



11.1.8. Monthly Report to Council - Planning, Environment and Regulatory Services

Attachments:	Nil
Responsible Officer:	Sharon Pope - Director - Planning & Environment
Author:	Kim Randall (Administration Team Leader), Michael Brady (Sustainability Officer - Waste)
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.

OFFICER'S RECOMMENDATION

The information contained in this report be noted.

Moved: _____ Seconded: _____

REPORT

PLANNING AND ENVIRONMENT

Schedule 1: Development Applications Approved (1/8/2023-13/9/2023)

DA No.	DESCRIPTION	PROPERTY	VALUE (\$)
2023.032.002	S4.55(1A) Modification - Replace existing slab	8 Koombahla Street, Muswellbrook	-
2021.159.002	S4.55(1A) Modification - Ancillary Development-Pool decks fencing shed	2A Bimbadeen Drive, Muswellbrook	-
2023.075.001	Dual Occupancy - Detached duplexes	50 Forbes Street, Muswellbrook	\$687,344
2023.062.001	Detached Shed with Awning	27 Stockyard Parade, Muswellbrook	\$62,477
2023.053.001	Double-sided LED sign	1581 Merriwa Road, Sandy Hollow	\$34,029
2023.047.001	Industrial Sheds and Lunchroom	26 Glen Munro Road, Muswellbrook	\$117,381
2023.045.001	Ancillary Development - Shed & Demolition of Existing Shed	73 Ford Street, Muswellbrook	\$63,000
2012.184.003	S4.55(1A)Modification-Change of Use-Metal Recycling Transfer Facility	31 Strathmore Road, Muswellbrook	-



DA No.	DESCRIPTION	PROPERTY	VALUE (\$)
2023.017.001	Replace Existing Retaining Wall	4 Doyle Street, Muswellbrook	\$53,369
2022.116.001	Farm Building	161A-161B Goulburn Drive, Sandy Hollow	\$24,139
2022.129.001	Home Based Hair & Beauty Business	100 Yarrowa Deviation Rd, Yarrowa	\$5,000

Schedule 2: Development Applications Currently Being Assessed

DA No.	DESCRIPTION	PROPERTY	VALUE (\$)
2002.205.009	S4.55 (1A) Modification - Changes in Rehabilitation Framework	Muscle Creek Road, Muscle Creek	-
2014.139.002	S4.55(1) Modification - Shed	6 Billabong Close, Muswellbrook	-
2019.025.002	S4.55 (1A) Modification-Dwelling Alterations and Additions (Living Veranda, Deck and Shed)	58 Palace Street, Denman	-
2019. 053.001	Subdivision of Two (2) Lots into Seventy Five (75) Lots	9027 New England Highway, Muswellbrook	\$4,875,600
2020.007.001	Additions and Alterations to existing Hotel	184 Bridge Street , Muswellbrook	\$110,000
2020. 083.001	Subdivision of one lot (1) into three (3)	60-62 Palace Street, Denman	\$10,000
2021.029.002	S4.55(1A) Modification - Relocation of Existing Dwelling & Construct New dwelling	49 Carl Street, Muswellbrook	-
2021.073.001	Temporary use of the land for receival and dismantling of rail wagons with off-site disposal	18 Strathmore Road, Muswellbrook	\$50,000
2021.137.001	Change Of Use to Educational Facility	820 Rosemount Road, Denman	-
2022.026.003	S4.55 (1) Modification - Covered Walkway access from Carpark/Bus Stop	109-111 Hill Street, Muswellbrook	-
2022.030.001	Steel Framed Deck 7 Internal Fit Out	93A Hill Street, Muswellbrook	\$30,000
2022.080.001	Remediation and Earthworks	Coal Road, Muswellbrook	\$2,516,829
2022.092.001	Subdivision of One (1) Lot into One Hundred & Ninety Four (194) Residential Lots	Almond Street, Denman	\$18,284,734
2022.095.001	Staged Demolition of Existing Buildings and Construction of New Grandstand and Amenities.	3 Wilkinson Avenue, Muswellbrook	\$9,455,600
2022.0124.001	Shed for Community Facility	17-19 Maitland Street, Muswellbrook	\$182,720
2022.130.003	S4.55 (1A) Modification - Construction of a Secondary Dwelling	13 Merton Street, Denman	-
2022.132.001	Sixty Eight (68) Lot Subdivision and	9036 New England Highway,	\$6,705,835



DA No.	DESCRIPTION	PROPERTY	VALUE (\$)
	Child Care Center	Muswellbrook	
2022.147.001	Change of Use - Tyre Recycling Facility	12 Carramere Road, Muswellbrook	\$2,200,000
2023.004.002	Proposed renovations & accessible entry to Pet Medical	14 Aberdeen Street, Aberdeen	\$181,650
2023.014.001	Storage Complex - 103 self storage units and 12 open storage bays	Turner Street, Denman	\$3,555,527
2023.019.001	Change of Use - Home Occupation	16 Burgundy Street, Muswellbrook	\$10,000
2023.026.001	Refurbishment and additions to the Campbell's Corner building including new Council Chambers and Meeting Room, takeaway food shop fitout, new entryway and modified cafe space, fresh produce shop, commercial office fitout and a heritage tile display space	60-82 Bridge Street, Muswellbrook	\$1,261,252
2023.034.002	S4.55(1) Modification - Ancillary Development Shed	12 Lou Fisher Place, Muswellbrook	-
2023.038.001	Construction of thirty (30) multi-dwelling housing (inc.4 adaptable) with associated car parking and landscaping	59 Tindale Street, Muswellbrook	\$4,462,000
2023.040.001	Steel frame Industrial Structure	4 Wallarah Road, Muswellbrook	\$100,000
2023.041.001	Steel Frame Industrial structure	12 Wallarah Road, Muswellbrook	\$100,000
2023.042.002	Construct an 8mtr x 12 mtr x 3mtr shed. Concrete base	56 Stockyard Parade, Muswellbrook	\$33,005
2023.048.001	Granny Flat, Double Garage and Driveway	11 Ogilvie Street, Denman	\$150,000
2023.052.002	S4.55(1A) Modification - Shed and inground swimming pool	242-244 Queen Street, Muswellbrook	-
2023.054.002	S4.55(1A) Modification - Commercial Storage Building	39-41 Ogilvie Street, Denman	-
2023.056.001	Geotechnical investigations & Clearing of .908 ha of native vegetation	Limestone Road, Muswellbrook	\$993,939
2023.057.001	Battery Energy Storage System & Shed Structures	981 New England Highway, Aberdeen	\$16,900,000
2023.058.001	Shed	107 Queen Street, Muswellbrook	\$39,956
2023.059.001	Inground Swimming Pool	12 Octagonal Way, Muswellbrook	\$50,750
2023.060.001	Use and completion of partially constructed covered deck. Construction of awning over BBQ area, WC & Pool pump	22 Lorne Street, Muswellbrook	\$35,000
2023.061.001	Three (3) Lot Subdivision	Golden Hwy, Giants Creek	\$20,031
2023.064.001	Shed	6 Babbington Street, Denman	\$45,000
2023.065.001	2 Relocatable Modular Units/Deck/Roof Workers Accommodation	10 Ogilvie Street, Denman	\$42,900



DA No.	DESCRIPTION	PROPERTY	VALUE (\$)
2023.066.001	Battery Energy Storage System and Associated Shed Structures	105 Merriwa Road, Denman	\$16,900,000
2023.067.001	Demolition of Existing Shed and Construction of Shed	56 Sowerby Street, Muswellbrook	\$50,355
2023.068.001	Shed	11 Bloodwood Road, Muswellbrook	\$25,000
2023.069.001	Shed	7 Peberdys Road, Sandy Hollow	\$36,800
2023.070.001	Storage shed	36 Stockyard Parade, Muswellbrook	\$19,483
2023.071.001	Shed	11 Stockyard Parade, Muswellbrook	\$50,000
2023.072.001	Demolition of Existing Structures & Construction of Childcare Centre	200 Bridge Street, Muswellbrook	\$2,960,280
2023.073.001	Single Storey Dwelling with Detached Secondary Dwelling	16A Martindale Street, Denman	\$727,670
2023.074.001	Shed	1 Stable Close, Muswellbrook	\$45,630
2023.075.002	S4.55 (1) Modification - Dual Occupancy - Detached duplexes	50 Forbes Street, Muswellbrook	-
2023.076.001	Subdivision of One (1) Lot into Two (2) Lots	280 Scrumlo Road, Hebden	\$28,600
2023.077.001	Subdivision (Boundary Adjustment)	13 Brentwood Street, Muswellbrook	\$25,000
2023.078.001	Geotechnical Drilling & minor vegetation clearing	Dolahentys Road, McCullys Gap	\$1,888,600
2023.079.001	Camping Ground, Community Building and Amenities	66 Palace Street, Denman	\$250,000
2023.080.001	Replacement of glazing & additional use as food and drink premises	31 Bridge Street, Muswellbrook	\$14,900
2023.081.001	Single Storey Dwelling & attached Garage	1 Stable Close, Muswellbrook	\$458,459
2023.082.001	Temporary use of land for lawn mower racing events	659 Peberdys Road, Sandy Hollow	\$5,000
2023.083.001	Three (3) Lot Subdivision	Golden Hwy, Giants Creek	\$20,031
2023.084.001	Shed	1554 Golden Hwy, Sandy Hollow	\$70,000
2023.085.001	Shed	26 Pendula Way, Denman	\$13,399
2023.086.001	Construction of a 90 Place Child Care Centre	84 Brook Street, Muswellbrook	\$1,975,000
2023.087.001	Carport	93 Shiraz Street, Muswellbrook	\$15,579
2023.088.001	Carport	22 Ironbark Road, Muswellbrook	\$6,870
2023.089.001	Shed	33 Weemala Place, Muswellbrook	\$32,859
2023.090.001	Shed with attached awning	106 Ironbark Road, Muswellbrook	\$74,372
2023.091.001	Temporary Event Car Show and Markets	1607 Merriwa Road, Sandy Hollow	\$1,000
2023.092.001	The current Development	16 Brook Street, Muswellbrook	\$185,000



DA No.	DESCRIPTION	PROPERTY	VALUE (\$)
	Application proposes to undertake alteration and additions to an existing multi-unit housing complex to introduce 2 additional dwellings at 16 Brook Street, Muswellbrook		
2023.093.001	Shed with Awning	130 Hill Street, Muswellbrook	\$36,650
2023.094.001	Shed and Slab	234-236 Queen Street, Muswellbrook	\$50,193
2023.095.001	Inground Swimming Pool and Associated Safety Barriers	6 Lonhro Place, Muswellbrook	\$46,795
2023.096.001	Shed	31 Babbler Crescent, Muscle Creek	\$74,000
2023.097.001	Carport	91 Shiraz Street, Muswellbrook	\$17,815
2023.098.001	Proposed Dwelling	2237 Martindale Road, Martindale	\$500,000
2023.099.001	Shed	42 Shiraz Street, Muswellbrook	\$30,000
2023.100.001	Demolition, construction of 2 retail premises, 2 shop top houses, 7-unit motel and Strata Title Subdivision (11 lots)	37 Ogilvie Street, Denman	\$1,441,202
2023.101.001	Dwelling extension, carport and shed	46 Sowerby Street, Muswellbrook	\$111,098
2023.102.001	Detached Shed with awning	10 Jackaroo Close, Muswellbrook	\$49,485
2023.103.001	Installation of a Veranda	Ellis Parish, County Brisbane	\$15,000
2023.104.001	Construction of single storey dwelling with attached garage	51 Babbler Crescent, Muscle Creek	\$554,968



20.1.12 Inspect onsite wastewater sewerage systems to ensure they are installed and maintained in compliance with regulatory requirements.

On-site Wastewater Statistics - 13 Month Analysis (2021/2022)

	Aug 22	Sep 22			Oct 22	Nov 22	De c 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	July 23	Aug 23
Applications Received (new installation)	3	2	0	2	0			0	0	2	0	2		0	1
Applications Approved (new installation)	2	0	0	0	1			0	0	0	0	0		1	2
Inspections (new system)	0	0	0	2	1			0	0	7	0	0		0	3
Inspections (existing system)	1	0	0	1	1			0	2	0	0	0		1	1

24.1.5 Registration and inspection of regulated premises (caravan parks, food outlets, skin penetration premises, hairdressers, mortuaries, air handling systems) in accordance with regulatory requirements to ensure public health and safety is protected.

	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	July 23	Aug 23
Applications Received (new businesses)	3	7	1	1	3	3	13	10	1	13		11	1
Inspections (new businesses)	0	8	1	3	1	1	2	2	0	0		1	0
Inspections (existing businesses)	0	0	0	5	0	15	3	4	13	16		1	0
Reinspections	0	0	0	0	0	0	0	0	0	0		0	0



4.1.1.1 Reduce the environmental impact of development on our community by carrying out regular inspection of building sites and monitoring waste.

Building Site Compliance Inspection Statistics – 13 Month Analysis (2022/2023)

	Aug	Sep	Oct	Nov	Dec	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	July 23	Aug 23
Total Sites Inspected	0	0	23	19	17	17	15	12	11	9	7	20	16
Total non-compliant and educated	0	0	0	0	0	0	0	0	0		0	0	0
Total compliance after education	0	0	23	19	0	0	15	12	0		0	0	0
Total Penalty Notices Issued	0	0	0	0	0	0	0	0	0		0	0	0

14.1.11 Continue surveillance and regulation of illegal dumping on an ongoing basis through participation in the Hunter Central Coast Regional Illegal Dumping Squad

Illegal Dumping Statistics – 13 Month Analysis (2022/2023)

	Aug	Sep	Oct	Nov	Dec	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	July 23	Aug 23
Total Investigations	7	1	0	1			4	7	4	4	3	4	1
Total Clean up by Council - insufficient evidence	7	1	0	1			0	0			0	3	0
Total Clean Up by individual	0	0	0	0			1	6			0	1	0
Total Penalty Notices Issued	0	0	0	0			0	0			0	0	0
Court Attendance Notice Issued	0	0	0	0			0	0			0	0	0
Still under investigation	0	0	0	0			3	1			0	0	0



24.1.8 Ensure statutory requirements under the Private Swimming Pools Program (Swimming Pool Act 1992) are implemented.

Swimming Pool Compliance Statistics – 13 Month Analysis (2022/2023) - as at 31/8/2023

	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Jul 23	Aug 23	Total
Applications for Compliance Certs.	5	3	3	5	3	1	2	3	0	0	0	1	1	27

Total compliance inspections (not inc. finals for OCs)	18	17	9	4	10	5	11	8	7	4	8	8	9	118
Initial Inspections	11	8	8	1	7	1	3	5	2	1	2	3	3	55
Re-inspections	7	9	1	3	3	4	8	3	5	3	5	5	7	63

Compliance Certs / Occ. Certs issued	13	7	2	3	1	1	1	7	3	6	5	6	7	62
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Fees invoiced	\$24 86	\$38 63	\$477	\$1050	\$1263	\$363. 64	\$700	\$863. 64	\$740. 91	\$786. 36	\$35 0	\$800	\$700	\$14,443 .55
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Total Pools in Council's SPR = 978

(Note: 1116 records in SPR but 135 have been notified as demolished, 2 are Council's Public Pools and 1 is on Crown Land)

Current Compliance = 28.8%

**SUSTAINABILITY****17 June to 30 July 2023****National Tree Day Very Successful****Denman**

Thank you to the 30 volunteers who came out and planted seedlings with us at Hyde Park recently. Thank you to Denman Lions Club for making sure all volunteers were fed and to Yukesan from BHP for the drinks and yummy jelly beans. We planted over 600 Dianellas and Lomandras in our wetland!

**St Joesph's Primary School Denman**

40 students from Stage 2 spent the morning planting about 200 native grasses and plants at Hyde Park, Denman.

Council staff and local contractors will now maintain this area. We look forward to seeing these plants flourish and contribute to the growing habitat for our native birds and wildlife at Hyde Park.

Muscle Creek National Tree Day

Thanks to all the wonderful community members for participating in National Tree Day this year. Council staff and local contractors will now maintain this area.

On Sunday 30 July, 22 volunteers planted 600 grounded covers along Muscle Creek. Thanks to Muswellbrook Netball Association for the BBQ. Throughout the week Muswellbrook Shire Council donated native seedlings to Muswellbrook Preschool Kindergarten, St James' Primary School, Muswellbrook and St Joseph's Primary School, Denman.



Muswellbrook South Public School – National Tree Day

Teachers and a group of 40 students planted about 200 groundcovers along Muscle Creek near Olympic Park Muswellbrook. All students and staff had a fantastic morning.

We look forward to seeing the plants flourish and contribute to the growing habitat for native birds and wildlife along Muscle Creek.

Upper Hunter Youth Services – National Tree Day

The Youthies planted 40 plants along the walkway behind the football field, had lots of conversations about local land care work being completed, enjoyed a lovely outdoor nature walk.



Polly Farmer Foundation – National Tree Day

Polly Farmer Foundation members planted about 40 seedlings along Muscle Creek. Students and tutors also very generously made and gifted a wonderful scarecrow to the Sustainability Hub in appreciation for the work we have done together. It will stand very proudly protecting the new Sustainability Hub.

Muswellbrook Preschool Tour of Sustainability Hub and Waste Facility

Muswellbrook Preschool recently visited the Sustainability Hub and Waste Facility. This is a great way of education young community members, teachers and parents about sustainability and waste management.

Goodstart Early Learning Muswellbrook visit the Sustainability Hub

Recently Goodstart Early Learning Muswellbrook visited the Sustainability Hub. The kids learnt about worm farming, composting and native plants.

**Habitat Creation Workshop**

A habitat creation workshop was coordinated by Muswellbrook Shire Council. Participants learnt about creating a variety of different habitats for a variety of native species.

Thanks to Muswellbrook Golf Club and Final Form Regeneration for facilitating the workshop. This project has been assisted by the NSW Government through its Environmental Trust.

**Bird Watching**

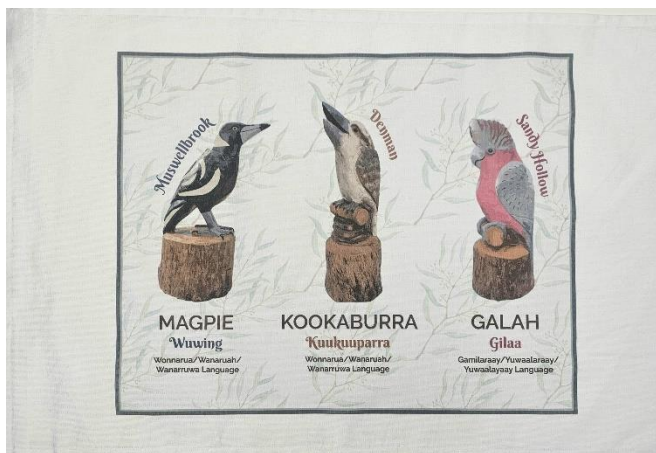


Another great morning was spent on Saturday watching and recording birds along Muscle Creek. We managed to see some new species. All together we have now recorded 53 species along Muscle Creek. Our next bird watching walk will be at Hyde St Denman on Saturday 5 August. Then a big month of activities as part of the Aussie Backyard Bird Count in October.



New Merchandise

We have new tea towels and cups available from both Denman and Muswellbrook Visitor Information Centres.



Public Bin Issues

Sustainability staff have been working to resolve issues with public bins. Often bins are damaged and not on bin stands. This leads to an increase in litter which other Council staff then need to collect. Big thanks to the Waste Department for assisting with this task.

Work Experience

A year 10 student from Muswellbrook High School has recently started working with the Sustainability Unit once a week. He has been very helpful and it has been a worthwhile experience. Council could look at this type of system to try and encourage local young people to work for and be retained in Council.

**Sustainable Futures – Muswellbrook**

The popularity of the Sustainable Futures – Muswellbrook Facebook page continues to grow. It has now received 1,685 page likes and 1,853 page followers. This page continues to be a great way for Council to engage with the community around a range of sustainability topics. This includes promoting the Community Recycling Centres, correct waste management practices, sewerage management, the Reuse Shop, soft plastic recycling, Sustainability Hub activities, reducing food waste, plastic free July, worm farms, composting, grant projects and more.



11.2. Community Infrastructure

11.2.1. Recycled Water Policy MSC23E for Adoption

Attachments:	1. Attachment 1 Recycled Water Policy MSC23E [11.2.1.1 - 4 pages]
Responsible Officer:	Derek Finnigan - General Manager
Author:	Irene Chetty (Operations Manager: Water and Wastewater), Madeleine St John (Business Improvement Officer), Chloe Wuiske (Business Improvement 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:	5.3.1 - Water, sewerage and waste services are provided in compliance with regulatory requirements. 5.3.1.1 - Ensure legislative compliance with Health Guidelines and Environment Protection Authority (EPA) Licence requirements

PURPOSE

To submit for Council's consideration the attached *Recycled Water Policy* for adoption following 28 days of public exhibition.

OFFICER'S RECOMMENDATION

Council ADOPTS the attached *Recycled Water Policy*.

Moved: _____ **Seconded:** _____

BACKGROUND

Muswellbrook Shire Council's *Recycled Water Policy MSC23E* (the Policy) (Attachment 1) was developed in line with the *Australian Guidelines for Water Recycling: Managing Health and Environmental Risks (Phase 1)*-2006 and formalises Council's commitment to safe, responsible, and sustainable use of recycled water.

The *Recycled Water Policy* was last adopted by Council on 28 September 2021. The policy has been reviewed to allow time for the public exhibition and adoption process prior to the Policy's review date due in September 2023.

CONSULTATION

MANEX

Operations Manager Water and Wastewater

Business Improvement Officer(s)

Community via public exhibition on Council's website 27 July 2023 to 24 August 2023



REPORT

At the 25 July 2023 Ordinary Council Meeting, Council endorsed the *draft Recycled Water Policy* to be placed on Public Exhibition, via Council's website for a period of 28 days.

The Policy was exhibited on Council's website from 27 July 2023 to 24 August 2023.

No submissions were received by Council during the submission period.

The Policy was also reviewed by Council's Audit, Risk, and Improvement Committee and while not subject matter experts, the committee members confirmed the policy seems appropriate and reasonable.

OPTIONS

Council may:

1. Resolve to adopt the attached *Recycled Water Policy*; or
2. Request amendments to the attached *Recycled Water Policy* prior to adoption.

CONCLUSION

It is recommended that Council adopts the attached *Recycled Water Policy*.

SOCIAL IMPLICATIONS

Nil known.

FINANCIAL IMPLICATIONS

Nil known.

POLICY IMPLICATIONS

The policy has been reviewed in line with Council's Policy Management Framework.

STATUTORY IMPLICATIONS

Legislation relating to the *Recycled Water Policy* includes:

- Australian Guidelines for Water Recycling: Managing Health and Environmental Risks (Phase 1) (2006).
- Protection of the Environment Operations Act 1997.
- Muswellbrook Shire Environmental Protection Licences.
- Public Health Act 2010.
- Work Health and Safety Act 2011.

LEGAL IMPLICATIONS

Nil known.

OPERATIONAL PLAN IMPLICATIONS

5.3.1.1 Ensure legislative compliance with Health Guidelines and Environment Protection Authority (EPA) Licence requirements.

5.3.1.2 Ensure performance monitoring of water supply and sewage services aligns with the new NSW Department of Planning and Environment (DPE) Regulatory and Assurance Framework for Local Water Utilities.

6.2.5.2 Develop and review policies in accordance with statutory and operational requirements.



RISK MANAGEMENT IMPLICATIONS

The policy embraces the twelve elements of the risk management framework in the Australian Guidelines for Water Recycling to identify major health and environmental risks when using recycled water, and to implement preventative measures to reduce such risks to acceptable lower risks.

WASTE MANAGEMENT IMPLICATIONS

Nil known.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Public exhibition of the Policy on Council's website from 27 July 2023 to 24 August 2023 provided the Community with an opportunity to make submissions. No submissions were received by Council during the submission period.



**muswellbrook
shire council**

Recycled Water Policy MSC23E

Authorisation Details

Authorised by:		Internal/External:	External
Date:		Minute No:	
Review timeframe:	4 years	Review due date:	
Department:	Community Infrastructure Services		
Document Owner:	Operations Manager Water & Wastewater		
Community Strategic Plan Goal	5. Effective and efficient infrastructure that is appropriate to the needs of our community		
Community Strategic Plan Strategy	5.3 Provide safe, secure and reliable water supply and sewer services		

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1. Policy Objective

Muswellbrook Shire Council's Recycled Water Policy has been developed in line with the *Australian Guidelines for Water Recycling: Managing Health and Environmental Risks (Phase 1)*-2006 and formalises Council's commitment to safe, responsible and sustainable use of recycled water. All stakeholders should be made aware of the policy.

2. Risks being addressed

This policy embraces the twelve elements of the risk management framework in the Australian Guidelines for Water Recycling to identify major health and environmental risks when using recycled water, and to implement preventative measures to reduce such risks to acceptable lower risks. The twelve elements are arranged in four main areas:

1. commitment to responsible use and management of recycled water;
2. system analysis and management;
3. supporting requirements; and
4. Review.

These requirements are detailed in the policy below.

3. Scope

All managers and employees involved in the supply of recycled water are responsible for understanding, implementing, maintaining, and continuously improving the recycled water management system.

This policy applies to all relevant stakeholders.

4. Policy Statement

Muswellbrook Shire Council supports and promotes the responsible use of recycled water and the application of a management approach that consistently meets the Australian Guidelines for Water Recycling, as well as recycled water user and regulatory requirements.

5. Policy

Muswellbrook Shire Council, together with the NSW Health Authorities, NSW Environment Protection Authority, and relevant stakeholders will:

- Ensure that protection of public and environmental health is recognised as being of principal importance.
- Maintain communication and partnerships with all relevant agencies involved in management of water resources, including waters that can be recycled.
- Engage appropriate scientific expertise in developing recycled water schemes.
- Recognise the importance of community participation in decision-making processes and the need to ensure that community expectations are met.
- Manage recycled water quality at all points along the delivery chain from source to the recycled water user.

- Use a risk-based approach in which potential threats to water quality are identified and controlled.
- Integrate the needs and expectations of our users of recycled water, communities and other stakeholders, regulators, and employees into planning processes.
- Establish regular monitoring of control measures and recycled water quality, and establish effective reporting mechanisms to provide relevant and timely information and promote confidence in the recycled water supply and its management.
- Develop appropriate contingency planning and incident-response capability.
- Participate in and support appropriate research and development activities to ensure continuous improvement and continued understanding of recycled water issues and performance.
- Contribute to the development of industry regulations and guidelines, and other standards relevant to public health and the water cycle.
- Continually improve Council's practices by assessing performance against corporate commitments and stakeholder expectations.

Muswellbrook Shire Council will implement and maintain recycled water management systems consistent with the *Australian Guidelines for Water Recycling* and the Integrated Water Cycle Management Strategy to effectively manage the risks to public and environmental health.

6. Dispute Resolution

The Operations Manager Water & Wastewater is the interpreter of this policy.

7. Related Documents

8.1 Legislation and Guidelines

- Australian Guidelines for Water Recycling: Managing Health and Environmental Risks (Phase 1) (2006)
- Protection of the Environment Operations Act 1997
- Muswellbrook Shire Environmental Protection Licences
- Public Health Act 2010
- Work Health and Safety Act 2011

8.2 Policies and Procedures

- [Drinking Water Policy](#)
- [Liquid Trade Waste Policy](#)
- DRAFT Recycled Water Management Plan (Pending)
- [Denman - Pollution Incident Response Management Plan \(PIRMP\)](#)
- [Muswellbrook - Pollution Incident Response Management Plan \(PIRMP\)](#)

8.3 Other Supporting Documents

- Environment Protection Licence 1593 (Muswellbrook)
- Environment Protection Licence 5059 (Denman)

8. Version History

This section identifies authors who reviewed the Policy and the date that it became effective.

Version No.	Date changed	Modified by	Amendments/Previous adoption details
1	28/09/2021	Operations Manager	Adopted by Council 28/9/21, minute number 97
2	05/07/2022	Business Improvement Officer	Added policy number and authorisation details.
3	04/07/2023	Operations Manager Water & Wastewater	Separated Policy from Policy Statement and added more Acts to Legislation. Added sections: Risks being addressed, Scope, Dispute Resolution and Related Documents. Public exhibition of draft policy 27/07/2023-24/08/2023.

**11.2.2. FOGO Education & Communication status report**

- Attachments:**
1. Starting Scraps - Flyer - Landcape DL FINAL (with placeholders) [11.2.2.1 - 2 pages]
 2. Starting Scraps - Stills from Day 3 [11.2.2.2 - 1 page]
 3. Starting Scraps - Stills from Day 1 [11.2.2.3 - 1 page]

Responsible Officer: Derek Finnigan - General Manager

Author: Joann Polsen (Senior Coordinator Waste Operations), Courtney Chetty (Technical Officer - Waste Operations), Christine Middleton (Communications & Media Co-Ordinator), Jo Ayres (Digital Media Officer), Michael Brady (Sustainability Officer - Waste)

Community Plan Issue: 3 - *Environmental Sustainability*

Community Plan Goal: An environmentally sensitive and sustainable community

Community Plan Strategy: 3.4.3 - Advocate and support Circular Economy principles and Waste Management Initiatives.

3.4.3.2 - Council formalises the processes for the Food Organics and Garden Organics (FOGO) Tender and Request For Quote (RFQ).

PURPOSE

To report on FOGO Education & Communication activities conducted and planned for the period.

OFFICER'S RECOMMENDATION

Council NOTES the progress of FOGO Communications and Education activities.

Moved: _____ **Seconded:** _____

BACKGROUND

This report is provided to update Council regarding the progress and implementation of Council's FOGO Communications and Education Plan. The Plan themes and timing of phases are detailed in the table below:

Community Education and Engagement Plan (CEEP).

Phases	Theming	Timing
Phase 1- Situational analysis and awareness raising:	<p><i>"Have you heard?"</i></p> <p>In developing the actions in this phase, the following questions or concerns are posed:</p> <p>What is FOGO?</p> <p>I already have an existing green waste bin. What is changing for me?</p>	15 – 9 months before collections start



Phases	Theming	Timing
	<p>Why is Council doing this?</p> <p>What will it cost?</p> <p>What happens to the materials once they are collected?</p>	
Phase 2 Pre-rollout preparation, awareness building and preparation:	<p><i>“Are you ready?”</i></p> <p>In developing the actions in this phase, the following questions or concerns are addressed:</p> <p>What is acceptable and not acceptable in my FOGO bin and why?</p> <p>If my green waste bin is full of garden waste, what do I do?</p> <p>I don't need FOGO. I compost/have a worm farm/have backyard pets...</p> <p>I am worried my bin will smell...</p> <p>How do I use FOGO?</p> <p>How do I get my kitchen scraps from the kitchen to the FOGO bin?</p> <p>How do I sign up?</p> <p>Why is Council doing this?</p>	8 – 1 month before collections start
Phase 3 Service commencement:	<p><i>“FOGO is here!”</i></p> <p>This is the “go live” period; actions in this short phase will focus on reinforcing messaging and monitoring community feedback</p>	June - July 2024
Phase 4 Post rollout review, monitoring, and improvement:	<p><i>“How's it going?”</i></p> <p>In developing the actions in this phase, the following questions or concerns are addressed:</p> <p>What material is accepted and not accepted in my FOGO bin and why?</p> <p>Why should I compost/have a worm farm and a FOGO bin?</p> <p>How do I manage odour?</p> <p>I don't have room for food scraps and garden materials in my FOGO bin – what do I do?</p> <p>Why was my FOGO bin not emptied?</p> <p>Can I get a FOGO bin if I didn't have a GO bin?</p> <p>What happens to the materials once they are collected?</p> <p>What difference are we making?</p>	1 – 6 months following start of collections



CONSULTATION

Customer Service and Administration Staff

Rates Staff

Communications and Media Coordinator

Digital Media Officer

Sustainability Officer

Manager Waste Operations

Technical Officer Waste Operations

REPORT

Council staff have formed a FOGO Working Group which will meet at least fortnightly and as activities require. Work has progressed on the following actions:

- Finalised “Frequently Asked Questions.” Note that the FAQ document will be adapted over time as the messaging in the phases develops.
- Finalised Webpage text information.
- Met with Administration and Rates staff to consult and inform the FAQs.
- Push Hotline Information during Phase 1.
- Drafting designs for hot stamping 240L FOGO bin lids (these will be replaced through attrition as GO bin lids are repaired, replaced, or retired).
- Drafting designs for kitchen caddy lids and liner printing.
- Waste character “Gene the Gardener” redrawn to facilitate printing on lids, etc.
- Partnered with NSW EPA to utilise and pilot the “Starting Scraps” informational and promotional materials for Phases 1 through 3. Examples of collateral are attached.
- Liaising with Council's waste services contractor with options for ongoing supply of liners for best cost effectiveness and least waste.
- Created detailed Phase 1 Communications FOGO Action Plan, to assign responsibilities and due dates for delivery.

