	6 Sep 2024	2,500,000.00	1.00000000	2,500,000.00	94.460	0.258	2,367,950.00	3.77%	LC88979	
NTTC 1.1 15 Dec 2025 - Issued 31 August 2021 - Muswellbrook Council Fixed		31 Aug 2021	15 Dec 2025	2,000,000.00	1.00000000	2,000,000.00	100.000	0.416	2,008,320.00	3.20%	LC111825	
NTTC 1.1 15 Dec 2025 - Issued 6 September 2021 - Muswellbrook Council Fixed		6 Sep 2021	15 Dec 2025	1,500,000.00	1.00000000	1,500,000.00	100.000	0.416	1,506,240.00	2.40%	LC112238	
SunBank 1.85 30 Jul 2024 Fixed	AU3CB0265403	29 Sep 2021	30 Jul 2024	2,000,000.00	1.00000000	2,000,000.00	95.273	0.468	1,914,820.00	3.05%	LC112956	
				8,000,000.00		8,000,000.00			7,797,330.00	12.42%		
Floating Rate Note												
Auswide 0.75 07 Nov 2022 FRN	AU3FN0057345	6 Nov 2020	7 Nov 2022	1,000,000.00	1.00000000	1,000,000.00	99.996	0.692	1,006,880.00	1.60%	LC96479	
Auswide 1.05 17 Mar 2023 FRN	AU3FN0053567	17 Mar 2020	17 Mar 2023	2,000,000.00	1.00000000	2,000,000.00	100.148	0.448	2,011,920.00	3.20%	LC84611	
Auswide 0.6 22 Mar 2024 FRN	AU3FN0059317	22 Mar 2021	22 Mar 2024	1,500,000.00	1.00000000	1,500,000.00	99.692	0.343	1,500,525.00	2.39%	LC103798	
BOQ 1.05 03 Feb 2023 FRN	AU3FN0040549	5 Feb 2018	3 Feb 2023	500,000.00	1.00000000	500,000.00	100.109	0.787	504,480.00	0.80%	LX55025	
BOQ 1.03 18 Jul 2024 FRN	AU3FN0049094	18 Jul 2019	18 Jul 2024	1,000,000.00	1.00000000	1,000,000.00	100.024	0.141	1,001,650.00	1.60%	LC74377	
BOQ 1.1 30 Oct 2024 FRN	AU3FN0051272	2 Jun 2020	30 Oct 2024	500,000.00	1.00000000	500,000.00	100.057	0.000	500,285.00	0.80%	LX88585	
BENAU 1.05 25 Jan 2023 FRN	AU3FN0040523	25 Jan 2018	25 Jan 2023	500,000.00	1.00000000	500,000.00	100.091	0.067	500,790.00	0.80%	LX54945	
MACQ 0.48 09 Dec 2025 FRN	AU3FN0057709	8 Mar 2021	9 Dec 2025	3,000,000.00	1.00000000	3,000,000.00	98.221	0.440	2,959,830.00	4.71%	LC103387	
RACB 0.93 24 Feb 2023 FRN	AU3FN0053146	24 Feb 2020	24 Feb 2023	1,000,000.00	1.00000000	1,000,000.00	100.037	0.619	1,006,560.00	1.60%	LX83602	
MYS 0.65 16 Jun 2025 FRN	AU3FN0061024	16 Jun 2021	16 Jun 2025	3,000,000.00	1.00000000	3,000,000.00	99.110	0.426	2,986,080.00	4.76%	LC107737	
NAB 0.93 26 Sep 2023 FRN	AU3FN0044996	18 Mar 2020	26 Sep 2023	2,000,000.00	1.00000000	2,000,000.00	100.396	0.375	2,015,420.00	3.21%	LX84919	
NPBS 1.4 06 Feb 2023 FRN	AU3FN0040606	21 Nov 2019	6 Feb 2023	500,000.00	1.00000000	500,000.00	100.176	0.841	505,085.00	0.80%	LC79854	
NPBS 1.12 04 Feb 2025 FRN	AU3FN0052627	12 Oct 2022	4 Feb 2025	5,500,000.00	1.00000000	5,500,000.00	99.783	0.795	5,531,790.00	8.81%	LC155163	
Qld Police 1.15 06 Dec 2022 FRN	AU3FN0052072	6 Dec 2019	6 Dec 2022	2,000,000.00	1.00000000	2,000,000.00	100.008	0.558	2,011,320.00	3.20%	LC80115	
Qld Police 0.75 22 Mar 2024 FRN	AU3FN0059416	22 Mar 2021	22 Mar 2024	1,500,000.00	1.00000000	1,500,000.00	99.453	0.381	1,497,510.00	2.39%	LC103942	
UBS Aust 1.05 21 Nov 2022 FRN	AU3FN0054151	21 May 2020	21 Nov 2022	1,000,000.00	1.00000000	1,000,000.00	100.008	0.652	1,006,600.00	1.60%	LC87861	
UBS Aust 0.87 30 Jul 2025 FRN	AU3FN0055307	10 Mar 2021	30 Jul 2025	1,650,000.00	1.00000000	1,650,000.00	99.581	0.000	1,643,086.50	2.62%	LC103504	
				28,150,000.00		28,150,000.00			28,189,811.50	44.90%		
Term Deposit												
AMP 1 30 Nov 2022 365DAY TD		30 Nov 2021	30 Nov 2022	1,000,000.00	1.00000000	1,000,000.00	100.000	0.918	1,009,178.08	1.61%	LC115777	
AMP 4.2 15 Jun 2023 365DAY TD		15 Jun 2022	15 Jun 2023	4,000,000.00	1.00000000	4,000,000.00	100.000	1.588	4,063,517.80	6.47%	LC145780	
AMP 4.45 21 Jul 2023 365DAY TD		21 Jul 2022	21 Jul 2023	1,250,000.00	1.00000000	1,250,000.00	100.000	1.244	1,265,544.53	2.02%	LC147777	
AUBANK 4.2 01 Aug 2023 386DAY TD		11 Jul 2022	1 Aug 2023	5,000,000.00	1.00000000	5,000,000.00	100.000	1.289	5,064,438.35	8.07%	LC147411	

Fixed Interest Security	ISIN	Latest FI Deal Settlement Date	WAL / Maturity Date Interim	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Market Value	% Total Value	Latest FI Deal Code	Notes of Latest FI Deal
BOQ 4 21 Jul 2023 365DAY TD		21 Jul 2022	21 Jul 2023	1,250,000.00	1.00000000	1,250,000.00	100.000	1.118	1,263,972.60	2.01%	LX147775	
JUDO 4.25 10 Jan 2024 457DAY TD		10 Oct 2022	10 Jan 2024	4,000,000.00	1.00000000	4,000,000.00	100.000	0.245	4,009,780.84	6.39%	LC155160	
NAB 4.05 13 Sep 2023 365DAY TD		13 Sep 2022	13 Sep 2023	4,000,000.00	1.00000000	4,000,000.00	100.000	0.533	4,021,304.12	6.40%	LX153816	
				20,500,000.00		20,500,000.00			20,697,736.32	32.97%		
Fixed Interest Total				62,749,137.93		62,749,137.93			62,784,015.75	100.00%		

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

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 (\$)
AMP Bank Ltd	BBB+ to BBB-		6,250,000.00	Book	10.00	% of 62,749,137.93	6,274,913.79	100.00	0.00	24,914	0.00	0
ANZ Banking Group Ltd	AA+ to AA-		0.00	Book	30.00	% of 62,749,137.93	18,824,741.38	0.00	100.00	18,824,741	0.00	0
Australian Unity Bank	BBB+ to BBB-		5,000,000.00	Book	10.00	% of 62,749,137.93	6,274,913.79	80.00	20.00	1,274,914	0.00	0
Auswide Bank Limited	BBB+ to BBB-		4,500,000.00	Book	10.00	% of 62,749,137.93	6,274,913.79	72.00	28.00	1,774,914	0.00	0
Bank of Melbourne	AA+ to AA-	Westpac Banking Corporation Ltd	6,099,137.93	Book	30.00	% of 62,749,137.93	18,824,741.38	32.00	68.00	12,725,603	0.00	0
Bank of Queensland Ltd	A+ to A-		3,250,000.00	Book	10.00	% of 62,749,137.93	6,274,913.79	52.00	48.00	3,024,914	0.00	0
BankSA	AA+ to AA-	Westpac Banking Corporation Ltd	6,099,137.93	Book	30.00	% of 62,749,137.93	18,824,741.38	32.00	68.00	12,725,603	0.00	0
BankVic	BBB+ to BBB-		0.00	Book	10.00	% of 62,749,137.93	6,274,913.79	0.00	100.00	6,274,914	0.00	0
BankWest Ltd	AA+ to AA-	Commonwealth Bank of Australia Ltd	0.00	Book	30.00	% of 62,749,137.93	18,824,741.38	0.00	100.00	18,824,741	0.00	0
Bendigo & Adelaide Bank Ltd	A+ to A-		3,000,000.00	Book	10.00	% of 62,749,137.93	6,274,913.79	48.00	52.00	3,274,914	0.00	0
Commonwealth Bank of Australia Ltd	AA+ to AA-		0.00	Book	30.00	% of 62,749,137.93	18,824,741.38	0.00	100.00	18,824,741	0.00	0
Credit Suisse Sydney	BBB+ to BBB-		0.00	Book	20.00	% of 62,749,137.93	12,549,827.59	0.00	100.00	12,549,828	0.00	0
Credit Union Australia Ltd t/as Great Southern Bank	BBB+ to BBB-		0.00	Book	10.00	% of 62,749,137.93	6,274,913.79	0.00	100.00	6,274,914	0.00	0
Greater Bank Ltd	BBB+ to BBB-		0.00	Book	10.00	% of 62,749,137.93	6,274,913.79	0.00	100.00	6,274,914	0.00	0
Heritage Bank Ltd	BBB+ to BBB-		0.00	Book	10.00	% of 62,749,137.93	6,274,913.79	0.00	100.00	6,274,914	0.00	0
ING Bank Australia Limited	A+ to A-		0.00	Book	10.00	% of 62,749,137.93	6,274,913.79	0.00	100.00	6,274,914	0.00	0
Investec Bank Australia Limited	A+ to A-		0.00	Book	10.00	% of 62,749,137.93	6,274,913.79	0.00	100.00	6,274,914	0.00	0
Judo Bank	BBB+ to BBB-		4,000,000.00	Book	10.00	% of 62,749,137.93	6,274,913.79	64.00	36.00	2,274,914	0.00	0
Macquarie Bank	A+ to A-		3,000,000.00	Book	20.00	% of 62,749,137.93	12,549,827.59	24.00	76.00	9,549,828	0.00	0
Members Banking Group Limited t/as RACQ Bank	BBB+ to BBB-		1,000,000.00	Book	10.00	% of 62,749,137.93	6,274,913.79	16.00	84.00	5,274,914	0.00	0
Members Equity Bank Ltd	A+ to A-	Bank of Queensland Ltd	3,250,000.00	Book	10.00	% of 62,749,137.93	6,274,913.79	52.00	48.00	3,024,914	0.00	0
MyState Bank Ltd	BBB+ to BBB-		3,000,000.00	Book	10.00	% of 62,749,137.93	6,274,913.79	48.00	52.00	3,274,914	0.00	0
National Australia Bank Ltd	AA+ to AA-		6,000,000.00	Book	30.00	% of 62,749,137.93	18,824,741.38	32.00	68.00	12,824,741	0.00	0
Newcastle Permanent Building Society Ltd	BBB+ to BBB-		6,000,000.00	Book	10.00	% of 62,749,137.93	6,274,913.79	96.00	4.00	274,914	0.00	0
Northern Territory Treasury Corporation	AA+ to AA-		3,500,000.00	Book	30.00	% of 62,749,137.93	18,824,741.38	19.00	81.00	15,324,741	0.00	0
NSW Treasury Corporation	AA+ to AA-		0.00	Book	100.00	% of 62,749,137.93	62,749,137.93	0.00	100.00	62,749,138	0.00	0
P&N Bank Ltd	BBB+ to BBB-		0.00	Book	10.00	% of 62,749,137.93	6,274,913.79	0.00	100.00	6,274,914	0.00	0
QPCU LTD t/a QBANK	BBB+ to BBB-		3,500,000.00	Book	10.00	% of 62,749,137.93	6,274,913.79	56.00	44.00	2,774,914	0.00	0
Rabobank Australia Ltd	A+ to A-		0.00	Book	20.00	% of 62,749,137.93	12,549,827.59	0.00	100.00	12,549,828	0.00	0
Rabobank Nederland Australia Branch	A+ to A-		0.00	Book	20.00	% of 62,749,137.93	12,549,827.59	0.00	100.00	12,549,828	0.00	0

1 Issuer Trading Limits

Issuer	Issuer Rating Group (Long Term)	Issuer Parent	Already Traded (with Issuer Group) Face Value	Limit For Book or Entity Notional	Trading Limit	Trading Limit Type	Trading Limit Value	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)	Trading Limit Exceeded (%)	Trading Limit Exceeded (\$)
Royal Bank of Scotland	A+ to A-		0.00	Book	5.00	% of 62,749,137.93	3,137,456.90	0.00	100.00	3,137,457	0.00	0
Rural Bank Ltd	A+ to A-	Bendigo & Adelaide Bank Ltd	3,000,000.00	Book	10.00	% of 62,749,137.93	6,274,913.79	48.00	52.00	3,274,914	0.00	0
St George Bank Limited	AA+ to AA-	Westpac Banking Corporation Ltd	6,099,137.93	Book	30.00	% of 62,749,137.93	18,824,741.38	32.00	68.00	12,725,603	0.00	0
Suncorp-Metway Ltd	A+ to A-		2,000,000.00	Book	20.00	% of 62,749,137.93	12,549,827.59	16.00	84.00	10,549,828	0.00	0
UBS Australia Ltd	AA+ to AA-		2,650,000.00	Book	20.00	% of 62,749,137.93	12,549,827.59	21.00	79.00	9,899,828	0.00	0
Westpac Banking Corporation Ltd	AA+ to AA-		6,099,137.93	Book	30.00	% of 62,749,137.93	18,824,741.38	32.00	68.00	12,725,603	0.00	0
			87,296,551.72				429,831,594.82			342,535,046		0
			(Excluding Parent Group Duplicates)	62,749,137.93								

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 62,749,137.93	62,749,137.93	0.00	100.00	62,749,138	0.00	0
AA+ to AA-	5,500,000.00	Book	100.00	% of 62,749,137.93	62,749,137.93	9.00	91.00	57,249,138	0.00	0
A+ to A-	8,650,000.00	Book	70.00	% of 62,749,137.93	43,924,396.55	20.00	80.00	35,274,397	0.00	0
A1+	12,099,137.93	Book	100.00	% of 62,749,137.93	62,749,137.93	19.00	81.00	50,650,000	0.00	0
A1	1,000,000.00	Book	100.00	% of 62,749,137.93	62,749,137.93	2.00	98.00	61,749,138	0.00	0
A2	18,000,000.00	Book	70.00	% of 62,749,137.93	43,924,396.55	41.00	59.00	25,924,397	0.00	0
A3	2,000,000.00	Book	60.00	% of 62,749,137.93	37,649,482.76	5.00	95.00	35,649,483	0.00	0
BBB+ to BBB-	15,500,000.00	Book	60.00	% of 62,749,137.93	37,649,482.76	41.00	59.00	22,149,483	0.00	0
	62,749,137.93				414,144,310.34			351,395,174		0

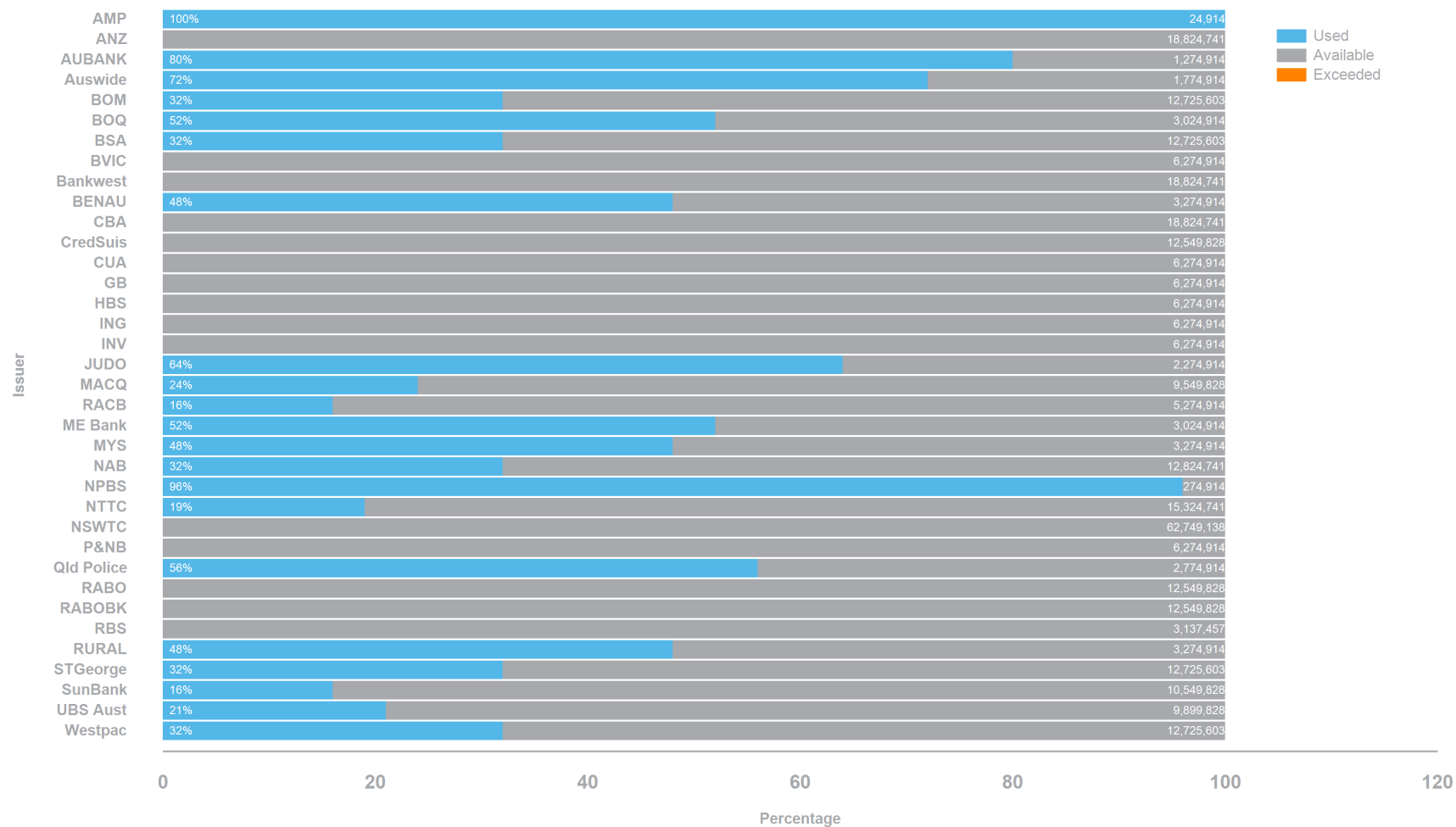
Notes

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.

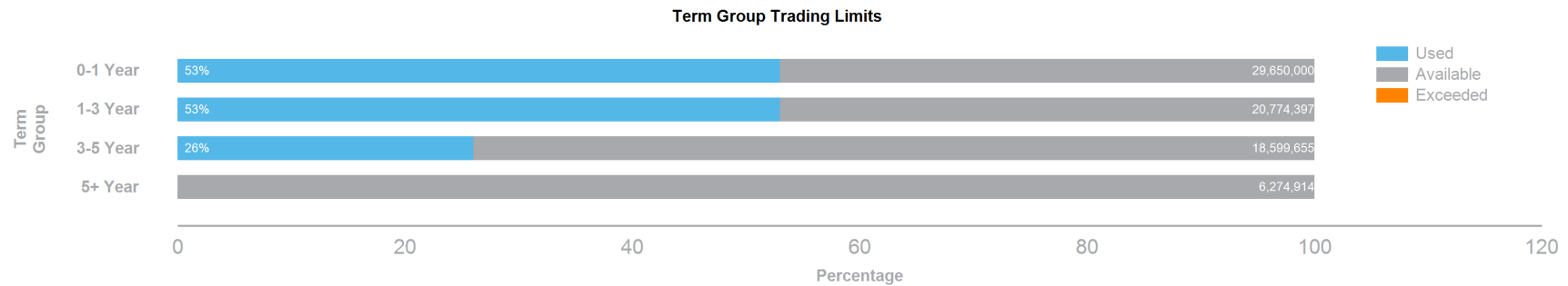
3 Term Group Trading Limits

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	33,099,137.93	Book	100.00	% of 62,749,137.93	62,749,137.93	53.00	47.00	29,650,000	0.00	0
1-3 Year	23,150,000.00	Book	70.00	% of 62,749,137.93	43,924,396.55	53.00	47.00	20,774,397	0.00	0
3-5 Year	6,500,000.00	Book	40.00	% of 62,749,137.93	25,099,655.17	26.00	74.00	18,599,655	0.00	0
5+ Year	0.00	Book	10.00	% of 62,749,137.93	6,274,913.79	0.00	100.00	6,274,914	0.00	0
	62,749,137.93				138,048,103.45			75,298,966		0

Issuer Trading Limits







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Report Code: TBSBP125EXT-00.16
Report Description: Trading Limit Performance As At Date
Parameters:
As At/Scenario Date: 31 October 2022
Balance Date: 10 November 2022 (but 31 Oct 2022 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



9.4.8. Report on Council Grant Funding and Community Engagement

Attachments:	Nil
Responsible Officer:	David Walsh - Director - Corporate Services & Chief Financial Officer
Author:	Ivan Skaines – Grants and Community Engagement Officer
Community Plan Issue:	6 - Community Leadership
Community Plan Goal:	Collaborative and responsive leadership that meets the expectations and anticipates the needs of the community.
Community Plan Strategy:	6.2.1 - Maintain a strong focus on financial discipline to enable Council to properly respond to the needs of the communities it serves.

PURPOSE

To advise Council of recent grant applications submitted, grant funding recently announced or to be announced shortly, and of upcoming grant opportunities. In addition, to provide updates on Council's other grants and community engagement activities.

OFFICER'S RECOMMENDATION

Council notes the information contained in the report.

Moved: _____ **Seconded:** _____

BACKGROUND

For some time, Muswellbrook Shire Council has been successful in obtaining grants which have been decided via competitive applications and, in addition, Council has continued to receive grant allocations from both State and Federal government sources for which Council is required to nominate proposed projects for funding. Council also runs several grant programs and has established a grant finding portal via Council's website.

CONSULTATION

Grant applications are aligned to projects identified by Council's Delivery Program and prepared in consultation with Council's Grants Review Committee, senior managers and key staff in relevant sections. Councillors are regularly updated about grant applications.

REPORT

Grant applications recently submitted:

- a proposal for funding for Possum Gully works worth \$1 million under the **Local Government Recovery Grants** - NSW Severe Weather and Floods (27 June 2022 onwards - AGRN 1025). The total cost of the works is \$1.5 million.
- an application for funding under the **NSW Environmental Trust** for funding to provide existing community groups with the resources needed to become active ambassadors who encourage the wider community to change their behaviour relating to building



resilience to climate change, while improving local biodiversity.

- an application for funding of approximately \$30,000 under the **2023 Australia Day community grant program** for our Awards and Citizenship Ceremony at Denman and Family Days at Muswellbrook and Denman Aquatic Centres. \$20,000 is to deliver the events and as Council is collaborating with local Aboriginal and Torres Strait Islander communities on these initiatives Council is eligible to apply for an additional amount up to \$10,000.
- an application for funding under the **Fixing Local Roads Pothole Repair Round** which provides funding to Local Government to assist councils with pothole repair work across their Local and Regional Roads. The funding to be provided is based on the length of our regional and local road network
- an application for a **GoFOGO** grant to support NSW councils to deliver new weekly food only (FO) or food organics and garden organics (FOGO) services to their communities and if successful, Council will receive funding of \$60,060 based on the number of households currently serviced.

Upcoming grant and funding opportunities:

- The **Places to Swim** program supports the creation of great places for people to enjoy inland places like rivers, lakes, dams and inland waterways, and to improve access to water, allowing people to get in, on and around water. It also aims at improving access for recreational engagement with waterways, such as kayaking and paddle boarding or walking and being around water. Applications close on Monday, 21 November and projects need to be completed by June 2024. An application is being submitted for the construction of a shared path (and associated works) to the intersection of Wilkins Street West and Ford Street to facilitate access to those areas of Muswellbrook west of the rail line, and another off-shoot would cross the railway line via the existing crossing into Wilkins Street East, meet up with the existing path on the New England Highway and facilitate access to Hunter Beach for the rest of Muswellbrook.
- The NSW Government has committed up to \$25 million to the **Female Friendly Community Sport Facilities and Lighting Upgrades** Grant Program. The Program investment will revive sport facilities by providing new and redeveloping existing sport facility bathrooms and change rooms. Funding will also support the provision of new and upgraded lighting that will enable more women and girls to train and compete in sport in a safe and inclusive environment. Construction must commence by 30 June 2023 and projects to be completed by 30 June 2025. Applications close on Wednesday, 23 November 2022. Council may submit more than one application, and priority projects include:
 - lighting and associated infrastructure such as solar panels and battery storage at Weeraman Field to facilitate the movement of sports to this facility coinciding with the proposed major works at Olympic Park and to facilitate female participation in sports at this location; and
 - lighting and associated infrastructure such as solar panels and battery storage at Highbrook Park to facilitate the movement of sports to this facility coinciding with the proposed major works at Olympic Park and to facilitate female participation in sports at this location.
- The **Essential Community Sport Assets Program** (ECSAP) is a NSW Government program under the \$207 million Community Local Infrastructure Recovery Package. ECSAP is a key recovery measure of the Sport Infrastructure Recovery Fund to help communities assess, repair, reconstruct and build flood resilience into sport facilities enabling normal activities to return sooner. Applications close Friday, 9 December 2022 with outcomes advised from February 2023 onwards. Funding under Stream One is



\$33 million and 74 Councils are eligible being an Australian Government natural disaster declared LGA – ARGN 1012 and AGRN 1025. Grant requests need to be a minimum of \$150,000 and not exceed \$1,000,000 and one potential project is the replacement of netball courts 1 and 2 at Karoola Park, Muswellbrook.

- Applications are open for the \$200 million **NSW Infrastructure Betterment Fund** to help recovery efforts focus on rebuilding damaged and destroyed infrastructure, such as bridges and stormwater drainage, in a more resilient way. Public assets directly impacted by the 2019-20 Black Summer bush fires, the storm and flood events in early 2021 and the severe weather and flooding in early 2022 will be eligible for the fund. Grant amounts range from \$100,000 to \$10,000,000 and applications close Thursday, 15 December. Possible projects include:
 - upgrades that will assist with flood resistance and resilience for our water treatment plants (water and wastewater projects are eligible under this program);
 - stormwater improvements in the civic precinct;
 - Denman river intake structure;
 - Possum Gully drainage improvements (redirection to Hunter River, detention basin upstream etc);
 - Karoola Park detention basin; and
 - future stabilisation works of urban drains proposed for Muscle Creek and Possum Gully where embankments are collapsing in some areas (if natural areas are eligible).
- A further \$312.5 million is available to target road and transport-related infrastructure in 26 northern NSW councils impacted by the early 2022 flooding through the **Regional Roads and Transport Recovery Package**. Council is eligible for this funding and applications close Thursday, 1 December 2022. Possible projects include:
 - flood resilience improvements to Wybong Road and Kayuga Road (both roads act as alternative transport routes during flood or emergency events);
 - upgrade of roads that provide access for bushfire vulnerable communities in the south of the Shire, for example Martindale Road, Baerami Creek Road and Widden Valley Road;
 - Thomas Mitchell Drive; and
 - Muscle Creek bridge repairs (replacement due to recent Level 3 Condition Assessment).
- Each council in NSW can apply for a \$25,000 grant to support projects that help identify, conserve and promote heritage in their area. Applications close Friday, 2 December 2022, and successful projects must be delivered between July 2023 and May 2025.
- Under the **Graffiti Management Grant (Open)** grant funding of \$900,000 is available and councils can apply for up to \$100,000 one-off funding to implement graffiti management and space activation projects. One application is permitted per NSW council and applications close Thursday, 15 December 2022.
- The Transport for NSW **Get NSW Active** 2023-24 grant program will open later in November and applications are likely to close in late January or early February.
- The **Start Strong Capital Works Grants** improve access to preschool by creating additional preschool places in areas of need and demand across the State, and Council has worked with Denman Children's Centre to obtain funding under this program in the past. Eligible not-for-profit organisations can apply for funding through the Major Capital



Fund, which supports the creation of additional preschool places through new builds, extensions or renovations of centre-based preschools that offer preschool education to preschool-aged children in areas of need and demand. Initial discussions are being held with Muswellbrook Child Care Centre about this opportunity and upcoming rounds for the Major Capital Fund are:

- Round 2: open from 6 February to 19 March 2023 (expanded eligibility for community preschools and long day care services offering a preschool program).
- Round 3: open from 3 April to 14 May 2023 (expanded eligibility for community preschools and long day care services offering a preschool program).

Grant funding recently announced:

- In the recent Federal Budget, the Government has committed to spend \$10.5 million to upgrade Muswellbrook town centre and \$5.5 million for Muswellbrook Olympic Park. In addition, \$268.8 million has been allocated for the New England Highway bypass at Muswellbrook.
- Council has received funding of \$4,831 under the Summer Holiday Break Program for running Manga art technique workshops for local young people at the Muswellbrook Library in January 2023.

Unsuccessful applications:

- We have received notification that our application for the 2023 NSW Seniors Festival has been unsuccessful. The program is highly competitive and of the 296 grant applications received this year, and 85 projects (29%) will be funded in 2023.
- Council has received notification that our application for the Building Better Regions Fund - Infrastructure Projects Stream - Round 6 will not be proceeding. The Australian Government has made changes to regional grants programs and has decided the BBRF program, including Round 6, will be discontinued and no further funding will be available.

Muswellbrook Shire Council Grants Portal

The report for data from April 2022 to October 2022 for Council's grant finding portal at <https://muswellbrook.grantguru.com.au/> is listed in the table below:

Indicator	Oct	Sep	Aug	Jul	Jun	May	Apr
Total unique portal visitors ^[1]	97	43	59	38	63	63	33
Number of page views ^[2]	250	134	242	242	248	190	133
Total cumulative registrations to the portal (via the sign-up form) ^[3]	81	79	76	71	63	56	52
Grant alerts sent per month to registered users	680	630	653	542	490	463	373

^[1] A visitor is someone who has viewed your portal, but may or may not be registered - the same person is not double counted.

^[2] Page views are the total number of a visitor's 'clicks' within your portal, and includes viewing grant information. Repeated views of a single page are counted.

^[3] Registrations are people that have registered to your portal via the signup form and are still active.



Community interaction with the grant finding portal is generally positive. The number of registered users is continuing to increase.

CONCLUSION

Council notes upcoming grant and funding opportunities, grant funding recently announced, grant funding to be announced shortly, data on Council's Grant Portal.

SOCIAL IMPLICATIONS

The projects supported by Council's Community Grants address priority issues in the community and are well-supported.

FINANCIAL IMPLICATIONS

The funding received under these grant programs will offset expenditure that would otherwise be needed to be made by Council. There are co-contributions required as specified in the descriptions above.

Council has also approved the incorporation of the Rural Halls Funding into the development of a Community Grants Program

POLICY IMPLICATIONS

The Community Grants have been allocated according to Council's Financial Assistance and Sponsorship Policy (MSC05E).

STATUTORY IMPLICATIONS

Council's grant applications align with the goals contained in the Muswellbrook Shire Community Strategic Plan and with a range of Federal and State strategy documents.

LEGAL IMPLICATIONS

Where grant applications are successful, Muswellbrook Shire Council will be required to enter into a grant agreement with the funding body.

OPERATIONAL PLAN IMPLICATIONS

The projects funded by these grants are in line with Council's Operational Plan.

RISK MANAGEMENT IMPLICATIONS

Council is required to identify risks and associated risk management strategies for each project in preparing the grant application.

WASTE MANAGEMENT IMPLICATIONS

Nil

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

All the grant funding successes contained in this report are no longer under embargo.