Please see below the detailed planned activities in **Phase 1 Communications FOGO Action Plan**:



FOGO - Action Plan Phase 1

FOGO service awareness raising

Date	Action	Responsibility	Comment
May 2022	Residential Bin Audit	Contracted	Completed
June 2022	Community Survey	Contracted	Completed
By August 31, 2023,	Finalise FAQs	Joann P Mick B Chris M	Version 4 completed
Early September 2023	Inform and advise Council staff: <ul style="list-style-type: none"> Consult FAQs with Customer Service & Rates Meet with other functional areas to inform and cultivate understanding of the new service 	Joann P	CS&A and Rates completed. Meetings to be scheduled with other functional areas.
Launch Phase 1 – late September / early October 2023 12 Week Awareness Campaign	Key messages: FOGO is coming. What is FOGO? Why implement FOGO? What will go in each bin? Where will it go?	Chris M Jo A	Dedicated FOGO Web Page including FAQs. Weekly Social Media Post incorporating existing imagery. E-News Mayor & Councilor Champions Local Media
Preparations for Phase 2 – Pre-Rollout January 2024	Compile related collateral, including multi-lingual options - posters, factsheets, brochure to be delivered to residents along with caddy.	Discussion - All Engage graphic designer and printer – Chris M.	Designed and printed prior to Phase 2 Pre-Rollout in January.

Starting Scraps – NSW EPA materials to assist Council's rollout of FOGO

Council's timing for FOGO rollout fits neatly with the NSW EPA's progress in developing their "Starting Scraps" pre-FOGO service promotional and educational material. Filming was wrapped up a few weeks ago and Council is being provided access to this collateral and minor customisation as required through the phases of the CEEP. This is a great opportunity as Council will now not have to develop its own creative suite with a graphic designer. This pilot program represents a significant cost-saving to Council. The collateral will be used in



Phases 1, 2 and 3.

Scrap Together

Once the FOGO collections begin, Phase 4 of the CEEP will commence and will transition to use the “Scrap Together” collateral. Scrap Together is also developed by the NSW EPA but is specifically to support Council’s post-FOGO rollout and to embed good FOGO practices in the community and to educate and inform about the positive environmental benefits obtained by the FOGO process. Using both platforms for Council’s FOGO messaging will ensure Council’s output is consistent with a similar look and feel, which will enhance Council’s brand.

OPTIONS

The report is provided for informational purposes.

CONCLUSION

Staff will continue to work on actions within the CEEP, including internal staff consultation to get everyone on board and informed, should they receive enquiries from the community. Feedback is welcomed throughout all phases of the process.

SOCIAL IMPLICATIONS

Through implementing the CEEP in a collaborative manner, Council staff will ensure best efforts are made to reach all members of the community, including vulnerable people.

FINANCIAL IMPLICATIONS

With the Starting Scraps pilot program partnership with the NSW EPA, it is estimated that several thousands of dollars of graphic design, filming, and associated promotional material development will be available to Council at no charge.

Ongoing Operational and Maintenance Costs Implications Associated with Capital Project

1. Financial Implications – Capital

Nil capital expenditure for the educational activities.

2. Financial Implications – Operational

Operational expenditure will be kept to a minimum by utilising the Starting Scraps collateral. Some one off costs will be incurred for graphic design for bin lids, and these will be funded by the existing Domestic Waste budget for Education.

POLICY IMPLICATIONS

Net Zero Policy.

STATUTORY IMPLICATIONS

Nil known.

LEGAL IMPLICATIONS

Nil known.

OPERATIONAL PLAN IMPLICATIONS

State: The *NSW Waste and Sustainable Materials Strategy 2041* mandates the separate collection of food and garden organics from all NSW households by 2030, to help achieve



the State targets of halving food waste to landfill and achieving net zero emissions from organics in landfill by 2030.

Local: The *Muswellbrook Shire Council Operational Plan, 2021/22* includes the following Key Delivery: “Commence a communication program for the Food Organics Garden Organics waste service”.

RISK MANAGEMENT IMPLICATIONS

The change in service creates two potential risks:

Reputational risk – if the Communications & Education Plan is not rolled out, or rolled out incorrectly, the community may not be prepared for the change.

Increase in Domestic Waste Management charges – until a tender process is completed for the processing of the collected FOGO, Council will not be fully aware of the likely costs to ratepayers. It is important to note the reduction in red lid bin waste will assist in off-setting FOGO costs.

WASTE MANAGEMENT IMPLICATIONS

There are many waste management implications of introducing a new FOGO service including:

1. Diverting waste from landfill.
2. Increasing the workload of Waste and other staff.
3. Fulfilling the requirements of the NSW Government’s Waste and Sustainable Materials Strategy 2041 – Stage 1.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

The success or failure of the rollout of the FOGO service will rely on successful community engagement, thus the Community Education and Engagement Plan is prepared to guide actions and timing of activities to most effectively prepare the community for the change in service.

YOUR **GREENER** GREEN BIN

THE NEW HOME FOR YOUR FOOD  SCRAP

COMING JAN 2024



NSW

Attachment 11.2.2.1 Starting Scraps - Flyer - Landcape DL FINAL
(with placeholders)

PLACEHOLDER:
INSERT COUNCIL LOGO
HERE

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WHAT'S ALL THIS SCRAP ABOUT?

Your green bin service is going greener with **FOGO**. It will be accepting **Food Organics** & **Garden Organics** from January 2024.



HOW DOES FOGO WORK?

Our Food Organics & Garden Organics (**FOGO**) will now stay out of landfill and get turned into professionally treated compost. This means less emissions and the compost will help keep our parks, streets and sporting fields **GREENER**.

WWW.(INSERT COUNCIL).NSW.GOV.AU



004A2183



004A2216



004A2263



004A2298



004A2311



004A0256



004A0262



004A0277



004A0331



004A0409



11.2.3. Construction of Replacement for Sewer Pumping Station-1 Muswellbrook

Attachments:	Nil
Responsible Officer:	Derek Finnigan - General Manager
Author:	Shahzad Khizer (Asset Manager Water and Wastewater)
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. 5.1.3.1 - Prioritise Capital works program to demonstrate continual improvement in community infrastructure.

PURPOSE

To request Council's approval to transfer funds from appropriate ledger accounts into a new capital budget ledger account, to initiate a tendering process for the procurement of works to design and construct a new pumping station to replace Muswellbrook Sewer Pumping Station 1 (MSPS-1).

OFFICER'S RECOMMENDATION

Council APPROVES:

1. the replacement of Muswellbrook Sewer Pumping Station 1 (MSPS1), Sydney Street, Muswellbrook, to be carried out over fiscal years 2023-2024 and 2024-2025;
2. reallocating \$1,100,000 from the Solar Array Capital Project Funds at the Recycled Water Treatment Works (RWTW), and \$900,000 from the Section 64 Reserve, into a Sewer Capital Project budget for the replacement of MSPS1, with a budget of \$2.0m.

Moved: _____ **Seconded:** _____

BACKGROUND

Council has developed a high-level strategy for the long-term improvement and augmentation of Muswellbrook's sewage transportation system. Council approved funding in 2020 to facilitate the construction of the highest priority identified by the strategy, which is the replacement of Sewer Pumping Station 1 (MSPS1), located at Sydney Street, Muswellbrook. As these proposed works were delayed, primarily due to COVID restrictions, the funds were returned to the S64 Sewer Reserve. Asset condition assessment carried out MSPS1 indicates that the construction project remains a high priority.



CONSULTATION

General Manager;

Asset Manager Water and Wastewater

Operations Manager Water and Wastewater

Project Engineer Water and Wastewater

Operations Supervisor Water and Wastewater

REPORT

Muswellbrook Sewer Pumping Station 1 (MSPS1) is one of five pumping stations that pump directly into the inlet works at the Muswellbrook Recycled Water Treatment Works (RWTW). MSPS1 is located on Sydney Street, Muswellbrook, and pumps through an asbestos cement rising main pipeline, approximately 1200m in length, to the inlet works at the RWTW. MSPS1 receives sewage from sewage catchments in north and south Muswellbrook.

MSPS-1 is Muswellbrook's oldest sewage pumping station, constructed around 1939, and is the one of main pumping station that pumps sewage to the inlet works of the RWTW. The replacement of the existing pumping station is necessary to effectively maintain and improve Council's ability to efficiently pump sewage to the inlet works of the RWTW, and to ensure the prevention of potential sewage overflows. In addition, the inadequacy of emergency storage capacity of the system can be resolved by incorporating supplementary emergency storage tanks within the proposed new sewer pumping station.

The importance of the proposed replacement of MSPS1 is the potential positive impact of controlling septicity issues that can arise due to the build-up and blockages of raw sewage and foreign material in the rising main pipeline. Uncontrolled septicity in raw sewage can have a negative effect on the treatment process at the RWTW in producing high quality recycled water.

The Muswellbrook Sewer Transportation Strategy estimated (in 2019) construction costs of \$1,750,000 for the replacement of SPS1. Discussion with Council's Water and Wastewater engineering team has considered an estimated construction cost around \$2m to be more appropriate in relation to 2023 construction costs, with consideration of the inclusion of a small contingency amount.

OPTIONS

Council could decide to approve or postpone the replacement of MSPS1.

CONCLUSION

Ongoing improvements to Muswellbrook's sewerage transportation system is important for the purpose of saving energy, preventing sewer overflows, and reducing operating expenses, while ensuring efficient and reliable transportation of sewage to the Muswellbrook Recycled Water Treatment Works.

SOCIAL IMPLICATIONS

Safe and efficient transportation of sewage reduces the risk of infrastructure failure resulting in environmental breaches, and reduces the potential for incidents of septicity, odour issues, and sewage overflow events to occur.



FINANCIAL IMPLICATIONS

It is proposed that the \$1,100,000 to be allocated to enable the replacement of MSPS1 be sourced from the existing 2023-24 capital budget allocation of \$1,745,336 under ledger number 6314.4493.504 - Solar Array – Asset Acquisition, and that an additional \$900,000 be transferred from the s64 Sewer Reserve. It is proposed that any unexpended funds be returned to this Reserve. The s64 Reserve is currently holding \$2,300,000.

With respect to the applicability of the s64 Sewer Reserve (*s64 NSW Local Government Act*) contributing to the project, it is noted that s64 Contributions are levied from development to recover part of the infrastructure costs incurred in servicing new developments or additions/changes to existing developments which impose a loading on Council's water supply and/or sewerage infrastructure.

Ongoing Operational and Maintenance Costs Implications Associated with Capital Project

1. Financial Implications – Capital

\$1,100,000 to be reallocated from GL 6314.4493.504

\$900,000 to be provided from the s64 Reserve.

2. Financial Implications – Operational

Undertaking capital works in accordance with the proposed project improves the sewerage transportation system and reduces the operational and maintenance cost.

POLICY IMPLICATIONS

MSC23E - Recycled Water Policy

STATUTORY IMPLICATIONS

Specific statutory regulations apply, including the *Local Government Act 1993*, and the *Protection of the Environment Operations Act 1997*.

LEGAL IMPLICATIONS

Council is required to make every effort to comply with the relevant statutory regulations and guidelines to ensure that the levels of sewerage services delivered to the community are adequate, safe, reliable, and efficient.

OPERATIONAL PLAN IMPLICATIONS

The submission of the report complies with Item 5.1 of the Operational Plan 2023 -2024: 'Construct and maintain well-planned community infrastructure that is safe, reliable, and provides agreed levels of service'.

RISK MANAGEMENT IMPLICATIONS

Replacement of Sewer Pumping Station 1, located in Sydney Street, Muswellbrook, is a high priority to appropriately reduce the risk of failure in transporting sewage from the Muswellbrook urban centre to the recycled water treatment works.

WASTE MANAGEMENT IMPLICATIONS

A discrete Waste Management Plan will be developed for this project.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

The community, and directly impacted properties and businesses, will be consulted prior to the commencement of works.

**11.2.4. Water and Wastewater Capital Works- Prioritized Projects 2023-2024**

Attachments:	1. Water Wastewater Budget 23 2024 [11.2.4.1 - 2 pages]
Responsible Officer:	Derek Finnigan - General Manager
Author:	Shahzad Khizer (Asset Manager Water and Wastewater)
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. 5.1.3.1 - Prioritize Capital works program to demonstrate continual improvement in community infrastructure.

PURPOSE

To submit for Council's consideration a prioritised list of 2023-24 water and wastewater capital works projects.

OFFICER'S RECOMMENDATION

Council APPROVES the attached prioritised list of 2023-24 water and wastewater capital works projects, to the limit of approved funding under the various programs.

Moved: _____ **Seconded:** _____

BACKGROUND

At the 27 June 2023 Ordinary Council Meeting, Council adopted the 2023-24 Budget, including the Water and Wastewater Capital Works budgets. This report provides a prioritised list of projects, for Council's review and approval, to be carried out under each of the allocated budget programmes.

CONSULTATION

Water and Wastewater Asset Technical Staff

Water and Wastewater Operational Staff

Water and Wastewater Network Services Staff

Roads, Drainage and Technical Services

Business System Accountant

REPORT

The Operational Plan requires Council to be provided with a list of proposed projects prior to construction. The attached document provides a prioritised list of project works for Council's consideration and endorsement. It is requested that funds be applied to these priorities to the extent of funding under the various funding program budgets for 2023-24.

**WATER PORTFOLIO – BUDGET \$1.364M (excludes overhead charges).**

The list of prioritised water replacement projects is listed below:

Water Budget 2023/24 - Capital	
Program	Project
<u>Asbestos, Earthworks, Reinstatement</u> GL: 5310.4586.504 & 001 Budget: \$149,000	<ol style="list-style-type: none"> 1. Muswellbrook Water Treatment Plant (MWTP) - Security Fence 2. Enabling works-security fence
<u>Mains Renewal and Replacement</u> GL: 5320.4340.504 Budget: \$580,000	<ol style="list-style-type: none"> 1. Flanders Avenue water main replacement 2. Ramrod Creek water main replacement 3. King Street water main Stage 1 4. King/Coal Road reservoir trunk main 5. Ford street water main
<u>System Plant Asset Renewals</u> GL: 5340.4400.504 Budget: \$590,000	<ol style="list-style-type: none"> 1. MWTP back wash pump replacement 2. MWTP- Overhaul drainage system 3. Replacement of back wash media 4. Telemetry Monitoring System Water management upgrade
<u>Water Stop Valve Replacement</u> GL: 5320.4379.504 Budget: \$170,000	<ol style="list-style-type: none"> 1. Coal Road Reservoir Valves replacement

WASTEWATER PORTFOLIO – BUDGET \$ 942,000 (EXCL OVER HEAD CHARGES)

The list of prioritised wastewater replacement projects is listed below.

Wastewater Budget 2023/24 - Capital	
Program	Project
<u>Access & Security Improvements</u> GL: 6340.4475.504 Budget: \$108,000	<ol style="list-style-type: none"> 1. Upgrade- Access, Security, and Improvement to drying beds at Denman Sewer Treatment Plant
<u>Main Renewal and Replacement</u> GL: 6310.4340.504 Budget: \$171,000	<ol style="list-style-type: none"> 1. Sewer rising main & valve replacement- Muswellbrook Sewer Pumping Station (MSPS) 2 2. Sewer rising main and valve replacement- MSPS 1
<u>System Plant Asset Renewals</u> GL: 6340.4488.504 Budget: \$323,000	<ol style="list-style-type: none"> 1. Upgrade-Telemetry Monitoring System Wastewater management-Muswellbrook 2. Upgrade-Telemetry Monitoring System Wastewater management-Denman 3. MSPS 7 - Upgrade Mechanical & Electrical components 4. Denman Sewer Treatment Plant (DSTP) Aerator



Wastewater Budget 2023/24 - Capital	
Program	Project
	2- installation commissioning
<u>Transportation System Improvement</u> GL: 6340.4485.504 Budget: \$248,000	1. MSPS 8 – upgrade mechanical and electrical components 2. MSPS 1 – upgrade mechanical and electrical components 3. MSPS 10- upgrade electrical components 4. DSTP and golf course bulk storage
<u>Solar Array RWTW (Recycled Water Treatment Works)</u> GL: 6310.4493.504 Budget: \$1,745,336	1. Construction and installation of Solar Array PV at the Muswellbrook Recycled Water Treatment Works

OPTIONS

Council may decide to:

- endorse or not endorse the proposed list of projects; and/or
- may decide to approve alternative projects to those submitted for Council's consideration.

CONCLUSION

The prioritised suite of projects submitted for Council's consideration is considered to provide the most beneficial use of Council's funds to ensure longevity and satisfactory performance of Council's water and wastewater assets.

SOCIAL IMPLICATIONS

The implementation of the Capital Works Program will provide positive impacts to the community through the provision of improved assets and system security for the supply of water and the transport and treatment of sewage. It is acknowledged that there may be short term inconvenience during the construction phases of some of the projects identified in this programme, but these will be managed and minimised as much as possible for each discrete project.

FINANCIAL IMPLICATIONS

Ongoing Operational and Maintenance Costs Implications Associated with Capital Project

1. Financial Implications – Capital

Council has allocated funds in the 2023-24 Budget for various Capital Work Programs. It is proposed that funds be applied to the attached priorities to the extent of funding under each discrete programme.

2. Financial Implications – Operational

The carrying out of asset renewal works in a timely manner reduces the operational costs associated with these assets.

POLICY IMPLICATIONS

Nil known.



STATUTORY IMPLICATIONS

Compliance with Department of Health

Compliance with Sewage Treatment Plant Environmental Protection Licences'

LEGAL IMPLICATIONS

Nil known.

OPERATIONAL PLAN IMPLICATIONS

This report complies with item of the Operational Plan: 'Deliver the Capital Programme on time, on budget and in accordance with relevant design and construction standards'.

RISK MANAGEMENT IMPLICATIONS

Completion of these works will contribute to the reduction of risk arising from the potential suspension of essential services to the community.

WASTE MANAGEMENT IMPLICATIONS

A discrete waste management plan will be developed for each project.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

The community and directly impacted properties and businesses will be consulted prior to the commencement of works.

Water Budget 2023/24 Development - Capital						
Program	Project	Description	GL Account (Master/Sub)	Pay & Allowances	2023/24 Budget Program	2023/24 Budget Project
Asbestos, Earthworks, Reinstatement			5310.4586.504 &001	26,000	149,000	
	MWTP- Security Fence					140,000
	Enabling works-security fence					9,000
Mains Renewal and Replacement			5320.4340.504	70,000	580,000	
	Flanders Avenue Main		5320.4340.504			140,000
	Ramrod Creek Water main replacement		5320.4340.504			80,000
	King Street Water Main Stage 1		5320.4340.504			140,000
	king/Coal road reservoir trunk main		5320.4340.504			120,000
	Ford street Main		5320.4340.504			100,000
System Plant Asset Renewals				119,000	590,000	
	MWTP back wash pump replacement		5340.4400.504			140,000
	MWTP- Overhaul drainage system		5340.4400.504			140,000
	Replacement of back wash media		5340.4400.504			140,000
	Telemetry Monitoring System Water management upgrade	All Locations - Monitor Water treatment processes, pumps, valves, and vents; and measure the inflow and outflow of water.	5340.4400.504			170,000
Water Stop Valve Replacement			5320.4379.504	30,000	170,000	170,000
Totals				245000	1489000	1,489,000

Wastewater Portfolio Budget 2023/24 Development - Capital						
Program	Projects	Description	GL Account (Master/Sub)	Pay & Allowances	2023/24 Budget Program	2023/24 Budget Project
Access & Security Improvements			6340.4475.504	23,000	108,000	
	Upgrade- Access, security and Improvement to drying beds at DSTP		6340.4475.504			108,000
			6340.4475.505			
Main Renewal And Replacement			6310.4340.504	89,000	171,000	
	Sewer rising main & valve replacement- SpS-2		6310.4340.504			31,000
	Sewer rising main & valve replacement- SpS-1		6310.4340.504			140,000
System Plant Asset Renewals			6340.4488.504	145,000	323,000	
	Upgrade-Telemetry Monitoring System Wastewater management-Muswellbrook		6340.4485.504			140,000
	Upgrade-Telemetry Monitoring System Wastewater management-Denman		6340.4485.504			53,000
	MSPS 7 - Upgrade Mechanical & Electrical components		6340.4488.504			90,000
	DSTP Aerator 2- installation commissioning		6340.4488.504			40,000
Transportation System Improvement			6340.4485.504	23,000	248,000	
	MSPS 8- Upgrade Mechanical & Electrical components		6340.4488.504			53,000
	MSPS 1 - Upgrade Mechanical & Electrical components		6340.4488.504			70,000
	MSPS 10- Upgrade Electrical components		6340.4488.504			70,000
	Denman STP & Golf course bulk storage		6340.4488.504			55,000
Solar Array RWTW						
	Construction and installation of Solar Array PV At RWTW	Actual cost 580,773 + 64,000 contingency	6310.4493.504	0	1,745,336	644,773
Totals				280,000	259,533.6	1,494,773



11.3. Property and Place

11.3.1. Possum Gully Easement Affecting Lot 12 DP 232742

Attachments:	1. Rivers-and- Drainage- Channels- Policy- R 25-1 [11.3.1.1 - 12 pages]
	2. Draft Plan of Easement [11.3.1.2 - 1 page]
	3. 88 B Document [11.3.1.3 - 3 pages]
	4. Admin. Sheets [11.3.1.4 - 3 pages]
Responsible Officer:	Derek Finnigan - General Manager
Author:	Matthew Lysaught (Director Property & Place)
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:	3.3.2 - Develop a Catchment Management Plan for Muscle Creek and Possum Gully.

PURPOSE

To consider the creation of an easement in favour of Muswellbrook Shire Council on a section of Possum Gully.

OFFICER'S RECOMMENDATION

Council authorises the General Manager to finalise the easement for drainage for Lot 12 DP 232742 and execution of documents.

Moved: _____ **Seconded:** _____

BACKGROUND

At the 25 October 2022 Ordinary Council Meeting, a report was presented to Council on the creation of an easement in favour of Muswellbrook Shire Council for 'Hunter Medical Practice' at Lot 12 DP 232742, 80 Brook Street, Muswellbrook. Located at the rear of the Lot is Possum Gully which forms part of Muswellbrook's natural urban drainage system.



Council's resolution in relation to the report was:

16.2. Possum Gully Easement - Maintenance Request

- 132 RESOLVED on the motion of Cr B. Woodruff and Cr J. Drayton that:
Council requires the landowner to create an easement at their cost in favour of Council before undertaking maintenance.
- In Favour: Cr S. Reynolds, Cr J. Lecky, Cr A. Barry, Cr M. Bowditch, Cr D. Douglas, Cr J. Drayton, Cr L. Dunn, Cr G. McNeill, Cr R. Mahajan, Cr D. Marshall and Cr B. Woodruff.
- Against: Nil.

Council has previously undertaken capital works on the identified area of Possum Gully under a rehabilitation pilot programme that included rock revetment and native vegetation planting. However, any ongoing maintenance to be carried out by Council was conditional on an easement of 3m width being registered in favour of Council.

CONSULTATION

Mayor Reynolds

General Manager

Manager Roads Drainage and Technical Services

Technical Officer – Roads Drainage and Technical Services

REPORT

Under the *Local Government Act 1993*, Council has powers of entry which include to undertake maintenance of stormwater drainage. However, an easement to enable maintenance works is preferred, as it provides a clear legal right should change of property ownership occur.

An easement would not remove maintenance obligations from the landowner, for example, managing uncontrolled vegetation growth, but it would provide to Council a clear right to intervene in land management matters that could impact the functionality and/or health of the urban drainage system. For example, Council may treat invasive species but not landscape native species growth.

Attached to this report is the current Rivers and Drainage Channels Policy adopted 26 May 2020.

The Plan of Easement, Administration Sheet, and 88B Document have been drafted and are attached to this report.

It is recommended that the General Manager be authorised to finalise and execute the Plan of Easement documents.

OPTIONS

Council may want to further define the restrictions and responsibilities of the easement of drainage.

CONCLUSION

It is recommended that the General Manager be authorised to finalise and execute the Plan of Easement documents.



SOCIAL IMPLICATIONS

Improved environmental outcomes for the community.

FINANCIAL IMPLICATIONS

Ongoing Operational and Maintenance Costs Implications Associated with Capital Project

1. Financial Implications – Capital

No cost to Council for creation of the easement.

2. Financial Implications – Operational

Works associated with the drainage easement will be accounted for in existing operational budgets.

POLICY IMPLICATIONS

Rivers and Drainage Channels Policy R25 - 1

STATUTORY IMPLICATIONS

Local Government Act 1993.

LEGAL IMPLICATIONS

Nil known.

OPERATIONAL PLAN IMPLICATIONS

'3.3.2.1 Provide guidance and a documented plan for the stabilisation, restoration and management of Possum Gully and Muscle Creek', *2023/2024 Operational Plan - Muswellbrook Shire Council*

RISK MANAGEMENT IMPLICATIONS

Possum Gully traverses many private properties. Council needs to consider any precedents in decision making.

WASTE MANAGEMENT IMPLICATIONS

Nil.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Nil.



muswellbrook shire council

Rivers and Drainage Channels Policy

R25 - 1

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Policy Objective

Muswellbrook Shire Council is committed to ensuring the responsible and orderly management of rivers and urban drainage systems throughout the Shire and so enhance and improve them with respect to:

- a) natural environmental values;
- b) aquatic fauna habitat;
- c) water quality or availability;
- d) drainage and flood risk management;
- e) maintainability;
- f) accessibility; and
- g) visual amenity.

Risks being addressed

To manage riparian corridors adjacent to rivers (including adjacent levees) and urban drainage systems in order to achieve better environmental outcomes, in a financially sustainable manner, and the safety of the community.

Scope

The policy applies to development in the areas of the Shire which impact upon, adjoins or crosses rivers and urban drainage systems. It defines Council's obligations and expectations about maintenance, improvements and rehabilitation of rivers including urban drainage systems.

Definitions

For the purpose of this policy a river has the same meaning as in the Water Management Act 2000, being

“river includes:

- (a) any watercourse, whether perennial or intermittent and whether comprising a natural channel or a natural channel artificially improved, and*
- (b) any tributary, branch or other watercourse into or from which a watercourse referred to in paragraph (a) flows, and*
- (c) anything declared by the regulations to be a river,*

whether or not it also forms part of a lake or estuary but does not include anything declared by the regulations not to be a river.”

“urban drainage systems” shall mean any channel, drain or open swale channelling water, (including intermittent channels) including but not limited to Muscle Creek, Possum Gully, the Lorne Street Catchment and Sandy Creek.”

Policy Statement

1. The Role of Riparian Corridors

A riparian corridor forms a transition zone between the land, also known as the terrestrial environment, and the river. Riparian corridors perform a range of important environmental functions such as:

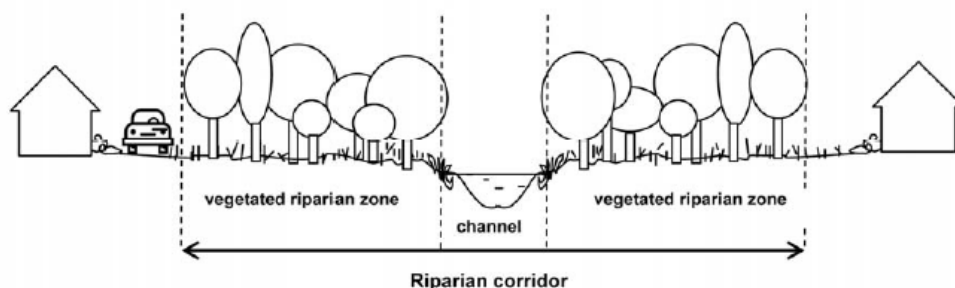
- providing bed and bank stability and reducing bank and channel erosion
- protecting water quality by trapping sediment, nutrients and other contaminants
- providing diversity of habitat for terrestrial, riparian and aquatic plants (flora) and animals (fauna)
- providing connectivity between wildlife habitats
- conveying flood flows and controlling the direction of flood flows
- providing an interface or buffer between developments and waterways
- providing passive recreational uses.

The protection, restoration or rehabilitation of vegetated riparian corridors is important for maintaining or improving the shape, stability (or geomorphic form) and ecological functions of a river.

The riparian corridor consists of:

- the channel which comprises the bed and banks of the river (to the highest bank) and
- the vegetated riparian zone (VRZ) adjoining the channel.

Figure 1 - Vegetated Riparian Zones (VRZ)



The NSW Officer of Water recommends a VRZ width based on an order as classified under the Strahler System of ordering rivers and using current 1:25 000 topographic maps (see Figure 2 and Table 1). The width of the VRZ should be measured from the top of the highest bank on both sides of the river.

Figure 2 The Strahler System

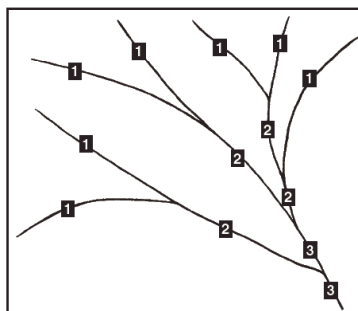


Table 1 Vegetated Riparian Zones

Types of Rivers	VRZ Width (Each side of river) for R1, R5, RU5, B2 and B5.	VRZ Width (each side of river) for RU1, RU3 and E3
Any fourth order ¹ river or greater including Hunter River Goulburn River	20 metres	40m + channel width
Any other river	12 metres	40m + channel width
an urban drainage system	3 metres	N/A

¹ As classified under the Strahler System of ordering rivers.

2. Requirements for Development on Land Adjacent to Rivers and Within the Riparian Vegetated Zone

- 2.1. Rivers must be maintained in as natural a state as is feasible, including the maintenance of riparian vegetation and habitat.
- 2.2. Where a development is associated with, or will affect a river, rehabilitation must occur to return that river, as much as possible, to a natural state.
- 2.3. Stormwater must be managed to minimise nutrient and sediment run-off entering constructed drainage lines or rivers.
- 2.4. Development within a Vegetated Riparian Zone (VRZ), as shown in Table 1 – VRZ Zones, should be avoided where possible to retain its ecological processes. Where development is unavoidable within the VRZ, it must be demonstrated that potential impacts on water quality, aquatic habitat, and riparian vegetation will be negligible and can be managed effectively.
- 2.5. A Plan of Management must be submitted in accordance with State Government guidelines for development proposed within a VRZ.
- 2.6. Bushfire Asset Protection Zones must not be located within the Vegetated Riparian Zones.
- 2.7. Suitable public and/or Council access is to be provided for maintenance of the riparian corridor.

- 2.8 Where the riparian corridor or drainage reserve is to be in public ownership, the development is to be planned such that there are suitably sized interfaces between the corridor and a public road or public reserve. These interfaces, and any other points of access shall be provided with suitable vehicle barriers and heavy duty locked gates to control unauthorised vehicular access.
- 2.9 The riparian corridor or drainage reserve shall be connected to other reserve and natural areas in an approved manner that facilitates vegetated corridors of suitable habitat.
- 2.10 Development within the VRZ of the Hunter or Goulburn Rivers, or a fourth order river, must be accompanied by:
- Detailed contour survey;
 - Confirmation of the tenure of the land and river;
 - Flood risk impact assessment by a suitably qualified engineer;
 - Review of existing vegetation of the river that extends sufficiently across the land and immediate upstream and downstream reaches and a statement addressing improvements or enhancements to be gained by the application; and
 - Review of existing interventions in the river and a statement about how the river is to be improved or enhanced by the application.