**9.4.9. Denman to Sandy Hollow Water Pipeline Project**

Attachments:	Nil
Responsible Officer:	Derek Finnigan - Acting General Manager
Author:	Alexandra Hathway – Corporate Lawyer
Community Plan Issue:	5 - Community Infrastructure
Community Plan Goal:	Effective and efficient infrastructure that is appropriate to the needs of our community.
Community Plan Strategy:	<p>5.1.3 - Facilitate investment in high quality community infrastructure necessary to a Regional Centre.</p> <p>5.1.4.1 - Capital works programmes prioritised to demonstrate continual improvement in community infrastructure.</p>

PURPOSE

This report is submitted for Council's consideration of entering into a Funding Deed for the Growling Local Economies Denman to Sandy Hollow water pipeline project and the expenditure of an estimated \$9,575,318.77 towards the project.

OFFICER'S RECOMMENDATION

Council:

1. Delegates to the Acting General Manager authority to execute a Funding Deed with The Treasurer as the Minister administering section 8(a) of the Restart NSW Fund Act 2011 (NSW) for the Denman to Sandy Hollow pipeline project;
2. Authorises the expenditure of Council funds in the amount of \$9,575,318.77 towards the Project;
3. Endorses obtaining a loan for the amount of \$9,575,318.77.

Moved: _____ **Seconded:** _____

BACKGROUND

In September 2020 the New South Wales State Government conditionally awarded Council an \$18,898,200.00 grant to assist funding the construction of a potable water pipeline (the Pipeline) from Denman to Sandy Hollow (the Project). The Pipeline also incorporates potable water supply to a State Significant Development abattoir and feedlot at Hollydeen. The grant funding is subject to a number of conditions that must be satisfied prior to the grant funding being released. The grant funding conditions are:

1. Council collaborating with the NSW Department of Planning, Industry and Environment – Water to ensure inclusion of the Project in Council's Integrated Water Cycle Management (IWCM) Strategy, and Council adopting the preferred scenario as outlined in the IWCM.
 - Council has fully satisfied this funding condition. The IWCM Strategy was adopted by Council at the 27 July 2021 Ordinary Council Meeting, and concurrence was received from the NSW Department of Planning, Industry and Environment – Water on 23



December 2021.

2. Council obtaining all applicable planning and regulatory approvals necessary for the Project to proceed.
 - This funding condition has been satisfied. Any additional planning and regulatory approvals relevant to the Project will be obtained during the delivery phase of the Project.
3. Council securing the required water volume and licence to enable the Project to proceed.
 - Please refer to Item 17.14 in Closed Council. If Council endorses item 17.14 in Closed Council, then this funding condition will be satisfied subject to execution of the relevant documentation.
4. Council securing a binding agreement with FJT Australia for development of the site, including a commitment to accept the water from the Pipeline.
 - This funding condition has been satisfied.
5. Council to satisfy funding conditions 1, 2, 3 and 4 prior to the deadline imposed by the Growing Local Economies (GLE) NSW State Government department, being 30 November 2022.

CONSULTATION

The following consultation has been carried out:

- Acting General Manager;
- Mayor;
- Director Corporate Services and CFO;
- Finance Manager;
- Corporate Lawyer;
- Asset Manager - Water & Wastewater
- Operations Manager Water and Wastewater;
- External project manager;
- GLE Denman to Sandy Hollow Water Pipeline Steering Committee (fortnightly meetings since 2020);
- Transport for NSW;
- Department of Planning, Industry and Environment – Water;
- NSW Natural Resources Access Regulator; and
- FJT Australia.

REPORT

Funding Condition 5 - Council to satisfy funding conditions prior to 30 November 2022 deadline.

Subject to Item 17.14 in Closed Council, Council has satisfied the funding conditions. Following satisfaction of the funding conditions, a Funding Deed is to be entered between Council and The Treasurer as the Minister administering section 8(a) of the Restart NSW Fund Act 2011 (NSW) acting for and on behalf of the Crown in relation to the GLE grant funding.



Project location map:

Blue = Gravity Fed Pipeline

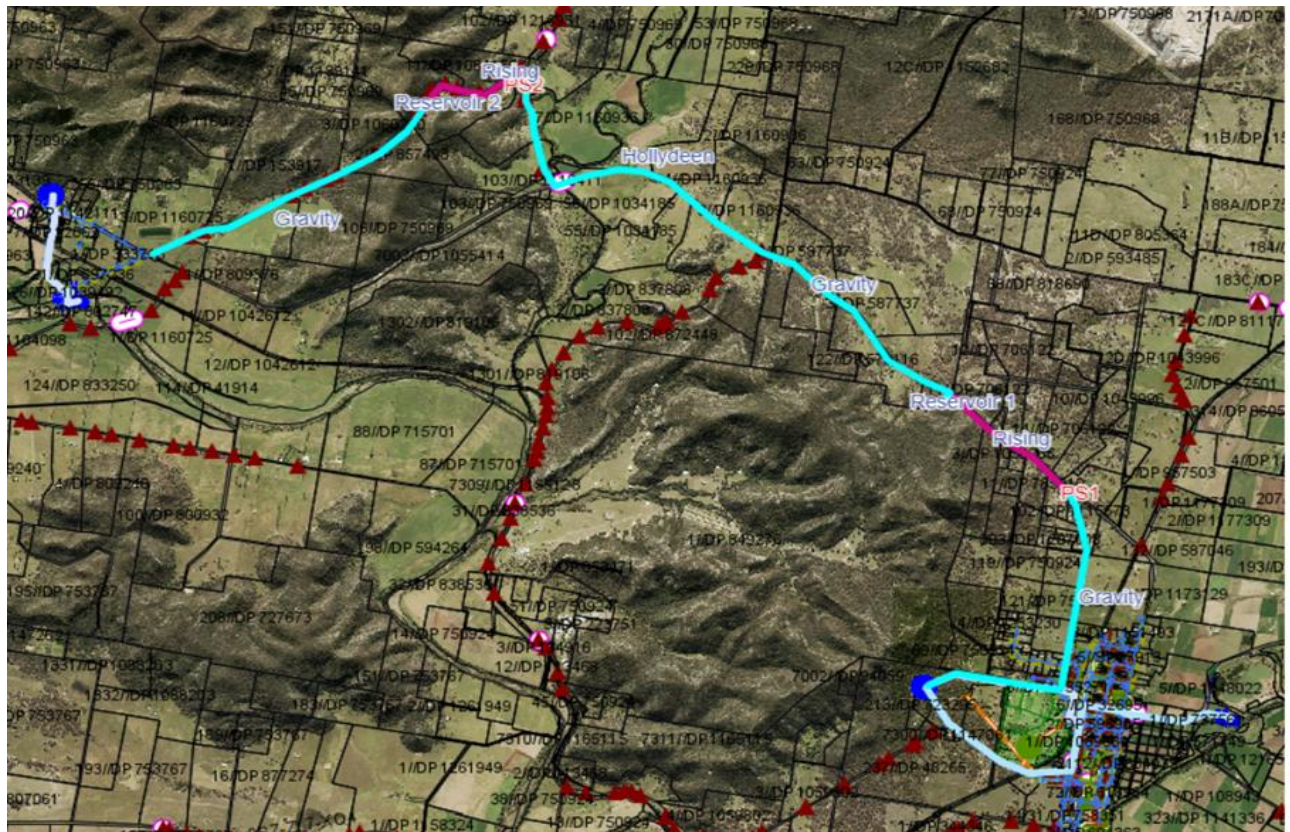
Pink = Rising Main

PS1 = Pump Station 1

PS2 = Pump Station 2

Reservoir 1

Reservoir 2



OPTIONS

Council could decide to approve the recommendations contained in this report or decide not to proceed with the Project.

Note:

Refer to the "Options" section in Item 17.14 in Closed Council. If Council has decided not to endorse Item 17.14 in Closed Council, then Council is deciding not to proceed with the Project.

SOCIAL IMPLICATIONS

The Pipeline will provide potable water infrastructure to manage water resources for the development of new and emerging industry sectors, particularly in agribusiness such as an abattoir and feedlot.

The Pipeline has the potential to unlock population growth in Sandy Hollow and Denman. There is also the potential for the proposed Pipeline to be extended to Merriwa in the future, assisting in the provision of water security to this community.



The construction of the Denman to Sandy Hollow Pipeline will assist to build economic resilience and diversity in this strategically important sector of Muswellbrook Shire and the Upper Hunter.

FINANCIAL IMPLICATIONS

The GLE NSW Government grant provides \$18,898,200.00 in funding towards the Project.

Council will be required to contribute an estimated \$9,575,318.77 to the Project.

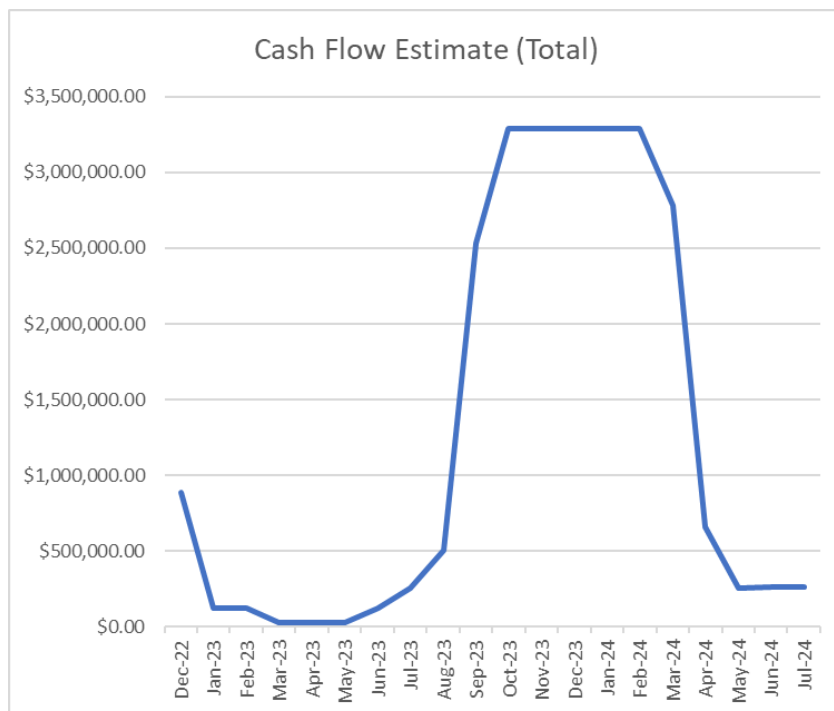
(GST excluded from all amounts)

Monthly Forecast	Cash Flow Estimate (Restart)	Cash Flow Estimate (Council)	Cash Flow Estimate (Total)	Cumulative
Dec-22	\$587,944.00	\$297,898.81	\$885,842.81	\$885,842.81
Jan-23	\$83,992.00	\$42,556.97	\$126,548.97	\$1,012,391.78
Feb-23	\$83,992.00	\$42,556.97	\$126,548.97	\$1,138,940.75
Mar-23	\$16,798.40	\$8,511.39	\$25,309.79	\$1,164,250.55
Apr-23	\$16,798.40	\$8,511.39	\$25,309.79	\$1,189,560.34
May-23	\$16,798.40	\$8,511.39	\$25,309.79	\$1,214,870.13
Jun-23	\$83,992.00	\$42,556.97	\$126,548.97	\$1,341,419.11
Jul-23	\$167,984.00	\$85,113.94	\$253,097.94	\$1,594,517.05
Aug-23	\$335,968.00	\$170,227.89	\$506,195.89	\$2,100,712.94
Sep-23	\$1,679,840.00	\$851,139.45	\$2,530,979.45	\$4,631,692.39
Oct-23	\$2,183,792.00	\$1,106,481.28	\$3,290,273.28	\$7,921,965.67
Nov-23	\$2,183,792.00	\$1,106,481.28	\$3,290,273.28	\$11,212,238.95
Dec-23	\$2,183,792.00	\$1,106,481.28	\$3,290,273.28	\$14,502,512.23
Jan-24	\$2,183,792.00	\$1,106,481.28	\$3,290,273.28	\$17,792,785.51
Feb-24	\$2,183,792.00	\$1,106,481.28	\$3,290,273.28	\$21,083,058.79
Mar-24	\$1,847,824.00	\$936,253.39	\$2,784,077.39	\$23,867,136.18
Apr-24	\$436,758.40	\$221,296.26	\$658,054.66	\$24,525,190.84
May-24	\$167,984.00	\$85,113.94	\$253,097.94	\$24,778,288.78
Jun-24	\$176,383.20	\$89,369.64	\$265,752.84	\$25,044,041.62



Monthly Forecast	Cash Flow Estimate (Restart)	Cash Flow Estimate (Council)	Cash Flow Estimate (Total)	Cumulative
Jul-24	\$176,383.20	\$89,369.64	\$265,752.84	\$25,309,794.46
Sub Total	\$16,798,400.00	\$8,511,394.46	\$25,309,794.46	
Contingency (20%)	\$2,099,800.00	\$1,063,924.31	\$3,163,724.31	
Total	\$18,898,200.00	\$9,575,318.77	\$28,473,518.77	

	Restart NSW	Council
Original funding	\$18,898,200.00	\$5,053,000.00
Updated Cost Estimate	\$18,898,200.00	\$9,575,318.77





Item	Description	Budget Estimate
1	High Security Water	\$ 150,000.00
2	Concept Design and Tender	\$ 455,000.00
3	Preliminaries	\$ 3,924,306.79
4	Water Pipeline	\$ 7,979,579.81
5	Denman WTP Works	\$ 2,551,777.78
6	Water Reservoir Site 1	\$ 762,042.08
7	Water Reservoir Site 2	\$ 1,620,897.19
8	Water Pump Station 1	\$ 544,599.65
9	Water Pump Station 2	\$ 587,164.44
10	Intake Upgrade	\$ 707,250.00
11	Testing and Commissioning	\$ 99,097.00
12	Contractors Overhead & Margin	\$ 2,349,030.43
13	Design & Consult Fees	\$ 348,000.00
14	Client Side Project Management	\$ 1,020,924.76
15	Authorities Fees & Charges	\$ 510,462.38
16	Property Acquisition	\$ 117,800.00
	Sub Total	\$ 23,727,932.31
	Project Contingency (13%)	\$ 3,084,631.20
	Cost Escalation Contingency (7%)	\$ 1,660,955.26
	Total	\$ 28,473,518.77

Loan:

It is proposed that Council take out a loan for the Council's proportion of the Project being \$9,575,318.77. A \$9.6M loan over 15 years at a rate of 5.5% with quarterly repayments:

- Annual repayments just under \$1M
- Total interest of \$4.6M

**Assumptions**

Loan amount	\$9,600,000.00
Annual interest rate	5.50%
Loan period in years	15
Number of payments per year	4
Start date of loan	15/04/2023

Loan Summary

Scheduled payment	\$236,011.40
Scheduled number of payments	60
Actual number of payments	60
Total early payments	\$0.00
Total interest	\$4,560,684.15

POLICY IMPLICATIONS

Tenders will be called for the construction of the Pipeline in compliance with Council's Procurement Policy and the Local Government Act 1993 and the Local Government (General) Regulation.

STATUTORY IMPLICATIONS

Local Government Act 1993

Local Government (General) Regulation

LEGAL IMPLICATIONS

None identified

OPERATIONAL PLAN IMPLICATIONS

The submission of the report complies in principle with item 5.1.4.1 of the Operational Plan: 'Capital works programmes prioritised to demonstrate continual improvement in community infrastructure'.

RISK MANAGEMENT IMPLICATIONS

A risk stakeholder workshop was undertaken on 18 February 2021. A risk register was created and is enclosed in the attached "GLE High Security Water Pipeline Pre-Construction Monthly Report) at Appendix B.

WASTE MANAGEMENT IMPLICATIONS

None identified

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

A community workshop took place on 1 May 2021 at Sandy Hollow Hall. 19 Community members attended the workshop together with Garry Fisher (Director of FJT Australia) and Adam Bishop (Pitt & Sherry).

Council will conduct a further community workshop to discuss confirmation of the pipeline route upon execution of the Funding Deed. The community workshop is likely to take place in early 2023.

**9.4.10. ARIC Chair Annual Report to Council**

Attachments:	1. MSC ARIC Annual Report 2021 22 [9.4.10.1 - 5 pages]
Responsible Officer:	David Walsh - Director - Corporate Services & Chief Financial Officer
Author:	David Walsh, Mr M Morley – Director - Corporate Services & Chief Financial Officer
Community Plan Issue:	6 - <i>Community Leadership</i>
Community Plan Goal:	Collaborative and responsive leadership that meets the expectations and anticipates the needs of the community.
Community Plan Strategy:	<i>Not Applicable</i> Not applicable

PURPOSE

For the ARIC Chair to provide Council an Annual report on the ARIC activities and performance.