3. Guidelines For Development Assessment

- 3.1 The following may require development consent from Council, including any necessary Controlled Activity Approval from the NSW Office of Water or a Dredging Permit from Fisheries NSW as required:
- the removal of trees or vegetation;
 - any works in locations that contain threatened species, or threatened ecological communities, or their habitats as listed under the *Biodiversity Conservation Act 2016* or the *Fisheries Management Act 1994*, or in Key Fish Habitat as mapped by Fisheries NSW; and
 - works, including excavation, scour protection and engineered bed or bank stabilisation works.
- In most instances, waterfront land and river activities will require a Controlled Activity Approval (CAA) pursuant to the *Water Management Act (WMA) 2000*.
- 3.2 Where the requirement for referral to the NSW Office of Water is not triggered, similar principles will be followed along a given river, or where relevant, adapted from those applied in similar situations; or apply standard consistent conditions to similar applications. For example, requirements for waterway and vegetation restoration and improvement works to an approved design, and requirements for a waterway maintenance plan with a suitable bond held for an establishment period of at least two years.
- 3.3 In some instances waterfront land and river activities may require a permit under s.90 of the National Parks and Wildlife Act 1974 where the works may affect Aboriginal heritage.
- 3.4 Development assessment will also include:
- assessment of the flood information either by a suitably qualified council engineer, or a council appointed independent expert engineer.
 - Assessment of flood risk;

- assessment of all the applicable waterway requirements in terms of: capacity, depth and velocity and potential impacts upstream and downstream, bed and bank stabilisation requirements, water quality requirements, treatment of crossings and service crossings, maintainability, access, fencing, need for easements etc.
- Reference to the New South Wales Publication Planning for Bushfire Protection 2019 to avoid creating fire risks within Asset Protection Zones.

4. Guidelines for Rezoning Proposals

The following section applies to future rezoning requests/planning proposals. Council considers that identification of rivers, drainage channels and riparian vegetation is a critical component of early stage in the land use planning process, and requires proponents to ensure that protecting and maintaining of rivers and drainage channels will be one of the factors to be considered in the preparation of overall stormwater management strategy for greenfield sites. The Planning proposal should:

- i. Identify existing rivers and urban drainage systems.
- ii. Determine appropriate riparian corridor width, in accordance with Table 1 of this Policy.
- iii. Take into consideration riparian vegetation connectivity and potential opportunities for future connectivity of riparian vegetation
- iv. Incorporate identified rivers, urban drainage systems and associated riparian zones into a concept plan
- v. Recognise potential social, economic and environmental benefits and potential land use activities within identified areas (i.e. easements, passive recreational areas)

5. Ownership of Rivers and Urban Drainage Systems

Wherever possible rivers (including adjacent levees) and urban drainage systems are to be publicly accessible. Wherever possible easements for access and drainage must be created to the benefit of Council.

Council will consider the transfer of ownership to Council of the applicable VZR of the river (including adjacent levees) or urban drainage system in circumstances where the outcomes of this policy will only be achieved through that dedication. Transfer will only be agreed to following rehabilitation of the river (including adjacent levees) and/or urban drainage system to a standard agreed to by Council. Transfer will only be agreed to at a nil cost to Council.

6. Easements and Restrictions as to User

Easements and restrictions as to user will be required within the urban areas of the Shire, depending on the extent to which access is required and to ensure minimisation of the risk to urban drainage and flooding.

Easements are generally for the purpose of:

- (a) protecting Council's assets and other property from damage and to prevent injury;
- (b) ensure access to Council's works for operations, maintenance and rehabilitation;

- (c) alert owners of property that pipe work and/or other infrastructure is on their property and that special conditions apply; and
- (d) to facilitate construction and limit the future use of the land in a way so as to satisfy the above.

Where rivers are predominantly functioning as an integral part of an urban drainage system, (such as Possum Gully), easements to drain water in favour of council will be required for all new development. The size and alignment is to be guided by a stormwater/flood study should one exist, or by an assessment by Council's engineer based on the assessment of the application. Generally, it will involve at least the 'floodway area' as defined in the Floodplain Development Manual; however, in some instances additional lands may be required for riparian management reasons, and or maintenance/access considerations. Depending on location, easement for access may also be required.

Restrictions as to user may also be required to:

- a) control floor levels;
- b) impose flood plain risk management options;
- c) Impose conditions associated with land and waterway management to enhance flood plain risk management options.

In the case of rivers in rural and natural catchments beyond the urban areas, easements to drain water in favour of Council will not be required over the river but may be required over any lateral drainage systems. The size and alignment is to be guided by a stormwater study should one exist or an assessment by councils engineer based on the assessment of the application.

Depending on location, easements for access for river care, waterway and land management activities may also be required.

Where development, other than subdivision, is proposed in the R1, R5, RU5, B2 and B5 zones, and where the development cost is less than \$50,000, Council shall pay the reasonable costs of the Applicant for:

- a) Surveying costs;
- b) Legal fees;
- c) Mortgagee consent fees; and
- d) Registration fees;

For the creation and registration of the easement.

7. Maintenance Requirements

This policy recognises that rivers (including adjacent levees) and urban drainage systems and their associated vegetation should be left in as natural a state as possible, unless extraordinary circumstances apply. Notwithstanding this, Council recognises that there are instances in which the condition of rivers may deteriorate as a result of inappropriate development, erosion and/or sedimentation, overgrowth with weeds or dumping or accumulation of rubbish. In such cases, it is recognised that maintenance and/or rehabilitation of these waterways may be required.

7.1 Drainage Easements

Council is responsible for the maintenance of all of its structures within private property where Council has acquired a drainage easement on such property.

7.2 Rivers

It is important that river and riparian areas are maintained by the landowner to the extent reasonably practical. Rivers form a valuable component of the environment and should be sensitively and effectively managed. A well-managed river also has high aesthetic values and provides valuable habitat.

In general, only minor maintenance activities are permitted. Such activities should occur with care and consideration of the physical and ecological integrity of the river and in accordance with relevant environmental legislation and guidelines.

Major maintenance work i.e. excavation, filling, diversion, scour protection, improvements etc., will require development consent including the necessary approvals from state government agencies under the Water Management Act 2000, the Fisheries Management Act 1994 and possibly the National Parks and Wildlife Act 1974.

Council will address significant incidences of bank and bed erosion/scour/siltation, if this damage is a direct result of Council's actions.

Easements, where required, are intended to give Council rights to drain water, install or maintain infrastructure, or intervene in land management matters that potentially impact on the health of the river. The easement is not intended to imply that Council will maintain the vegetation or fencing, etc.

8. Fencing Requirements

Fencing of private land along a river forms an interface between the built and natural environment and should be sensitively managed.

To this end the fencing shall achieve the following objectives:

- a) Lateral fencing shall allow for unimpeded passage of stormwater flows and floodwaters, and for overland flow to the river. Consideration of the risk associated with the fencing in respect to things like debris loadings, and potential to cause downstream issues if washed away;
- b) Longitudinal fencing along the easement or riparian zones shall be see-through and permeable and incorporate suitable gates to allow maintenance access.

9. Applications or Requests for Improvements or Rehabilitation

9.1 Within Drainage Easements

All requests for works in Council drainage easements, within private property, are to be received and assessed as to whether the work is of net benefit to the community and the environment and prioritised according to budget constraints. If Council is to contribute to the works, the property owner must contribute at least one-half of the cost of the work.

If the work is required to facilitate the development of the land, then the works, if approved, will be at the owner's full cost.

9.2 Within Rivers and Riparian Corridors

Owners wishing to undertake works in rivers and or riparian corridors are responsible for arranging and carrying out the work at their own cost.

The owner will need to obtain approvals from state government authorities under the Water Management Act 2000 and the Fisheries Management Act 1994.

Council may determine that an easement in favour of Council should be created over the riparian corridor and/or river in order to ensure drainage of a public road, in which case granting of the easement should be at no cost to Council.

9.3 Inter-allotment Drainage Easements (Benefiting private property owners)

In most cases all maintenance, improvements and rehabilitation works to drains in inter-allotment drainage easements within private property are the responsibility of property owners and users of the easement. These drains are usually 'private' drains and do not belong to Council. There are a few exceptions to this where the inter-allotment drainage easements benefit Council by enabling the drainage of public land.

If there is a problem, i.e. damaged or defective pipes or flooding to a lower property, Council (under Section 124 of the Local Government Act 1993) may direct the owners and users of the drain to undertake repairs or maintenance.

9.4 Within Public Reserves, Drainage Reserves, Public Road Reserves or Council owned land

- (a) Maintenance – Council is responsible for maintenance of rivers and drainage channels in council-managed public land.
- (b) Improvements and Rehabilitation – All requests for improvements and rehabilitation will be assessed to determine desirability, prioritised according to budget constraints, and considered for allocations of funds in Council's Works Programs.

10. Unapproved Drainage Works

Property owners are required to accept natural flows from adjoining properties and control and dispose of flows properly.

10.1 Unapproved Drainage Works on Council Land

If unapproved drainage works are carried out on Council land, Council may remove the works and recover costs from the owner that carried out the work.

10.2 Unapproved Drainage Works on Private Land.

- (a) If new unapproved drainage works are carried out on private land, Council may require the owner to remove the works at the owner's expense.
- (b) Maintenance – Council will not maintain unapproved drainage infrastructure located on private owned land.

Delegations

Nil

Legislation

Local Government Act, 1993

Environmental Planning and Assessment Act, 1979

Biodiversity Conservation Act 2016

Fisheries Management Act 1994

Water Management Act 2000

Conveyancing Act 1919

References

Nil

Dispute Resolution

Processes as set out in the Environmental Planning and Assessment Act 1979, the Local Government Act 1993

Associated Council Documentation

Muswellbrook Urban Riparian Landcare Master Plan 2018

Muswellbrook Floodplain Risk Management Management Study and Plan 2019

Attachments, procedures and guidelines

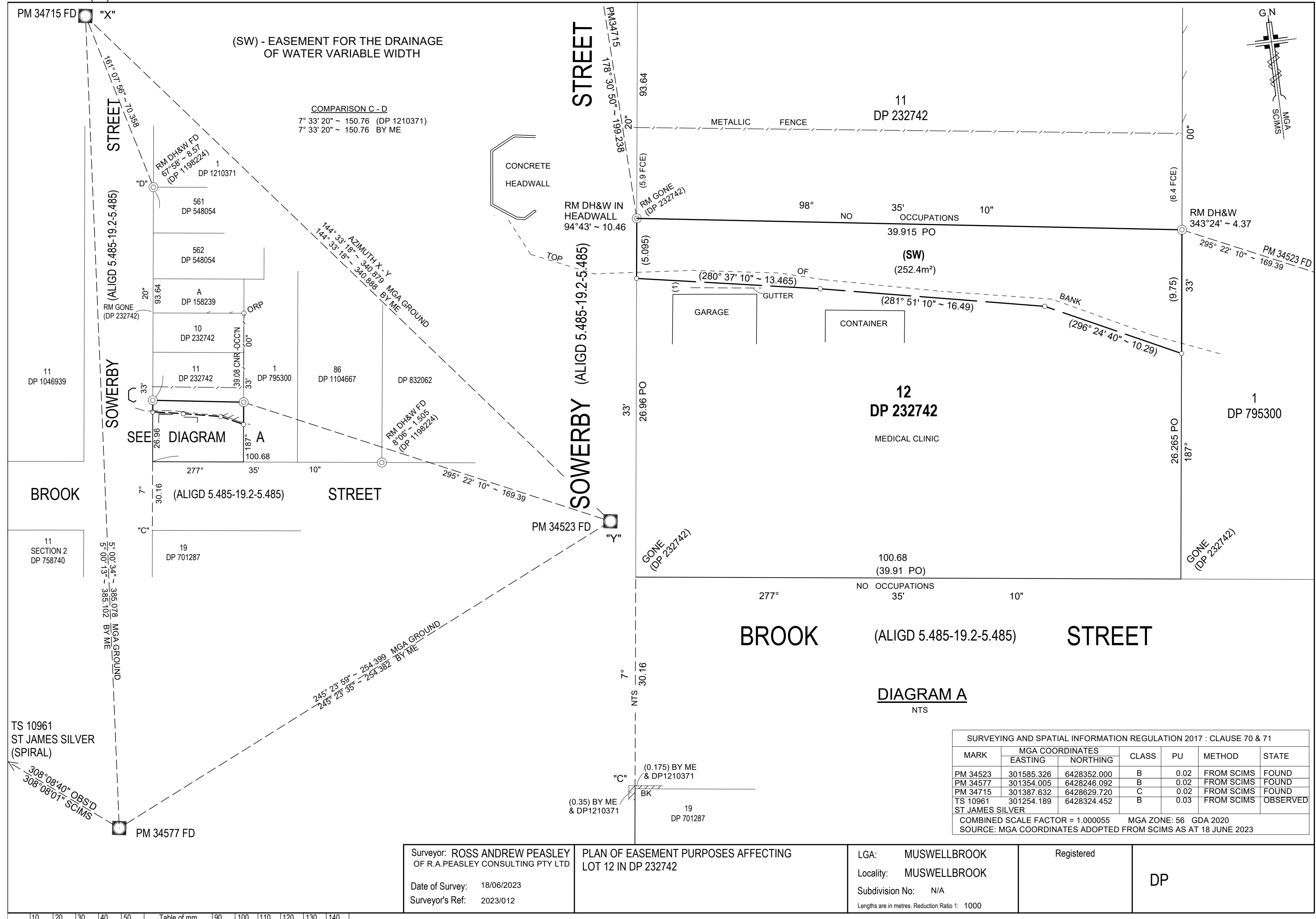
Floodplain Development Manual (NSW Government)

Authorisation Details

Authorised by:	Council
Minute No:	347
Date:	26 May 2020
Review timeframe:	Two Years
Department:	Environmental and Planning Services
Document Owner:	Sharon Pope

Details History

Version No.	Date changed	Policy type	Modified by	Amendments made
01	19.5.15	Environmental	E Love	Document created
02	26.5.20	Environmental	S Pope	<ul style="list-style-type: none"> • Update references to current legislation; • Include references to the Muswellbrook Urban Riparian Landcare Master Plan and the Muswellbrook Floodplain Risk Management Study and Plan 2019; • Provide for easements in favour of Muswellbrook Council on developments sites neighbouring the urban stormwater system; • Adopt a policy of Council reimbursing landholders for costs associated with creation of easements. • Correct formatting errors; • Provide clarification on certain matters regarding easements, piping of open drainage channels and requirements for pollution reduction devices; and • Reference legislation plans and policies that are relevant to planning for storm water management.



**INSTRUMENT SETTING OUT TERMS OF RESTRICTION ON THE USE OF LAND
AND POSITIVE COVENANTS INTENDED TO BE CREATED PURSUANT TO
SECTION 88B AND 88E OF THE CONVEYANCING ACT 1919 AS AMENDED**

(Sheet 1 of 3 sheets)

Plan:

Plan of Easement Purposes
Affecting Lot 12 in DP 232742

Full name and address of proprietor of the land:

**NOMAN JAWAAD
80 BROOK STREET
MUSWELLBROOK NSW 2333**

PART 1 (Creation)

Number of items shown in the intention panel on the plan	Identity of restriction or covenants to be created and referred to in the plan	Lot(s) Burdened	Lot(s) and Authority Benefited
1	Easement for the Drainage of Water variable width	Lot 12 in DP 232742	Muswellbrook Shire Council

**Name of Company / Person empowered to release, vary or modify the
easement firstly referred to in the plan.**

Muswellbrook Shire Council

**INSTRUMENT SETTING OUT TERMS OF RESTRICTION ON THE USE OF LAND
AND POSITIVE COVENANTS INTENDED TO BE CREATED PURSUANT TO
SECTION 88B AND 88E OF THE CONVEYANCING ACT 1919 AS AMENDED**

(Sheet 2 of 3 sheets)

Plan:

Plan of Easement Purposes
Affecting Lot 12 in DP 232742

NOMAN JAWAAD

SIGNED AT _____ for the
AUSTRALIAN AND NEW ZEALAND BANKING GROUP
ABN

by its duly appointed attorney

under

Signature of attorney

Witness:

Signature of Witness

Name of Witness

Address of Witness

**INSTRUMENT SETTING OUT TERMS OF RESTRICTION ON THE USE OF LAND
AND POSITIVE COVENANTS INTENDED TO BE CREATED PURSUANT TO
SECTION 88B AND 88E OF THE CONVEYANCING ACT 1919 AS AMENDED**

(Sheet 3 of 3 sheets)

Plan:

Plan of Easement Purposes
Affecting Lot 12 in DP 232742

Executed on behalf of **MUSWELLBROOK**)
SHIRE COUNCIL by:)

.....
Authorised officer's name

.....
Signature of witness

.....
Authority of officer

.....
Name of witness

.....
Signing on behalf of Muswellbrook Shire Council

.....
Address of witness

DEPOSITED PLAN ADMINISTRATION SHEET		Sheet 1 of 3 sheet(s)
Office Use Only	Office Use Only	
Registered:		
Title System:		
PLAN OF EASEMENT PURPOSES AFFECTING LOT 12 IN DP 232742	LGA: MUSWELLBROOK Locality: MUSWELLBROOK Parish: ROWAN County: DURHAM	
<p align="center">Survey Certificate</p> <p>I, ROSS ANDREW PEASLEY of RA PEASLEY CONSULTING PTY LTD..... a Surveyor Registered under the <i>Surveying and Spatial Information Act 2002</i>, certify that:</p> <p>*(a) The land shown in the plan was surveyed in accordance with the <i>Surveying and Spatial Information Regulation 2017</i>, is accurate and the survey was completed on 18/6/2023....., or</p> <p>*(b) The part of the land shown in the plan excluding was surveyed in accordance with the <i>Surveying and Spatial Information Regulation 2017</i>, the part surveyed is accurate and the survey was completed on 19/1/2022.. the part not surveyed was compiled in accordance with that Regulation, or</p> <p>*(c) The land shown in this plan was compiled in accordance with the <i>Surveying and Spatial Information Regulation 2017</i>.</p> <p>Datum Line: "X" – "Y"</p> <p>Type: *Urban/*Rural</p> <p>The terrain is *Level-Undulating / *Steep-Mountainous.</p> <p>Signature: Dated:</p> <p>Surveyor Identification No: 162</p> <p>Surveyor registered under the <i>Surveying and Spatial Information Act 2002</i></p> <p>*Strike out inappropriate words.</p> <p>**Specify the land actually surveyed or specify any land shown in the plan that is not the subject of the survey.</p>	<p align="center">Crown Lands NSW/Western Lands Office Approval</p> <p>I, (Authorised Officer) in approving this plan certify that all necessary approvals in regard to the allocation of the land shown herein have been given.</p> <p>Signature:</p> <p>Date:</p> <p>File Number:</p> <p>Office:</p>	
Plans used in the preparation of survey/compilation. DP 232742 DP 1104667 DP 158239 DP 1210371 DP 548054 DP 701287 DP 795300 DP 832062 DP 1046939	<p align="center">Subdivision Certificate</p> <p>I, *Authorised Person/*General Manager/*Registered Certifier, certify that the provisions of s.6.15 of the <i>Environmental Planning and Assessment Act 1979</i> have been satisfied in relation to the proposed subdivision, new road or reserve set out herein.</p> <p>Signature:</p> <p>Accreditation number:</p> <p>Consent Authority:</p> <p>Date of endorsement:</p> <p>Subdivision Certificate number:</p> <p>File number:</p> <p>*Strike through if inapplicable.</p>	
Surveyor's Reference: 2023/012	Signatures, Seals and Section 88B Statements should appear on PLAN FORM 6A	

PLAN FORM 6A (2017) DEPOSITED PLAN ADMINISTRATION SHEET Sheet 2 of 3 sheet(s)	
<div style="text-align: right; font-size: small;">Office Use Only</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Registered: PLAN OF EASEMENT PURPOSES AFFECTING LOT 12 IN DP 232742 </div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> Subdivision Certificate number: Date of Endorsement: </div>	<div style="text-align: right; font-size: small;">Office Use Only</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> This sheet is for the provision of the following information as required: <ul style="list-style-type: none"> A schedule of lots and addresses - See 60(c) <i>SSI Regulation 2017</i> Statements of intention to create and release affecting interests in accordance with section 88B <i>Conveyancing Act 1919</i> Signatures and seals- see 195D <i>Conveyancing Act 1919</i> Any information which cannot fit in the appropriate panel of sheet 1 of the administration sheets. </div>
<p>PURSUANT TO SECTION 88B OF THE CONVEYANCING ACT 1919, IT IS INTENDED TO CREATE: -</p> <p style="margin-left: 40px;">1. EASEMENT FOR THE DRAINAGE OF WATER VARIABLE WIDTH</p> <p style="text-align: center; margin-top: 20px;"><u>OWNERS EXECUTION</u></p> <div style="text-align: center; margin-top: 40px;"> _____ NOMAN JAWAAD </div> <p style="margin-top: 40px;">SIGNED AT _____ for the AUSTRALIAN AND NEW ZEALAND BANKING GROUP ABN _____ by its duly appointed attorney under _____ <div style="text-align: right; margin-right: 100px;">Signature of attorney</div> </p> <p>Witness:</p> <p>_____</p> <p>Signature of Witness</p> <p>_____</p> <p>Name of Witness</p> <p>_____</p> <p>Address of Witness</p> <p style="text-align: right; font-size: small; margin-top: 20px;">If space is insufficient use additional annexure sheet</p>	
Surveyor's Reference: 2023/012	



11.3.2. Muswellbrook Town Centre Plan - DRAFT Programme and Budget Allocations

Attachments:

1. DRAFT Muswellbrook Town Centre Plan - Staging Delivery Programme [11.3.2.1 - 2 pages]
2. DRAFT Muswellbrook Town Centre Plan - Budget Allocations [11.3.2.2 - 1 page]
3. Muswellbrook Town Centre Plan - Preliminary [11.3.2.3 - 1 page]

Responsible Officer:

Derek Finnigan - General Manager

Author:

Matthew Lysaught (Director Property & Place)

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:

- 1.2.4 - Implement the Muswellbrook and Denman Town Centre Masterplans and the Sandy Hollow Village Masterplan.
- 1.4.1 - Complete current infrastructure projects and identify future opportunities for the Shire.
- 4.4.1 - Support the conservation and restoration of the Shire's heritage items.
- 1.4.1.3 - Develop Pocket Park design for the Muswellbrook Town Centre
- 4.2.2.2 - Review design value management options for theatre and community hall.

PURPOSE

This report provides a draft programme and budget allocations to inform Council's grant application under the Australian Government - Priority Community Infrastructure Program (PCIP) for the delivery of the Muswellbrook Town Centre Plan.

OFFICER'S RECOMMENDATION

Council ENDORSES the preliminary DRAFT Muswellbrook Town Centre Plan – Staging Delivery Programme and DRAFT Muswellbrook Town Centre Plan – Budget Allocations to inform the Australian Government - Priority Community Infrastructure Program (PCIP) for the delivery of the Muswellbrook Town Centre Plan.

Moved: _____ **Seconded:** _____

BACKGROUND

At the 27 June 2023 Ordinary Council Meeting, a report was presented to Council to provide a summary of the status of the Town Centre Plan and Regional Entertainment Centre projects and next steps. Council resolved as follows

**10.3.2. Town Centre Strategy - Status and Next Steps**

443 RESOLVED on the motion of Cr J. Lecky and Cr M. Bowditch that:

Council ENDORSES:

1. The development of a revised Master Plan document for the (Civic Precinct) Town Centre Plan;
2. Providing a consolidated project and costed programme for the Regional Entertainment Centre and Town Centre Plan;
3. Updating Capital Expenditure Reviews for both the Regional Entertainment Centre and (Civic Precinct) Town Centre Plan;
4. Development of marketing and communication material for the Town Centre Plan;
5. The extension of lease for tenant as described in the report; and
6. Undertaking a demand and supply analysis for commercial and retail property in Muswellbrook Shire.

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

Against: Nil.

In the lead up to the Federal election in May 2022, a commitment was made to Muswellbrook Shire Council of \$10,500,000 funding being provided for the Muswellbrook Town Centre Plan.

Council was advised earlier this year from the Regional Programs Branch, Regional Development and Local Government Division, Commonwealth Department of Infrastructure, Transport, Regional Development, Communications and the Arts that this project would be included in the new Priority Community Infrastructure Program (PCIP), and that Muswellbrook Shire Council has been invited to apply for funding for the project, with applications closing 30 October 2023.

The PCIP commits to strengthening our regions and urban areas by delivering investment in community infrastructure that creates jobs and opportunities across the nation. The program is a one-off, closed, and non-competitive programme which has been developed to deliver community infrastructure projects that represent value for money and is based on transparent and merit-based processes.

CONSULTATION

Manager Roads, Drainage and Technical Services

Project Manager – Property & Building Services

Progence - Project Management Consultancy

REPORT

Provided below is a high-level sequencing of projects to inform the Australian Government PCIP grant application for \$10.5m. The table below is an abridged version of the two attachments to this report: DRAFT Muswellbrook Town Centre Plan – Staging Delivery Programme and DRAFT Muswellbrook Town Centre Plan – Budget Allocations.

Provided below is the estimated cost, approved funding, proposed funding allocation from PCIP, and estimated start and completion. Included below each item is a brief description of the works.

It has been prepared on the basis of the Town Centre Plan - Preliminary considered at the 27 June 2023 Ordinary Council Meeting and attached to this report.



PROJECT	ESTIMATED COST (\$)	APPROVED FUNDING (\$)	PROPOSED FUNDING ALLOCATION (\$)	ESTIMATED START	ESTIMATED COMPLETION
CBD Stage 7 Works - Footpath Upgrade (Loxton House to Marketplace Right of Way)	\$900,000	\$250,000	\$650,000	January 24	May 24
<i>This is the CBD truncated concrete footpath finish extending from the western corner of Hill Street and Bridge Street, travelling south to the Bridge Street median crossing.</i>					
CBD Stage 7 Works - Right of Way Upgrade (Including Safety Improvements to Bridge Street Crossing)	\$550,000	\$0	\$550,000	January 24	May 24
These works include safety improvements to the existing median and the laneway to the Marketplace extending all the way to the lower ground lift entry. It is subject to satisfactory negotiation with adjacent property owners.					
Loxton House Refurbishment - Lower, Ground and Upper Ground Floors	\$1,250,000	\$750,000	\$500,000	April 24	September 24
<i>This includes restaurant and kitchen fit-out for lower ground, refurbishment for ground floor commercial office spaces which includes a real estate tenant, and the return of Arts Upper Hunter. The first floor will be fitted-out as originally intended for the Innovation Hub.</i>					
Demolition of Existing Commercial Buildings - Bridge Street Lots 88-108	\$650,000	\$425,000	\$225,000	March 24	May 24
<i>Request for Quotation for removal of hazardous material is complete and to be awarded. As part of these works, hoarding will be erected along these Bridge Street buildings. The Development Application for the demolition is being prepared. This will include the proposal for the construction of the Pocket Park as part of the development assessment for demolition.</i>					
New Pocket Park Construction (Lots 88-108)	\$2,300,000	\$250,000	\$2,050,000	May 24	December 24
<i>Early works on the Pocket Park could commence in May 24 subject to approval of a Review of Environment Factors. Substantive works would not likely commence until June 24.</i>					
Temporary Carpark to West of Pocket Park	\$100,000	\$0	\$100,000	October 24	December 24
<i>This is the remnant car park after the demolition and construction of the Pocket Park providing Right of Way access for the Uniting Church. It will need to be retained to provide this access and CBD parking until future stages are complete.</i>					



PROJECT	ESTIMATED COST (\$)	APPROVED FUNDING (\$)	PROPOSED FUNDING ALLOCATION (\$)	ESTIMATED START	ESTIMATED COMPLETION
Regional Entertainment Centre (REC) - Town Square Development, Remediation & Early Works (Incl. Demolition of Lot 116)	\$2,400,000	\$0	\$2,400,000	January 25	June 25
<i>Included in this is the demolition of the old Holden site, removal of contamination, and preparation of construction site for the Regional Entertainment Centre.</i>					
Regional Entertainment Centre (REC) - Brook Street Plaza Demolition & Ausgrid Kiosk Relocation	\$750,000	\$0	\$750,000	January 25	June 25
<i>To be able to construct Stage 3 of the Town Centre Plan the electrical substation near Brook Street Plaza will need to be demolished.</i>					
Stormwater Drainage for Precinct (Hill to Brook Streets)	\$950,000	\$0	\$950,000	January 25	June 25
<i>Following the demolition of Brook Street Plaza and the old Holden site, this would likely be the time to address the precinct drainage running parallel to the railway line from Hill Street to Brook Street.</i>					
Town Centre Car Park	\$1,000,000	\$0	\$1,000,000	July 25	December 25
<i>The delivery of the town centre car park is intended to address car parking requirements for the Regional Entertainment Centre and the precinct generally.</i>					
Possum Gully Realignment - West of Rail Corridor	\$1,500,000	\$1,000,000	\$500,000	July 25	December 25
<i>Proposed works include addressing the realignment of Possum Gully west of the railway line addressing issues parallel to Hunter Terrace by continuing the drainage down lower Brook Street towards the Hunter River.</i>					
Regional Entertainment Centre (REC) (Relocated to 116 Bridge Street) - Stage 3a Theatre	\$20,000,000*	\$16,500,000	\$825,000	July 25	December 26
<p><i>* This figure flags that some back of house elements of the Studio which has now been removed to a later stage will need to be retained for functionality, but Council is in the process of value engineering the design.</i></p> <p><i>Architects engaged for the original design are preparing a variation proposal expected in late September 2023 for Council's consideration. This will include all consultant fees to deliver the existing design intent relocated to the centre of town with the Studio as a second stage.</i></p>					



PROJECT	ESTIMATED COST (\$)	APPROVED FUNDING (\$)	PROPOSED FUNDING ALLOCATION (\$)	ESTIMATED START	ESTIMATED COMPLETION
Precinct Landscaping (includes allowance for Uniting Church)	\$2,500,000	\$0	\$0	July26	December 26
Noise Wall Construction - Rail Corridor (Double Side)	\$1,500,000	\$0	\$0	October 25	January 26
Possum Gully Realignment - East of Rail Corridor	\$1,800,000	\$0	\$0	January 27	December 27
Commercial Development A - At Location of ANZ Building (Incl. Demolition)	\$0	\$0	\$0	January 28	December 28
Commercial Development B - At Location of previous Brook Street Plaza	\$0	\$0	\$0	January 28	December 28
Brook Street footpath (Bridge to Railway line)	\$1,000,000	\$0	\$0	January 28	December 28
Regional Entertainment Centre (REC) (Relocated to 116 Bridge Street) - Stage 3b Studio	\$8,000,000	\$500,000	\$0	June 26	March 27
			\$10,500,000		



It is proposed that \$10.5m funding will bring the delivery of the Muswellbrook Town Centre Plan stages up to construction ready for the Regional Entertainment Centre, delivering on the ongoing projects that Council would like to complete and the construction of the Pocket Park and precinct car parking.

The information provided contains preliminary drafts which will be further added to and refined in significant detail. However, to make the grant application for the Australian Government - Priority Community Infrastructure Program (PCIP), Council endorsing the preliminary DRAFT Muswellbrook Town Centre Plan – Staging Delivery Programme and DRAFT Muswellbrook Town Centre Plan – Budget Allocations will inform the application.

OPTIONS

Council could request further information and/or make changes to programme and budget allocations.

CONCLUSION

It is recommended Council endorses the preliminary DRAFT Muswellbrook Town Centre Plan – Staging Delivery Programme and DRAFT Muswellbrook Town Centre Plan – Budget Allocations to inform the Australian Government - Priority Community Infrastructure Program (PCIP) for the delivery of the Muswellbrook Town Centre Plan.

SOCIAL IMPLICATIONS

Council is planning and delivering to the community access to interesting, equitable, and attractive settings to meet various community needs and to facilitate more social interaction in the urban precinct of Muswellbrook.

FINANCIAL IMPLICATIONS

Council has capital budgets available for both the Town Centre Plan and Regional Entertainment Centre carried over and forward estimates.

The funding allocations of the \$10.5m under the Australian Government - Priority Community Infrastructure Program (PCIP) have been proposed to meet any funding shortfalls for specific projects.

POLICY IMPLICATIONS

Nil known.

STATUTORY IMPLICATIONS

Planning approval pathways will need to be followed for each stage of the projects.

LEGAL IMPLICATIONS

There is some private ownership within the Town Centre block to be managed in planning and construction.

OPERATIONAL PLAN IMPLICATIONS

‘1.2.4 Implement the Muswellbrook and Denman Town Centre Masterplans and the Sandy Hollow Village Masterplan’, *Muswellbrook Shire 2023 – 2024 Operational Plan*

RISK MANAGEMENT IMPLICATIONS

Addressing risks is a critical function of the proposed next steps.

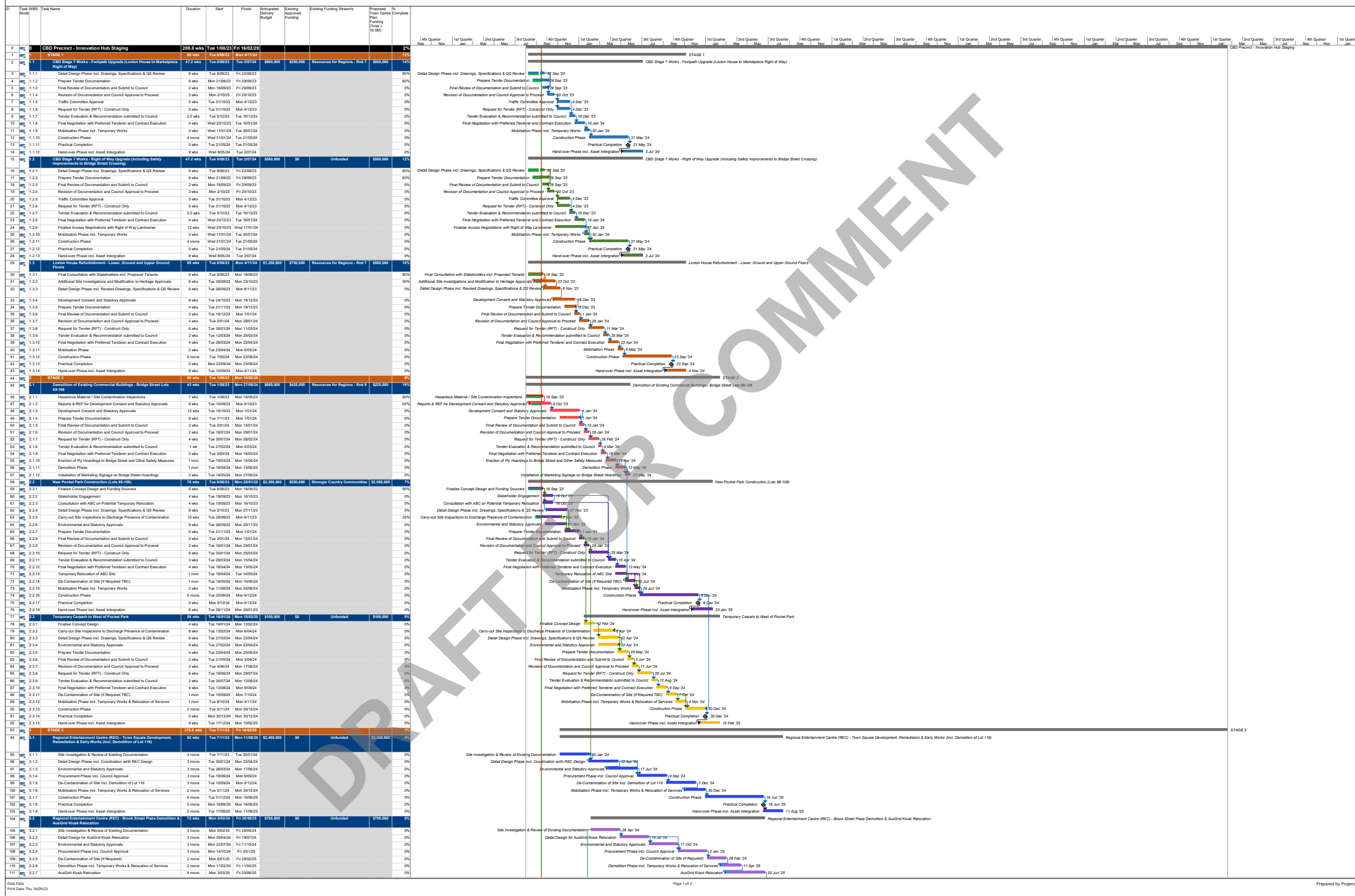
WASTE MANAGEMENT IMPLICATIONS

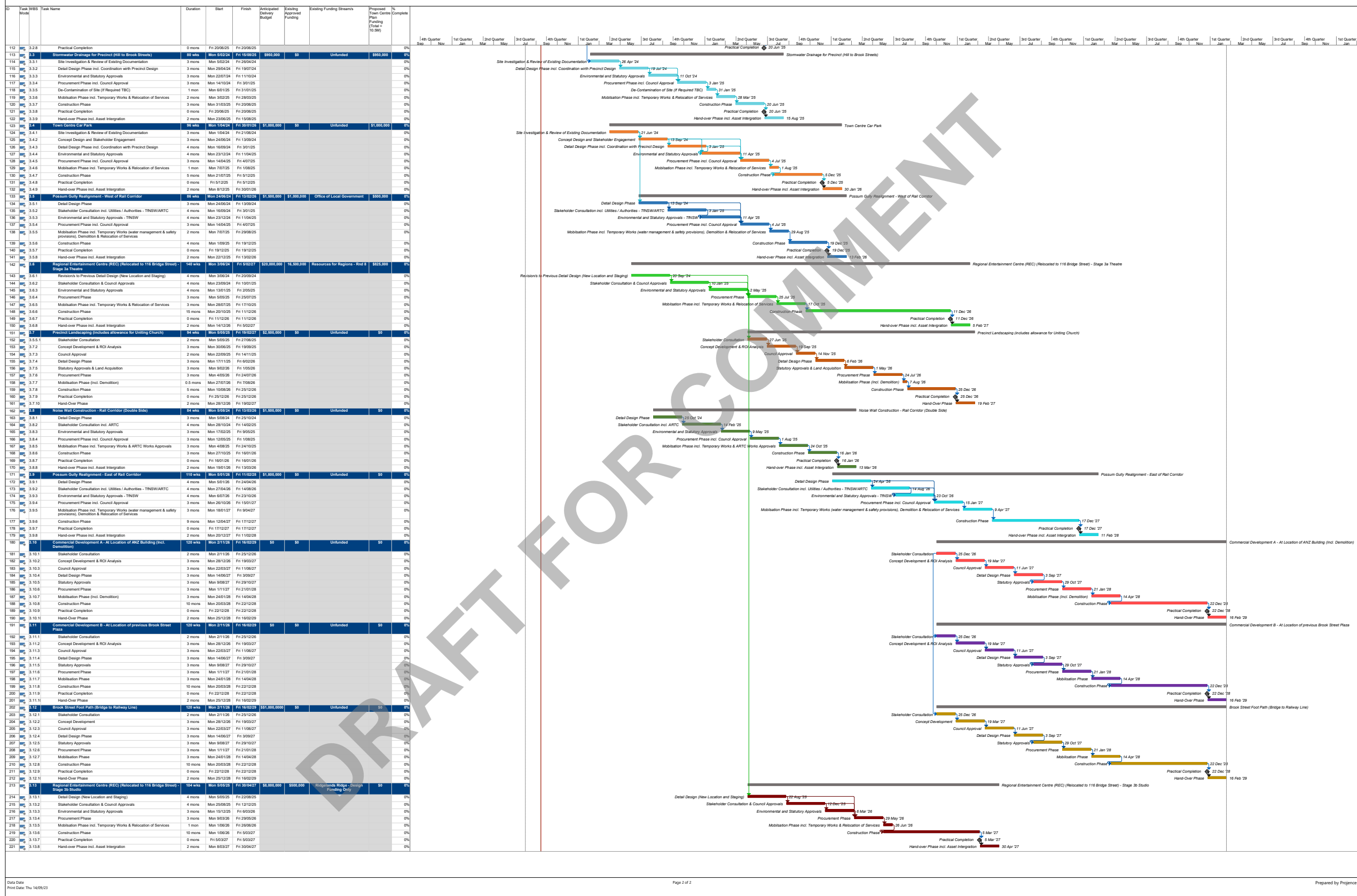


To be determined. Design and construction will be planned to minimise waste.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

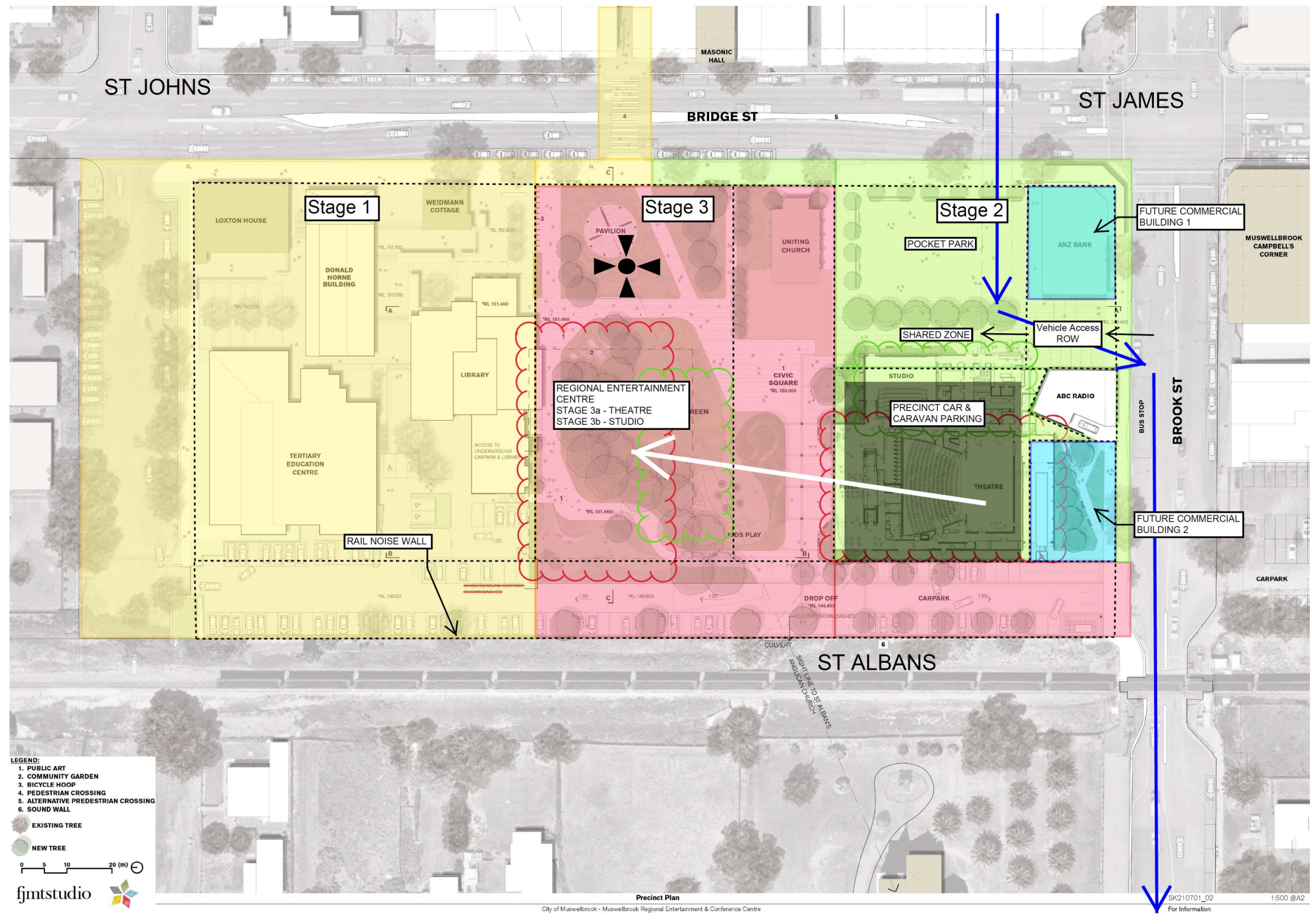
Communications plan to be developed for projects and overall Town Centre development.





MUSWELLBROOK CBD - TOWN CENTRE PLAN PROPOSED FUNDING ALLOCATION/S
FINAL DRAFT - 14th SEPTEMBER 2023

PROJECT	FORECAST DELIVERY COST (\$)	APPROVED FUNDING AMOUNT (\$)	EXISTING FUNDING SOURCE/S	TOWN CENTRE PLAN FUNDING ALLOCATION (\$)	Variance (C-D-F)	EXPECTED CONSTRUCTION COMMENCEMENT	EXPECTED CONSTRUCTION COMPLETION
CBD Stage 7 Works - Footpath Upgrade (Loxton House to Marketplace Right of Way)	\$900,000.00	\$250,000.00	Resources for Regions - Round 7	\$650,000.00	\$0.00	January 24	May 24
CBD Stage 7 Works - Right of Way Upgrade (Including Safety Improvements to Bridge Street Crossing)	\$550,000.00	\$0.00	Unfunded	\$550,000.00	\$0.00	January 24	May 24
Loxton House Refurbishment - Lower, Ground and Upper Ground Floors	\$1,250,000.00	\$750,000.00	Resources for Regions - Round 7	\$500,000.00	\$0.00	April 24	September 24
Demolition of Existing Commercial Buildings - Bridge Street Lots 88-108	\$650,000.00	\$425,000.00	Resources for Regions Round 9	\$225,000.00	\$0.00	March 24	May 24
New Pocket Park Construction (Lots 88-108)	\$2,300,000.00	\$250,000.00	Stronger Country Communities	\$2,050,000.00	\$0.00	May 24	December 24
Temporary Carpark to West of Pocket Park	\$100,000.00	\$0.00	Unfunded	\$100,000.00	\$0.00	October 24	December 24
Regional Entertainment Centre (REC) - Town Square Development, Remediation & Early Works (Incl. Demolition of Lot 116)	\$2,400,000.00	\$0.00	Unfunded	\$2,400,000.00	\$0.00	January 25	June 25
Regional Entertainment Centre (REC) - Brook Street Plaza Demolition & AusGrid Kiosk Relocation	\$750,000.00	\$0.00	Unfunded	\$750,000.00	\$0.00	January 25	June 25
Stormwater Drainage for Precinct (Hill to Brook Streets)	\$950,000.00	\$0.00	Unfunded	\$950,000.00	\$0.00	January 25	June 25
Town Centre Car Park	\$1,000,000.00	\$0.00	Unfunded	\$1,000,000.00	\$0.00	July 25	December 25
Possum Gully Realignment - West of Rail Corridor	\$1,500,000.00	\$1,000,000.00	Office of Local Government	\$500,000.00	\$0.00	July 25	December 25
Regional Entertainment Centre (REC) (Relocated to 116 Bridge Street) - Stage 3a Theatre	\$20,000,000.00	\$16,500,000.00	Resources for Regions - Round 8	\$825,000.00	\$2,675,000.00	July 25	December 26
Precinct Landscapng (includes allowance for Uniting Church)	\$2,500,000.00	\$0.00	Unfunded	\$0.00	\$2,500,000.00	July26	December 26
Noise Wall Construction - Rail Corridor (Double Side)	\$1,500,000.00	\$0.00	Unfunded	\$0.00	\$1,500,000.00	October 25	January 26
Possum Gully Realignment - East of Rail Corridor	\$1,800,000.00		Unfunded	\$0.00	\$1,800,000.00	January 27	December 27
Commercial Development A - At Location of ANZ Building (Incl. Demolition)	\$0.00	\$0.00	Unfunded	\$0.00	\$0.00	January 28	December 28
Commercial Development B - At Location of previous Brook Street Plaza	\$0.00	\$0.00	Unfunded	\$0.00	\$0.00	January 28	December 28
Brook Street footpath (Bridge to Railway line)	\$1,000,000.00	\$0.00	Unfunded	\$0.00	\$1,000,000.00	January 28	December 28
Regional Entertainment Centre (REC) (Relocated to 116 Bridge Street) - Stage 3b Studio	\$8,000,000.00	\$500,000.00	Ridgelands Ridge - Design Funding Only	\$0.00	\$7,500,000.00	June 26	March 27
TOTAL				\$10,500,000.00			





11.3.3. Olympic Park Grandstand and Amenities - Projects and Funding

Attachments:	1. Olympic Park Grandstand and Amenities Design [11.3.3.1 - 10 pages]
Responsible Officer:	Derek Finnigan - General Manager
Author:	Matthew Lysaught (Director Property & Place)
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:	1.4.1 - Complete current infrastructure projects and identify future opportunities for the Shire. 6.3.2.1 - Council's Wellbeing Program and antibullying training program delivered .

PURPOSE

This report provides the budgets and funding allocations for the Olympic Park Precinct Upgrade to inform Council's grant application under the Australian Government - Priority Community Infrastructure Program (PCIP) for the delivery of the Olympic Park Grandstand.

OFFICER'S RECOMMENDATION

Council:

1. ENDORSES the budgets and funding allocations for the Olympic Park Precinct Upgrade to inform Council's grant application under the Australian Government - Priority Community Infrastructure Program (PCIP) for the delivery of the Olympic Park Grandstand; and
2. requests a review and upgrade of the Capital Expenditure Review for the Olympic Park Precinct Upgrade be carried out.

Moved: _____ **Seconded:** _____

BACKGROUND

In August 2022, Council, as applicant, lodged a Development Application for DA 2022-095 for new amenities and grandstand at Olympic Park, Muswellbrook.

Attached to this report is the current Olympic Park Amenities and Grandstand Design submitted for development application assessment by the Hunter and Central Coast Regional Planning Panel.

The development was originally proposed to be two stages but was amended to reflect funding commitments in the Australian Government 2022 Election of \$5.5m for the construction of the unfunded grandstand.

Council was advised earlier this year from the Regional Programs Branch, Regional Development and Local Government Division, Commonwealth Department of Infrastructure, Transport, Regional Development, Communications and the Arts that this project would be



included in the new Priority Community Infrastructure Program (PCIP), and Muswellbrook Shire Council has been invited to apply for funding for the project, with applications closing 30 October 2023.

PCIP commits to strengthening our regions and urban areas by delivering investment in community infrastructure that creates jobs and opportunities across the nation. The program is a one-off, closed, and non-competitive program which has been developed to deliver community infrastructure projects that represent value for money and is based on transparent and merit-based processes.

CONSULTATION

Olympic Park Precinct Development Advisory Committee

Technical Officer – Recreation and Property

REPORT

The Olympic Park Precinct Upgrade is more advanced than the other substantive 2019 Special Rate Variation project the Regional Entertainment Centre and related town centre development, so project budget allocations have been established.

However, Council's endorsement of projects and budget allocations and endorsement of project end date will provide certainty in planning and lodging the Australian Government - Priority Community Infrastructure Program (PCIP) for the delivery of the Olympic Park Grandstand. The delivery of the grandstand was for a proposed Stage 2 and beyond detailed design was reliant on grant funding.

Works completed to date include:

- Integration of the Olympic Park Master Plan into the Muswellbrook Aquatic Centre Master Plan, and Muswellbrook Urban Riparian Landcare Master Plan.
- Construction of car parks, number six and seven in the below Structure Plan.
- Construction of Park Tennis Hitting Wall to enable car parking.
- Demolition of old Muswellbrook Amateur Theatrical Society (MATS) Hall and relocation of MATS.
- Shared footpath construction from Rail Underpass to Olympic Park fields.
- Muscle Creek Nature Trail works.
- Muscle Creek Bridge to Wilder Street completed.
- Intelligent lighting installed along the footpath from Bridge Street to Bell Street.
- Field improvements drainage and irrigation concept design complete.
- Design for Amenities and Grandstand design submitted for development assessment to the Regional Planning Panel.



In summary, the total budget for Olympic Park works completed and to be completed is approximately \$15.5 million. This includes the initial allocation of \$4.8 million (indexing applicable) from the 2019 Special Rate Variation (SRV), external grant funding of \$9.5 million, and other funding including Voluntary Planning Agreements (VPA) of \$1.2 million.

Project Budgets:

- Car parks \$1.6m
- Wilkinson Avenue \$2m
- Wilder Street Bridge \$1.25m
- Environmental Works \$300k
- Precinct Landscaping \$400k
- Forecourt \$300k
- Amenities & Grandstand \$8.15m
- Field Improvements \$1.5m

Total \$15.5m

Funding Allocations:

SRV 2019 \$4.8m

Stronger Country Communities Round 3 – Intelligent Lighting \$125k

2019-2020 Active Transport Program - Shared Pathway \$150k

Resources for Regions Round 5 – Wilder Street Bridge \$1.25m

Stronger Country Communities Round 4 – Facilities \$487k

Regional Sport Facility Fund 2020/21 – Amenities \$1m

Regional Sport Facility Fund 2021/22 – Field Improvements \$1m

Australian Government – PCIP \$5.5m **(Pending)**



Voluntary Planning Agreements (or equivalent) \$1.2m

Bengalla \$710k

AGL \$238k

Bengalla 21/22 \$226k

Total \$15.5m

If successful in the PCIP grant application, Council would seek to deliver all stages and sub-projects of the Olympic Park Precinct Upgrade as one project. Council has written to respective funding bodies advising of this request.

Subject to receiving development approval, the goal would be to award a design and construct tender in the first quarter of 2024, with an estimated 12 to 18 months for the construction of the grandstand, with all works completed, including field improvements, before March 2026.

The 2019 SRV and associated Capital Expenditure Review provided to the Office of Local Government (OLG) assumed \$100,000 for maintenance and \$165,000 for depreciation for the Olympic Park works. This was based on a proposed capital spend of \$11,010,000. Council is updating the Capital Expenditure Reviews for both the Regional Entertainment Centre and the Muswellbrook Town Centre Plan, and it will also be necessary for Council to update the Capital Expenditure Review previously completed for the Olympic Park Precinct Upgrade to ensure the scale of capital works can be maintained within SRV revenues and accounted expenses.

OPTIONS

Council could take more time to review and consider the relevant plans before submitting to the Hunter and Central Coast Regional Planning Panel.

CONCLUSION

It is recommended that Council endorses the project budgets and funding allocations for the Olympic Park Precinct Upgrade to inform Council's grant application under the Australian Government - Priority Community Infrastructure Program (PCIP) for the delivery of the Olympic Park Grandstand and update the Capital Expenditure Review for the Olympic Park Precinct Upgrade.

SOCIAL IMPLICATIONS

The respective plans will set the use of 'community land' and Crown Land, meet the requirements of the Native Title Act, and encourage passive and active recreation in the community.

FINANCIAL IMPLICATIONS

Capital

The total budget for Olympic Park is approximately \$15.5 million. This includes \$4.8 million from the 2019 Special Rate Variation (SRV), external grant funding of \$9.5 million, and other funding, including Voluntary Planning Agreements (VPA) of \$1.2 million.

Operating

The 2019 SRV and associated Capital Expenditure Review provided to the Office of Local Government (OLG) assumed \$100,000 for maintenance and \$165,000 for depreciation for



the Olympic Park works. This was based on a proposed capital spend of \$11,010,000. These operating, maintenance, and depreciation costs will need to be reviewed considering the expanded scope of the project and the changes in pricing and other economic factors.

Funding should be identified to cover the additional ongoing maintenance and deprecation costs before proceeding.

POLICY IMPLICATIONS

Nil known.

STATUTORY IMPLICATIONS

Crown Land Management Act 2016
Local Government Act 1993 (LG Act)

LEGAL IMPLICATIONS

Nil known.

OPERATIONAL PLAN IMPLICATIONS

'1.4.1 Complete current infrastructure projects and identify future opportunities for the Shire',
2023/2024 Operational Plan - Muswellbrook Shire Council

RISK MANAGEMENT IMPLICATIONS

Risk management is undertaken for respective projects.

WASTE MANAGEMENT IMPLICATIONS

Nil known.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Ongoing community and stakeholder consultation.

MUSWELLBROOK SHIRE COUNCIL

OLYMPIC PARK GRANDSTAND AMENITIES

ARCHITECTURAL

12529663

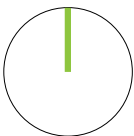


LOCALITY PLAN
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	SHEET	
1. ARCHITECTURAL		
12529663	A001	COVER SHEET, DRAWING INDEX & LOCALITY PLAN
12529663	A050	SITE PLAN
12529663	A100	FLOOR PLANS
12529663	A200	MEDIA LEVEL / ROOF PLAN
12529663	A400	ELEVATIONS
12529663	A450	SECTIONS
12529663	A500	DEMOLITION PLAN
12529663	A510	FLOOR PLANS - STAGING
12529663	A520	MEDIA LEVEL / ROOF PLAN - STAGING
12529663	A530	ELEVATIONS - STAGING

Rev	Description	Checked	Approved	Date
D	FOR DA APPROVAL - DRAFT	TP		04.07.22
C	REVISED FOR DA SUBMISSION	TP	JL	16.03.22
B	REVISED FOR DA SUBMISSION	TP	JL	14.02.22
A	FOR DA SUBMISSION	TP	JL	23.11.21
Author	H. TOLL	Drafting Check	-	
Designer	T. POTTER	Design Check	C. ACEVSKI	

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Nominated Architect: Chris Acevski NSW 6843
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Project No.
12529663

Client **MUSWELLBROOK SHIRE COUNCIL**

Project **OLYMPIC PARK GRANDSTAND AMENITIES**

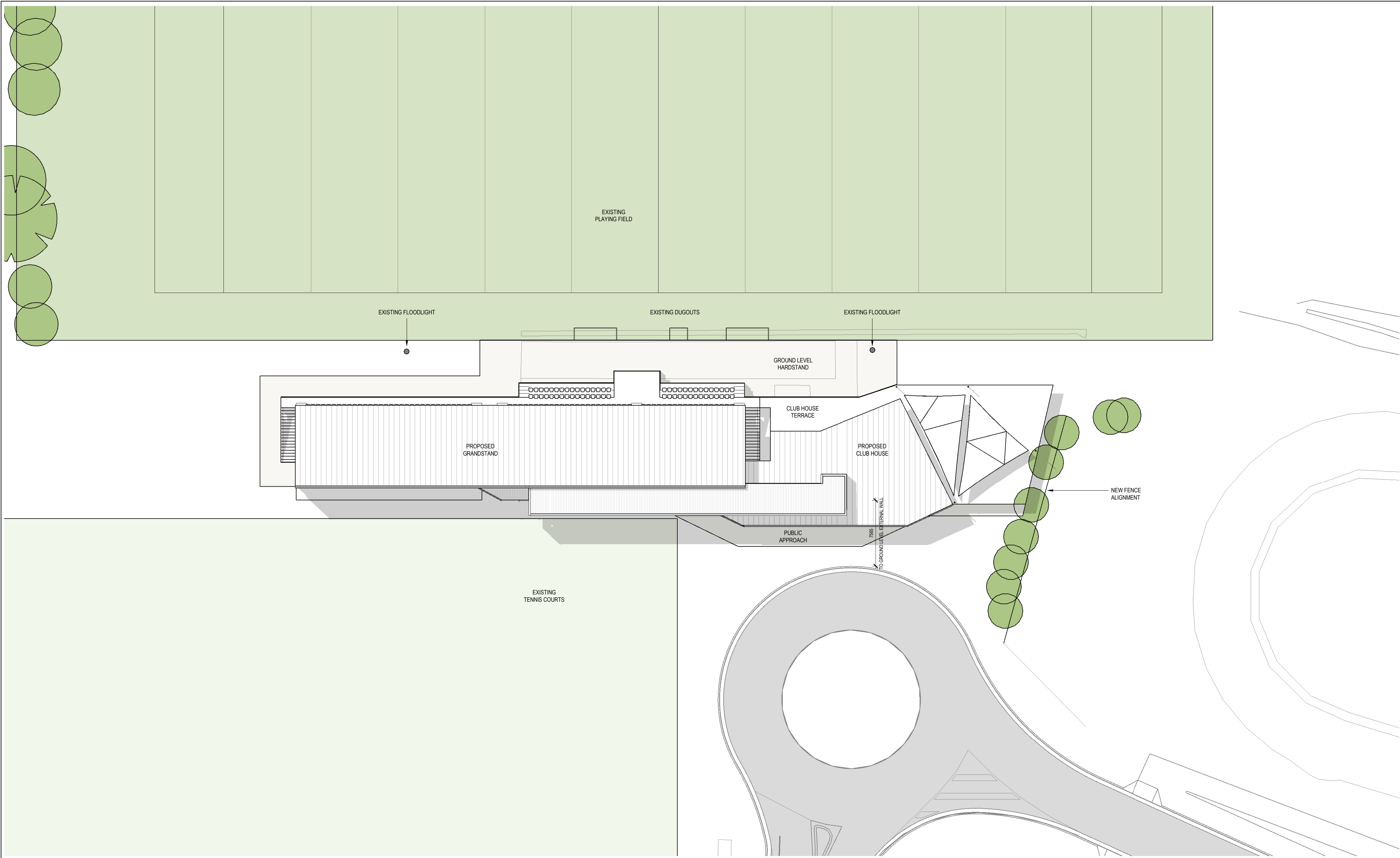
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ARCHITECTURAL COVER SHEET, DRAWING INDEX & LOCALITY PLAN

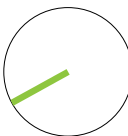
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B	ISSUED FOR COST ESTIMATE	TP	JL	07.02.22
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Designer	T. POTTER	Design Check	C. ACEVSKI	