OFFICER'S RECOMMENDATION

Council notes the update provided by the ARIC Chairperson.

Moved: _____ **Seconded:** _____

BACKGROUND

As part of the ARIC Committee Forward Meeting Plan, the ARIC Chair is provided the opportunity to provide Council an Annual report on the ARIC activities and performance.

REPORT

Per the attached draft report.

CONCLUSION

Council note the report as presented.

AUDIT, RISK AND IMPROVEMENT COMMITTEE ANNUAL REPORT 2021-2022 DRAFT

ABOUT THE REPORT

The purpose of this report is to advise Council of the performance of the Audit, Risk and Improvement Committee and to provide a summary of the key activities undertaken during 2021/2022.

MEMBERS OF THE ARIC

There are two (2) independent members on the Committee and one (1) Councillor member as follows:

- Mitchell Morley – Independent Committee Chair
- Paul Quealey – Independent Committee Member
- Cr Rod Scholes – Councillor Representative (until December 2022)
- Cr Jennifer Lecky – Councillor Representative (since March 2022)

ROLE OF THE ARIC

Muswellbrook Shire Council's Audit, Risk and Improvement Committee (ARIC) provides Council with independent assurance and assistance on its control framework, risk management, governance and external reporting responsibilities. The role, responsibilities and operation of the ARIC are spelt out in the Committee's Charter.

The objective of the ARIC is to provide independent review and oversight of various areas of Council's operations. Specifically the Charter groups the Committee's responsibilities under the following headings:

1. Risk Management
2. Control Framework
3. External Accountability
4. Legislative Compliance
5. Internal Audit
6. External Audit
7. Business Improvement

The ARIC fulfils this role by considering reports and information from Council management and providing advice and suggestions. The ARIC does not have delegated authority to make decisions. Rather the Committee makes recommendations to Council.

Over the past few years the Office of Local Government (OLG) has been developing new guidelines on risk management and internal audit for councils in NSW. These guidelines which, at the time of writing this report, have not been finalised, will potentially impact the composition and operation of the ARIC moving forward. Council in conjunction with the ARIC will make the necessary refinements to the internal audit function, risk management framework and the ARIC once the OLG guidelines are finalised. It is expected that a generous transition period for full compliance will be afforded to Council.

MEETINGS HELD DURING THE YEAR

During 2021/2022 the Muswellbrook Shire Council ARIC met on five occasions. The ARIC Charter requires the Committee to meet at least four times per annum. Meetings were held on:

6th October 2021
 20th October 2021 (extraordinary meeting to discuss financial statements)
 15th December 2021
 2nd March 2022
 8th June 2022

All members were present at each meeting with the exception that no councillor representative attended the meeting on 15th December 2021 as the results of the 2021 council election had not yet been declared at that time.

ACHIEVEMENTS OF THE COMMITTEE TO DISCHARGE ITS FUNCTIONS AND RESPONSIBILITIES DURING THE YEAR

Following is a summary of the deliberations and recommendations of the Committee in relation to each of its key areas of responsibility.

Risk Management

- Council's adopted Enterprise Risk Management Policy and Framework were presented to the Committee for review and feedback together with a draft Enterprise Risk Management Plan. Members of the Committee provided feedback to staff on these documents.
- The ARIC expressed the view to Council staff that whilst it was good to have an ERM Policy, Framework and Plan in place, the challenge for Council is to ensure that the Framework and Plan are implemented across all Council operations. The Committee requested periodic update reports on progress in implementing the ERM framework and the status of the management of key risks facing Council.
- The Committee received a report at each ordinary meeting on the status of major projects being undertaken by Council. The Committee regularly questioned Council staff on the status of various

projects and sought assurance from staff that project risks were being managed appropriately. Staff provided verbal assurance to the Committee that risks to the successful delivery of major projects were being proactively managed.

- The Committee received and discussed a report on Council's insurance arrangements.
- Risk assessments conducted by Council's insurer on various Council facilities were also discussed by the Committee.

Internal Audit

- The ARIC continued to monitor progress by management in implementing recommendations from previous internal audits and noted that many recommendations had taken longer than expected to implement and, in some cases, had been superseded by subsequent actions and events.
- The Committee noted that no scheduled internal audits were conducted during the year despite a number of audits being identified in Council's internal audit plan. Management advised that the delay in implementing the internal audit program was predominantly due to staffing and structural changes within the audit and risk function of Council. The ARIC recommended that Council get the internal audit program back on track as soon as possible. The ARIC also requested that a report on progress in implementing the internal audit plan be submitted to each meeting.
- Council did undertake an independent penetration and vulnerability test of IT systems, the results of which were reported to the Committee. Regular tests of this nature are important in providing assurance that Council is adequately protected against cyber-attacks.

Control Framework

- The main source of assurance for the Committee regarding the effectiveness of internal controls typically comes for internal audit reports. However, as indicated above no scheduled audits, with the exception of penetration testing of IT systems, were completed during the year. As such, the Committee's ability to form a view on the effectiveness of the internal control framework was limited.
- The Fraud and Corruption Control Policy adopted by Council in June 2021 and the Fraud and Corruption Prevention Strategy and Plan adopted by Manex in September 2021 were presented to the ARIC. The Committee had previously provided suggestions and comments on the documents when they were in draft.
- A status report on implementation of the Fraud and Corruption Prevention Plan was considered by the Committee in June 2022.

External Accountability And Audit

- At its meeting on 20 October 2022, the Committee received a presentation from the NSW Audit Office and Council's external auditor on the conduct and outcomes of the audit of Council's financial statements for the 2020/21 financial year.

- The Committee reviewed the audited financial statements and associated reports and asked a number of questions of the Audit Office and external auditor.
- The ARIC noted that Council achieved a strong financial result for the year.

Legislative Compliance

- At the 8 June 2022 meeting the Committee considered a report from management on Council's approach to ensuring compliance with key legislation. The report noted Council's compliance framework is considered in need of improvement, and identified a number of opportunities for improvement to be addressed over the next 12 months.

Performance Management and Business Improvement

- One of the Committee's responsibilities is to be satisfied that Council has systems in place to monitor and track progress in implementing actions identified in Council's Operational Plan. The Committee received and discussed regular Operational Plan Review reports.
- To address the "Improvement" component of the ARIC's title, the Committee periodically reviews initiatives such as service delivery reviews. The Committee noted that Council's Service Delivery Review program was paused during the year due to resourcing issues.

ARIC Self-Assessment

- ARIC members and Council officers who regularly attend ARIC meetings were invited to complete a self-assessment survey during the year assessing the operation and performance of the Committee. The results of the survey indicated some opportunities for improvement. ARIC members expressed a desire for management to address these opportunities over the next 12 months.

MOVING FORWARD

Over the course of the next 12 months the Committee will continue to provide oversight in accordance with its Charter. Key focus areas for the Committee are likely to include:

- Oversight of the implementation of Council's enterprise risk management framework;
- Oversight of the implementation of Council's fraud and corruption prevention framework;
- Re-commencement of internal audits once resourcing issues have been resolved;
- Continued improvement in the reporting from management to align with the Committee's forward meeting plan and allow the Committee to review all areas of its responsibilities; and
- Reviewing the OLG risk management and internal audit guidelines and working with Council to develop a plan to comply with the guidelines over time.

ACKNOWLEDGEMENTS

As Chair of the ARIC I would like to acknowledge the strong contribution of fellow committee members throughout the course of the year as well as the support and assistance received from Council management and staff.

DRAFT



9.5. Community and Economy

9.5.1. Australia Day 2023 - Citizenship & Community Award Ceremony

Attachments:	Nil
Responsible Officer:	Shaelee Welchman - Director - Community & Economy
Author:	Kim Manwarring – Manager Community Services
Community Plan Issue:	4 - Cultural Vitality
Community Plan Goal:	A culturally rich and diverse Community with strong identities, history and sense of belonging.
Community Plan Strategy:	4.3.1 - Develop and implement a program of Shire events to engage more locals and attract more visitors 4.3.1.1 - Council works in partnership with community groups to deliver a minimum of six events a year.

PURPOSE

The purpose is to provide an update to Councillors about Australia Day 2023 Citizenship and Community Awards Ceremonies and to determine the Australia Day Nomination Committee.

OFFICER'S RECOMMENDATION

Council:

1. Notes the report; and
2. Establishes an Australia Day Nominations Committee to consider the Citizens of the Year recipients. The Australia Day Nominations Committee will comprise the following members:
 - (i) Mayor Councillor Steve Reynolds;
 - (ii) Acting General Manager;
 - (iii) _____ ;
 - (iv) _____ ;
 - (v) _____ ;

Moved: _____ **Seconded:** _____

BACKGROUND

Muswellbrook Shire Council celebrates Australia Day with a Citizenship Ceremony and announcements of Muswellbrook Shire's Australia Day Citizen of the Year recipients. This is a community event which alternates between Muswellbrook or Denman. Last year's official ceremonies were held at Muswellbrook and the Family Fun Day activities were held at Denman Outdoor Pool.



CONSULTATION

Muswellbrook Shire Council Events Committee; Mayor Reynolds; Acting General Manager; Director of Economy & Community; Community Services Officer – Engagement; Grants and Community Engagement Advisor.

REPORT

Australia Day 2023 celebrations will commence at 9:00 a.m. at the Denman Recreation Area – Rugby League/Cricket Fields. The morning celebrations will be highlighted with the inclusion of Indigenous culture, including a smoking and /or brushing down ceremony, Indigenous Dancers and an Acknowledgement of Country performed by a locally recognised Indigenous Community member.

A local community group have been approached to provide a BBQ breakfast and refreshments. The national anthem will be sung by a community member and music provided by the Muswellbrook Shire Concert Band.

The Citizenship Ceremony will be the first proceedings of the event. Following this, the announcements of the Citizens of the Year recipients will take place.

Nominations are currently being called for Citizen of the Year recipients in the following categories:

- Citizen of the Year;
- Young Citizen of the Year;
- Open Award;
- Arts & Culture Award;
- Senior and Junior Sports Person of the Year;
- Sports Team;
- Services to Sport; and
- Sustainability Award.

Applications close 4 December 2022. Council will consider these nominations, and a report will be provided to the 20 December 2022 Ordinary Council Meeting.

The Australia Day Nomination Guidelines indicates that the Nominations Committee will consist of the Mayor, the General Manager and other community representatives as the Mayor determines. The recommendation provides the opportunity for the Mayor to nominate who he would like to be a part of the Nominations Committee.

The Family Fun Day Activities will include free entry to the Denman and Muswellbrook Aquatic Centre facilities from 12pm - 4pm. The Family Fun Day activities at the Muswellbrook Aquatic Centre this year will include music, giant inflatables, free give aways and a novelty swimming race.

Muswellbrook Shire Council has made application for additional funds through the National Australia Day Council (NADC) to deliver inclusive events that use the NADC branding of **'Reflect. Respect. Celebrate. We're all part of the story'**. Council will also make an additional application for funds to incorporate activities that reflect and respect the history of our local Indigenous people and celebrate their culture.

OPTIONS

Council could note the report or request an alternate delivery of Australia Day 2023 Citizenship and Community Awards Ceremony and Family Fun Day activities.



CONCLUSION

Celebrations on Australia Day 2023 will provide an official citizenship ceremony and celebrate the noteworthy contributions and achievements of community members for their outstanding work, studies, sports and community services for 2022 or over a prolonged period of time.

SOCIAL IMPLICATIONS

Australia Day builds community capacity and connectivity by bringing community members together to welcome new citizens, and to highlight the achievements of community members who have made a significant contribution to the community in 2022.

FINANCIAL IMPLICATIONS

Ongoing Operational and Maintenance Costs Implications Associated with Capital Project

1. Financial Implications – Capital

Nil

2. Financial Implications – Operational

The 2022-23 operational budget currently allocates \$18 491 expenditure from GL 1070.0457.500, for Australia Day activities. Additional grant funding has been applied for through the National Australia Day Council Funding.

POLICY IMPLICATIONS

Nil known.

STATUTORY IMPLICATIONS

Nil known.

LEGAL IMPLICATIONS

Nil known.

OPERATIONAL PLAN IMPLICATIONS

This is line with the requirements of the 2022-23 Operational Plan.

RISK MANAGEMENT IMPLICATIONS

A Risk Management Plan will be developed for the event.

WASTE MANAGEMENT IMPLICATIONS

A Waste Management Plan will be developed for the event.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Australia Day nominations are currently being invited from the community.



9.5.2. Events Steering Committee Terms of Reference

Attachments:	1. Events Steering Committee Terms of Reference [9.5.2.1 - 6 pages]
Responsible Officer:	Shaelee Welchman – Director Community & Economy
Author:	Fiona Wilton – Economic Development Officer
Community Plan Issue:	2 - <i>Social Equity and Inclusion</i>
Community Plan Goal:	An inclusive and interconnected community where everyone enjoys full participation.
Community Plan Strategy:	4.3.1 - Develop and implement a program of Shire events to engage more locals and attract more visitors 4.3.1.1 - Council works in partnership with community groups to deliver a minimum of six events a year.

PURPOSE

To provide an update to Councillors regarding the newly developed Events Steering Committee Terms of Reference.

OFFICER'S RECOMMENDATION

Council endorses the Events Steering Committee Terms of Reference.

Moved: _____ **Seconded:** _____

BACKGROUND

At the Extraordinary Council Meeting on Tuesday 30 August 2022, as per Item 6.1.2 of the Minutes, it was resolved to form an Events Steering Committee consisting of the Mayor Reynolds and 3 Councillors, being Cr J. Drayton, Cr D. Douglas, and Cr D. Marshall.

CONSULTATION

The Terms of Reference were developed by the Director of Community & Economy and Economic Development Officer. The Terms of Reference were provided to the Mayor Reynolds, Councillor elected representatives Cr J. Drayton, Cr D Douglas and Cr D. Marshall, Acting General Manager and other Council Officers for review and feedback.

REPORT

The Events Steering Committee was created to deliver on Council's Strategic Plan goal to develop and implement a program of Shire events to engage more locals and attract more visitors.

The purpose of the Muswellbrook Shire Council Events Steering Committee is to inform and advise on the planning and delivery of events within the Shire.

The objective is to grow a program of signature, civic and partnership events which support the growth of the visitor economy, local business and lifestyle offer of the community.



OPTIONS

1. Council could resolve to endorse the Events Steering Committee Terms of Reference.
2. Council could resolve not to endorse the Events Steering Committee Terms of Reference.
3. Council could resolve to disband the Events Steering Committee.

CONCLUSION

The endorsement of the Events Steering Committee Terms of Reference will provide the governance framework for Council to inform and advise on the planning and delivery of events within the Shire.

SOCIAL IMPLICATIONS

These recommendations will provide the opportunity to grow a program of signature, civic and partnership events which support the growth of the visitor economy, local business and lifestyle of the community.

FINANCIAL IMPLICATIONS

Nil.

POLICY IMPLICATIONS

Nil.

STATUTORY IMPLICATIONS

Nil.

LEGAL IMPLICATIONS

Nil.

OPERATIONAL PLAN IMPLICATIONS

These actions are in line with the Operational Plan Goals.

RISK MANAGEMENT IMPLICATIONS

Nil.

WASTE MANAGEMENT IMPLICATIONS

Nil.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Nil.

EVENTS STEERING COMMITTEE

TERMS OF REFERENCE

8 NOVEMBER 2022



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PURPOSE AND OBJECTIVE

The purpose of the Muswellbrook Shire Council Events Steering Committee is to inform and advise on the planning and delivery of events within the Shire.

The objective is to grow a program of signature, civic and partnership events which support the growth of the visitor economy, local business and lifestyle offer of the community.

REPORTS TO

Council

AUTHORITY AND DELEGATION

The Steering Committee does not possess any delegation or decision-making authority either from the General Manager or Council. The Steering Committee may make recommendations to Council in relevance to its purpose and scope. The Steering Committee may provide advice and direction to Council Officers on the planning and delivery of events within the Shire.

SCOPE

The scope of activities to be overseen by the Steering Committee include:

1. Oversee the coordination of events in the shire to progress social and economic development outcomes and promote natural assets and venues to visitors and locals
2. Represent community interests in the contribution of ideas and suggestions
3. Provide input into the planning and curation of signature and civic events
4. Receive information on partnership events and Council Sponsored events occurring in the Shire
5. Assist to promote and share information on the Shires events
6. Identify and support grant and sponsorship opportunities to financially support and grow the Shire's event program
7. Oversee and provide input into signature events budgets and revenue opportunities
8. Resolve issues that arise as a result of the planning and delivery of events
9. Endorse event locations, event management plans and marketing plans
10. Monitor the progress of event activities in line with agreed event milestones
11. Establish and attend specific event sub-committees as required
12. Establish and monitor measures of success for each event
13. Maintain a calendar of Local and Regional Events and leverage regional event opportunities
14. Make recommendations to Council on the progress and growth of events in the Shire

MEMBERSHIP

Name	Organisational Role	Role
Cr Steve Reynolds	Mayor	Member
Cr Jeffrey Drayton	Councillor	Member
Cr Darryl Marshall	Councillor	Member
Cr De-Anne Douglas	Councillor	Member

- The Steering Committee will be constituted by not less than four Councillors elected by the Council.
- All members will be appointed for the duration of the current term of Council. Council may resolve to appoint a member for consecutive terms.
- As required, members of the Steering Committee may request attendance of other stakeholders or subject matter experts.

EVENTS STEERING COMMITTEE TERMS OF REFERENCE

- The member requesting attendance of an invitee must advise the Steering Committee Chair prior to the next scheduled meeting, so that the appropriate items can be added to the agenda.
- Attendance by non-member attendees will be by invitation only.

The Steering Committee will be supported by the following Muswellbrook Shire Council positions:

Organisational Role	Role
Director Community and Economy	Officer
Economic Development Officer	Officer
General Manager	Officer
Manager Community Services	Officer
Communications Officer	Officer

MEETINGS

Meetings will follow the Model Code of Meeting Practice.

The Steering Committee shall meet at such times and at such places as it may determine (usually monthly). Agenda items are to be provided to the Secretariat the week prior to the meeting, a summary of issues, actions, and decisions of each meeting of the Steering Committee will be recorded and an action log will be developed and tabled at each meeting.

Meetings can be held in person, by telephone or by video conference.

CHAIRPERSON

The Chair is to be nominated by the membership and a rotating Chair is acceptable. The Steering Committee will be provided administration support from Muswellbrook Shire Council. Presenters will be invited as required.

ESCALATION

Issues requiring escalation are to be raised in writing to the General Manager for resolution and / or decision by Council.

QUORUM REQUIREMENTS

A minimum of three (3) members must be in attendance for a meeting to be proceed.

The Steering Committee is expected to make decisions by consensus but if voting becomes necessary then the details of the vote are to be recorded in the minutes. Each member of the Steering Committee is entitled to one vote only. In the case of an equality of votes on any issue the Chair will have the casting vote.

APOLOGIES

Members of the Steering Committee shall make an apology via the Chair to attend a meeting if the member is unable to attend.

AD HOC INVITEES

As required, members of the Steering Committee may request attendance of other stakeholders or subject matter experts.

The member requesting attendance of an invitee must advise the Steering Committee Chair prior to the next scheduled meeting, so that the appropriate items can be added to the agenda.

Attendance by non-member attendees will be by invitation by the General Manager only.

CONFIDENTIALITY

Discussions that occur within the Steering Committee are to be kept confidential. If there are key messages to be communicated outside of the Steering Committee a communiqué will be developed and endorsed by the Steering Committee.

CONFLICTS OF INTEREST

Members will provide declarations in relation to any conflicts of interest that would preclude them from considering specific issues within a meeting

Members must declare these conflicts of interest at the start of each meeting or before discussion of the relevant agenda item or topic

Details of any conflicts of interest will be recorded in the minutes

ENGAGEMENT WITH THE MEDIA

Only the Mayor and General Manager of Muswellbrook Shire Council; and Steering Committee Chair will be permitted to comment to the media on behalf of the Steering Committee, unless otherwise agreed by the Steering Committee.

AMENDMENT

At least once every 4 years the Steering Committee will review this Terms of Reference and make recommendation on any changes to Council for its determination.

Authorisation Details:

Authorised by:	
Minute No:	XXX
Date:	XX/XX/XXXX
Review timeframe:	XX/XX/XXXX
Department:	
Document Owner:	

Review History:

Version No.	Date Changed	Modified By	Amendments Made

TYPES OF EVENTS

Hallmark Events

Internationally recognised and unique to the region, hallmark events attract national and international participants and spectators to our destination from outside of the region. Hallmark events have extensive media coverage, usually international or national and generate widespread economic, social, and cultural benefits to the region.

Example: Australia vs England Netball Test Match

Signature / Major Events

Require a minimum of 500 forecast participants and attract a large percentage of participants from outside the region. These events have state-wide, national and/or some international profile and significant marketing and media coverage. They provide a high level of economic, social, and cultural benefits to the region. Require event management, risk assessment and/or traffic management plans.

Example: City to Surf

Business and Conference Events

These events are supported by an external event company, committee, or event coordinator, with participants from outside the region. Usually provides economic benefits to the region. Require event management, risk assessment and/or traffic management plans.

Example: Rotary Conferences

Significant Community Events

A celebratory event that signifies an aspect of community life. Require event management, risk assessment and/or traffic management plans.

Example: New Year's Eve

Community Events

Community events are staged largely for social, fun and entertainment value for the local community. They are targeted primarily at a local audience but may attract from outside the region thereby providing some economic, social, and cultural benefits. Marketing and media coverage is mostly local. They may have some wider regional benefits but to a lesser extent than major events. Require event management, risk assessment and/or traffic management plans.

Example: Australia Day

Civic and Ceremonial Events

These are official events for celebratory, ritual, or commemorative purposes where our Mayor may be present.

Example: Citizenship Ceremony

Minor events, gatherings, and public space bookings

These are held on or affect council owned or managed land or civic spaces. They do not require event management plans or processes and are commonly run by groups for private family days or fundraising opportunities.

Example: Weddings



9.5.3. Committee Name Change - Aboriginal Reconciliation Committee

Attachments:	Nil
Responsible Officer:	Shaelee Welchman - Director - Community & Economy
Author:	Kim Manwarring – Manager Community Services
Community Plan Issue:	2 - Social Equity and Inclusion
Community Plan Goal:	An inclusive and interconnected community where everyone enjoys full participation.
Community Plan Strategy:	2.5.1 - Raise awareness of the local Aboriginal Community and an appreciation of their traditions and culture. 2.5.1.1 - Funding is sought for the delivery of a local Aboriginal Language Program.

PURPOSE

Council to consider a proposed name change of the Muswellbrook Shire Council Aboriginal Reconciliation Committee.

OFFICER'S RECOMMENDATION

Council renames the Aboriginal Reconciliation Committee the Aboriginal Cultural Inclusion Committee.

Moved: _____ **Seconded:** _____

BACKGROUND

At the 27 September 2022 Ordinary Council Meeting, Council endorsed the Aboriginal Reconciliation Committee Terms of Reference. Council's resolution in relation to the report was:

9.5.1 Aboriginal Reconciliation Committee – Terms of Reference

86 **RESOLVED** on the motion of Cr B. Woodruff and Cr L. Dunn that:

Council endorses the Aboriginal Reconciliation Committee Terms of Reference.

In Favour: Cr S. Reynolds, Cr J. Lecky, Cr A. Barry, Cr M. Bowditch, Cr J. Drayton,
Cr L. Dunn, Cr G. McNeill, Cr R. Mahajan, Cr D. Marshall, and
Cr. B. Woodruff.

Against: Nil.

Councillors asked a subsequent question requesting that the Committee name be changed from the Aboriginal Reconciliation Committee to the Aboriginal Cultural Inclusion Committee.

CONSULTATION

Director Economy & Community and Community Partnerships Officer.



REPORT

As per the terms of reference, the committee membership needs to be established. Correspondence will be forwarded to Wanaruah Local Aboriginal Land Council and Hunter Valley Aboriginal Corporation seeking representatives from their organisations. Further to these representatives, nominations will be sought for Aboriginal Community Member positions.

To progress the membership of the Committee, the formalising of the Committee name is required.

OPTIONS

Council could accept the recommended committee name change to the Aboriginal Cultural Inclusion Committee or keep the existing Committee name, the Aboriginal Reconciliation Committee, or nominate a different Committee name.

CONCLUSION

The changing of the Committee name does not change the objective and purpose of the committee. The proposed name change reflects contemporary language and the reference to inclusiveness captures the purpose and objective of the Committee's terms of reference.

SOCIAL IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

There is no financial implications in this report

Ongoing Operational and Maintenance Costs Implications Associated with Capital Project

1. Financial Implications – Capital

Nil

2. Financial Implications – Operational

Nil

POLICY IMPLICATIONS

Nil

STATUTORY IMPLICATIONS

Nil

LEGAL IMPLICATIONS

Nil

OPERATIONAL PLAN IMPLICATIONS

Nil

RISK MANAGEMENT IMPLICATIONS

Nil



WASTE MANAGEMENT IMPLICATIONS

Nil

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Nil

**9.5.4. Community Services**

Attachments:	Nil
Responsible Officer:	Shaelee Welchman – Director Community and Economy
Author:	Kim Manwarring – Manager Community Services
Community Plan Issue:	6 - Community Leadership
Community Plan Goal:	24.1 - Maintain a strong focus on financial discipline to enable Council to properly respond to the needs of the communities it serves.
Community Plan Strategy:	24.1.2 - Appropriate matters are reported to Council in a timely manner in accordance with the Financial Control and Reporting Policy.

PURPOSE

To provide an update on activities in the Community Services section.

OFFICER'S RECOMMENDATION

The information contained in this report be noted.

Moved: _____ **Seconded:** _____

REPORT**MUSWELLBROOK SHIRE LIBRARIES – MUSWELLBROOK AND DENMAN**

Muswellbrook Library hosted HSC Examinations once again during October with access to the Library restricted during the two week examination period. The Muswellbrook and Denman Branches were attended by **2,384 customers** during October.

Home Library:

The Muswellbrook Shire Libraries currently delivers personally selected books, DVDs and Audio books to homebound customers each fortnight. During the month of October this service conducted 2 deliveries and delivered

- **Creating spaces and programs that meet the needs of members and library visitors**

Program Type		
Type	No. of Programs	Attendance
Literacy and lifelong learning	10	69
Informed and connected citizens	0	0



Program Type		
Type	No. of Programs	Attendance
Digital Inclusion	0	0
Personal development and wellbeing	1	4
Stronger and more creative communities	5	56
Economic and workforce development	0	0
TOTAL	16	129

Children's Programs

The Library branches have hosted a series of Spring themed school holiday programs starting with a Seed Paper activity at Denman Branch which was attended by **3 children** and a Worm Farm activity at Muswellbrook in partnership with Council's Sustainability team with **15 attendees**. The Muswellbrook library also hosted a Junior Author talk with local Author Paula Stevenson visiting and sharing her book 'Buster follows his nose'.

Baby Rhyme and Story Time were placed on hold during HSC examinations with **35 attendees** at Muswellbrook and Denman Branches throughout the month.

LEGO Club challenged themselves to make spooky scenes out of LEGO with **21 attendees** across both branches.

A special Grandparents Day story time was hosted at Muswellbrook Library with attendees decorating special photo gifts for their grandparents or special adults in their lives.

Adults Programs:

Author Talk with Paula J Beavan: this author talk was hosted at Muswellbrook Library and attended by **17 adults**.

Brain Training was hosted during the month at Muswellbrook with **4 attendees**.

The **Adult Craft Group** meets fortnightly at the Muswellbrook Branch and was attended by **12 attendees** during October. This social groups shares crafts projects and provides important adult social connections to members of the Muswellbrook Community.

The **Bookclub** groups were hosted at Muswellbrook and Denman Branch and was attended by **12 attendees**. These groups meet monthly. The Library also promotes a new online bookclub 'Ben's Bookclub' with simultaneous use books available through our Libby App.

The **Writers Group** was attended by **8 attendees**.

Exhibitions:

The Muswellbrook Library hosted an exhibition of International Hats throughout the month of October with Local resident Dr John Rogers kindly sharing his personal collection.



COMMUNITY PARTNERSHIPS & ENGAGEMENT

Wonnarua/Wanaruah/Wanarruwa Aboriginal Language Course

Wonnarua/Wanaruah/Wanarruwa Aboriginal Language program is being delivered in partnership with Wanaruah Local Aboriginal Land Council and the support of Singleton Shire Council

A total of 87 people registered their interest to participate in the Wonnarua/Wanaruah/Wanarruwa Language course, the language program funded 40 spaces available, a total of 36 Aboriginal people were accepted into the classes for 2022 and 60% of these participants are of Wonnarua/Wanaruah descent. Participants age range is from 23 – 78 years.

The second language program will be held in January 2023 and already have people expressing their interest for next year.

Networks and Support

Attendance and participation in the following networks – Upper Hunter Community Service Interagency, Upper Hunter Youth Network Meeting, Community Drug Action Team and Local Drug Action Team.

Maintain, responded and distribute emails to the Upper Hunter Community Services Interagency.

Provision of governance support has been provided to Upper Hunter Community Services, Upper Hunter Homeless Support, Seniors Rights Service and Upper Hunter Youth Services.

Co facilitation of the Lovebites programs in the Upper Hunter area as a part of the local Community Drug Action Team.

Blue Heeler Film Festival

The Blue Heeler Film Festival (BHFF) awards night was a huge success in every respect.

A massive effort went in to the 2022 event, the 9th Annual **Blue Heeler Film Festival** organised by Muswellbrook Shire Council.

The Awards Night at the Denman Hall was an enormous success, with the event being a sell-out, the attendees and guest's maintaining that it was the best event held in in the festivals 9-year history.

Local, regional, and interstate film makers attended the Awards Night, along with a sprinkling of Actresses, Actors and Film industry professionals. The Finalist films were an eclectic mix of Comedy, Drama, Documentaries and Crime Mysteries. The audience laughed, cried, and thoroughly enjoyed the films making the cut as finalists.

Open category winner of \$10K Prize and Golden Bluey was Jason King, Jeanette Thompson, and Jac the Kelpie for 'Rover'

Secondary category winner of \$5K prize and Golden Bluey was Erin Ryan for 'Spoons' a Muswellbrook Local.

Prizes were made available through our major sponsor Bengalla Mining Company.

Best Local Film went to Muswellbrook Film Director Samantha Dennis- Serhan.

A total of **70 Entries** were received – 4 of these entries from Overseas, **24 Finalists** screened at the Awards Night. While there were fewer local entries than in previous years - 4 Winners cross the awards categories were local – these included best local film, Best Actress, Best Actor, and 4 of the Highly commended Certificates also went to Local films. The Awards Night attracted 132 people to the Denman Memorial Hall and numerous people attended online through live streaming.



This year's revitalised Communication Strategy for the **Blue Heeler Festival** increased our reach across social media dramatically with platforms such as Facebook seeing a **488% increase** in page likes and a **673% increase** in post engagement, a testament to the commitment of Community Services Staff to develop and drive engagement.

Print and Radio media campaigns were expanded. ABC in both the Upper Hunter and Broken Hill aired coverage and the success of the Awards night saw 3 front pages and several articles for the event across local print media.

Visitor Information Centre - Denman

The Visitor Information Centre at Denman recorded in excess of 500 visitors for the month of October, the majority of visitors were from NSW and accessed local information about places to visit and stay.

MUSWELLBROOK REGIONAL ARTS CENTRE

Saturday 29 October saw the opening of the Viola Bromley Art Prize at Muswellbrook Regional Arts Centre where the winners of the acquisitive local art competition were announced.

- Painting: Marie Lunney, 'Days in the Sun (after Blue House)'
- Works on Paper: Gail Southwell, 'Accidentally Kelly Street'
- Sculpture: Joanne Van Hees, 'Deep Dark Claze'
- Photography: Michael Rayner, 'Garden'

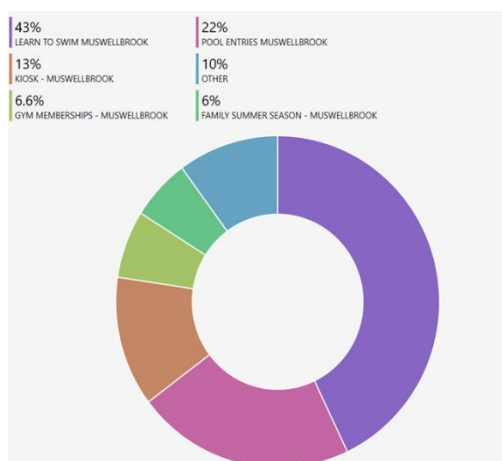
The four works join the Muswellbrook Shire Art Collection alongside key local artists including Max Watters, James Clifford and Viola Bromley herself.