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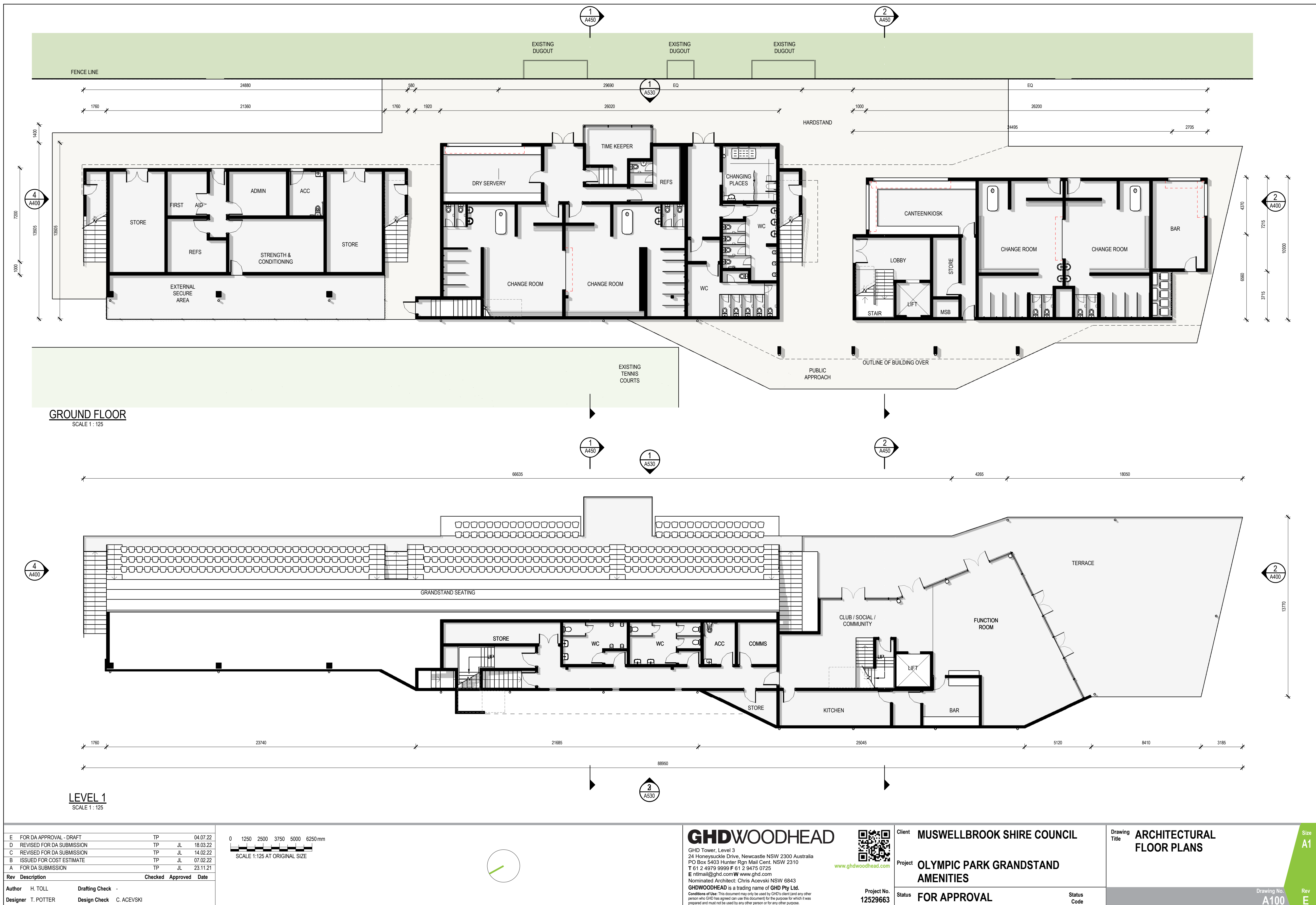
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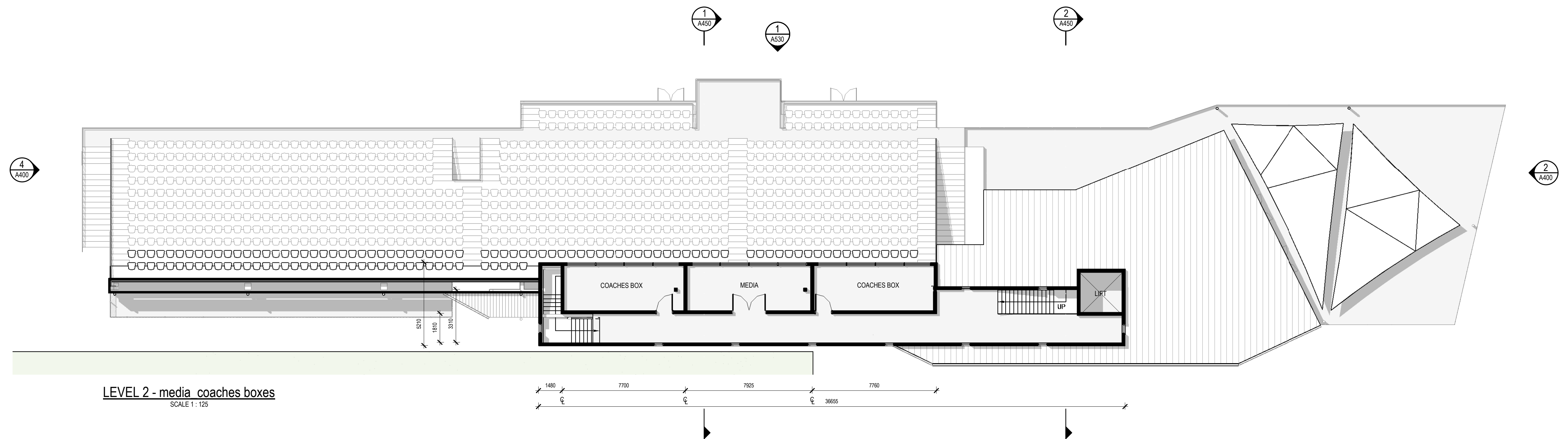
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Project	OLYMPIC PARK GRANDSTAND AMENITIES
Status	FOR APPROVAL
Status Code	

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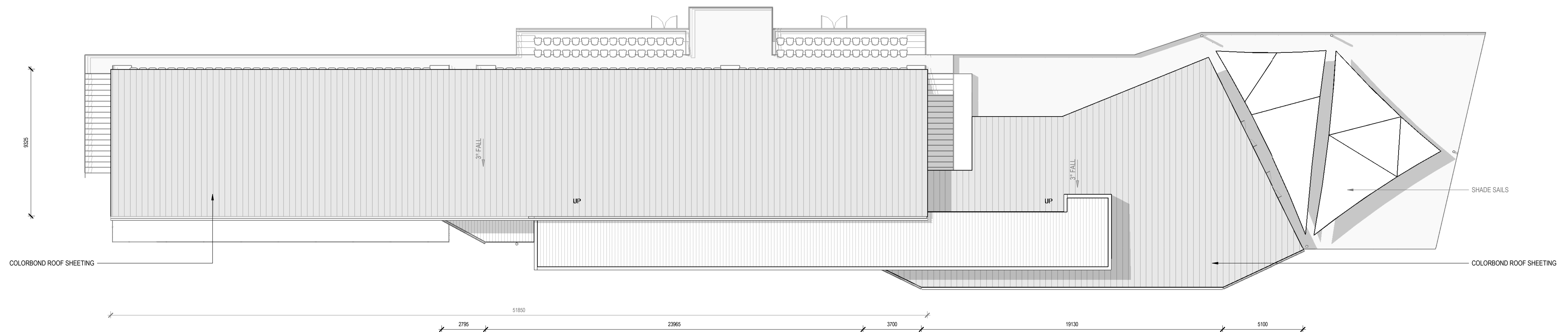
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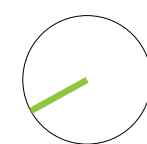
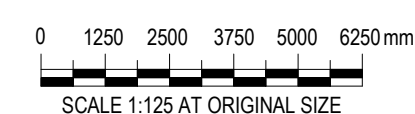


LEVEL 2 - media coaches boxes
SCALE 1:125



ROOF PLAN
SCALE 1:125

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Project	OLYMPIC PARK GRANDSTAND AMENITIES
Status	FOR APPROVAL
Status Code	

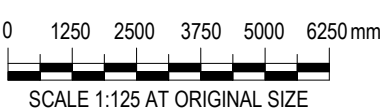
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Author	H. TOLL	Drafting Check	-	
Designer	T. POTTER	Design Check	C. ACEVSKI	



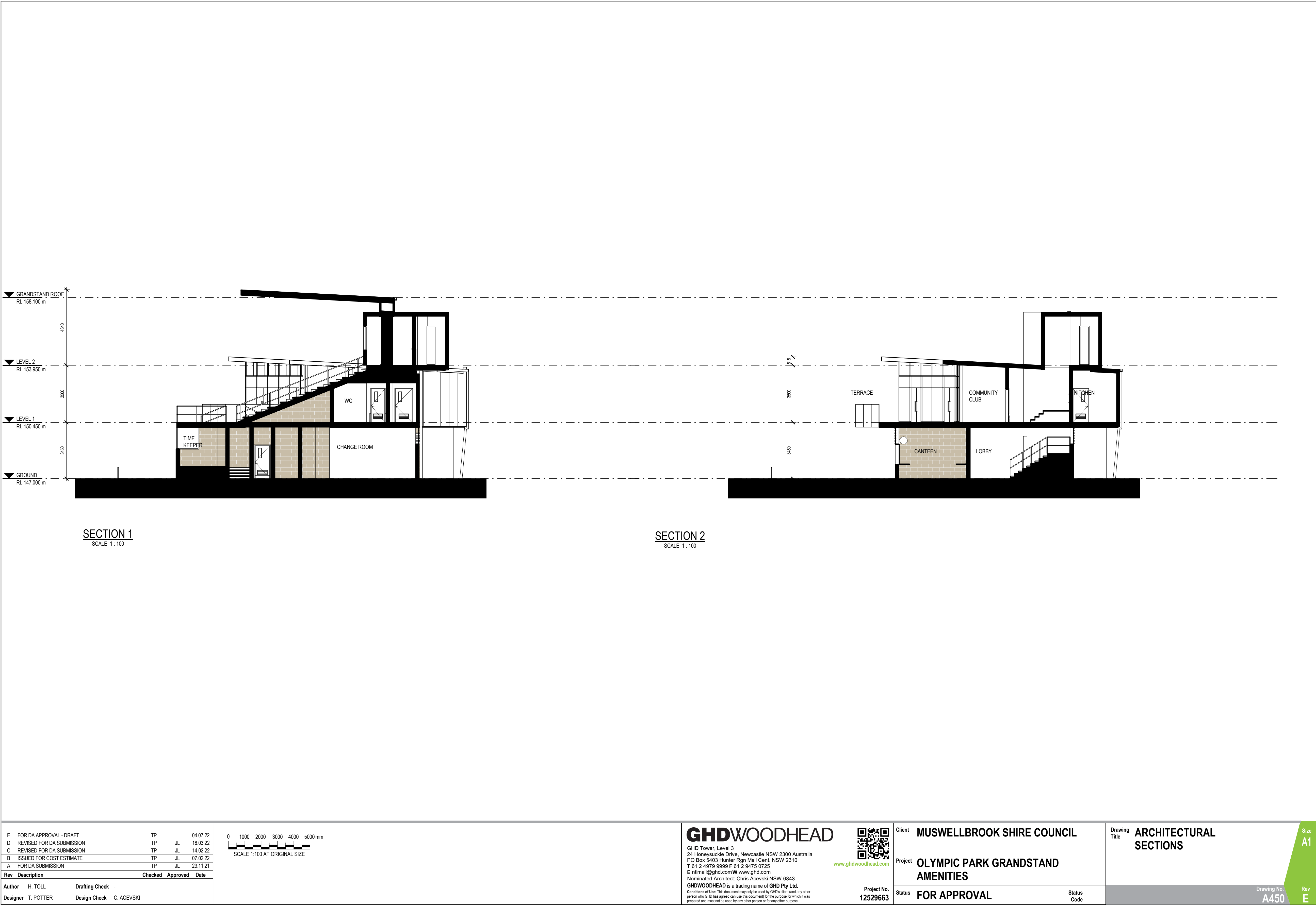
GHDWOODHEAD
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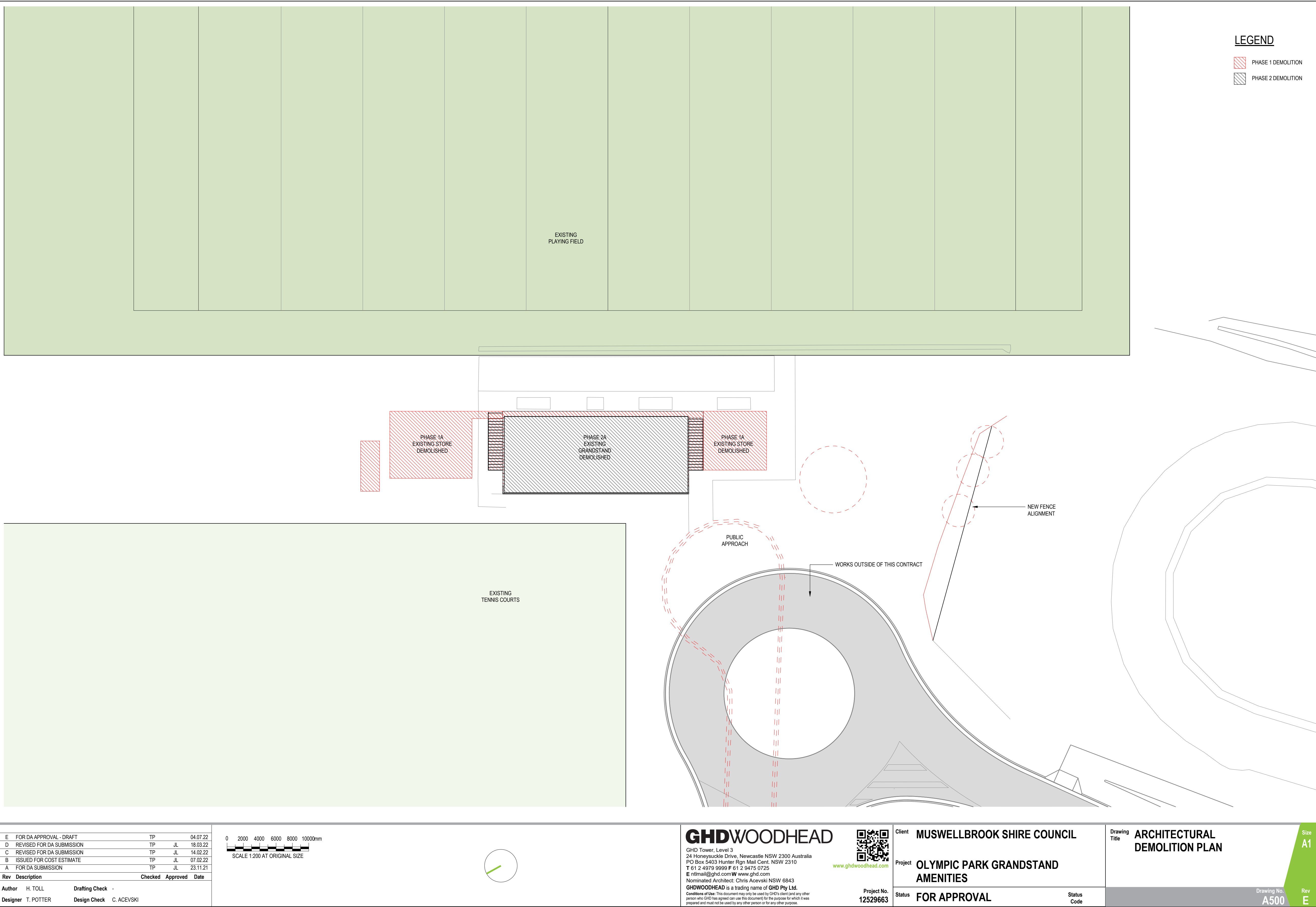


Client **MUSWELLBROOK SHIRE COUNCIL**
Project **OLYMPIC PARK GRANDSTAND AMENITIES**
Status **FOR APPROVAL**

Drawing Title **ARCHITECTURAL ELEVATIONS**
Drawing No. **A400**
Rev **E**

Plot Date: 4/07/2022 3:53:26 PM File Name: C:\Users\jcarson\Documents\Revit 2021 Local Files\12529663-MSC Grandstand_DA_V3_jhcarson.rvt





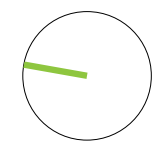
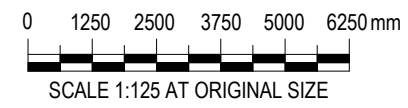


GROUND FLOOR - STAGED
SCALE 1:125



LEVEL 1 - STAGED
SCALE 1:125

Rev	Description	Checked	Approved	Date
A	FOR DA APPROVAL - DRAFT	TP		04.07.22
Author	H. TOLL	Drafting Check	-	
Designer	T. POTTER	Design Check	C. ACEVSKI	



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Project No.
12529663

Client	MUSWELLBROOK SHIRE COUNCIL
Project	OLYMPIC PARK GRANDSTAND AMENITIES
Status	FOR APPROVAL

Drawing Title	ARCHITECTURAL FLOOR PLANS - STAGING
Status Code	

Drawing No.	A510
Rev	A

Plot Date: 4/07/2022 3:53:30 PM File Name: C:\Users\jcarson\Documents\Revit 2021 Local Files\12529663-MSC Grandstand_DA_V3_jhcarson.rvt

**11.3.4. Denman Public School - Fee Waiver Request****Attachments:**

1. Denman Memorial Hall - Denman Public School - Fee Waiver Request - 20230622 [11.3.4.1 - 2 pages]

Responsible Officer:

Matthew Lysaught - Director Property & Place

Author:

Mardi Eriksson – Technical Officer Property and Building Services

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:

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

Not applicable

PURPOSE

To submit for Council's consideration a Fee Waiver Request received from Denman Public School.

OFFICER'S RECOMMENDATION

Council APPROVES the partial waiving of hire fees requested by Denman Public School, and will only charge for the hire of Denman Memorial Hall for the performance conducted 19 September 2023, which will result in a total charge to Denman Public School of \$529.50, inclusive of GST.

Moved: _____ **Seconded:** _____

BACKGROUND

Council's Annual Revenue Policy (Fees and Charges) allows fee exemptions up to the value of \$350 subject to the discretion of the General Manager. Fee exemptions are limited to local registered charities for the casual use of Council's facilities. To qualify, an organisation must provide evidence of its registration with the Australian Charities and Not-for-Profits Commission, and must operate in the Muswellbrook Local Government Area.

Where a fee exemption is approved, the registered charity, when requested, should acknowledge Muswellbrook Shire Council's support. The payment of deposit bonds and other charges are still required where applicable.

Requests for a fee waiver and/or reduction exceeding \$350 are reported to Council as per the Financial Assistance and Sponsorship Policy. The policy objective is to regulate the process for providing financial assistance to local not-for-profit community groups, organisations, and sporting groups, who are interested in working towards enhancing the social, cultural, and recreational wellbeing of the communities of Muswellbrook Shire.



CONSULTATION

Technical Officer – Property and Building Services
Director Property and Place

REPORT

Denman Public School has requested a fee waiver or reduction for two events held at the Denman Memorial Hall.

Details as follows:

Event 1 - Upper Hunter Inter-Schools Public Speaking Competition

Dates: 12/09/2023: 9:30AM – 3:30PM
13/09/2023: 9:30AM – 3:30PM
15/09/2023: 9:30AM – 3:30PM

Applicable Fees:

Hall Hire: \$289 including GST per day (6 hours)
Hall Bond: \$562 including GST (refundable)
Key Deposit: \$75 including GST (refundable)
Non-ticketed event, selling food (tea, coffee and light refreshments).

Event 2 - School Performance

Dates: 18/09/2023: 9:30AM – 3:30PM – Setup
19/09/2023: 9:30AM – 8:30PM – Matinee and Evening
Performance

Applicable Fees:

Hall Hire: \$289 including GST – Setup
\$529.50 including GST - Performance
Hall Bond: \$562 including GST (refundable)
Key Deposit: \$75 including GST (refundable)

Ticketed event – sold out. Selling food (tea, coffee and light refreshments).

OPTIONS

There are several options Council could consider including:

- Option 1 - Decline fee waiver or reduction request and apply all Hall Hire fees.
- Option 2 - Waive all Hall Hire fees for both events.

**Event 1 Applicable Fees:**

Hall Hire: ~~3 x \$289 including GST per day (6 hours)~~
Hall Bond: \$562 including GST (refundable)
Key Deposit: \$75 including GST (refundable)

Event 2 Applicable Fees:

Hall Hire: ~~\$289 including GST — Setup~~
 ~~\$529.50 including GST — Performance~~
Hall Bond: \$562 including GST (refundable)
Key Deposit: \$75 including GST (refundable)

Option 3 - Waive partial Hall Hire fees.

Event 1 Applicable Fees:

Hall Hire: ~~3 x \$289 including GST per day (6 hours)~~
Hall Bond: \$562 including GST (refundable)
Key Deposit: \$75 including GST (refundable)

Event 2 Applicable Fees:

Hall Hire: ~~\$289 including GST — Setup~~
 ~~\$529.50 including GST - Performance~~
Hall Bond: \$562 including GST (refundable)
Key Deposit: \$75 including GST (refundable)

Option 4 - Apply direct current cost recovery charges per event, as applicable.

Pre-Clean Fee - \$148.50 including GST
Post Clean Fee - \$148.50 including GST

Council staff are currently reviewing the Financial Assistance and Sponsorship Policy – MSC05E for Council's review and consideration.

CONCLUSION

It is recommended that Council applies the partial waiving of hire fees, and only charge for the hire of the hall for the performance event.



SOCIAL IMPLICATIONS

The school events provide social and community benefits for Muswellbrook Shire.

FINANCIAL IMPLICATIONS

Subject to approval of the fee waiver, Council would forgo revenue for Denman Memorial Hall.

POLICY IMPLICATIONS

Annual Revenue Policy (Fees and Charges)

Financial Assistance and Sponsorship Policy

STATUTORY IMPLICATIONS

Nil known.

LEGAL IMPLICATIONS

Nil known.

OPERATIONAL PLAN IMPLICATIONS

'4.3.1.1 Council works in partnership to deliver events which support the community and attract visitors to the Shire', *Muswellbrook Shire Council - 2023/2024 Operational Plan*

RISK MANAGEMENT IMPLICATIONS

Nil.

WASTE MANAGEMENT IMPLICATIONS

Nil.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Nil.

From: [Melissa Whiteman](#)
To: [Mardi Eriksson](#)
Subject: Denman Memorial Hall Booking
Date: Thursday, 22 June 2023 10:49:37 AM

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Hi Mardi,

It's Mel Whiteman from Denman Public School. I am emailing about the use of Denman Memorial Hall for two upcoming events.

Event 1

This year Denman Public School are hosting the Upper Hunter Inter-Schools Public Speaking Competition. We are yet to set a date, but it will be early to mid-September (on a school day, during school hours). This competition brings students and their families from Singleton, Murrurundi, Ellerston, Scone, Aberdeen and Muswellbrook to our community. It is a wonderful opportunity for people from the wider community to see this amazing facility. As this is a Public Schools event, we do not charge students or their families an entry fee.

Can you please provide details on cost of the use of the hall? I am requesting that Muswellbrook Council will consider donating the use of the hall at no charge or for a very minimal fee. I am happy to discuss this over the phone if required?

Event 2

Denman Public School are putting on a whole school performance at the end of Term 3 (mid September). This show will have family and community members coming to watch. We plan to have a matinee show and evening show (on the same day). We will require access to the hall the day prior to the performance. Again, if there is a possibility of hiring the hall for this purpose at a discounted rate it would be greatly appreciated.

Can you please let me know if there are any dates between 4th and 21st September where the hall is already booked that would be great. I can then make a decision on what dates to book our events.

I look forward to hearing from you and hoping we can come to an arrangement for both events to take place without it being a financial strain on our school.

Thank you,

Kind Regards
Mel Whiteman

Melissa Whiteman
Teacher Librarian/Creative Arts | Denman Public School
02 65472 491 | Melissa.Whiteman1@det.nsw.edu.au



I acknowledge the homelands of all Aboriginal people and pay my respect to Country.

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***** This message is intended for the addressee named and may contain privileged information or confidential information or both. If you are not the intended recipient please notify the sender and delete the message. *****



11.3.5. Diwali Festival Sponsorship Request

Attachments:	1. Diwali Festival Quotation [11.3.5.1 - 1 page]
Responsible Officer:	Derek Finnigan - General Manager
Author:	Matthew Lysaught (Director Property & Place)
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:	Not Applicable
	Not applicable

PURPOSE

To request Council's consideration to provide sponsorship for the local Diwali festival to be held at the Upper Hunter Conservatorium of Music, Campbells Corner, on Saturday, 28 October 2023.

OFFICER'S RECOMMENDATION

Council approves a \$1,000 (including GST) sponsorship for the local Diwali festival to be held at the Upper Hunter Conservatorium of Music, Campbells Corner, on Saturday, 28 October 2023.

Moved: _____ **Seconded:** _____

BACKGROUND

The Diwali festival is one of India's most important holidays. The festival of lights is important to both Hindu and non-Hindu communities.

Since around 2014, the local community has been organising an event, and each year it gets bigger and better. In discussion with Council, the organisers this year have booked the Upper Hunter Conservatorium of Music together with discussing with both Council staff and Arts Upper Hunter ideas for public art displays.

CONSULTATION

General Manager

Grants and Community Engagement Advisor

REPORT

The organisers of the Diwali festival have booked the Upper Hunter Conservatorium of Music for Saturday, 28 October 2023. Attached to this report is the quotation for the booking from the Conservatorium.

The Conservatorium has applied the community rate for the all-day booking of the Athersone room, but the nature of the event and level of interest requires a technician to be present for the event, and for cleaning after the event.



It is recommended that Council provides a \$1,000 (including GST) sponsorship for the local Diwali festival, offsetting the other costs associated with the booking.

This is an event in its infancy and Council providing support will help establish the annual celebration on the local community calendar and create a sense of community connection.

OPTIONS

Council could consider alternative levels of sponsorship.

CONCLUSION

It is recommended that Council approves a \$1,000 (including GST) sponsorship for the local Diwali festival to be held at the Upper Hunter Conservatorium of Music, Campbells Corner, on Saturday, 28 October 2023.

SOCIAL IMPLICATIONS

A diverse range of cultural activities and events create a sense of identity and community connection.

FINANCIAL IMPLICATIONS

Each year Council's Future Fund operating budget has an allowance for sponsorship initiatives associated with Council's commercial and education buildings. The proposed \$1,000 (including GST) sponsorship would be provided from this budget allocation - GL 0370.2664.500.

POLICY IMPLICATIONS

Financial Assistance and Sponsorship Policy - MSC05E

STATUTORY IMPLICATIONS

Nil known.

LEGAL IMPLICATIONS

Nil known.

OPERATIONAL PLAN IMPLICATIONS

'4.3.1.1 Council works in partnership to deliver events which support the community and attract visitors to the Shire', Muswellbrook Shire Council - 2023/2024 Operational Plan

RISK MANAGEMENT IMPLICATIONS

Nil known.

WASTE MANAGEMENT IMPLICATIONS

Nil known.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

To be determined.



QUOTE

Muswellbrook Shire Council
PO Box 122
MUSWELLBROOK NSW 2333
ABN: 86864180944

Date
14 Sep 2023

Expiry
21 Sep 2023

Quote Number
QU-0030

Reference
Diwali Festival

ABN
74 576 747 023

UPPER HUNTER
CONSERVATORIUM OF
MUSIC INC
PO Box 816
MUSWELLBROOK NSW
2333
AUSTRALIA

Description	Quantity	Unit Price	GST	Amount AUD
Venue Hire - Atherstone Room Community Rate Diwali Festival - Saturday 28/10/23	1.00	330.00	10%	330.00
Venue Hire - Site Attendant/Technician	13.00	58.81	10%	764.53
Venue Hire - Atherstone Room Cleaning	1.00	110.00	10%	110.00
Subtotal				1,204.53
TOTAL GST 10%				120.45
TOTAL AUD				1,324.98

**11.3.6. Major Projects Status Report**

Attachments:	1. 2023-2024 Major Projects Status Report [11.3.6.1 - 6 pages]
Responsible Officer:	Derek Finnigan - Acting General Manager
Author:	Matthew Lysaught (Director Property & Place)
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:	1.4.1 - Complete current infrastructure projects and identify future opportunities for the Shire.
	Not applicable

PURPOSE

To provide for Council's information the monthly Major Projects Status Report.

OFFICER'S RECOMMENDATION

Council NOTES the information contained in the report.

Moved: _____ **Seconded:** _____

BACKGROUND

A monthly tabular report is provided with status updates and information on major community infrastructure projects.

CONSULTATION

Respective project managers.

REPORT

The Major Projects Status Report is attached for the information of Councillors as at 15 September 2023.

Each iteration of the report is reviewed to improve the communication of status updates against Council's Delivery Program and 2023–2024 Operational Plan.

OPTIONS

Council may request further information on respective projects.



CONCLUSION

It is recommended that the information contained in the report be noted.

SOCIAL IMPLICATIONS

To provide infrastructure that is well-planned and appropriate for the needs of our community.

FINANCIAL IMPLICATIONS

Nil known.

POLICY IMPLICATIONS

Nil known.

STATUTORY IMPLICATIONS

Nil known.

LEGAL IMPLICATIONS

Nil known.

OPERATIONAL PLAN IMPLICATIONS

'1.4.1 Complete current infrastructure projects and identify future opportunities for the Shire',
Muswellbrook Shire 2023–2024 Operational Plan.

RISK MANAGEMENT IMPLICATIONS

Risk implications are considered and assessed for major projects.

WASTE MANAGEMENT IMPLICATIONS

Waste management plans are developed and implemented for applicable projects.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Subject to the type and scale of the project, Council consults and provides communications to the community.

PROJECT NUMBER	PROJECT	PROJECT STAGE INVESTIGATION (I) DESIGN (D) CONSTRUCTION (C)	GL Number	BUDGET ESTIMATE	FY BUDGET ALLOCATION	WORKS INSURANCE	PLANNED START	PLANNED COMPLETION	START	COMPLETION	STATUS AS AT 15 SEPTEMBER 2023
MULTIPLE YEAR PROJECTS											
Olympic Park											
2019-2020-0417	Olympic Park Amenities and Grandstand	D & C	3710.7824.504	\$8,150,000	\$3,505,706	Existing Cover to \$2M	Jan-21	Dec-24	Jan-21		The Development Application for the Olympic Park amenities and grandstand design is under assessment. The Olympic Park Development Advisory Committee is meeting monthly or as required. An Event Management Plan has been developed to address outstanding issues raised by the Regional Planning Panel.
2021-2022-0520	Olympic Park Field Improvements	D & C	3710.1405.504	\$1,500,000	\$933,904	Existing Cover to \$2M	Jul-22	Dec-24	Jul-22		Draft drainage and irrigation designs have been prepared for Olympic Park field improvements. Discussions have been held with funding bodies to align grant and project milestones, and Council is awaiting formal feedback on these discussions.
TBA	Olympic Park Projects	D	3710.1405.504	TBD	\$56,848	Existing Cover to \$2M	Jul-22	Dec-24			Design for Olympic Park Funds has been allocated for investigation and design of other precinct stages including precinct landscape design. Fencing has been installed around the Olympic Park Bridge which expends this Financial Year allocation.
Regional Entertainment and Conference Centre											
2020-2021-0463	Regional Entertainment and Conference Centre - ENABLING WORKS	D & C	3690.5433.504	TBD	TBD	TBA	Oct-21	Jun-26	Oct-21		Development Application (DA) is being prepared for demolition of Bridge Street buildings to be lodged following the endorsement by CBD 7 - Pocket Park concept design at the May 2023 Ordinary Council meeting. Quotes for the removal of hazardous waste from the Bridge Street buildings received and currently under assessment while the DA documentation pack is being prepared.
2020-2021-0463	Regional Entertainment and Conference Centre	D & C	3690.5433.504	\$16,500,000	\$3,273,204	TBA	Oct-21	Dec-26	Oct-21		Staff have commenced discussions with the Principal Design Consultant (PDC) regarding changes in design including an alternative Town Centre location and relocation of the development application. The architect has prepared a return brief. Geotechnical and ground contamination investigation to be undertaken in relation to the proposed new location. Architects are reviewing scope and any fee variation for Council's consideration. The Studio component of the development is to be staged. The architect is currently preparing a revised proposal to deliver the stages for the new location and are reaching out to sub-consultant to confirm pricing for the change.
Other											
TBA	Civic Precinct (Town Square)	D & C	3690.5498.504	\$14,500,000	\$2,256,524	Council insured	Oct-21	Jun-26	Oct-21		Planning for demolition and scoping of the Pocket Park has commenced. Funding of \$10.5m confirmed awaiting finalisation of grant process.
2021-2022-0500	Denman Heritage Village	D & C	3590.4222.504	\$1,830,871	\$1,809,525	Existing Cover to \$2M	Sep-21	Jul-23	Sep-21	Sep-23	Deed for Heritage items executed. Design and Construction tender awarded. Occupation Certificate received. Soft opening followed installation of artwork. Artwork installed and keys handed over.
2020-2021-0443	MSC Depot Construction	D & C	3910.5939.504	\$8,000,000	\$4,838,000	Council insured	Jul-21		Jul-21		Resources for Regions Round 9 funding announced of \$4.8M. Concept design provided to staff for feedback. Final concept and costs reported to the July 2023 Ordinary Council meeting. Council going out for Principal Design consultant to take the project to completion.
2020-2021-0452	Muswellbrook Animal Shelter	C	3910.5887.504	\$3,191,041	\$1,206,134	Council Insured	Feb-21	Mar-23	May-21	Jul-23	Occupation Certificate obtained on 14/07/2023. Currently, works being carried out to address the defects/improvements identified during the site visit from councillors and operations team. Operations team working with asset team on moving in.
2019-2020-0413	Muswellbrook Indoor Sport Centre	D & C	3910.5844.504	\$1,242,452	\$1,177,934	Existing Cover to \$2M	Oct-19	Jun-23	Oct-19		Upper Hunter Youth Services was awarded Stronger Country Community grant funding of \$500k. Stakeholder consultation and preliminary design complete and Development Application approved. Call for Request for Quote for a detailed design received and awarded at the August 2023 Ordinary Council meeting and concurrent land acquisition with Crown Land.
2020-2021-0448	Tertiary Education Centre - Stage 2 (Donald Horne Building) incl. Upper Hunter Innovation Hub and Weidmann Café	D & C	3690.5438.504	\$6,930,061	\$580,613	Council insured	Jul-19	Oct-23	Jul-19	May-23	Official opening held Tuesday, 18 July 2023.
FUTURE FUND											
TBA	Loxton House	D & C	3665.4910.504	\$950,000	\$872,335	Council insured	Dec-22	Dec-23	Dec-22		Design with future tenants completed for development application modification. Awaiting Heritage Advice. Heritage Advice received and can proceed with amendment. Currently working with architect to finalise cost proposal to finalise design.
TBA	Marketplace Asset Renewal (incl. Lift)	D & C	3690.5540.504	\$331,194	\$331,194	Existing Cover to \$2M	Jul-22	Jun-23	Jul-22		Heavy goods lift specification drafted ready for tender issue. Council is undertaking an independent review of transportation services at the Marketplace.

N/A	Renewal of Existing Assets	D & C	3690.5421.504	\$326,805	\$326,805	Existing Cover to \$2M	Jul-22	Jun-23	Jul-22		Combination of commercial building renewal projects and capital works for new tenancies. Significant works include the relocation of Blue Flame restaurant to the Donald Horne Building. No quotations were received in first Request for Quote (RFQ) but rereleased and will be reported to 26 September 2023 Ordinary Council meeting.
PLANNING, COMMUNITY AND CORPORATE SERVICES											
	Aquatic Centre Programme 2024		3700.5312.504	\$213,000	\$213,000	Existing Cover to \$2M	Jul-23				Installation of dehumidifier in Spa.
N/A	General Building Renewal Programme	C	3910.5819.504	\$250,000	\$250,000	Existing Cover to \$2M	Oct-22	Jun-23			Activation of some projects were contingent on grant funding which has now commenced. This includes Victorial Park upgrade to amenities funded from the Stronger Country Communities Fund - Round 5.
TBA	General Design Programme	D	3910.5855.504	\$49,452	\$37,656	Existing Cover to \$2M	Jul-21	Dec-22	Jul-21		Architect has consulted with heritage advisor to inform design development and draft concepts received for the Arts Centre. Design being progressed relies on glazing existing structure. Advice sought on planning pathway. Heritage architect has provided finishes recommendations. Planning Consultant to be engaged to progress design to Development Application within available budget.
2021-2022-0529	Reactivation of Campbells Corner Retail for Muswellbrook	D & C	TBA	\$974,686	\$974,686	Existing Cover to \$2M	Jan-23	Jul-24			Resources for Regions Round 9 funding announced of \$974,686. Development Application (DA) has been lodged and is under assessment.
TBA	Outdoor Pool Plant Upgrades	D	3700.5453.504	\$150,000	\$150,000	Existing Cover to \$2M	Sep-21	Mar-22	Sep-21	Mar-22	Tender Package completed. Tender subject to capital funding.
TBA	CBD Stage 7 (Town Centre)	D & C	3690.5479.504	\$1,685,796	\$1,630,345	Existing Cover to \$2M	Jan-22	Nov-22	Jan-22		Reallocation of Resources for Regions Round 7, \$2,850,318. Now includes additional Public Domain Works: 1. Loxton House Refurbishment, 2. Hill St Construction, 3. Part Bridge Street Footpath, 4. Bridge Street Median, 5. Marketplace Public Car Park, and 6. Marketplace laneway. 2. Hill Street Reconstruction- The project is complete. 3-4. Bridge Street footpath - Design being undertaken with the following schedule: receipt of detailed design and documentation for council to reiew by 29 September 2023 then revisions and updated documents delivered 20 October ready for future tendering. 5. Marketplace carpark - remaining works programmed to be completed pending contractor availability, installation of EV charging station.
2021-2022-0509	Denman Children Centre	D & C	3920.5658.504	\$1,229,714	\$1,229,714	Existing Cover to \$2M	Jun-18	Aug-23	Mar-21		Council auspicng project. DA 99/2018 approved May 2019. Denman Children's Centre Memorandum of Understanding was developed March 2021. Both parties signed MOU to progress project in FY 21/22. Project manager awarded. Contracts for detailed design awarded. Building design being amended in line with flood risk assessment. The main impact is the requirement for an entry ramp into the new building. Civil design being finalised to facilitate S68 Permit. Construct-only tender documentation drafted and subject of report to May 2023 Ordinary Council meeting.
2022-2023-0554	Denman Netball Courts	D & C	3710.7825.504	\$311,451	\$311,451	Existing Cover to \$2M	Oct-21	Jul-22	Sep-22		Project start dates delayed due to additional funding required. Denman Recreation Area user group consultation complete. Tenders closed 3 March 2023 and received tender was over budget. The scope of works is currently being reviewed alongside Denman Recreation Reserve Works.
TBA	Denman Recreation Reserve Works	D & C	TBA	\$2,249,301			Jan-23	Apr-24			Resources for Regions Round 9 funding announced of \$2,249,301.
2020-2021-0481	Karoola Park Plan of Management	I	3710.5532.504	\$30,000	\$30,000	Existing Cover to \$2M	Jul-21	Dec-22	Oct-21		Request for Quote for Plan of Management awarded. The inclusion of a Citizen Walk to be considered as part of draft Plan of Management.
	Karoola Park - Resilience Works	D & C		\$973,974	\$973,974		Jul-23	Jun-25			Project is the reconstruction of the concrete stormwater drain.
	Everyone Can Play - Simpson Park	C	3710.7828.504		\$149,929		Jul-23	Dec-23			Contract awarded.
2022-2023-0562	Adventure Playground - Wollombi Rd (Pump Track)	I, D & C	3710.7831.504	\$480,000	\$480,000	TBA	Jan-23	Jun-23			Site survey is currently underway to support the design and tendering processes. The preparation of tender documents completed and tender advertised..
TBA	Kayuga Rural Fire Station	D & C	3860.5415.504	\$650,000	\$914,520	Existing Cover to \$2M	Dec-21	Jan-24	Aug-23		External project manager engaged. Development approval received. Tender called for design and construction closing 27 June 2022. Direct negotiations with preferred tenderer to include cost savings identified. Additional funding being considered by RFS. An amendment to Development Approval submitted to reduce setback and include RFS supplied water tank. Revised tender amount to be reported to Ordinary Council Meeting subject to funding becoming available. Additional funding announced and confirmation of tender returned to the July 2023 Ordinary Council meeting and awarded.
TBA	Lighting for Weeraman and Highbrook	D & C	TBA	\$939,800	\$939,800	Existing Cover to \$2M	Apr-23				Recently awarded grant funding under Female Friendly Community Sport Facilities and Lighting Upgrades Program 2022/23. Tenders have been called and closed.
TBA	Major Landcare Projects	I, D & C	3920.5617.504	\$171,286	\$171,286	Existing Cover to \$2M	Sep-22	Jun-23			Report endorsed September 2022 Ordinary Council Meeting.

TBA	Denman Indoor Sports Centre Upgrade	C	3910.5949.504	\$151,200	\$140,969	Existing Cover to \$2M	Jul-21	Dec-22			Tender submissions reported to Extraordinary Council meeting on 20 June 2023. Contract awarded to Dalski Constructions Pty Ltd. Works completed.
TBA	Muswellbrook Indoor Sports Centre Upgrade	C	3910.5950.504	\$148,050	\$120,493	Existing Cover to \$2M	Jul-21	Dec-22			Tender submissions reported to Extraordinary Ordinary Council meeting on 20 June 2023. Contract awarded to Dalski Constructions Pty Ltd. Works completed.
TBA	Muscle Creek Nature Trail (AGL Macq Project)	C	3920.5946.504	\$237,500	\$140,238	Existing Cover to \$2M	Oct-21	Jun-22		Mar-23	Track connected to Olympic Park Bridge and complete.
N/A	General Recreation Programme	C	3710.5293.504	\$150,000	\$150,000	Existing Cover to \$2M	Sep-22	Jun-23	Sep-22		Report endorsed September 2022 Ordinary Council Meeting. Activation of some projects were contingent on grant funding which has now commenced. General Recreation projects are underway. Guttering at Highbrook is complete, CCTV is installed. Recreation Needs Study Draft nearing finalisation. Denman Tennis Courts Lighting complete.
N/A	Landscaping and Tree Management Programme	C	3710.5311.504	\$90,000	\$90,000	Existing Cover to \$2M	Jul-22	Jun-23	Jul-22	Aug-23	Street tree applications have been received and planting as programmed..
Below programmes recurrent for 2024. Details to be determined. Cemetery Programme \$100k, Large Capital Grants \$90k, and Small Capital Grants \$25k.											
N/A	Major Large Capital Grants Programme (Dollar for Dollar Grant Programme)	C	3710.5494.504	\$90,000	\$90,000	Existing Cover to \$2M	Oct-22	Feb-23	Oct-22	Feb-23	Applications have closed and were reported to the January 2023 Council meeting. Successful applicants have been advised.
N/A	Cemetery General Programme	C	3722.5297.504	\$90,000	\$90,000	Existing Cover to \$2M	Jul-22	Sep-22		Jun-23	Stage 1 and 2 of concrete paths have been completed
N/A	Sport and Recreation Small Capital Grants	C	3710.5482.504	\$25,000	\$25,000	Existing Cover to \$2M	Oct-22	Feb-23	Oct-22	Feb-23	Applications have closed and were reported January 2023 Council meeting. Successful applicants have been advised.
ROADS AND DRAINAGE											
TBA	Bridges Renewal Program	I	3530.4131.504	\$105,000	\$105,000	Existing Cover to \$2M	Oct-23	Jun-24	Aug-23		A programme of proposed work will be reported to Council. Works will be undertaken in accordance with the Council endorsed program to the limit of the available budget. The proposed programmed works will include monitoring of the movement of the bearings on Muscle Creek Bridge on Bell St Muswellbrook.
TBA	Bell Street Bridge	I	Not assigned		\$679,000	Existing Cover to \$2M	Upon confirmation of funding.				Council was successful in receiving funding for the 'betterment' component to repair abutments of Muscle Creek Bridge on Bell St Muswellbrook which have been damaged in the recent natural disaster events. This funding is provisional on Council also receiving grant funding under the Disaster Recovery Funding Arrangements for the initial repair of the abutment. Additional funding for an amount of \$168,000 to complete the project is currently being sought through the Natural Disaster Relief Funding sources.
TBA	CPTIGS - Bus Shelter Program	I and D	3500.2781.504		\$337,825	Existing Cover to \$2M	Sep-23	Mar-24			An In-kind source of funding for the upgrade of the Bus Stop in Tindale St has been provided through development in the street. Tenders were received by Council and reported to 27 April 2023 Council meeting where Council determined to not accept any Tender. A tender will be readvertised calling for the design and manufacture of the shelters only.
TBA	Footpath & Cycleway Renewals	I and D	3500.4072.504	\$185,625	\$185,625	Existing Cover to \$2M	Sep-23	Jun-24	Aug-23		A prioritised program was endorsed by Council at the August Meeting. Works have commenced and will continue in accordance with the Council endorsed program to the limit of the available budget. A section of footpath has been renewed in William St Muswellbrook and works are currently being undertaken in Henry Dangar Drive (Day to Dixon)
TBA	Heavy Patching Programme	C	3500.4035.504	\$1,000,000	\$1,000,000	Existing Cover to \$2M	Sep-23	Jun-24	Aug-23		A prioritised program was endorsed by Council at the August Meeting. Works have commenced and will continue in accordance with the Council endorsed program to the limit of the available budget. Work has commenced in Woollybutt Way Muswellbrook.
TBA	Kerb & Gutter Replacement	C	3560.4065.504		\$146,250	Existing Cover to \$2M	Sep-23	Dec-24	Aug-23		A prioritised program was reported and endorsed by Council at the August meeting. Work has commenced and will continue on this program in accordance with the prioritised list to the limit of the available budget. Sections of kerb and gutter have been replaced in Clifford, Maitland, Towarri, and Ruthwhite Ave, Muswellbrook.
TBA	Large Plant Items	D	3985.5870.504	\$1,680,000	\$1,680,000	Contractor/ Council insured	Oct-21	Jun-23	Mar-22		The plant replacement programme priorities were endorsed by Council at the March 2022 Ordinary Council Meeting. The truck has been ordered for the Waste Management Facility. the Motor Grader was reported to the September Ordinary Council meeting, and the new tractor tender reported to the November 2022 Ordinary Council Meeting. These items of plant have been ordered and Council is awaiting delivery.
TBA	Merton Street Drainage for Denman	I and D	TBA		\$1,412,582	Council & Contractor insured	Jul-23	Oct-24	Aug-23		Resources for Regions Round 9 funding announced \$1,412,582. The design was endorsed by Council at the October 2022 meeting. The estimated cost to construct based on this design is \$2,589,582. Council has been advised of successful funding under the Disaster Recovery Fund R1, however are awaiting receipt of the deed of agreement to be provided by the funding body. Tender Documents have been prepared and will be advertised when funding is confirmed. Tentative dates for tendering are September 2023.
TBA	New Shared Path Turtle St Denman	D	TBA	\$322,459	\$322,459	Existing Cover to \$2M	Nov-23	Feb-23			Council has been successful in securing funding under the Get NSW Active Program for project GRF-612 for a new shared path Turtle St Denman. The design is complete and the project has been advertised for Tenders. Tenders close 20 September 2023.

TBA	Purchase of vehicles	I	3900.5660.504	\$342,558	\$342,558	Council & Contractor insured	Jul-22	Jun-23	Jul-22		Light fleet programme prepared. Difficulty sourcing vehicles as per requirements and long delays in delivery of vehicles. Hail damaged from severe storm has disrupted procurement plan.
2022-2023-0555	Regional Road Renewal Programme	I and D	3502.4135.504	\$1,000,000	\$550,000	Council & Contractor insured			Sep-23		The Project at ch 7.6km on Bylong Valley Way was endorsed at the August meeting of Council and included as part of the Capital Works Programmes for the 2023-24 and 2024-25 year. A consultant has been engaged to undertake survey and design for this section of road.
	Resources for Regions - Round 5			\$3,293,423	\$8,143,687						
TBA	Thompson St signalisation	D	3500.4277.504	\$2,100,845	\$2,825,395	Council & Contractor insured	Feb-22	Jan-23	May-22		Works on this project were suspended due to Contractual issues. The contractor demobilised from the site in late January. A post construction inspection has occurred and defects and outstanding works identified. The electrical works were undertaken in July 2023 with permanent connection to power scheduled for October. Council is continuing to seek final approval from Transport for NSW to determine Practical Completion.
TBA	UHSC - Murulla St causeway	I	3500.4282.504	\$1,192,578		Council & Contractor insured					This is an Upper Hunter Shire Council project. Murulla Street is located in Murrurundi. This project has not commenced.
	Resources for Regions - Round 7										
2022-2023-0548	Carpark Renewal Program - Hill St Laneway drainage upgrade	C	3500.4593.504		\$493,461	Existing Cover to \$2M	Feb-23	Jun-23	Feb-23	Jul-23	Construction of the Council Carpark off Hill St Muswellbrook is substantially complete. Council is waiting on additional signage and linemarking arrows to complete the traffic facilities. The installation of the EV charger is to be undertaken pending contractor availability.
2022-2023-0552	Hill St Road Reconstruction	C	3500.4590.504	\$600,000	\$600,000	Council & Contractor insured	Apr-23	Aug-23	Apr-23	Jul-23	Project Complete.
TBA	Road Resealing Program	I and D	3500.4030.504	\$2,100,000	\$2,100,000	Existing Cover to \$2M	Sep-23	Jun-24	Sep-23		A prioritised programme was endorsed at the August 2023 meeting of Council as part of the Capital Works Programme. The contractor has been engaged and they are currently undertaking project planning and preparation. Preparatory works are also being planned with these works commencing late September on Widden Valley road.
TBA	Roads to Recovery Programme	I	3500.2068.504	\$577,898	\$577,898	TBA	Oct-23	Jun-24			This funding is currently not allocated. Projects are to be prioritised and reported to Council. Merton St Denman is considered to be a high priority project for the consideration of Council in relation to this funding.
2021-2022-0494	Rosebrook Bridge Replacement	C	3530.4429.504	\$1,633,500	\$1,633,500	TBA	Jan-23	Jun-23	Jul-22	Aug-23	The project is complete.
TBA	Rural Roads Regravelling	C	3500.4055.504	\$283,815	\$283,815	Existing Cover to \$2M	Jul-23	Jun-24	Jul-23		The annual program has commenced with works being undertaken on Albano Road.
TBA	Safety Device Renewal	i and D	3590.4145.504		\$94,069	Existing Cover to \$2M	Sep-23	Dec-23			A prioritised program was reported and endorsed at the August meeting of Council.
TBA	Victoria Street	I		\$721,433	\$721,433		Oct-23	Dec-23			Grant funding accepted from Fixing Local Roads Round 4. Project preliminaries are being undertaken including preparatory works, community consultation and engagement of contractors.
	Wybong Road - Betterment	I			\$1,633,500						Council was successful in receiving funding for the 'betterment' component to widen and improve Wybong Road in three (3) nominated sections at the western end. Which have been damaged in the recent natural disaster events. Additional grant funding for an amount of \$1,045,000 to complete the project is currently being sought.
SEWER CAPITAL BUDGET											
TBA	Access and Security Improvements	D&C	6340.4475.504	\$130,000	\$130,000	TBA	Oct-23	Jun-24			Upgrade of access and improvement to drying beds for non destructive digging so that will improve more capacity and will add revenue to the council - project start Oct2023- planned completion by Jun2024
TBA	Mains Renewal And Replacement	I,D&C	6310.4340.504	\$260,000	\$260,000	TBA	Oct-23	Jun-24			For Financial year 2023/24, two Projects will be undertaken from Main renewals and replacement programm 1. Sewer Rising main and valve replacment pumping station 2 which will improve the sewage in/out flow better and improve the capacity of pumping ststion 2 - planned start date Oct2023 - planned completion by June2024, Replacment of sewer rising Main at pumping station 1, which will improve capacity and capability of pumping station no 1. planned start date Oct 2023 - planned completion by Jun 2024.
TBA	Solar Array	I	6310.4493.504	\$644,773	\$1,800,000	Existing Cover to \$2M	Oct-23	Jun-24			Sustainability initiatives associated with operation of the Raw Water Treatment Works. RFQ has been called and awarded for project management consultant to run the design and construct tender process including preparation of tender documentation. Tender documents are under review and tenders will be invited in the fourth quarter of 2022-23. Tender evaluation completed and reported to Council for award of contract. Planned start is in October 2023.

TBA	Sewer Operational Contingency	I,D&C	6340.4494.504	\$150,000	\$150,000	Existing Cover to \$2M	Jul-23	Jun-24			Improvement works undertaken on critical sewer equipment as follows: Replaced two tertiary-waste-activated sludge pumps at the Recycled Water Treatment Works (RWTW); Undertook major overhaul works on the two biosolids dewatering presses at the RWTW; Replaced dissolved oxygen monitoring sensor for bioreactor 1 (IDEAT1) at the RWTW; Replenished critical spares for 8 solenoid valves at the RWTW; Upgraded modem to improve compatibility with 4G signals and improve the SMS critical alarm messaging for the RWTW process that is sent to the sewer on call phone.
TBA	System Plant Asset Renewals	I, D & C	6340.4488.504	\$650,000	\$650,000	Existing Cover to \$2M	Jul-23	Jun-24			The projects which will be included in System Asset plant renewals Program are : Upgrade -Telemetry monitoring systme Muswellbrook and denman sewer Management system. planned Start Oct2023 - planned completion Jun2024. Muswellbrook Sewer pumping station no 7 mechanical and electrical upgrade. Denman Sewer Treatment plant Aerator required replacement, the contract for which is awarded in November 2022 and In process of fabrication. Likely completion including testing commissioning is by June 2024.
TBA	Transportation System Improvements	I, D & C	6340.4485.504	\$300,000	\$300,000	Existing Cover to \$2M	Jul-23	Jun-24			Transporation System Improvement Program will include projects: MSPS -1 & 8 & 10 ELEctrical Mechanical upgrade. These Projects will commence in Oct2023 and planned completion by Jun2024
WATER CAPITAL BUDGET											
N/R	Asbestos Removal, Earth Work and Security	C	5310.4575.504	\$175,000	\$175,000	Existing Cover to \$2M	Oct-23	Jun-24			For Financial year 2023/24, this program is planned to fund the project- Muswellbrook water treatment facility fence and security upgrades. The RFQ are in progress but likley start is in Oct 2023 and planned completion by Jun2024.
TBA	Denman to Sandy Hollow Pipeline	D & C		\$28,473,519				Dec-24			Funding Deed executed. Land acquisition, preparation of tender documentation and review of environmental factors are in progress. Geotechnical investigation contract was awarded and and is in progress which will likely to be completed by November 2023. Also land acquisition in progress. Valuer has completed the report, which will allow council to put up offer for land to the landowners. Section 60 approval was sought in April, which was reviewed by DPE and requested more information from council to proceed further. Council response to the RFI was submitted to DPE for review. Tenders likely to be called in April 2024.
TBA	Mains Renewal And Replacement	I, D & C	5320.4340.504	\$650,000	\$650,000	Council & Contractor insured	Oct-23	Jun-24	Aug-23		For Financial year 2023/2024 the water main replacement program will undertake projects. water mains in Flanders Avenue, Ramrod Creek, King street Stage 1,2 7 coal road reservoir rising main, and Ford Street. The coal road reservoir rising main and valve replacement was completed end of Aug 2023. The other projects are planned to be started in Oct 2023 and planned completion by Jun2024.
TBA	Replacement of Water Meters	C	5320.4376.504	\$65,000	\$65,000	Council insured	Jul-23	Jun-24	Jul-23		Ongoing ageing water meter replacement programme.
TBA	System Plant Asset Renewals	I, D & C	5340.4400.504	\$730,474	\$730,474	Council & Contractor insured	Jul-23	Jun-24			The following projects were undertaken: 1. Bligh Street upgrade work- completed Dec 2022 ; GLE Denman to Sandy Hollow pipe line design and investigations. 3. polymer dosing system design and installation at Muswellbrook water treatment plant. 4. Design of Muswellbrook water treatment plant capacity and design upgrades. A critical spare mono pump was purchased for the lime dosing plant at MBK WTP. Replaced bearing Assembly in the lime auger. Upgrade of Lime Mixer Greasing system. Upgrade on pressure transmitters and VSD control at Pinaroo drinking water booster pumping station
TBA	Upgrade Fluoride Dosing System	I, D & C	5310.4577.504	\$294,732	\$294,732	TBA	Oct-22	Jun-23	Jul-22		The selected tenderer/contractor (closed Council Meeting Apr 2023) has signed the contract. The contractor will meet on 21 Sep 2023, on site i.e. MWTP, to review the site proposed for the new fluoride dosing plant and to prepare detailed design and construct drawings and documents for review and approval from Council and NSW Dept of Planning and Environment - Water Unit.The project is expected to extend into Q2 FY 2023-2024.
TBA	Vehicle Replacement	C	5330.4370.504	\$100,000	\$100,000	Existing Cover to \$2M	Jul-22	Jun-23	Jul-22		Difficulty in sourcing vehicles as per requirements and long delays in delivery of vehicles.
TBA	Vehicle - Equipment Replacement	C	5330.4378.504	\$65,000	\$65,000	Existing Cover to \$2M	Jul-22	Jun-23	Jul-22		Programme being prepared.
TBA	Water Operations Contingency Project	I	5340.4406.504	\$100,000	\$100,000	Existing Cover to \$2M	Jul-23	Jun-24			Improvement works undertaken on critical water equipment as follows: Replaced the soft starter for the sand filter backwash pump at Muswellbrook Water Treatment Plant (MWTP); Replaced two flow meters at the Denman Water Treatment Plant (DWTP); Carried out major overhaul works on the high pressure filters at DWTP; Replaced antennaes and radios to improve telemetry communication of critical equipment; Installed three power quality meters on the high lift pumps at MWTP to monitor data on the performance of the variable speed drives to determine the root cause of intermittent faulting of the drives; Installed new cooling fans for the electronic variable speed drives for the high lift pumps at MWTP; Replacement of the three sand filter inlet supply valves at MWTP.
TBA	Water Stop Valve Replacement Programme	I, D & C	5320.4379.504	\$200,000	\$200,000	Existing Cover to \$2M	Jul-23	Dec-23	Jul-23		Water Valve replacment programme fund were used to carry out valve replacmenet at coal road reservior which is strategic installation for Muswellbrook water supply and valves were inslated in July 2023 and few other valve will be replaced by September 2023.
WASTE											

TBA	Waste & Recycling Centre Leachate Dam	D	3653.4530.504	\$498,212	\$498,212	Existing Cover to \$2M	Feb-23	Jul-23			Design and Construction Cost Estimates complete (\$500,000). Biodiversity Assessment RFQ issued and required prior to Development Application. Geotechnical report for project area received, triggered dam design revision due to lack of winnable clay on site. Revised design received late March '23. Test pits dug late January 2023 determined rock can be ripped to design depth. Preparing for DA lodgement. Consultation with NSW EPA in May 2023 who advised proposed dam liner not suitable, revert to designer for changes to be made to align with NSW EPA Solid Waste Landfill Guidelines.
TBA	FOGO Infrastructure	I		N/A		TBA					Preliminary Design and EIS complete. DA 2021/58 lodged June 2021. Further information on odour impacts as requested by NSW EPA was lodged in April 2022. DA 2021/58 submitted to March Council meeting for decision. Expression of Interest for FOGO processing were called and review committee report and reported to April Council meeting. Resolution at June 2023 Ordinary Council to go to tender for a company to build a facility on Council's site & also to tender for the processing of collected FOGO from 01/07/2024 in the interim if the facility is not yet operational at that time.



11.4. Corporate Services

11.4.1. Fixing Day and Hour of Regular Council Meetings

Attachments:	Nil
Responsible Officer:	Derek Finnigan - General Manager
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:	6.1.3 - Enhance Council's communication with the community to build awareness and understanding of Council's activities and community needs.

PURPOSE

To consider scheduling arrangements for Ordinary Council Meetings for the coming year.

OFFICER'S RECOMMENDATION

Council determines that:

1. Ordinary Meetings of Council be held in the Training Room, Level 2, University of Newcastle - Upper Hunter Campus, 87 Hill Street Muswellbrook, from 6:00pm to 9:00pm on the fourth Tuesday of each calendar month;
2. A pre-meeting briefing session for Councillors be held from 4:00pm to 6:00pm immediately prior to each Ordinary Meeting on the fourth Tuesday of each calendar month;
3. As the fourth Tuesday in December 2023 will fall on the Boxing Day public holiday, the meeting be scheduled for Tuesday 19 December 2023 and be held in Denman Memorial Hall;
4. The Ordinary Council Meeting scheduled for Tuesday 24 October 2023 be held in Sandy Hollow.
5. The Ordinary Council Meeting scheduled for Tuesday 23 July 2024 be held in Denman Memorial Hall.

Moved: _____ **Seconded:** _____

BACKGROUND

Council, on an annual basis, in September of each year or at the first meeting following a general election of Councillors, considers the scheduling arrangements for Ordinary Council Meetings.

CONSULTATION

University of Newcastle Muswellbrook Campus



REPORT

Council currently conducts an ordinary meeting on the fourth Tuesday of each month commencing at 6.00pm. It is proposed to continue these arrangements for the coming year.

As these meetings deal with a full range of Council business, including consideration of reports from Committees, it is proposed that the regular pre-meeting briefing sessions be extended by 30 mins, to begin at 4:00pm and meetings commence from 6:00pm.

In accordance with Council's Code of Meeting Practice (adopted 24 May 2022), meetings of Council and committees of Council are to conclude no later than 9.00pm.

OPTIONS

Council may adopt the proposed schedule of meetings or a variation of the schedule.

CONCLUSION

It is proposed that Council conducts its Ordinary Meetings on the fourth Tuesday of each month commencing at 6.00pm with a pre-meeting briefing scheduled to commence from 4:00pm prior to each meeting.

SOCIAL IMPLICATIONS

Nil identified.

FINANCIAL IMPLICATIONS

Nil identified.

POLICY IMPLICATIONS

Meetings are conducted in accordance with Council's Code of Meeting Practice.

STATUTORY IMPLICATIONS

Nil identified.

LEGAL IMPLICATIONS

Nil identified.

OPERATIONAL PLAN IMPLICATIONS

Not applicable.

RISK MANAGEMENT IMPLICATIONS

Nil identified.

WASTE MANAGEMENT IMPLICATIONS

Nil.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Council's meeting schedule, meeting location, agenda, minutes, and audio-visual recordings of meetings are published on Council's website.



11.4.2. Recruitment of Chief Financial Officer and Information and Communication Technology (ICT) Manager

Attachments: Nil

Responsible Officer: Derek Finnigan - General Manager

Author:

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.

6.2.1.1 - Provide transparent reporting to the community about Council's finances.

PURPOSE

To request Council's consideration of expediting the recruitment of three key positions.

OFFICER'S RECOMMENDATION

Council APPROVES carrying out recruitment to the following three positions:

1. Chief Financial Officer;
2. Information and Communication Technology (ICT) Manager; and
3. Staff Training and Professional Development Officer.

The above is subject to sustainable structural savings being made through the September Budget Review process so that the positions can be funded on a full-time basis.

Moved: _____ **Seconded:** _____

BACKGROUND

In collaboration with the Directors team, Council's Human Resources team, and Manex, the General Manager is currently carrying out a review of Council's operational structure. The review is predicated upon ensuring improved organisational performance in relation to four key risk areas, these being:

1. Staff attraction and retention;
2. Contract management;
3. Information and communication technology (ICT); and
4. Asset management.

It is intended that the review of the organisational structure will be fully consultative across all areas of Council. The current status of the organisational review is as follows:

- The review of the structure is completed to the extent that there is agreement amongst the Directors and General Manager that the proposed structure most efficiently meets the immediate to medium term needs of the organisation in consideration of funding



required to sustainably support the suggested new positions.

- Funding sources to support the proposed new positions are currently being explored, and the proposed positions will be reviewed and prioritised based upon funding availability.
- Once this has been done, the draft structure will be reported formally to the Staff Consultative Committee, the Managers Group, and Manex, and will be circulated to every staff member so that every employee of Council will have an opportunity to provide comment and suggest improvements to the draft structure.
- A further Councillor workshop will be conducted to consider the draft structure and to request Councillors' comment and suggestions for improvement.
- At the conclusion of the initial consultation phase, a report will be submitted to Council for consideration.

As the process for Council endorsement of the proposed structure will require time to finalise, it is considered imperative that priority is given to facilitate the recruitment of three key positions, these being:

1. Chief Financial Officer;
2. Information and Communication (Technology) Manager; and
3. Staff Training and Professional Development Officer.

CONSULTATION

Director Environmental and Planning Services

Director Community and Economy

Director Property and Place

Acting Chief Financial Officer

HR (Human Resources) team

Manex

REPORT

A review of Council's organisational structure has identified three key positions for which it is considered imperative that recruitment occurs as soon as possible. The three positions are:

1. Chief Financial Officer (CFO)

The Office of the Chief Financial Officer (CFO) is critically important to the financial sustainability of Council and to ensure that Council is complying with all of its accounting and reporting requirements, including the carrying out of the financial audit and preparation of Council's Financial Statements. Whilst Council currently has a highly competent and experienced internal officer acting in the role, the Acting CFO is essentially covering two important roles, including that of Financial Controller. It is considered imperative that the position is recruited to as a high priority.

The Chief Financial Officer will be the direct supervisor of the Information and Communications Technology (ICT) Manager and will report directly to the General Manager.

2. Information and Communication Technology (ICT) Manager

Similar to all organisations, Council faces serious risks in relation to cybersecurity. Whilst Council has established interim arrangements in order to satisfactorily manage this risk, it is considered an urgent priority to recruit to the position of ICT Manager.



As well as the responsibility to manage Council's cybersecurity and ICT risk, the position will be responsible for implementing continual improvement initiatives, including the automation, streamlining, alignment, and improvement of systems and processes across the organisation. A particular focus for early improvement initiatives will be Council's Planning and Development functions. This team is extremely dedicated and proficient, and Council's delivery of services in this important area will benefit greatly from automation and improvement to relevant systems and processes.