Thank you to this year's adjudicator, Newcastle based artist and winner of the 2020 Muswellbrook Art Prize for ceramics, Zoe Tjanavaras for making the selections.

The exhibition of the Viola Bromley Art Prize affords visitors to the gallery the opportunity to experience the art of our region, and that which builds our collection and the community's story through the visual arts. The exhibition continues until 17 December.

MUSWELLBROOK FITNESS & AQUATIC CENTRE – MUSWELLBROOK & DENMAN

Pool Sales October 2022



**Transaction Allocations October 2022**

NAME	TRANSACTIONS	% OF TOTAL ALLOCATED	
Learn to Swim Muswellbrook	241	43%	
Pool Entries Muswellbrook	1,907	22%	
Kiosk - Muswellbrook	2,129	13%	
Gym Memberships - Muswellbrook	71	6.6%	
Family Summer Season - Muswellbrook	14	6%	
Yearly Family Membership- Muswellbrook	10	2.7%	
Facility Hire Muswellbrook	19	2.1%	
Gym Entries Casual - Muswellbrook	69	2%	
Season Individual Membership - Muswellbrook	6	1.1%	
Yearly Individual Membership - Muswellbrook	2	1%	
Aqua Aerobics - Muswellbrook	51	0.5%	
School Groups Using Pool Muswellbrook	16	0.47%	
Pensioner Casula Entry Muswellbrook	10	0.17%	

Total Footfalls in October (Excluding Members*)

Over the last month we recorded close to 9500 footfalls at the aquatic centre. Close to 6000 casual swimmers at the centre.

Learn to Swim started this month with 210 participants attending the lessons this term.

Lifeguard upgrade training occurred this month at the centre delivered by Royal Life Saving for 10 staff members.



10. Minutes of Committee Meetings

10.1. Events Steering Committee Meetings - 21/09/2022 and 18/10/2022

Attachments:	1. 20220921 Events Steering Committee Meeting Minutes [10.1.1 - 2 pages]
	2. 20221018 Events Steering Committee Meeting Minutes [10.1.2 - 3 pages]
Responsible Officer:	Shaelee Welchman - Director - Community & Economy
Author:	Fiona Wilton – Economic Development Officer
Community Plan Issue:	2 - Social Equity and Inclusion
Community Plan Goal:	An inclusive and interconnected community where everyone enjoys full participation.
Community Plan Strategy:	4.3.1 - Develop and implement a program of Shire events to engage more locals and attract more visitors

PURPOSE

To inform Council of the following meetings of the Events Steering Committee:

1. Events Steering Committee Meeting held on 21 September 2022
2. Events Steering Committee Meeting held on 18 October 2022

OFFICER'S RECOMMENDATION

The minutes for the following Events Steering Committee meetings be NOTED:

1. Events Steering Committee Meeting held on 21 September 2022
2. Events Steering Committee Meeting held on 18 October 2022

Moved: _____ **Seconded:** _____

REPORT

The Economic Development Officer reports that the following meetings were held:

1. Events Steering Committee Meeting met on 21 September 2022
2. Events Steering Committee Meeting met on 18 October 2022

The minutes of these meetings are attached for the information of the Councillors.

**MINUTES OF THE EVENTS STEERING COMMITTEE MEETING OF THE
MUSWELLBROOK SHIRE COUNCIL HELD VIA TEAMS/THE LOXTON ROOM,
ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON 21
SEPTEMBER, 2022 COMMENCING AT 4:30PM**

PRESENT: Cr S. Reynolds (Chair), Cr D. Douglas, Cr J. Drayton, Cr D. Marshall

IN ATTENDANCE: Cr M. Bowditch, Mr D. Finnigan (Acting General Manager), Ms S. Welchman (Director – Community & Economy), Ms F. Wilton (Economic Development Officer)

1 Apologies

Nil

2 Confirmation of Minutes of Previous Meeting

Nil

3 Disclosure of Any Pecuniary and Non-Pecuniary Interests

Nil

4 Business Arising

Nil

5 Business

5.1 Action List

Nil

5.2 Australia Day Award Categories

A report was submitted to the Committee seeking approval to review and update the 2023 Australia Day Award Categories.

RECOMMENDED on the motion that:

1. Council endorses the following 2023 Australia Day Award Categories:

- Citizen of the Year
- Young Citizen of the Year
- Open Award
- Arts and Culture Award
- Sustainability Award
- Junior Sportsperson
- Senior Sportsperson
- Services to Support



7 Date of Next Meeting

18 October, 2022

8 Closure

The meeting was declared closed at 5pm

.....
Cr S. Reynolds

CHAIR

**MINUTES OF THE EVENTS STEERING COMMITTEE MEETING OF THE
MUSWELLBROOK SHIRE COUNCIL HELD VIA TEAMS/THE LOXTON ROOM,
ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON 18
OCTOBER, 2022 COMMENCING AT 4:30PM**

PRESENT: Cr S. Reynolds (Chair), Cr D. Marshall

IN ATTENDANCE: Mr D. Finnigan (Acting General Manager), Ms S. Welchman (Director – Community & Economy), Ms K. Manwarring (Manager Community Services), Mr S. Wright (Community Services Officer – Partnerships)

1 Apologies

RECOMMENDED on the motion of Cr S. Reynolds and Cr D. Marshall that:

The apologies for inability to attend the meeting submitted by Cr J. Drayton and Cr D. Douglas be ACCEPTED.

2 Confirmation of Minutes of Previous Meeting

Nil

3 Disclosure of Any Pecuniary and Non-Pecuniary Interests

Nil

4 Business Arising

Nil

5 Business

5.1 Action List

Nil

5.2 Australia Day Event

A report was submitted to the Committee seeking approval to apply for the National Australia Day Council's (NADC) Australia Day 2023 Community Grants program and obtain feedback from the committee on events and activities for 2023.

RECOMMENDED on the motion of Cr S. Reynolds and Cr D. Marshall that:

1. Council applies to the National Australia Day Council for both streams of funding to contribute to the planning and delivery of the 2023 Australia Day event.
2. The 2023 event be held at the Denman Sports Ground with swimming activities to be held at Muswellbrook Aquatic Centre. The Committee also noted that a run sheet would be provided for the day.
3. Investigate the cost of a new marquee which fits the stage.
4. Investigate the cost of a water bottle giveaway incorporating the use of an indigenous design on the bottle.
5. Ensure the water refill stations be available at the event.



6. A podium be made for the first, second and third place winners to be retained and used by the swimming club.
7. Muswellbrook Swimming Club to organise the officiating of the relay.
Teams to include:
 - Councillors
 - Staff
 - Radio Station
 - Mines Rescue
 - Emergency services
 - ARTC
8. Free coffee to be available
9. Investigate the cost of Power FM doing the outdoor broadcast.

5.3 Blue Heeler Film Festival

A report was submitted to the Committee providing an update on the Blue Heeler Film Festival submissions, Awards Night, and public screening events.

RECOMMENDED on the motion of Cr S. Reynolds and Cr D. Marshall that:

1. The Committee note the activities undertaken to deliver the 9th Annual Blue Heeler Film Festival.
2. In preparation for the 10th anniversary of the Blue Heeler Film Festival that Council staff undertake a review of the event including MOU agreement currently with University of Newcastle, entrant criteria and review of the Terms and Conditions.
3. As part of the review Council staff investigate increasing prize money from \$10,000 to \$20,000.

5.4 New Year's Eve 2022

A report was submitted to the Committee providing an update on the New Year's Eve 2022 event.

RECOMMENDED on the motion of Cr S. Reynolds and Cr D. Marshall that:

The Committee note the activities undertaken to deliver the New Year's Eve 2022 event.

5.4 Rock'n The Brook

A report was submitted to the Committee providing an update on the Rock'n the Brook event to be held 4 March 2023.

RECOMMENDED on the motion of Cr S. Reynolds and Cr D. Marshall that:

1. The Committee note the activities undertaken to deliver the Rock'n the Brook 2023 event.
2. Sponsorship recommendations are as follows:



- i) Platinum \$45,000 and promote multiyear deals
 - ii) Gold \$25,000
 - iii) Silver \$10,000
 - iv) Bronze \$4,000
- 3. Apply for the Bengalla Community Development Fund
 - 4. Look it to merchandise options.

7 Date of Next Meeting

17 November, 2022

8 Closure

The meeting was declared closed at 5:15pm

.....
Cr S. Reynolds
CHAIR



10.2. Local Traffic Committee November Minutes - 8/11/2022

Attachments:	1. Minutes - Local Traffic Committee - 8/11/2022 [10.2.1 - 3 pages]
Responsible Officer:	Derek Finnigan - Acting General Manager
Author:	Imelda Williams – Traffic & Roads Status Officer
Community Plan Issue:	5 - Community Infrastructure
Community Plan Goal:	Effective and efficient infrastructure that is appropriate to the needs of our community.
Community Plan Strategy:	5.1.3 - Facilitate investment in high quality community infrastructure necessary to a Regional Centre.

PURPOSE

To inform Council of a meeting of the Local Traffic Committee held on 8 November 2022.

OFFICER'S RECOMMENDATION

The minutes for the Local Traffic Committee meeting held on 8 November 2022 be received and the recommendations contained therein ADOPTED by Council.

Moved: _____ **Seconded:** _____

REPORT

The minutes of the meeting are attached for the information of the Councillors.

MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD VIA TEAMS/THE LOXTON ROOM, ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON TUESDAY 8 NOVEMBER, 2022 COMMENCING AT 1.30PM

PRESENT: Cr D. Marshall (Chair), Mr M. Kelly, Snr Const. A. Sweeney (Mbk Police), Ms B. Haverhoek (TfNSW) and Ms K. Scholes.

IN ATTENDANCE: Mrs I. Williams

1 Apologies

RECOMMENDED that:

The apologies for inability to attend the meeting submitted by Cr M. Bowditch be ACCEPTED.

2 Confirmation of Minutes of Previous Meeting

RECOMMENDED on the motion of Mr M. Kelly and Cr D. Marshall that:

The Minutes of the Local Traffic Committee Meeting held on 9 August, 2022 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 Interests

Nil.

4 Business Arising

Nil

5 Business

5.1 Wollombi Road Traffic Matters

RECOMMENDED that:

Council request the NSW Police provide an increase in presence in the area to patrol the streets more regularly during the day and night for enforcement of the Road Rules. The NSW Police be requested to add information to their Police Hunter Valley Facebook page about Crime Stopper reporting for incidents relating to speeding and antisocial driver behaviour and the complainant be advised of the recommendation of the committee and advised to report the matter through this avenue.

VOTE Unanimous Support

5.2 Extension of Restaurant 28-32 Maitland Street Endorsement of Signage

RECOMMENDED that:

Council use its delegated authority to approve the following:

- "No Exit" signage on the entry access:
- "Left Turn Only" and "No Entry" signage on the exit access;



- “No Stopping” zone signage and linemarking on Maitland Street from the corner of Wilder Street for a length of 20m in a westerly direction;
- “Stop” sign and “Stop Hold Line” line marking on the exit driveway onto Wilder Street;
- “No Stopping” zone signage and line marking on Maitland Street between the Entry and Exit driveway to the site.

VOTE Unanimous Support

5.3 Ironbark Road Request for Speed Humps

RECOMMENDED that:

1. Council takes no action in this matter as there is no warrant for the installation of speed humps in Ironbark Road as outlined in the report
2. Further monitoring be undertaken of the site in the next 6 months. The NSW Police be requested to add information to their Police Hunter Valley Facebook page about Crime Stopper reporting for incidents relating to speeding and antisocial driver behaviour. The complainant and the office of the Local Member be advised of the recommendation of the committee. Matters of this nature should be reported through this avenue.”_

VOTE Unanimous Support

5.4 Closure of Ogilvie Street for Denman Christmas Markets

RECOMMENDED that:

Council uses its delegated authority to approve the closure of Ogilvie Street, Denman, between Paxton and Palace Streets on Thursday 8 December 2022 from 2:00pm to 9pm under the following conditions:

- Road users must be advised of the road closure prior to the event (variable message boards/notification in the local paper etc);
- Traffic management plan (prepared by suitably qualified personnel) to include traffic guidance scheme, parking and access arrangements to the event;
- A letterbox drop must be undertaken to the affected Businesses and Residents;
- All emergency services must be advised of the road closure and provisions made for access through the site if required;
- All traffic control personnel to have the appropriate Safe Work NSW approved qualifications;
- The event is to be covered by public liability insurance for a minimum of \$20m coverage;
- NSW Police are to be advised of the event and provisions for any counter terrorism threat to be followed. Barriers be placed across access points to the venue in a configuration to prevent the potential for vehicles to access the site at speed but still allowing access by Emergency vehicles.

VOTE Unanimous Support



6. General Business

Line Marking – Rutherford Road Traffic Lights

The committee advised that the road marking on Rutherford Road at the traffic signals recently requested at the LTC meeting were working effectively and preventing the instance of 2 vehicles trying to turn left at the one time.

Line Marking – Sydney Street/Maitland Street Intersection

The line marking on Sydney Street at the Maitland Street traffic Signals has been modified and the left turn arrow has been removed from the parking lane thereby preventing the instance of 2 vehicles trying to turn left at the one time.

Lane Widths – Ironbark Road, Muswellbrook

A request was made to investigate Ironbark Road lane widths and parking lanes between Adam Street and Rutherford Road and reported back to the committee

Lane Widths – Market Street, Muswellbrook

A request was made to investigate the lane widths and parking lanes on the bend on Market Street adjacent to the Railway Hotel and reported back to the committee.

Future Meetings

That future meetings of the Local Traffic Committee be held via “Microsoft TEAMS” platform unless advised otherwise.

7 Date of Next Meeting

13 December, 2022

8 Closure

The meeting was declared closed at 2.40pm.

.....
Cr D. Marshall

CHAIR

**10.3. Audit Risk and Improvement Committee Meetings - 2/03/2022, 6/08/2022, 13/10/2022 & 17/11/2022****Attachments:**

1. Minutes - Audit Risk and Improvement Committee - 2/03/2022 [**10.3.1** - 6 pages]
2. Minutes - Audit, Risk and Improvement Committee - 8/06/2022 [**10.3.2** - 5 pages]
3. Minutes - Audit Risk and Improvement Committee - 13/10/2022 [**10.3.3** - 5 pages]
4. Minutes - Audit Risk and Improvement Committee - 17/11/2022 [**10.3.4** - 2 pages]

Responsible Officer:

David Walsh - Director - Corporate Services & Chief Financial Officer

Author:

Michelle Sandell-Hay – Governance Officer

Community Plan Issue:

6 - *Community Leadership*

Community Plan Goal:

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

Community Plan Strategy:

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

PURPOSE

To inform Council of the meetings of the Audit Risk & Improvement Committee Meetings held on:

1. Ordinary Meeting held on 2 March, 2022
2. Ordinary Meeting held on 8 June, 2022
3. Ordinary Meeting held on 13 October, 2022
4. Extra-Ordinary Meeting held on 17 November, 2022

OFFICER'S RECOMMENDATION

The minutes for the following meetings be NOTED:

1. Audit Risk & Improvement Committee Ordinary meeting held on 2 March, 2022;
2. Audit Risk & Improvement Committee Ordinary meeting held on 8 June, 2022
3. Audit Risk & Improvement Committee Ordinary meeting held on 13 October, 2022
4. Audit Risk & Improvement Committee Extra-Ordinary meeting held on 17 November, 2022

Moved: _____ **Seconded:** _____

REPORT



The Governance Officer reports that the Audit Risk and Improvement Committee met on 2 March, 2022, 8 June, 2022, 18 October, 2022 and 17 November, 2022.

The minutes of the meetings are attached for the information of the Councillors.

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON WEDNESDAY 2 MARCH, 2022 COMMENCING AT 9:00AM.

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

IN ATTENDANCE: Cr. S. M. Reynolds (Mayor), Cr. D. E. Marshall, Cr. R. Mahajan, Mr C. Hume (RSM Australia) and Ms L. Nash (Risk and Insurance Officer)

INTRODUCTION: Mr Morley as Chairperson of the Audit, Risk and Improvement Committee, formally welcomed Cr Lecky, newly elected committee member, to the meeting along with Cr Marshall as an observer.