3. Training and Professional Development Officer

Muswellbrook Shire Council has a clear ambition to be an Employer of Choice in the local community. Through feedback received from informal consultation and through consideration of achieving maximum benefit for Council, it has become evident that the recruitment of a Staff Training and Professional Development Officer will considerably enhance Council's reputation as an Employer of Choice and will greatly assist in the attraction and retention of Council's highly valued employees.

On the basis that Council wishes to provide a workplace that supports and facilitates professional growth and career progression within Council, the Training and Professional Development Officer, who will report directly to Council's Human Resources Coordinator, will be responsible for developing and implementing individual training plans for all staff. The development of individual staff training plans is a requirement of the Local Government (State) Award 2023. Council is currently not compliant with this requirement of the Award.

In addition, the position will be responsible for the development, implementation, and review of Council's Individual Work Programme (IWP) framework, which is Council's system of performance review for employees. The reason for the requested prioritised recruitment to this position is to commence the 2023-24 IWP process.

If approved, it is intended that recruitment to the three positions will be carried out in parallel as soon as possible.

OPTIONS

Council may decide to:

- approve recruitment to the three positions as requested in the report;
- approve recruitment to one or two of the positions; or
- not approve recruitment to any of the positions.

CONCLUSION

For the reasons provided in the report, it is recommended that Council recruits to the positions of Chief Financial Officer, Information and Communication (ICT) Manager, and Training and Professional Development Officer.

SOCIAL IMPLICATIONS

Muswellbrook Shire Council is a positive role model and Employer of Choice in the local community.

FINANCIAL IMPLICATIONS

Ongoing Operational and Maintenance Costs Implications Associated with Capital Project

1. Financial Implications – Capital

Nil.



2. Financial Implications – Operational

With regards to the structural funding of the Chief Financial Officer position, sufficient funds are available through the departure of Council's former Director Corporate Services and CFO to structurally fund the CFO position.

For the Information and Communications Technology (ICT) Manager and Training and Professional Development positions, residual structural funding will be available from the previous Director Corporate Services and CFO position to partly fund the ICT Manager position. Through the September Budget Review process, it is intended to establish structural savings from Materials and Contracts budgets to enable the recruitment of the ICT Manager and Training and Professional Development Officer positions.

POLICY IMPLICATIONS

Nil known.

STATUTORY IMPLICATIONS

Nil known.

LEGAL IMPLICATIONS

Nil known.

OPERATIONAL PLAN IMPLICATIONS

Submission of the report complies in principle with 6.2.5.3 of the Operational Plan: 'Increase effectiveness of Council's ICT systems'.

RISK MANAGEMENT IMPLICATIONS

Recruitment to the recommended positions will focus on management of the following organisational risks:

1. Financial sustainability and compliance with reporting requirements;
2. Cybersecurity; and
3. Staff attraction and retention.

WASTE MANAGEMENT IMPLICATIONS

Nil.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Nil.



11.4.3. Register of Pecuniary Interest

Attachments:	Nil
Responsible Officer:	Derek Finnigan - General Manager
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. 6.2.5.4 - Co-ordinate Council's statutory reporting obligations.

PURPOSE

To consider a report which tables the register of pecuniary interests which is required to be prepared annually under Section 449 of the Local Government Act.

OFFICER'S RECOMMENDATION

The tabling of the Register of Pecuniary Interests for the period 30/06/2022 to 30/6/2023 be NOTED.

Moved: _____ **Seconded:** _____

BACKGROUND

Councillors, General Manager and Senior Staff holding those positions at 30 June, are required to lodge a completed Ordinary Return by the subsequent 30 September, in accordance with Section 449 of the Local Government Act. The form of the Return to be completed is specified at Part 1, Schedule 3 of the Act.

CONSULTATION

Not applicable.

REPORT

Under Section 450A, the General Manager must keep a Register of Returns containing the completed and lodged Returns of Councillors and designated persons. The Returns must be available for inspection by members of the public.

The General Manager must arrange for the tabling of Returns lodged under Section 449 no later than at the first meeting held after the last day of the period of lodgement. All required Returns have been completed and lodged for financial year ended June, 2023.

This is an important public record and is relied upon in complaints concerning any pecuniary interest breaches and issues relating to probity.

The Register is now complete for the year and will be tabled at the meeting.



OPTIONS

Not applicable.

CONCLUSION

The tabling of the Register of Pecuniary Interests for the period 30/06/2022 to 30/6/2023 be NOTED.

SOCIAL IMPLICATIONS

Not applicable.

FINANCIAL IMPLICATIONS

Not applicable.

POLICY IMPLICATIONS

Not applicable.

STATUTORY IMPLICATIONS

Section 450A of the Local Government Act requires the General Manager to maintain a Register of Returns containing the completed and lodged Returns of Councillors and designated persons.

LEGAL IMPLICATIONS

Not applicable.

OPERATIONAL PLAN IMPLICATIONS

Not applicable.

RISK MANAGEMENT IMPLICATIONS

Not applicable.

WASTE MANAGEMENT IMPLICATIONS

Not applicable.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Not applicable.

**11.4.4. Authorisation Under Section 226 of the Local Government Act**

Attachments:	Nil
Responsible Officer:	Derek Finnigan - General Manager
Author:	{authors-names-with-position}
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:	6.2.1 - Maintain a strong focus on financial discipline to enable Council to properly respond to the needs of the communities it serves.

PURPOSE

Section 226 (d) of the *Local Government Act* 1993 provides for the Mayor to exercise, in cases of necessity, the policy-making functions of the governing body of the Council between meetings of the Council. Since the last report, the Mayor has exercised his delegation on one occasion.

OFFICER'S RECOMMENDATION

Council notes the information provided in the report.

Moved: _____ **Seconded:** _____

BACKGROUND

Section 226 (d) of the *Local Government Act* 1993 provides for the Mayor to exercise, in cases of necessity, the policy-making functions of the governing body of the Council between meetings of the Council. Since the 25 October 2022 Ordinary Council Meeting, the Mayor has exercised his delegation on 1 occasion.

CONSULTATION

General Manager

REPORT

The following delegations were exercised:

1. 14 September, 2023 to authorise payment of Sponsorship for the Bush Kindy Program Sponsorship at Muswellbrook Childcare of \$350.00 for the payment of the DJ at the Fundraising Event

OPTIONS

Not applicable.



CONCLUSION

It is recommended that Council notes the information provided in the report.

SOCIAL IMPLICATIONS

Not applicable.

FINANCIAL IMPLICATIONS

Sponsorship of \$350 was provided to the Bush Kindy Program at Muswellbrook Childcare.

POLICY IMPLICATIONS

Not applicable.

STATUTORY IMPLICATIONS

Section 226 (d) of the *Local Government Act 1993* provides for the Mayor to exercise, in cases of necessity, the policy-making functions of the governing body of the Council between meetings of the Council.

LEGAL IMPLICATIONS

Not applicable.

OPERATIONAL PLAN IMPLICATIONS

Not applicable.

RISK MANAGEMENT IMPLICATIONS

Not applicable.

WASTE MANAGEMENT IMPLICATIONS

Not applicable.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Not applicable.

**11.4.5. Sandy Hollow Motor Fest Sponsorship Request**

Attachments:	1. Request for sponsorship funds - Sandy Hollow Motorfest Community Charity Fund Raising event 20230802 [11.4.5.1 - 1 page]
Responsible Officer:	Derek Finnigan - General Manager
Author:	{authors-names} – {position}
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 submit for Council's consideration a request for sponsorship from the Sandy Hollow Motorfest 2023.

OFFICER'S RECOMMENDATION

Council APPROVES the request from the Sandy Hollow Motorfest 2023 for sponsorship of \$2,500.00 to cover the cost of Waste Services and Development Application Fees.

Moved: _____ **Seconded:** _____

BACKGROUND

The Sandy Hollow Motorfest 2023 has requested Council's sponsorship to assist in covering the costs associated in waste fees and Development Application fees. Funds raised at this event will go to Motor Neurone Disease Charity. This event was held on Saturday, 9 September 2023.

REPORT

Council has received a request from the Sandy Hollow Motorfest 2023 for sponsorship of \$2,500.00 to assist with payment of Waste Services and Development Application Fees.

This Annual Charity Event is held in Sandy Hollow which includes a Show and Shine, Lawnmower Demonstration, Auctions, Raffles, and child friendly activities

Council received a letter requesting the donation of \$2,500.00. All money raised will go to the Motor Neurone Disease (MND) Charity.

OPTIONS

Council has several options available to consider:



1. approve the sponsorship request of \$2,500.00;
2. decline the sponsorship request; or
3. approve a different amount.

CONCLUSION

It is recommended that Council sponsors the event.

SOCIAL IMPLICATIONS

The recommendation will have positive social implications for the community by increasing visitor numbers to the region and encouraging participation in community events.

FINANCIAL IMPLICATIONS

There are sufficient funds in the Chamber of Commerce G/L 0402.2843.500 budget to grant this request.

POLICY IMPLICATIONS

The request is consistent with Council's Financial Assistance and Sponsorship Policy.

STATUTORY IMPLICATIONS

Nil known.

LEGAL IMPLICATIONS

Nil known.

OPERATIONAL PLAN IMPLICATIONS

Submission of the report is consistent with the Delivery Program Action: Maintain existing and develop new tourism events and promotions with associated funding.

RISK MANAGEMENT IMPLICATIONS

Nil.

WASTE MANAGEMENT IMPLICATIONS

Nil.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Nil.

Attention:

Derek Finnegan - General Manager
Shaelee Welchmen - Director of Community and Economy
Muswellbrook Shire Council



Sponsorship Request

To whom it may concern,

I would like to officially request to seek sponsorship funds for the Sandy Hollow Motorfest 2023 which is raising funds for MND Charity. We would like to request \$2500.00 to assist organisers in covering costs in waste services and DA planning fees.

The Sandy Hollow Motorfest is an annual Charity Event held in Sandy Hollow which includes a Show & Shine, Lawnmower Demonstration, Auctions, Raffles, and plenty of activities for the kids to do.

Motor neurone disease (MND) is a rare condition that progressively damages parts of the nervous system. This leads to muscle weakness, often with visible wasting. Amyotrophic lateral sclerosis (ALS) is the most common form of MND.

MND happens when specialist nerve cells in the brain and spinal cord, called motor neurones, stop working properly and die prematurely. This is known as neurodegeneration. Motor neurones control muscle activity like gripping, walking, speaking, swallowing & breathing.

Our aim is to hold this event to raise as much funds as possible for those who are affected by this disease. Sponsorship from you will help ensure the success of our event.

Thank you for your time and consideration.

Sincerely,

A handwritten signature in black ink, appearing to be 'Derek Finnegan', written over a black rectangular redaction box.

President

A black rectangular redaction box covering the contact information of the President.

**11.4.6. Procurement Policy MSC01E for Adoption**

Attachments:	<ol style="list-style-type: none">1. Attachment 1 - MSC01E - Procurement Policy for adoption [11.4.6.1 - 18 pages]2. Attachment 2 - Evaluation Plan - TEMPLATE [11.4.6.2 - 9 pages]3. Attachment 3 - Procurement Plan - TEMPLATE [11.4.6.3 - 6 pages]
Responsible Officer:	Derek Finnigan - General Manager
Author:	Anna Marie Bird (Contracts & Procurement Officer), Madeleine St John (Business Improvement Officer), Chloe Wuiske (Business Improvement 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. 6.2.5.2 - Review the policy management framework.

PURPOSE

To submit for Council's consideration the attached *Procurement Policy*, following 28 days of public exhibition.

OFFICER'S RECOMMENDATION

Council ADOPTS the *Procurement Policy* attached to the report.

Moved: _____ **Seconded:** _____

BACKGROUND

Council's *Procurement Policy* was last adopted by Council in May 2021. Since then, there have been changes to legislation, and Council has adopted other related policies (for example, the Net Zero Policy). As a result of these changes, it is considered appropriate that the current policy is reviewed so that it is aligned with legislation and best practice.

The revision of the *Procurement Policy* was approached with a holistic view of strategic procurement as well as procurement under the tender threshold to ensure the appropriate frameworks and resources are established, providing Council Staff with guidance on how to effectively and correctly conduct procurement activities as part of their day-to-day responsibilities.

This report provides an overview of changes incorporated pursuant to submissions and internal feedback received during the Public Exhibition period.



CONSULTATION

Manex

Chief Financial Officer

Senior Financial Accountant

Business Improvement Officer(s)

Sustainability Officer

Economic Development Officer

Corporate Lawyer (prior to leave)

Audit, Risk & Improvement Committee

Community via public exhibition on Council's website

REPORT

At the 27 June 2023 Ordinary Council Meeting, Council endorsed the *draft Procurement Policy* (the Policy) to be placed on Public Exhibition, via Council's website, for a period of 28 days.

The Policy was exhibited on Council's website from 30 June 2023 to 28 July 2023.

During the initial 28-day public exhibition period, the Policy was reviewed by a number of parties, including a legal firm on Council's Legal Services Panel Contract, which resulted in a number of proposed changes and a recommendation to re-exhibit the *draft Procurement Policy* prior to adoption.

Following amendments to the policy, the *draft Procurement Policy* was placed on Public Exhibition for an additional 28 days, from 17 August 2023 to 14 September 2023.

No submissions were received by Council during the additional public exhibition period.

The Policy was reviewed by Council's Audit, Risk, and Improvement Committee (ARIC) and the following feedback was provided:

The policy looks very comprehensive to me.

The only suggestion I have is whether there should be a section on when a probity plan and/or independent probity advisor should be engaged to oversee a particular procurement process. Generally, this would only be for higher value or complex tender processes. It may be covered in a separate tendering policy or guideline, but if not, I would suggest some guidance on the use of probity plans/ advisors would be useful.

In response to the feedback from Council's ARIC, the process related to a probity plan and/or independent probity advisor will be addressed in the Procurement Procedure.

In response to concerns raised by Councillors at the 22 August 2023 Ordinary Council Meeting regarding the commitment of "ensuring" Council's suppliers provide Modern Slavery information prior to commencement of work, section 5.1.3 was amended to read as follows:

5.1.3 Modern Slavery

Council commits to complying with its obligations under the Modern Slavery Act 2018 (NSW) and any other applicable modern slavery legislation that may come into effect.

Draft Procurement and Evaluation Plans referenced in the Policy have been attached for information purposes (Attachments 2 & 3). These templates are part of the Procurement Document Suite and may evolve over time in accordance with lessons learned from completed projects, or as required by Legislation.



OPTIONS

Council may:

1. Resolve to adopt the *Procurement Policy*; or
2. Adopt the *Procurement Policy* with amendments.

CONCLUSION

It is recommended that Council adopts the attached *Procurement Policy*.

SOCIAL IMPLICATIONS

The revised Procurement Policy provides consideration for preferential engagement of Local Suppliers and provides a framework for engagement with Social Enterprises.

FINANCIAL IMPLICATIONS

Nil known. As the proposed amendment to the financial delegations only applies to the General Manager, the financial Delegations of Authority register does not require amendment.

POLICY IMPLICATIONS

Subsequent revision of MSC01E - Procurement Procedure.

Subsequent establishment of MSC02P - Contract Management Procedure.

Subsequent establishment of a standardised Procurement Contract Suite.

Subsequent establishment of a standardised Insurance Framework (Procurement Contracts).

STATUTORY IMPLICATIONS

Local Government Act 1993.

Local Government (General) Regulation 2005.

Aligning Councils tendering threshold with the amount determined by the Local Government Act 1993 - 55(3)(n)(i).

LEGAL IMPLICATIONS

Nil known.

OPERATIONAL PLAN IMPLICATIONS

This report supports operational plan items:

6.2.5.1 Align Council's Procurement Framework with best practice and monitor compliance with associated policies and procedures; and

6.2.5.2 Develop and review policies in accordance with statutory and operational requirements.

RISK MANAGEMENT IMPLICATIONS

The revised Procurement Policy provides a framework for proactive procurement and contract risk management.

WASTE MANAGEMENT IMPLICATIONS

Nil known.



COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Public exhibition of the Policy on Council's website from 30 June 2023 to 28 July 2023 provided the Community with an opportunity to make submissions. One (1) submission was received by Council during the submission period.

The Policy was placed on Public Exhibition for an additional 28 days, from 17 August 2023 to 14 September 2023. No submissions were received by Council during the submission period.



Procurement Policy

MSC01E

Authorisation Details

Authorised by:		Internal/External:	External
Date:		Minute No:	
Review timeframe:	Within twelve (12) months of the date of the election of a new Council	Review due date:	
Department:	Governance and Risk		
Document Owner:	Contracts & Procurement Officer		
Community Strategic Plan Goal	6 Collaborative and responsive community leadership that meets the expectations and anticipates the needs of the community		
Community Strategic Plan Strategy	6.2 Ensure Council is well managed, appropriately resourced, effective, efficient, accountable and responsive to its communities and stakeholders		
Delivery Program activity	6.2.1 Maintain a strong focus on financial discipline to enable Council to properly respond to the needs of the communities it serves		

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1. Policy objective

This Policy outlines the principles under which Muswellbrook Shire Council (**Council**) makes its procurement decisions and conducts its procurement activities.

Council is committed to the competitive provision of services which meet best practice standards as a key organisational value. Council not only wishes to guarantee that its procurement, disposal and contract management practices comply with legislative requirements, but wishes to ensure that these practices are conducted in an ethical manner that maximises probity, fairness and transparency at every step.

Council's Procurement Framework consists of this Policy, the Procurement Procedure and the Contract Management Procedure and is supported by Council's Go-to-Market Platform, Procurement Self-service Advice Platform, Standardised Insurance Framework and a standardised suite of procurement contracts (**Standardised Procurement Contract Suite**).

Council's procurement activities must be fair, ethical and transparent from planning and sourcing to managing delivery under contract, and achieve best value for money in the expenditure of public funds.

2. Risks being addressed

This Policy establishes a framework within which all procurement will be managed to a best practice professional standard that ensures:

- compliance with legislation;
- that superior financial controls are exercised over procurement;
- that procurement-related risks are identified prior to approaching the market;
- that procurement-related contracts entered into by Council are on favourable terms; and
- that procurement activity is cost effective, efficient, accountable, ethical, appropriately risk sensitive, safe and sustainable.

3. Scope

This Policy:

- applies to all procurement activities undertaken for and on behalf of Council and binds all Councillors, Council staff and all temporary and contract employees as well as contractors and consultants while engaged by Council; and
- extends across the entire procurement cycle from procurement planning and sourcing to contract management and review.

4. Definitions

Term	Definition
Ad-hoc Purchase	A one-off procurement of the type contemplated in clause 5.3.4.
Aggregator Panel Contract	A Panel Contract established by a Procurement Aggregator.
Aggregator Purchase	A procurement made through contracts established by Local Government Procurement, Procurement Australia or Regional Procurement.

Term	Definition
Business Ethics Policy	Statement of Business Ethics Policy MSC24E
Contract Management Procedure	Contract Management Procedure MSC02P
Contractor Management System	Vault Intelligence Limited online contractor management software
Contractor WHS Management Procedure	Contractor WHS Management Procedure MSC04P
Elected Body	Councillors and the Major of Muswellbrook Shire Council.
Evaluation Plan	A plan created by Council prior to issuing any Method of Procurement with an expected value that is greater than \$50,000 that details how responses will be assessed.
Financial Delegation of Authority	The financial authority delegated to an individual by the General Manager listed on the register of financial delegations.
Go-to-Market Platform	VendorPanel Go-to-Market online software
Indigenous Business	A business recognised by an organisation such as Supply Nation or the NSW Indigenous Chamber of Commerce as being an 'indigenous business'.
Local Content	Goods, materials or services procured from a Local Supplier.
Local Supplier	A supplier of goods, materials or services who has an office or its registered address at a location within the Muswellbrook Shire Council Local Government Area.
Method of Procurement	(a) Request for Quotation; (b) Request for Tender; (c) Aggregator Purchase; or (d) purchase under a NSW Government Scheme.
Model Code of Conduct	Model Code of Conduct MSC34E
NSW Government Scheme	A contract established by the New South Wales state government with permitted use for local councils.
Operational Plan	The annual plan of this name published by Council.
Panel Contract	A contract pursuant to which a supplier or contractor agrees to supply goods or services to Council on agreed contractual terms for the term of the panel contract.
Procurement Aggregator	A procurement aggregator such as Local Government Procurement, Procurement Australia or the Regional Procurement Initiative (a division of Arrow Collaborative Services on behalf of Hunter Councils).
Procurement Procedure	Procurement Procedure MSC01P

Term	Definition
Project Governance Group	A group assembled on a case-by-case basis to provide subject matter expertise and oversight on strategic or high-risk projects.
Quadruple Bottom Line	The balancing of profits (in this case best value for money), people (social procurement), planet (environmental considerations) and culture.
Procurement Self-service Advice Platform	Vendor Panel's Policy Guide module utilised by Council to provide on-demand interactive procurement guidance to Council staff.
Records Management System	As defined in the Records Management Policy MSC07E
Request for Tender	A request by Council for tenders for goods, works or services.
Request for Quotation	A request by Council for quotations for goods, works or services.
SME (small-to-medium enterprise)	An organisation with less than 200 employees.
Social Enterprise	An organisation whose primary purpose is to provide employment to persons belonging to disadvantaged groups.
Standard Insurance Framework	Council's guidance framework on appropriate insurance levels and approval of shortfalls.
Standardised Procurement Contract Suite	The meaning in clause 1.
Quotation Thresholds	The meaning in clause 5.4.
WHS Legislation	The <i>Work Health and Safety Act 2011 (NSW)</i> and <i>Work Health and Safety Regulation 2017 (NSW)</i> .

5. Policy Statement

5.1 Procurement principles

Council bases its procurement decisions on the following principles:

5.1.1 Value for money

Value for money means minimising the total cost of ownership over the lifetime of a procured good or service, while taking into account factors such as quality, reliability, the ability to integrate with existing infrastructure, safety, risk reliability and sustainability and delivery considerations. Price will not be the sole determinant of suitability and value for money. Additional factors to be considered include the supplier's experience and capability, reputation, after sales service and warranties as well as upfront and ongoing costs.

5.1.2 Risk management through procurement planning

For each procurement, Council must consider the associated risks with each quotation, expressions of interest or tender process. This extends to proactive variation management by assessing the supplier's understanding of the project and contingencies or exclusions referenced in the quotation or tender submission.

5.1.3 Modern Slavery

Council commits to complying with its obligations under the *Modern Slavery Act 2018* (NSW) and any other applicable modern slavery legislation that may come into effect.

5.1.4 Management of work health and safety

In compliance with the WHS Legislation, Council will consider the impact on the health and safety of Council staff and the community when procuring goods and services. Suppliers and contractors must meet a minimum standard of demonstrated work health and safety competence in accordance with the WHS Legislation and all relevant Council WHS policies. This is monitored centrally via Council's Contractor Management System supporting the Contractor WHS Management Procedure.

5.1.5 Consideration of environmental sustainability and circular economy

Sustainability factors must be considered in all procurements. This includes only purchasing goods or services where necessary to incorporating considerations of the Quadruple Bottom Line in all procurements. It is understood that, in some cases, the selection of environmentally superior products may be less competitive than environmentally inferior products on the basis of price alone, but will be most appropriate when taking into account all procurement principles.

In assessing sustainability, Council must consider procurements on a whole-of-life basis having regard to the relevant supplier's or contractor's ability to:

- reduce or eliminate inefficiency and unnecessary resource consumption, including water and electricity usage;
- minimise waste and pollution and maximise opportunities for recycling and reusing products;
- eliminate toxic products (including packaging) that are harmful to human health and ecosystems;
- reduce greenhouse emissions;
- achieve biodiversity and habitat protection where practicable;
- prioritise products with longer life expectancies, better durability and options for repair, rather than replacement;
- outline of end-of-life plans including upcycling and resource recovery; and
- maximise opportunities to further stimulate innovation and demand for sustainable products.

5.1.6 Provision of equal opportunities and social inclusion

Council is committed to where practicable:

- providing all suppliers and contractors with equal opportunity to participate in its procurement processes and using such processes to generate positive social benefit;
- stimulating Indigenous entrepreneurship, business and economic development by providing Indigenous Businesses with enhanced opportunities to participate in Council procurement processes;
- providing advisory resources to the public on how to participate in Council procurement processes, as well as removing barriers to entry for SME's where possible; and
- considering unsolicited proposals from Social Enterprises where permissible under legislation and up to:

- \$50,000 in total value by General Manager approval; or
- \$250,000 in total value by Council resolution.

5.1.7 Prioritisation of local procurement

To stimulate economic development within the Muswellbrook Shire Council Local Government Area, Council must, where feasible, prioritise purchasing from Local Suppliers or offers which maximise Local Content.

Local Content is to be assessed as a key criterion in all Evaluation Plans and Council must seek to maximise Local Content by:

- advertising in local newspapers, on Council's website and by other means considered appropriate for any procurements; and
- encouraging the use of Local Suppliers by contractors whenever goods or services are sourced from outside of the Muswellbrook Shire Council Local Government Area.

Offers submitted to Council must be sufficiently detailed to enable Council to assess Local Supplier status or the level of included Local Content.

A minimum non-price weighting of 5% will be applied for Local Content in any procurement requiring an Evaluation Plan.

Any supplier who is deemed to be a Local Supplier will be awarded the maximum score for this criterion. In assessing offers, Council must be reasonably satisfied as to Local Supplier status or the level of Local Content in accordance with the weighting guidelines.

Where appropriate, and to the extent permissible by law, Council will support Australian owned suppliers and suppliers who manufacture in Australia. The Council's Procurement and Finance Departments must be consulted prior to any international purchase being made to ensure that risks are managed appropriately and payment facilities are available.

5.2 Procurement conduct

Council must ensure that procurement, disposal and contract management practices comply with all relevant legislative requirements and ethical guidelines in order to achieve probity, fairness and transparency throughout the procurement process.

5.2.1 Conduct of Council Staff

All procurement activities must be undertaken with integrity and in a manner that will withstand the closest scrutiny and procedural compliance. Council staff must conduct all procurement in a manner that is ethical and in accordance with the Model Code of Conduct Business Ethics Policy, this Policy and associated procedures and all relevant legislation.

Council staff must at all times:

- demonstrate utmost professionalism, honesty and fairness in all dealings with current or potential suppliers;
- maintain business relationships in good faith, based on open and effective communication, respect and trust, and adopt a non-adversarial approach to dispute resolution;
- be accountable and transparent in all procurement processes by disclosing the assessment criteria to suppliers and providing feedback at the end of the procurement process, when requested and to the extent permitted by law;
- declare any actual, potential or perceived pecuniary or non-pecuniary conflicts of interest in accordance with the Model Code of Conduct to ensure impartiality;

- maintain confidentiality of commercial in confidence information provided by suppliers except in relation to disclosures required by law, such as, but not limited to, disclosures required by the *Government Information (Public Access) Act 2009 (NSW)*; and
- ensure all procurement decisions are made in accordance with this Policy, the Procurement Procedure and associated documentation.

5.2.2 Promotions and incentives

The offering or acceptance of promotional goods, rewards, benefits or any other form of incentive in relation to any procurement is strictly prohibited. Refer to Council's Gifts, Bribes & Benefits Policy.

5.2.3 Supporting competition

Council recognises the need to allow suppliers and contractors the opportunity to fairly compete for Council business and, as such, Council has set parameters around the number and nature of quotes that Council is to obtain at various price levels.

Council staff must ensure equal dealings with suppliers and contractors and refrain from engaging in practices that aim to give a party an improper advantage over another or could be perceived as anticompetitive.

5.2.4 Splitting of orders

Council staff are prohibited from splitting orders for the purposes of acquiring goods or services above their delegated financial and procurement levels or to avoid the necessity to obtain quotes or call for tenders. An order will be considered to be split where the goods, works or services across each order are:

- similar in scope or would usually be able to be completed by the same type of supplier at the same time;
- requested by Council within close time proximity of each other and Council staff were aware or should have been aware of the upcoming requirement; and
- not required to be received or completed immediately due to a safety concern.

The reasonable person test should be applied when assessing if an order is to be considered to have been split.

5.2.5 Responsible financial management and allocation of funds

Council staff must ensure that Council funds to be used for procurement are used:

- efficiently;
- so as to obtain maximum benefit for Council and the community from the procurement; and
- without compromising the principles detailed in this Policy.

With the exception of non-binding expressions of interest processes where detailed scope and cost information is unknown, Council staff must consider budgetary limitations and only seek to procure goods and services for which:

- sufficient funding is available within the properly designated and approved Council budget; and
- Council has a "firm intention to proceed", substantiated by the availability of adequate funds prior to approaching the market.

For special projects, contribution works and grant works not specifically detailed in the Operational Plan, approval to procure is dependent upon all relevant funds being available and received or committed in writing by the funding body and accepted by Council.

5.2.6 Responsible record keeping

Council staff must ensure that a level of record keeping commensurate with the relevant transaction is maintained in accordance with the Procurement Procedure. In determining the appropriate level of records to maintain, consideration must be given to matters such as the price and degree of scrutiny the transaction is likely to attract. Such records may include all substantial communications between Council and the supplier or contractor as well as minutes of all relevant meetings. Records of procurement must be kept and recorded in Council's Records Management System.

5.2.7 In-house tendering

If a Council business unit lodges a tender as part of an open procurement process, the relevant Council Director must, prior to the commencement of the relevant tender process:

- separate and clearly define the roles of Council in undertaking the tender submission from those undertaking the tender preparation and assessment;
- ensure that separate chains of management decision-making and reporting for those involved are established; and
- ensure that the in-house tender will be treated as if it is an external tender.

5.2.8 Conduct of current or potential suppliers and contractors

Council must discontinue all dealings with suppliers or contractors who engage in unethical conduct.

Council staff found not to be acting in accordance with this Policy will be subject to applicable disciplinary processes.

Canvassing of Councillors and/or Council staff (other than Council's nominated contract staff member specified for the tender process) at any stage of the procurement process is an unacceptable practice and will result in the applicant being disqualified from the procurement process.

5.3 Methods of Procurement

The Method of Procurement utilised by Council must be appropriate to the value, risk and complexity of the procurement.

5.3.1 Purchase orders

Subject to the exceptions detailed below:

- all purchases made by Council must be accompanied by a purchase order to allow for the obtaining of all relevant financial approvals;
- all relevant contracts must be executed prior to a purchase order being issued; and
- suppliers must quote the Council provided purchase order number on all relevant invoices as a precondition to payment.

Notwithstanding the position above, a purchase order may not be required in relation to the following procurements:

- statutory payments;
- employee reimbursements;

- loans and investments;
- insurance renewals;
- water usage and/or rates charges;
- payments made under the *Building and Construction Industry Security of Payment Act 1999* where a payment schedule has been created and approved by the relevant Council Director and CFO; and
- refunds on overpayments on rate and/or water accounts.

5.3.2 Procurement Aggregator purchases

Where it represents best value for money to do so, Council must undertake its procurement processes through the establishment of Panel Contracts by Procurement Aggregators.

Where a Procurement Aggregator's Panel Contract is created through an open tender process, consideration must be given to factors such as price, value for money, quality and the supplier's compliance with all relevant safety requirements and legislation.

5.3.3 Panel Contracts

Council will establish its own Panel Contracts where it identifies a need for reoccurring purchases of goods, services or works in order to obtain best pricing and streamline day-to-day purchasing activity whilst maintaining the required level of probity.

Where no Aggregator Panel Contracts are available or such contracts do not provide best value for money, Council may elect to tender to establish its own Panel Contracts.

5.3.4 Ad-hoc purchases

Council will engage the market for Ad-hoc Purchases in accordance with its quotation requirements:

- for any goods, services or works for which a Panel Contract or Aggregator Panel Contract is not available or where such contract does not maximise value for money; or
- where the complexity of the project warrants a standalone procurement process.

5.3.5 Purchasing cards

Credit or debit cards may be used for low value purchases in accordance with the Council's Corporate Card Policy.

All purchases made in accordance with the Council's Corporate Card Policy must be made in accordance with the procurement principles outlined in this Policy and accompanied by a purchase order in accordance with clause 5.3.1.