1 APOLOGIES AND LEAVE OF ABSENCE

Nil

2 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

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

The Minutes of the Audit, Risk and Improvement Committee Meeting held on 15 December 2021, a copy of which has been distributed to all members, be held over to the next ARIC meeting on 8 June 2022 for endorsement as they are not accurate.

3 DISCLOSURE OF ANY PECUNIARY AND NON-PECUNIARY INTEREST

Nil

4 BUSINESS ARISING

Nil

SUSPENSION OF STANDING ORDERS

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

Standing Orders be suspended in order to consider Item 7.1 MSC AUDIT PLANNING OVERVIEW as the first item to allow Mr Hume to provide the committee with a brief presentation.

7 EXTERNAL AUDIT

7.1 MSC AUDIT PLANNING OVERVIEW

Mr Morley introduced Mr Hume advising the meeting that he will provide an update on the plan for the next Audit for the Year Ending 2022.

Mr Hume proceeded to inform the committee of his role as contractor to the Audit Office of NSW.

Mr Hume also confirmed that the Annual Engagement Plan (AEP) would be finalised in a week when it will then be forwarded to the ARIC.

Mr Hume reassured the committee that the Annual Engagement Plan was anticipated to track well.

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON WEDNESDAY 2 MARCH, 2022 COMMENCING AT 9:00AM.

Mr Morley asked Mr Hume whether he would envisage anything out of the ordinary with the conduct of this year's audit.

Mr Hume proceeded to summarise the main areas to be audited noting the new additional area of Cyber Security (4.7 on the audit agenda) and confirmed that there was nothing overly different to the prior audit besides the addition of Cyber Security.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The information contained in this report be noted.

Mr Hume left the meeting at 9.18am.

SUSPENSION OF STANDING ORDERS

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

Standing Orders be suspended in order to consider Items 6.4 Internal Audit Charter Review and Item 10.1 2021-2022 Operational Plan 31 December Quarterly REVIEW to allow Ms M. Cleary to present her reports and leave the meeting.

6.4 INTERNAL AUDIT CHARTER REVIEW

Ms Cleary advised that a final framework has not as yet been released from OLG and the only update is that it is still coming.

Ms Cleary went on to inform the committee of changes of roles within the Charter document due to organisational changes at Council.

Discussion took place around mitigating situations where conflicts of interest may occur.

Mr Morley pointed out that page 6 of the Charter covered Conflicts of Interest.

Mr Walsh agreed that within his role as CFO he endeavours to separate himself from the internal audit process to ensure that there is that independence.

Mr Morley commented that he was appreciative of the fact that it is not going to be practical within all Councils to mitigate such circumstances so it was positive that Council was making sure that safeguards are in place.

Mr Morley recommended that Council add a paragraph to the Charter noting that references to internal audit staff apply to either internal audit staff within Council and/or contractors.

RECOMMENDED on the motion of Cr Lecky and Mr Quealey that:

1. The information contained in this report be noted;
2. The committee endorse the Charter; and
3. The Charter will have a paragraph added noting that references to internal audit staff apply to either internal audit staff within Council and/or contractors.

5 GOVERNANCE AND INTERNAL CONTROL

10.1 2021-2022 OPERATIONAL PLAN 31 DECEMBER QUARTERLY REVIEW

Cr Lecky queried the progress of one of the actions to which Mr Finnigan provided an update.

Mr Finnigan also advised Cr Lecky that the Operational Plan Quarterly Review Report was tabled at the Council meeting prior to the ARIC meeting where questions around the actions would be best dealt with.

Mr Morley asked Cr Lecky whether she felt comfortable with the process that Council takes with reporting these actions and whether that process worked effectively in her view.

Mr Morley assured Cr Lecky that the committee would be happy to receive any feedback at any time in the future.

Mr Morley added that it might be suitable to provide the Committee with just a summary of the actions in this report rather than a lengthy attachment on top of a summary.

Mr Quealey provided that he would be happy for the report to remain in its current format.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The information contained in this report be noted.

5 RISK MANAGEMENT

5.1 MAJOR PROJECTS STATUS REPORT

Mr Quealey queried whether there would be anything in the attached list of projects that is of concern.

Mr Finnigan confirmed that there are presently no significant risks and that risks are always being monitored and areas of concern are reported to Council.

Mr Quealey asked whether the projects were covered under Council's \$2million PL/PI insurance policy or were there projects that were insured individually to which Mr Finnigan provided that Council's focus remains on all works projects being appropriately insured.

RECOMMENDED on the motion of Cr Lecky and Mr Quealey that:

The information contained in this report be noted.

6 INTERNAL AUDIT

6.1 MANAGEMENT REVIEW OF OPEN ACTIONS FROM PREVIOUS AUDITS

Mr Quealey queried the amendment to action W.W.I.08.

Mr Walsh then provided clarification around this explaining that there has been a change in the direction of the action.

Mr Morley advised that he did not feel that there was a requirement for this report as this information can be covered in the Internal Audit Action Update reports.

Ms Nash explained that this report had been submitted annually for the past three (3) years but there were now less internal audit actions to tidy up.

Mr Morley clarified that the original and first report around this was purely to have management re-visit the large number of internal audit actions at the time and assess their relevance. This is

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON WEDNESDAY 2 MARCH, 2022 COMMENCING AT 9:00AM.

no longer required therefore there is no longer a requirement for this report.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

1. The information contained in this report be noted; and
2. It be noted that this report is not required in future as the information contained in it can be adequately covered in the Internal Audit Action Update reports.

6.2 Q1 2021-22 ARIC INTERNAL AUDIT ACTION UPDATE

A report was submitted to the Committee providing an update on the Q1 2021-2022 ARIC Internal Audit Actions.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The information contained in this report be noted.

6.3 Q2 2021-22 ARIC INTERNAL AUDIT ACTION UPDATE

Mr Quealey questioned whether Council had implemented Vault as was scheduled for September 2021 according to Q-4 under the High Risk Internal Audit Actions.

Mr Quealey also asked whether the roadmap had been prepared yet for Fraud and Corruption Control as per ML19 – 5 of the External Audit Actions.

Ms Plesman advised that Council had not progressed ML19 – 5 as well as they would have liked to as I.T. and Cyber Security had been of focus.

In relation to Q4 and the implementation of Vault, Ms Plesman confirmed that this was progressing now that Council had been able to employ an extra person in this area who has been able to address a significant backlog.

Mr Quealey expressed concern that there are still 2 high risk actions and 1 low risk action which had not been completed in 6 months.

Ms Plesman offered to explain this in a closed report but did confirm that Mr Walsh and Mr Morley had carried out discussions around these.

Mr Morley queried what effort is being made to address outstanding actions in a timely manner.

Mr Morley also questioned why one of the External Audit actions on Page 243 had appeared to have “dropped off”.

Ms Nash advised that this would be investigated and further information on this provided to the committee out of session.

Mr Morley enquired as to why Service Delivery Review Action WW.I.07 needs to be tracked as it is a statement.

Mr Finnigan agreed that this needs to be addressed and elaborated on.

Mr Morley added that action PT-1 does not need points 1,2,3, etc. It needs to be tidied up.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The information contained in this report be noted.

6 LEGISLATIVE COMPLIANCE

Nil

7 GENERAL BUSINESS

11.1 ARIC FORWARD MEETING PLAN 2022

Mr Morley advised the meeting that there are some reports that are not being submitted to the nominated meetings in the Forward Meeting Plan and reminded the meeting that it is extremely important that the Forward Meeting Plan is adhered to.

Mr Morley commented that he was hopeful to see some progress in the Agenda at the next meeting.

RECOMMENDED on the motion of Cr Lecky and Mr Quealey that:

The information contained in this report be noted.

11.2 ARIC MEETING ACTIONS STATUS UPDATE

Mr Walsh provided the committee with an update on the status of risk management.

Mr Walsh assured the committee that he would consolidate the feedback received from MANEX then will have MANEX endorse changes to the risk management framework and will return this to the next ARIC meeting.

Mr Morley provided a reminder that the key point is how is the risk management plan to be rolled out. The focus should be on the plan/strategy to get this integrated into Council's practices.

Mr Walsh assured the committee that the framework will be endorsed by Council and embedded into the organisation.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

1. The information contained in this report be noted; and
2. The committee will receive a report on the strategy for rolling out the risk management framework.

11.3 INTERNAL AUDIT FUNCTION SELF REVIEW 2021

Cr Lecky requested that the results of Question 16 be explained which Mr Morley did.

Mr Morley expressed concern at the results of the survey and felt that clearly there were some issues.

Mr Morley said that the results of the survey show that there is work to do and went on to describe other areas that raised concerns.

Ms Plesman disagreed with this view and invited both Mr Morley and Mr Quealey to attend the next ARIC meeting being held in June in person to discuss any further concerns

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON WEDNESDAY 2 MARCH, 2022 COMMENCING AT 9:00AM.

RECOMMENDED on the motion of Cr Lecky and Mr Quealey that:

The information contained in this report be noted.

8 DATE OF NEXT MEETING

8 June 2022

9 CLOSURE

The meeting was declared closed at 10.08am.

.....
Ms F. Plesman

General Manager

.....
Mr M. Morley

Chairperson

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON WEDNESDAY 8 JUNE, 2022 COMMENCING AT 9.30AM.

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

IN ATTENDANCE: Cr S. Reynolds, Cr D. Marshall and Mrs S. Medcalf.

1 APOLOGIES AND LEAVE OF ABSENCE

Nil

2 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The Minutes of the Audit, Risk and Improvement Committee Meeting held on 2 March 2022, and the Minutes of the Audit, Risk and Improvement Committee Meeting held on 15 December 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 RISK MANAGEMENT

5.1 MAJOR PROJECTS STATUS REPORT

A report was submitted to the Committee providing an update on the status of major projects. Mr Quealey asked for an explanation why some projects were listed as Upper Hunter Shire Council roads. Ms Plesman advised many roads are shared roads and we work collaboratively with Upper Hunter Shire Council on projects where required.

Ms Plesman provided an update on the Loxton House Project, advising unforeseen structural issues were discovered which would significantly increase the budget. The building is a heritage building, so works have been undertaken to construct a steel shell inside the building and the site made safe. Funding will be sought at a future date to continue project.

Ms Plesman advised two projects with significant variations included the Animal Shelter project after recommendations to move the site drainage from Sydney Street to the Hunter River. The best source of funding is being sought to be taken to Council. The Aquatic Centre has also has significant variations but meeting within budget.

Most other projected outlined in the report are expected to be completed by the end of the calendar year.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The information contained in this report be noted.

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON WEDNESDAY 8 JUNE, 2022 COMMENCING AT 9.30AM.

5.2 ENTERPRISE RISK MANAGEMENT

A report was submitted to the Committee providing an update on the ERM Policy, Framework and Plan. Mr Quealey recommended some minor inconsistencies between the documents be brought into alignment.

Mr Quealey also noted the action plan is a large body of work and suggested a prioritisation system be implemented to insure critical items are completed. Mr Morley suggested some items could be put under Governance rather than Risk Management.

Mr Quealey also suggested the lead indicators require more quantifiable data, with measurable and time frame base goals. Cr Scholes suggested a percentage based system be used rather than a hard figure to make the projections more realistic.

Mr Walsh suggested a quarterly reporting basis be adopted with a summary progress report.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

ARIC note the updated Enterprise Risk Management Policy, Framework & Plan.

5.3 RISK ASSESSMENT REPORTS

A report was submitted to the Committee providing an update on recent risk assessment outcomes. Mr Walsh noted Council has implemented a number of recommendations put forward after an Audit conducted of the Water Treatment Plant and Muswellbrook Marketplace. These locations were identified as high risk areas. Mr Quealey recommended the actions are documented and reported on.

Ms Plesman noted next week a managers forum on due diligence will be conducted. This forum will be WH&S focused and on compliance in general.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The information contained in this report be noted.

6 INTERNAL AUDIT

6.1 INTERNAL AUDIT UPDATE

A report was submitted to the Committee providing a general overview of the audit and risk function within Council. Mr Walsh advised some accountabilities have moved to different areas since last meeting e.g. Insurance has been moved into the finance department and Risk will sit under himself. Mr Walsh advised the recruitment process for the Internal Auditor and Governance Officer is still ongoing and noted we are facing a few challenges in this area.

Mr Morley noted it is not ideal for an Internal Auditor position to be remote and put forward some suggestions to circumvent this challenge. He also suggested the contract for internal auditors available on Vendor Panel may be of use.

Ms Plesman explained the implementation of Vault; a contractor management system tracking compliance, and will provide updates via the MANEX committee.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The information contained in this report be noted. This item should be kept on the agenda for future updates.

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON WEDNESDAY 8 JUNE, 2022 COMMENCING AT 9.30AM.

6.2 INTERNAL AUDIT: PENETRATION & VULNERABILITY TESTING

A report was submitted to the Committee providing an overview of the penetration and vulnerability testing report. Mr Walsh advised staff have implemented some of the recommendations made, particularly in regards to strengthening password security and introducing multifactor authentication. End of life software is being phased out and systems are moving to a cloud basis. Currently we use a singular firewall system and this will be moved to a multifactor system.

Ms Plesman explained following the recent cyber security issues, a request was taken to Council for funding to fast track the necessary upgrades of IT. Additionally an ITC position is currently being recruited and updates on the recruitment progress will be included in the next report.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The information contained in this report be noted and a small update on this be included in the Audit action plan moving forward.

6.3 Q3 2021-22 AUDIT ACTION UPDATE

A report was submitted to the Committee providing an update on Quarter 3 2021-2022 Audit Action report.

Ms Plesman advised that changes to this report are driven by MANEX. She acknowledged the report does not currently reflect all actions taken and the report will be updated prior to the next committee meeting, particularly following a meeting with the asset group on the 27th of this month as many of the gaps are in asset management.

Mr Morley suggested the report focus on critical and high risk issues and some irrelevant material be removed.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The information contained in this report be noted.

7 EXTERNAL AUDIT

Nil

8 LEGISLATIVE COMPLIANCE

Nil

9 GOVERNANCE AND INTERNAL CONTROL

9.1 FRAUD AND CORRUPTION CONTROL

A report was submitted to the Committee providing an update on MANEX's implementation of Council's Fraud and Corruption Control Plan. Mr Quealey questioned why it appears no changes or progress has been made in this area in the last twelve months.

Ms Plesman advised the issue is addressed in managers meetings, however the staff culture of the organisation means this area is low risk. Mr Walsh agreed this area has been deprioritised

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON WEDNESDAY 8 JUNE, 2022 COMMENCING AT 9.30AM.

and structural and organisational changes has meant there isn't a single person or department responsible, and an accountable area is needed.

Ms Plesman advised complaints of this nature come through her office and a list of current complaints can be provided. A HR Training coordinator is also currently being recruited to implement more staff training. Online training is available to staff both at an induction level and ongoing. However due to budget restrictions mandatory and critical training is prioritised.

Cr Scholes highlighted new systems and processes can be implemented to identify fraud and corruption rather than relying on reporting.

Mr Morley requests an updated report by the next meeting that identifies a plan to prioritise key areas and revise timelines as dependent on recruitment.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The information contained in this report be noted.

10 PERFORMANCE MANAGEMENT AND IMPROVEMENT

10.1 2021-2022 OPERATIONAL PLAN 31 MARCH QUARTERLY REVIEW

A report was submitted to the Committee providing an update on the 2021/2022 Operational Plan review dated 31 March, 2022.

Ms Plesman advised Council is confident most of the actions in this report will be completed by the end of the year, and noted some of the actions are ongoing services.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The 2021/22 Operational Plan Review dated 31 March 2022 be noted.

11 GENERAL BUSINESS

11.1 ARIC FORWARD MEETING PLAN 2022

A report was submitted to the Committee providing the forward Meeting Plan for 2022.

Ms Plesman advised most of the policies on the central register are due for review and this is being undertaken by MANEX.

Mr Morley advised a verbal report will be accepted at this stage and the report will be reviewed next meeting following the Internal Audit report.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The Committee note the information.

11.2 RESPONSIBILITY REPORT - COMPLIANCE

A report was submitted to the Committee providing an update on the compliance framework.

Mr Walsh advised some progress has been made since last report, however some consolidation and improvements are required to accountability.

Ms Plesman asked for suggestions of other councils we can approach for templates or examples of reports. Mr Morley is happy to provide some suggested contacts.

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON WEDNESDAY 8 JUNE, 2022 COMMENCING AT 9.30AM.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The attached report is noted.

11.3 AUDIT, RISK AND IMPROVEMENT COMMITTEE CHARTER

A report was submitted to the Committee providing the Audit, Risk and Improvement Charter for consideration. Mr Morley acknowledged Council has seen changes to guidelines which has pushed the actions back a month.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The Committee note the information.

11.4 CYBERSECURITY INCIDENT - NOTIFICATION

A report was submitted to the Committee providing an update on recent cyber-security events at Council. Ms Plesman noted a vulnerability was exploited and steps have been taken to shut down the attack and ensure a repeat is not possible i.e. moving to a cloud based system and introducing multifactor authentication processed. Also providing training for staff and utilising backgrounds and screensavers to provide information to staff.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The information contained in this report be noted.

11.5 ARIC MEETING ACTIONS STATUS UPDATE

A report was submitted to the Committee providing an update on the status of meeting actions. Mr Walsh noted all three actions can be closed.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The Committee note the information and items to be closed.

12 DATE OF NEXT MEETING

October, 2022

13 CLOSURE

The meeting was declared closed at 11:18am.

.....
Ms F. Plesman
General Manager

.....
Mr M. Morley
Chairperson

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD VIA TEAMS/THE LOXTON ROOM, ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON THURSDAY 13 OCTOBER 2022 COMMENCING AT 9.32AM.

PRESENT: Mr M. Morley (Chair), Mr P. Quealey, Cr J. Lecky, Mr D. Finnigan (Acting General Manager), Mr D. Walsh (Director - Corporate Services & Chief Financial Officer), Mr J Hogan (Finance Manager), Mr F. Rejab (Internal Auditor).

IN ATTENDANCE: Ms J. Cambourn (Administration Officer), Ms E. Lane (Coordinator Customer Service & Administration), Mr C. Hume (RSM Australia) (Item 7.1)

1 Apologies and Leave of Absence

RECOMMENDED on the motion that:

The apologies for inability to attend the meeting submitted by Cr R. Scholes, Cr S. Reynolds, Cr R. Mahajan, Mr M. Lysaught, Ms M Cleary (Governance Manager), and Mr F Yousuf be ACCEPTED.

2 Confirmation of Minutes of Previous Meeting

2.1 Confirmation of Minutes of Previous Meeting

RECOMMENDED on the motion of Cr Lecky and Mr Quealey that:

The Minutes of the Audit Risk and Improvement Committee Meeting held on **18 June, 2022**, a copy of which has been distributed to all members, be taken as read and confirmed as a true record, with amendments as recommended.

3 Disclosure of Any Pecuniary and Non-Pecuniary Interests

Nil

4 Business Arising

On the recommendation of Mr Quealey, Mr Walsh will ensure that actions arising from ARIC meetings are tracked and progress reported to each meeting.

On the recommendation from Mr M Morley standing orders were suspended and item 7.1 was considered as the first item of business to allow Mr Hume to address the meeting.

On the recommendation from Mr M Morley standing orders were suspended.

5 Risk Management

5.1 Major Projects: Quarterly Status Update

Mr Finnigan advised the meeting that Muswellbrook's Aquatic Centre is now open, and negotiations are continuing with the contractor regarding certain disputes; this could possibly result in litigation, however, discussions are continuing between the two parties. There are concerns regarding project delays with a number of projects, however, this is being felt across the state and not localised to Council. Council's tender process is currently under review to attempt to mitigate funding shortfalls in



future projects.

Mr Quealey suggested Council require information from tenderers regarding their financial sustainability and increase the amount of information required to show this. Mr Quealey also questioned if the Aquatic Centre project has allowed for any lessons to be learnt from the experience that could be applied to future projects. Mr Walsh and Mr Finnigan advised that in order to protect from future variation in project costs, the scope and specification details will be tightened to attract the right tenderers for the project. The recent employment of a high skilled procurement officer in collaboration with the Corporate Lawyer will also improve this process.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The Committee note the report.

5.2 Risk Management Control Environment

RECOMMENDED on the motion of Cr Lecky and Mr Quealey that:

The Committee endorses the postponement of review until the next ARIC Meeting.

6 Internal Audit

6.1 Management Review of Open Actions From Previous Audits

Mr Rejab advised the meeting that there are still 12 outstanding/unresolved action items. These are currently being worked through and an update will be provided at the next meeting.

Mr Quealey suggested that Council review and determine what is still relevant and revise the timeframes in the context on what Council is striving for.

Discussion took place around the action status of some items and Mr Walsh advised that some items were inactionable. This has been taken on notice and Mr Rejab will start to investigate potential irrelevant actions and close these off.

Mr Morley suggested that future reports contain a brief summary of how many items have been completed and how many remain outstanding for each audit conducted.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

- 1) The information contained in this report be noted and,
- 2) The revised completion dates to be included for comments/actions moving forward.

6.2 Audit Plan Update

Mr Walsh advised that his preference is to keep this as a live document and update the audit plan on an ongoing basis based on the internal risk profile

Discussion took place on the use of internal/external audit resources. It was advised that due to the specific skillset required in ICT, this will be externally resourced.

Mr Walsh advised that the ICT related audits will begin imminently and once the audits are complete, they will be reported back to the ARIC.



Discussion also took place surrounding the priority, scope and size of the Water & Sewer audit. Mr Rejab advised that there first needs to be an understanding of the outstanding actions from the previous audit of this area and an assessment of the size and scope of the next audit to ensure it is achievable.

Mr Morley questioned why an audit of the Future Fund had been removed from the program for 2022/23. Mr Walsh advised that the objectives and framework around the Future Fund were currently being reviewed and, as such, an audit would be premature at this time. Mr Morley suggested that a report on the proposed direction and framework for the Future Fund be presented to a future ARIC meeting.

RECOMMENDED on the motion of Mr Quealey and Cr lecky that:

The information contained in this report be noted and a report on the proposed direction and framework for the Future Fund be presented to a future ARIC meeting.

7 External Audit

7.1 End of Year Audit Update

Mr Hume advised that delays in receiving the Water and Wastewater asset revaluation information from the external consultants have resulted in delays finalising the financial statements and associated external audit. An extension has been requested from the Office of Local Government to the end of November and work will continue on the statements and the audit in the meantime.

It was advised that the draft financial statements will be presented to an extraordinary ARIC meeting in November prior to being submitted to a Council meeting.

Mr Hogan advised that RFS red fleet assets are on Council's books and a stocktake found additional items that require consultation with the RFS to find their values. This has no impact on the audit report.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The information contained in this report and presented at the meeting be noted.

8 Legislative Compliance

Nil

9 Governance and Internal Controls

9.1 Update on the Review of Council's Policy Framework

Mr Walsh advised that the Governance team will be pushing the policy review process. Policies will be reviewed at least once per Council term and a report of how many policies are to be reviewed will be prepared for the next meeting.

Clarity is to be sought on how many adopted Council policies exist compared to procedural matters. Mr Finnigan advised that Council does have a "Policy on Policy Making" but it is currently in the process of review to ensure clarity around what is a policy and what is an internal procedure.



RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The information contained in this report be noted and a report be submitted to a future ARIC meeting detailing the number of policies requiring review and the status of such reviews.

10 Performance Management and Improvement

10.1 2021/2022 Operational Plan - 30 June, Quarterly Review

Mr Quealey congratulated the staff on achieving so many actions in such a challenging environment.

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

Council notes the 2021/2022 Operational Plan Review dated 30 June 2022.

11 General Business

11.1 ARIC Chair Annual Report to Council (Draft)

Discussion took place to determine where the Annual Report progresses to after this meeting. It was determined that the ARIC annual report will be sent to a future Ordinary Council meeting and Mr Morley will be invited to speak to this report. Mr Morley also advised that the proposed Office of Local Government risk management and internal audit guidelines envisage greater interaction between ARIC and Councils. It was suggested that the report be sent to the November Ordinary Council meeting..

RECOMMENDED on the motion of Mr Quealey and Cr Lecky that:

The Committee endorses the ARIC annual report for 2021/22 and the General Manager arrange for the report to be presented by Mr Morley to the November Council meeting.

11.2 Forward Meeting Plan

The date of the next meeting will be 19 January, 2023 and an extraordinary meeting date for November is to be determined for consideration of the draft financial statements.

RECOMMENDED on the motion of Cr Lecky and Mr Quealey that:

The information contained in this report be noted.

12 Date of Next Meeting

Extraordinary Meeting TBC for November, 2022

19th January, 2023



13 Closure

The meeting was declared closed at 10.48am.

Mr Derek Finnigan
Acting General Manager

Mr M. Morley
Chairperson

MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD VIA TEAMS/THE LOXTON ROOM, ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON THURSDAY 17 NOVEMBER, 2022 COMMENCING AT 11.00AM.

PRESENT: Mr M. Morley (Chair (VC)), Mr P. Quealey (VC), Mr D. Walsh (Director - Corporate Services & Chief Financial Officer) and Ms M. Cleary (Manager Governance (VC)).

IN ATTENDANCE: Cr R. Mahajan, Mr J. Hogan (Finance Manager (VC)), Mr Y. Furgan (Audit Office), Mr C. Hume, Mr B. Martin.

1 Apologies and Leave of Absence

RECOMMENDED on the motion of Cr R. Mahajan and Cr R. Scholes that:

The apologies for inability to attend the meeting submitted by Cr J. Lecky and Mr D. Finnigan be ACCEPTED.

2 Disclosure of Any Pecuniary and Non-Pecuniary Interests

Nil

3 Business Arising

Nil

4 External Audit

4.1 2021/22 Annual Financial Statements and Audit Engagement Closing Report

A report was presented to the Committee concerning the 2021/22 Audit Engagement Closing Report and Annual Financial Statements by the NSW Audit Office.

Mr Yousuf advised that the Audit Office would be issuing an unqualified audit opinion on the 30th June – meaning they were presented fairly and do not include any material variations.

Mr Yousuf provided an overview of the report, including advising that no high-risk findings were identified.

Mr Quealey & Mr Morley asked a number of questions regarding managements level of comfort around the financial results, with Mr Walsh & Mr Hogan identifying on-going controls being used to limit costs and improve Council's financial position.

RECOMMENDED on the motion of Mr Quealey and Cr R. Mahajan that:

The Audit, Risk and Improvement Committee note the information in the reports.

5 General Business

Nil



6 Date of Next Meeting

19 January, 2023

7 Closure

The meeting was declared closed at 11.32am.

..... Mr D. Walsh Director - Corporate Services & Chief Financial Officer Mr M. Morley Chairperson
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11. Notices of Motion

Nil

12. Councillors Reports

13. Written Questions

13.1. Installation of Safety Fence at Skate Park, Muswellbrook

Attachments:	Nil
Responsible Officer:	Derek Finnigan - Acting General Manager
Author:	{authors-names} – {position}
Community Plan Issue:	5 - Community Infrastructure
Community Plan Goal:	Effective and efficient infrastructure that is appropriate to the needs of our community.
Community Plan Strategy:	5.1.4 - Maintain and continually improve community infrastructure across the Shire.

PURPOSE

To inform Council about the status of the installation of safety fencing at the Muswellbrook skate park on Rutherford Road.

OFFICER'S RECOMMENDATION

The information contained in the report be noted.

Moved: _____ **Seconded:** _____

REPORT

A report, entitled 'Muswellbrook Skatepark' was submitted to the 5 April 2022 Ordinary Council Meeting. Council's resolution in relation to the report was:

11.7 MUSWELLBROOK SKATEPARK

272 *RESOLVED on the motion of Crs Bowditch and Mahajan that:*

Council:

1. *Approves the installation of Transport for NSW conforming pedestrian fencing along the footpath between the Rutherford Road roundabout and Muswellbrook skatepark;*



and

2. *Requests a report to be submitted to the Local Traffic Committee for the provision of safe pedestrian access across Rutherford Road, from the Muswellbrook skatepark to Muswellbrook Fair.*

In Favour: *Crs A. Barry, M. Bowditch, D. Douglas, J. Drayton, L. Dunn, J. Lecky, R. Mahajan, D. Marshall, G. McNeill, R. Scholes, and B. Woodruff.*

Against: *Nil.*

A Question for Next Meeting was asked by Councillor Bowditch at the 25 October 2022 Ordinary Council Meeting.

14.2 Bollards at the Skate Park

Cr Bowditch inquired whether an update on the installation of Bollards at the Muswellbrook Skate Park could be provided?

With regards to the progress of the project, which involves the installation of Transport for NSW safety compliant road pedestrian barrier fencing, in white colour, on Rutherford Road adjacent to the skatepark, the fencing has been ordered. However, due to current supply delays, Council is waiting for the fencing to be delivered. Upon receipt of the materials, the fencing will be installed as a high priority as part of Council's Safety Devices Program for 2022-23.

The intention is for the barrier fencing to be installed prior to the end of 2022, and this will coincide with greater use of the skatepark facility due to the school holiday period.

Staff will continue to try to expedite the project and will advise Councillors once the project has commenced.



14. Questions for Next Meeting

15. Adjournment into Closed Council

In accordance with the Local Government Act 1993, and the Local Government (General) Regulation 2005, business of a kind referred to in Section 10A(2) of the Act should be dealt with in a Confidential Session of the Council meeting closed to the press and public.

16. Closed Council

RECOMMENDATION

Council 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:

Moved: _____ Seconded: _____

16.1. Regional Procurement Tender T152223HUN - Supply and Delivery of Bulk Water Treatment Chemicals

This report is CONFIDENTIAL under the provisions of Section 10A(2)(c) of the Local Government Act 1993, as it relates to information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

Council considers that discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

16.2. Tender 2022-2023-0541 - Cleaning Services for Muswellbrook Shire Council Buildings and Public Toilets

This report is CONFIDENTIAL under the provisions of Section 10A(2)(c) of the Local Government Act 1993, as it relates to information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

Council considers that discussion of the matter in an open meeting would be, on balance, contrary to the public interest.



16.3. Tender 2022-2023-0545 - Oakleigh Bridge Replacement

This report is CONFIDENTIAL under the provisions of Section 10A(2)(c) of the Local Government Act 1993, as it relates to information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

Council considers that discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

16.4. Tender 2021-2022-0535 - Supply and Deliver of Tractor

This report is CONFIDENTIAL under the provisions of Section 10A(2)(c) of the Local Government Act 1993, as it relates to information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

Council considers that discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

16.5. Tender 2022-2023-0550 - Supply and Installation of LED Fire Danger Signs in Muswellbrook

This report is CONFIDENTIAL under the provisions of Section 10A(2)(c) of the Local Government Act 1993, as it relates to information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

Council considers that discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

16.6. Request for Quotations - 2022-2023-0542 - Event Management Services - Reconnecting our Community Rock'n th

This report is CONFIDENTIAL under the provisions of Section 10A(2)(c) of the Local Government Act 1993, as it relates to information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

Council considers that discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

16.7. Project Thompson St Signalised Intersection - Contractor Claim for Variations

This report is CONFIDENTIAL under the provisions of Section 10A(2)(c) of the Local Government Act 1993, as it relates to information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

Council considers that discussion of the matter in an open meeting would be, on balance, contrary to the public interest.



16.8. 2019-2020-0406 Muswellbrook Aquatic Centre – Construction Stage contract - Unapproved Variations

This report is CONFIDENTIAL under the provisions of Section 10A(2)(c) of the Local Government Act 1993, as it relates to information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

Council considers that discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

16.9. Rate of Pay - Regional Planning Panel Community Member

This report is CONFIDENTIAL under the provisions of Section 10A(2)(c) of the Local Government Act 1993, as it relates to information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

Council considers that discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

16.10. Industrial Land Discussions

This report is CONFIDENTIAL under the provisions of Section 10A(2)(c) of the Local Government Act 1993, as it relates to information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

Council considers that discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

16.11. Water Supply Agreement

This report is CONFIDENTIAL under the provisions of Section 10A(2)(c) of the Local Government Act 1993, as it relates to information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

Council considers that discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

16.12. 41 Maitland Street - Class 1 Appeal

This report is CONFIDENTIAL under the provisions of Section 10A(2)(e) of the Local Government Act 1993, as it relates to information that would, if disclosed, prejudice the maintenance of the law.

Council considers that discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

17. Resumption of Open Council



18. Closure

Date of Next Meeting: 20 December, 2022