5.3.6 Fuel cards

Fuel cards are purchased under the applicable NSW Government Contract and are to be used for any purchase of fuel in accordance with Council's Motor Vehicle Fleet Procedure.

5.3.7 Motor vehicles

Council passenger vehicles are to be replaced on a cadence defined in Council's Motor Vehicle Fleet Policy.

When purchasing passenger vehicles, brands with the ability to be serviced locally must be given preference.

All purchases of new passenger vehicles must be made:

- in accordance with this Policy and Council's Motor Vehicle Fleet Policy; and

- where practicable, using NSW Government Scheme SCM0653.

5.4 Quotation thresholds

Quotations must, unless excluded in accordance with the below table, be called:

- by Council staff via Council's Go-to-Market Platform; and
- in accordance with the quotation thresholds detailed below (**Quotation Thresholds**):

Estimated value of goods or services inclusive of GST	Minimum requirements
\$0 to \$1,000	Minimum of one (1) verbal or written quotation.
\$1,001 to \$5,000	Minimum of two (2) written quotations.
\$5,001 to \$50,000	Minimum of three (3) quotations obtained via the Go-to-Market Platform.
\$50,001 to \$150,000	<ol style="list-style-type: none"> 1. Creation of a project folder in the Records Management System; 2. Creation of Evaluation Plan; and 3. Minimum of three (3) written quotations obtained via the Go-to-Market Platform OR expressions of interest process and three (3) quotations obtained via the Go-to-Market Platform.
\$150,001 to \$249,999	<ol style="list-style-type: none"> 1. Creation of a project folder in the Records Management System; 2. Creation of Procurement and Evaluation Plans; and 3. Minimum of three (3) written quotations obtained via the Go-to-Market Platform OR expressions of interest process and three (3) quotations obtained via the Go-to-Market Platform.
\$250,000 and above	<p>Tender process in accordance with legislation or prescribed agency.</p> <p>Purchase to be administered by the Procurement Department.</p>

5.4.1 Outsourcing of Council services

For any services currently provided by Council staff, the legislated tender threshold is \$150,000.

Should any procurement effect a change in organisational structure or directly require a change in position descriptions to remove services, it will be deemed to currently be provided by Council staff.

5.4.2 Emergency Procurement

Pursuant to regulation 170A of the *Local Government (General) Regulation 2021* (NSW), Council is not required to conduct a tender process prior to entering into a contract with a value of less than \$500,000, where the contract is:

- primarily for the purpose of responding to or recovery from a declared Natural Disaster (as defined in the *Local Government (General) Regulation 2021* (NSW)); and
- entered into within 12 months after the date on which the Natural Disaster is declared, however, any such purchases must be documented on a procurement process exemption form, reviewed by the General Manager, signed off by the Mayor and reported to Council as soon as reasonably possible.

Any emergency purchases under the legislated tendering threshold must be reviewed and approved in accordance with clause 5.3.13.

5.4.3 Exemption process

If an insufficient number of quotations are received in respect of a procurement:

- the reason must be documented on a procurement exemption form; and
- such form must thereafter be reviewed by the person with the appropriate Financial Delegation of Authority,

except where the requestor themselves holds the appropriate Financial Delegation of Authority, in which case the exemption must be reviewed and approved by the requestor's manager to ensure that probity and oversight are maintained.

5.4.4 Disposal of assets

Where the disposal of Council assets is expected to yield a return, the disposal process must be conducted in a manner that ensures competitiveness and utmost transparency.

For disposal of fleet and plant, bids for the asset must be obtained from suppliers such as auction houses in accordance with the Quotation Thresholds, except where the relevant asset is traded in on a replacement.

Where the asset in question is real estate, the appropriate disposal method will be assessed and planned in accordance with market conditions and any such disposal must be conducted in consultation with the Procurement Department, except where the disposal process is specified in another Council policy.

5.5 Contract establishment

Council manages risk associated with inconsistency in contract terms by establishing the Standardised Procurement Contract Suite. Any material amendment to a contract included in the Standardised Procurement Contract Suite must be reviewed and approved by the Council's legal counsel.

In circumstances where the Standardised Procurement Contract Suite does not include a suitable contract, the proposed terms must be reviewed by Council's legal counsel and approved by the General Manager prior to engagement.

Insurance requirements for any contract entered into by Council must be assessed against the Standard Insurance Framework.

5.6 Contract management

Council is committed to proactively managing its suppliers and contractors to ensure that maximum benefits are achieved and variations are minimised. Council staff must ensure proactive communication is maintained with suppliers and contractors suitable to the complexity and risk level of the contract.

All contracts must be managed in accordance with this Policy and the Contract Management Procedure.

6. Application of the policy

This Policy is binding on all Council staff, suppliers, contractors and consultants working on behalf Council and such people may only authorise procurements within the limit of their Financial Delegation of Authority. Any inconsistency between this Policy and other Council Policies will be referred to the General Manager for determination.

6.1 Key responsibilities

At all times when undertaking any procurement activity, all Council staff must:

- be fully aware and comply with the terms of this Policy; and
- act only within the limits of their Financial Delegation of Authority.

6.1.1 Elected Body

The Elected Body must:

- ensure a Council-wide understanding of and compliance with this Policy and associated procedures when making procurement decisions;
- resolve all tenders called by Council with a value of more than \$250,000; and
- resolve all tenders called by Council with a value of more than \$150,000 where the services are currently being provided by Council staff.

6.1.2 General Manager

The General Manager must:

- lead Council Staff in their understanding of and compliance with this Policy and associated procedures;
- ensure adequate resourcing to develop, implement and review this Policy and associated procedures;
- review and approve procedures related to this Policy;
- take appropriate action in response to instances of non-compliance with this Policy, relevant guidelines or legislation;
- lead all investigations related to allegations of fraud and corruption, maladministration and serious or substantial waste;
- report any reasonably suspected Corrupt Conduct (as defined in the *Independent Commission Against Corruption Act 1988* (NSW)) to the Independent Commission Against Corruption;
- participate in Project Governance Group meetings for high risk and/or value projects; and
- execute contracts as resolved by Council.

6.1.3 Directors and managers

Council directors and managers must:

- ensure that all procurement undertaken by their business unit complies with this Policy and associated procedures;
- monitor and ensure that Council's project officers have relevant training and skills and are suitably qualified to undertake all relevant procurement and contract management activities;

- when requested, partake in the assessment of tenders as part of the evaluation panel; and
- if requested by the General Manager, partake in Project Governance Group meetings for high risk and/or value projects.

6.1.4 Procurement Department

The Procurement Department must:

- review this Policy, related procedures and the Standardised Procurement Contract Suite to ensure their alignment with best practice and legislation;
- implement and oversee procurement training within Council;
- facilitate tender processes called by Council, including delegation for tender opening;
- manage identified strategic supplier relationships and contracts;
- report any non-compliance with this Policy to the General Manager;
- maintain Council's GIPA and conflict of interest registers; and
- provide subject matter expertise to Council staff when requested.

6.1.5 Finance Department

The Finance Department must:

- oversee purchase orders raised for procurements, including undertaking compliance checks where appropriate; and
- partake in the assessment of tenders as part of the evaluation panel.

6.1.6 Internal Audit Department

The Internal Audit Department must:

- conduct periodic reviews of Council's business units including their procurement activities; and
- report all findings to the Audit Risk and Improvement Committee (ARIC).

6.1.7 Legal counsel

Council's legal counsel must:

- provide specialist advice as and when requested; and
- undertake reviews of contracts which differ from the Standardised Procurement Contract Suite.

6.1.8 Council officers

Council officers must:

- conduct Request for Quotation processes in accordance with this Policy;
- partake in assessments of quotations and tenders when requested;
- manage contracts with suppliers in accordance with this Policy and the Contract Management Procedure;
- assess contractor and/or supplier performance upon conclusion of the contract to be retained as internal supplier reference; and
- report any suspected or actual breaches of this Policy to the Procurement Department.

6.1.9 Contractors and suppliers

Contractors and suppliers are expected to:

- conduct business with Council in accordance with the Model Code of Conduct;
- comply with Council's WHS policy and other relevant work health and safety requirements; and
- promptly provide any information reasonably required by Council to comply with its legislative obligations.

7. Compliance and references

In all of its procurement activities, Council must comply with all applicable legislation, guidelines and Council policies, procedures and related documents including, but not limited to:

- legislation and guidelines:
 - Australian Consumer Law;
 - *Government Information (Public Access) Act 2009 (NSW)*;
 - *Local Government (General) Regulations 2021 (NSW)*;
 - *Local Government Act 1993 (NSW)*;
 - NSW Government – Code of Practice for Procurement 2005;
 - *Public Interest Disclosures Act 2022 (NSW)*;
 - *Waste Avoidance and Resource Recovery Act 2001 (NSW)*;
 - WHS Legislation;
 - National Completion Guidelines; and
 - all relevant Tendering guidelines adopted by the Chief Executive of the Office of Local Government from time-to-time.
- Council policies, procedures and codes:
 - Business Ethics Policy;
 - Contract Management Procedure;
 - Corporate Card Policy;
 - Delegations Register;
 - Gifts, Bribes & Benefits Policy;
 - Model Code of Conduct;
 - Motor Vehicle Fleet Policy;
 - Motor Vehicle Fleet Procedure;
 - Procurement Contract Framework;
 - Procurement Procedure;
 - Standard Insurance Framework;
 - WHS Management Procedure; and
 - WHS Policy

8. Specific Disclosure

Suppliers, tenderers and contractors should be aware that they:

- may be subject to public scrutiny by bodies such as the Independent Commission Against Corruption (ICAC); and
- may be afforded protections under the *Public Interest Disclosures Act 2022* (Cth).

9. Review

This Policy must be reviewed by the Procurement Department and submitted to Council for resolution:

- within twelve (12) months after the date of the election of a new Council;
- every four (4) years;
- should organisational structure change affect the key responsibilities; and
- as required by legislative changes which affect this Policy.

Version History

The below table identifies authors who have reviewed this Policy and the date that this Policy became effective.

Version no.	Date changed	Modified by	Amendments/previous adoption details
1	8/11/2016	Manager of Corporate Services	
2	11/9/2018	Manager of Corporate Services	Authorised by Council – minute no 95
3	19/04/2021	Manager of Corporate Services	Adopted by MANEX on 19/04/2021. Report item 5.3
3	01/06/2023	Contracts & Procurement Officer	Draft policy on public exhibition 30/06/2023-28/07/2023.
4	14/08/2023	Contracts & Procurement Officer	Amendments to draft policy for second round public exhibition. Draft policy on public exhibition 17/08/23-14/09/23.



Evaluation Plan

Application

An evaluation plan is required for any procurements \geq \$50,000 incl. GST to ensure sufficient oversight in assessing procurements and consistent assessment processes. The evaluation plan must be created by the members of the assessment panel and retained in the project folder prior to release to market.

Guidance notes

Complete tables 1-3, select table 4 or 5 depending on the chosen assessment methodology. Select assessment criteria from the tables in Appendices. Refer to appendix 5 if you are unsure which assessment methodology to use.

Once completed, save in the project folder in the Records Management System. Refer to the Procurement Procedure with questions and reach out to procurement@muswellbrook.nsw.gov.au should your questions persist.

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1. PROJECT INFORMATION

Project Name:	[insert]
Project Number:	[insert]
Project Officer:	[insert]
Type of Contract:	Design / Construction / Design and Construct / Services / Goods
Description:	[insert a brief description of the project]
Allocated Budget:	[insert]
Market approach:	RFQ / Prescribed Agency RFQ / EOI (Only / & RFQ) Open Tender / EOI & Selective or Open Tender

2. PROCUREMENT PROCESS VIABILITY

To ensure a streamlined procurement process, all factors required for viability must be contemplated and listed below. Insert minimum requirements for the process to be successful and in which cases the process would be deemed failed and cancelled.

Criteria	Consequence if not met
<i>Examples:</i>	
<i>Minimum 2 responses to be able to verify competitiveness of the offering</i>	<i>New process required</i>
<i>Significantly over budget -> scope reduction required</i>	<i>New process required</i>

3. EVALUATION PANEL

****designate the members of the Evaluation Panel below****

Members of the evaluation panel should be chosen with consideration to subject matter expertise and contain at least one independent member (from outside the affected organisational unit).

Name	Position	Role	Criteria
		Evaluation Panel	All / specific criteria
		Evaluation Panel	All / specific criteria
		Evaluation Panel	All / specific criteria
		Technical Advisor	
		Chair	All

4. EVALUATION METHODOLOGY AND CRITERIA – TABLE 1

****Select the correct table for the chosen assessment mechanism****

Assessment methodology (select 1)	Matrix comparison with normalised price (default) / Whole of life cost / Target price
Price weighting (30% - 60%):	<i>[Insert here]</i>

Conformance Criteria	Reason	Consequence
<i>[Insert any reason for responses to be disqualified prior to the non-price assessment here]</i>	<i>[Insert here]</i>	<i>[Insert here]</i>

NOTE: insert more rows as required

Non-Price Evaluation Criteria	Assessment guidance	%
Experience and capability (<u>compulsory – min 20%</u>)	<i>[Insert project specific considerations]</i>	<i>[insert]</i>
Local content (<u>compulsory – min 5%</u>)	<i>[Insert project specific considerations]</i>	<i>[insert]</i>
<i>[insert other criteria]</i>	<i>[Insert project specific considerations]</i>	<i>[insert]</i>

NOTE: select from list of criteria listed in Appendix 1-3 depending on the project scope. WHS must be included as either conformance or evaluation criterion.

5. EVALUATION METHODOLOGY AND CRITERIA – TABLE 2

Assessment methodology	Least price assessment	
Conformance Criteria	Reason	Consequence
<i>[Insert any reason for responses to be disqualified prior to the non-price assessment here]</i>	<i>[Insert here]</i>	<i>[Insert here]</i>

NOTE: insert more rows as required

Non-Price Evaluation Criteria	Acceptability criteria
Experience and capability (<u>compulsory</u>)	<i>[Detail the minimum level to be accepted as pass & criteria that would determine a fail]</i>
Local content (<u>compulsory</u>)	<i>[Detail the minimum level to be accepted as pass & criteria that would determine a fail]</i>
<i>[insert other criteria]</i>	<i>[Detail the minimum level to be accepted as pass & criteria that would determine a fail]</i>

NOTE: select from list of criteria listed in Appendix 1-3 depending on the project scope. WHS must be included as either conformance or evaluation criterion.

APPENDIX 1 – NON-PRICE CONSTRUCTION / WORKS

Select appropriate non-price criteria to assess to scope. Some projects may require criteria from multiple categories. Any deviation from the maximum % applied requires approval by the Procurement Department.

Criteria	Assessment guidance	Max %
Experience and capability (<u>compulsory – min 20%</u>)	The respondent's proven ability to perform works similar to the complexity, nature and size of the proposed project. Assessed on past project information provided in response schedules and reference calls (if desired).	50%
Local content (<u>compulsory – min 5%</u>)	The extent to which a respondent will contribute to the local economy	15%
Work Health and Safety Systems (compulsory as either conformance or evaluation criterion)	Assessment of a maturity, quality and currency of a respondent's formalised work, health and safety management policies and systems.	10%
Timeframe for the completion of the project	The timeframe, including milestones that the respondent advises will be in place in regard to the completion of the project. Proposed project timeframe compared to anticipated timeframe.	30%
Proposed Personnel	The staff members that the respondent proposes to use in the direct oversight and management of the project. Review of their organisational structure supporting delivery of the project and the qualifications of the proposed personnel.	20%
Proposed sub-contractors and consultants	A respondent's capability to manage subcontractors and consultants, as well as the qualifications / experience of sub-contractors and consultants a respondent proposes to use.	15%
Environmental Management Systems	A respondent's formalised systems and demonstrated commitment in regard to the management of environmental issues.	15%
Quality Assurance Systems	A respondent's systems and processes that aim to ensure the respondent is able to complete the project in accordance with specifications.	10%
Construction methodology	Assessment of a detailed construction methodology to enable assessment of the proposal on its technical merits.	15%
Community Liaison	Review of a Community Liaison Plan detailing the process to be taken to keep the community informed, and to minimise negative community impact and/or feedback.	15%

APPENDIX 2 – NON-PRICE CRITERIA SERVICES

Criteria	Assessment guidance	Max %
Experience and capability (<u>compulsory – min 20%</u>)	The respondent's proven ability to perform services similar to the complexity, nature and size of the proposed project. Assessed on past project information provided in response schedules and reference calls (if desired).	50%
Local content (<u>compulsory – min 5%</u>)	The extent to which a respondent will contribute to the local economy.	15%
Work Health and Safety Systems (compulsory as either conformance or evaluation criterion)	Assessment of a maturity, quality and currency of a respondent's formalised work, health and safety management policies and systems.	10%
Timeframe for the completion of the project	The timeframe which a respondent requires for service uptake. Consider transition planning from current services and required notice periods.	30%
Proposed Personnel	The staff members that the respondent proposes to use in the direct oversight and management of the services. Review of their organisational structure supporting delivery of the project and the qualifications of the proposed personnel.	20%
Proposed sub-contractors and consultants	A respondent's capability to manage subcontractors and consultants, as well as the qualifications / experience of sub-contractors and consultants a respondent proposes to use.	15%
Environmental Management (Systems)	A respondent's formalised systems and demonstrated commitment in regard to the management of environmental issues. How a respondent proposes to increase the sustainability of the services (use of sustainable products, reduction of emissions etc.)	15%
Quality Assurance Systems	A respondent's systems and processes that aim to ensure the respondent is maintaining the service at required levels.	10%
Customer Service	Assessment of a respondent's formalised systems addressing customer service commitments and response times. Reference calls if desired.	10%

APPENDIX 3 – NON-PRICE CRITERIA GOODS

Criteria	Assessment guidance	Max %
Experience and capability (<u>compulsory – min 20%</u>)	Information on past and current customers, reference calls if desired.	50%
Local content (<u>compulsory – min 5%</u>)	The extent to which a respondent will contribute to the local economy.	15%
Timeframe for delivery	Information on lead time and availability.	30%
Environmental Management (Systems)	A respondent's formalised systems and demonstrated commitment in regard to the management of environmental issues. Assessment of the sustainability of the offered product. Considerations such as consumption, use of recyclable materials, end of life planning, options for resource recovery, options for repair as opposed to replacement etc.	15%
Work Health and Safety Systems (compulsory as either conformance or evaluation criterion if the supplier comes on site)	Assessment of a maturity, quality and currency of a respondent's formalised work, health and safety management policies and systems.	10%
Quality Assurance Systems	A respondent's systems and processes that aim to ensure the respondent is maintaining the service at required levels.	10%
Customer Service	Assessment of a respondent's formalised systems addressing customer service commitments and response times. Reference calls if desired.	10%
Operational Requirements	This allows Plant Operators to assess if the proposed item meets the specified operational requirements, e.g., seating, entry/exit, instruments, service checks, safety and other specific operational attributes. This can also include remote monitoring features etc.	30%
Warranties and Life expectancy	Comparison of Warranties offered by the respondents and life expectancies of products.	15%
Mechanical Assessment	This allows for assessing compatibility with the present plant or vehicle profile, ease of maintenance, lubrication points, oil filter points, electrics and service access.	20%
Fit For Purpose	This allows for assessing conformity with the specification, i.e., technical and operational. If this criterion is chosen, determine what exactly will be assessed.	45%

APPENDIX 4 – CONFORMANCE CRITERIA

Depending on the project certain criteria might be contemplated as a mandatory criterion to consider responses. These criteria will be assessed on a pass/fail basis prior to scoring the performance criteria.

Criterion	Assessment method	Reason
Lodgement by closing date and time	Conformance (Pass/Fail) Refer to the procurement procedure for guidance on acceptance of late submissions.	All respondents must be given the same opportunity and held to the same standard.
Legal entity with ABN	Conformance (Pass/Fail)	Council must be able to engage with prospective respondents. Arrangements with Individuals (not companies) must be considered with the Legal Counsel.
Declarations (Non-collusive Tendering, Standard of Engagement)	Conformance (Pass/Fail)	Respondents must confirm they abide by Council's Code of Conduct etc.
Financial Capacity to service the contract (financial check)	Conformance (Pass/Fail) (NOTE: checked after evaluation)	Council must only engage with financially stable respondents to manage risk of supplier default.
Acceptance of Commercial Conditions	Any departures from the proposed terms and conditions must be assessed with the Procurement Department and Legal Counsel.	Council must be aware of the detail of the offering and balance if the inherent risk of the requested departures aligns with Council's requirements.
WHS	Conformance assessment by the WHS Department / Performance assessment.	All Contractors must fulfil Council's minimum requirements to be allowed on site in accordance with the WHS Contractor Management Procedure.
Quality Management	Conformance OR Performance	For particularly complex projects Council may choose for respondents to require a Quality Management certification.
Environmental Management	Conformance OR Performance	For projects with particular risks Council may choose for respondents to require a Environmental Management Certification.
Project specific criterion	Conformance	Some project may have licensing requirements or requirements for memberships certain of professional bodies. These may be determined by the evaluation panel on a case-by-case basis.

APPENDIX 5 – PRICE ASSESSMENT METHODOLOGIES

Refer to the procurement procedure for additional guidance on permissible application of assessment methodologies.

Methodology	Permitted application	Process	Benefits
Matrix comparison with normalised tender price (Default methodology)	All procurements	2-envelope assessment (non-price, then price) non-price criteria scored by the evaluation panel. The cheapest submission is assigned full marks with a formula determining price score for the other submissions.	Combines weighted non-price scoring with weighted price scoring. Can compare any one or multiple components of price or scenario pricing.
Whole of life cost / Total cost of ownership (TCO)	Goods procurements	2-envelope assessment. Insert TCO as a component of the normalised price scoring. TCO = Tender price + operating and maintenance costs – revenue generated + cost of disposal – revenue upon disposal	Applicable for assets where submissions may have different operating expenses and depreciation.
Target price / Fit to budget	All procurements	The budget is declared to the market, respondents must provide submissions within the declared budget. The submissions are reviewed for best-value submission within budget. If all submissions have a similar price, only non-price criteria are selected and assessed, the highest-ranking respondent awarded. Where tender prices differ slightly (goods) pricing difference will be assessed along with the non-price criteria. The specification/ must list the requirements in order of priority to ensure respondents can prioritise inclusion according to Council's requirements.	Applicable where the budget is set, it is unknown what scope/ specification can be achieved within the budget available and where innovation may be a determining factor on what can be achieved by each respondent.
Least price	Procurements under \$150,000	Non-price criteria are rated pass/fail, the lowest cost tender that passes all non-price criteria wins the bid.	Applicable where items or services are highly standardised and comparable, where there is no anticipated variance in service levels or outcome by selecting the minimum acceptable submission. This will lead to the cheapest purchase cost, but not necessarily best value-for-money as non-price criteria are not weighted on a scale, but only assessed as pass / fail.
Price Quality Method (PQM)	By exception for high value projects	Quality weighting applied to each submission to quantify the cost of quality. Only to be applied in consultation with the Procurement Department.	PQM establishes a 'quality premium' or estimated \$ value for the quality of a tender. Typically, high value tenders where quality is most significant. Used for non-traditional or complex projects.
Brookes law	By exception for high value projects	Non-price responses are assessed, then only the highest scoring supplier's price submission is opened. Clarifications are undertaken, references checked, and negotiations commenced with that respondent only. Only to be applied in consultation with the Procurement Department.	Used for very complex or high \$ tenders where quality is the most important component, to the extent that it is justifiable not to assess based on price.



Procurement Plan

Application

A procurement plan is required for any procurements \geq \$150,000 incl. GST to ensure all relevant factors and risks are contemplated prior to going out to market.

This procurement plan must be approved by the Procurement Department prior to proceeding to market.

Guidance notes

Text formatted like ****this**** provides information on responsibilities and timing of completion.

Complete all tables and ensure information referenced as a requirement is retained in the Records Management System. Once completed, save in the project folder in the Records Management System.

Reach out to procurement@muswellbrook.nsw.gov.au should you have any questions.

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1. PROJECT INFORMATION

****Project officer - prior to project inception meeting****

Project Name:	[insert]
Project Number:	[insert]
Project Officer:	[insert]
Business Unit & Manager responsible: (for the Contract)	[insert]
Estimated total Contract value: (including GST)	[insert]
Type of Contract:	Design / Construction / Design and Construct / Services / Goods
Description:	[insert a description of the project]
Background:	[insert: background to purchase, history of procurement activities, organisational requirements, key issues, link to operational plan]
Options:	[insert if procuring is the only option or if this issue could be solved differently]
Governance Group oversight required? (≥\$1 million and/or high risk rating)	Yes / No [insert the names of the governance group members]

2. FINANCIAL IMPLICATIONS AND BUDGETS

****Project officer - prior to project inception meeting****

Firm intention to proceed must be given prior to approaching the market, ensuring sufficient budget is available prior to releasing a Tender or an RFQ is a requirement. The 'Authority to Procure' form **must** be completed separately prior to a project number being assigned.

Budget Source:	Council funded / Grant funded / Combination of both
GL number & amount allocated:	[insert]
Grant number & amount allocated:	[insert]
Authority to procure completed:	Yes / No
Estimated total Contract value: (including GST)	[insert]
Implications if the project runs over budget:	[insert]



3. PROCUREMENT METHOD AND SOURCING STRATEGY

Project officer in consultation with Procurement – prior to inception meeting

Market Approach:	RFQ / Open Tender / Prescribed Agency RFQ / EOI Only / EOI & Selective or Open Tender
Contract Terms:	Determine in accordance with Procurement Contract Suite
Will a consultant be engaged to create the contract documentation?	Yes / No

4. PROJECT SCOPE

Project officer - prior to project inception meeting

To ensure that Council sided variations are pre-empted where possible, the following tables must be completed.

Will the Scope and Specification be created by MSC?	Yes / No
Specifications required:	Technical Specification / Performance Specification / Functional Specification
Will any royalties be due? (standards etc.)	Yes / No If Yes, insert detail.
Have KPI's for contract performance been established and inserted as required?	Insert detail here.

Technical specifications - explain inputs required, in terms of standards, materials, dimensions.

Performance specifications - explains the desired outcome and functionality but not with which method it is to be achieved (can be used in fields that have frequent innovation such as software).

Functional specifications - describe what outputs the / performance is desired and what performance the procurement must achieve (often used for vehicle or plant purchases).

4.1. ACCESSIBILITY CONSIDERATIONS

Does the project impact pedestrian movement/pathways upon completion?	Yes / No
If so, outline actions taken to ensure this complies with the Accessibility requirements of the Building Code.	
Does the project scope include parking spaces?	Yes / No
If so, outline actions taken to ensure sufficient accessible parking has been accounted for.	
Is this project part of a bigger development plan, or is it in close proximity to other Council projects and does this require further consideration for accessibility?	Yes / No
If so, list the departments that were consulted.	
Was the design created before the last revision to the building code?	Yes / No
If so, ensure has it been reviewed for compliance with the amendments.	



4.2. DEVELOPMENT APPLICATION CONSIDERATIONS

Does the project require a Development Application (DA)?	Yes / No
<i>Please attach the response from the Planning Inbox, as well as external consultants if applicable.</i>	
If a DA is not required, is a review of Environmental Factors required?	Yes / No
<i>If so, confirm this has been completed or included within the Tender scope of work.</i>	
Is the project value \$ 1 million or more?	Yes / No
<i>If yes, attach confirmation that externally prepared documentation is / will be completed.</i>	
Does the DA encompass components from multiple consultants?	Yes / No
<i>If so, does the project brief identify which party will be responsible for ensuring the documentation is reviewed for cohesiveness prior to submission.</i>	

In case of doubt who should be assessing a DA, refer to Council's Development Conflict of Interest Management Policy – MSC35E.

4.3. SUSTAINABILITY CONSIDERATIONS

Is procurement the only option to fulfil the requirement? (Goods)	Yes / No
<i>Other options could be shared use with other Council departments, reuse/repair of goods, hire of goods.</i>	
Has an end-of-life plan been identified? (Goods)	Yes / No
<i>Ensure that disposal of goods has been considered prior to procurement.</i>	
Is there an option for suppliers to provide more environmentally friendly products? (services & works)	Yes / No
<i>Insert detail here. Examples are cleaning supplies or partially recycled construction materials (ensure the materials still meet the required standards)</i>	
What environmental management KPI's will be inserted in the contract? (services)	Yes / No
<i>Insert detail here. Example: % of items used from renewable / recycled sources – reported on quarterly</i>	

4.4. OTHER CONSIDERATIONS

Does the procurement affect a space with current or intended use for events?	Yes / No
<i>If yes, list any allowances that have been made in the scope and attach confirmation of suitability from the events team. Consider items such as: technology infrastructure, power access, attendee flow, amenities capacity, drop off pick up points, large vehicle access etc.</i>	
Have any end-user safety requirements been considered?	Yes / No
<i>Insert detail pertaining to the safety of end users here.</i>	



5. PROCUREMENT RISK ASSESSMENT

****Project officer in consultation with Procurement – prior to inception meeting****

Risk assessment before approaching the market is 3-fold:

1. assessment of procurement process risks,
2. modern slavery risk assessment (legislative requirement), and
3. assessment of risks to the contract or risks that arise out of the contract and the subsequent mitigation strategies. These risks must be transferred to the project risk register once the procurement process has been concluded.

1. Procurement Process Risk	Applicable	Ownership	Mitigation Strategy / Comments
Receiving sufficient responses <i>Consider attractiveness of work (location, size of the project), number of suppliers in the market, reaching the target audience</i>	Yes / No	MSC / Supplier	
Supply chain disruption Risk <i>Consider Geographical location of the supply chain, scarcity of materials and potential disruption due to Force Majeure.</i>	Yes / No	MSC / Supplier	
Price fluctuation risks <i>Consider volatility of the market for the product & input materials, price adjustment during the contract etc.</i>	Yes / No	MSC / Supplier	
Distributor reliance <i>Consider if the scope is reliant on proprietary components, creates reliance on proprietary components and if multiple distributors are available?</i>	Yes / No	MSC / Supplier	
Obsolescence risk <i>Consider how quickly technology innovates in this sector and if any new developments are expected to release shortly. Also consider how long replacement parts are going to be available.</i>	Yes / No	MSC / Supplier	
Are the required suppliers in the area? <i>Consider transport of concrete with limited time from pick-up to pouring etc.</i>	Yes / No	MSC / Supplier	
Are there any additional legislative requirements for this project? <i>Consider licensing requirements and legislative approvals such as EPA licensing etc.</i>	Yes / No	MSC / Supplier	

NOTE: Where a risk is assigned to the Supplier, please include in the mitigation strategy, how this is implemented via contract clauses.

Muswellbrook Shire Council

Project Number: **TEMPLATE**

Project Name: **TEMPLATE**



2. Modern slavery risk	High risk criteria	Applicable?	Mitigation guidance
Industry / sector	Domestic work, cleaning services, construction, manufacturing, agriculture, forestry, and fishing.	Yes / No	Include modern slavery schedules and enrol supplier into annual reporting.
Products / services	Electronics, garments, cotton, bricks, timber, and carpets.	Yes / No	Procure from Aggregator Panels where possible, include modern slavery schedules and enrol supplier into annual reporting.
Geographical risks	North Korea, Eritrea, Mauritania, Saudi Arabia, Türkiye, Tajikistan, United Arab Emirates, Russia, Afghanistan, Kuwait, India, China, North Korea, Pakistan, Russia, Indonesia, Nigeria, Bangladesh	Yes / No	Include modern slavery schedules and enrol supplier into annual reporting.
Supply chain model	Complex supply chains where visibility may be limited, such as: expected subcontracting, use of labour hire subcontractors, components sourced from many different countries.	Yes / No	Include modern slavery schedules and enrol supplier into annual reporting.

3. Risks to and arising out of the Contract	Classification	Ownership	Mitigation Strategy
<i>[Insert detail]</i>	<i>To the project / Out of the project</i>	<i>MSC / Supplier</i>	

NOTE: Where a risk is assigned to the Supplier, please include in the mitigation strategy, how this is implemented via contract clauses.

Muswellbrook Shire Council

Project Number: **TEMPLATE**

Project Name: **TEMPLATE**



11.4.7. **DRAFT Public Interest Disclosure Policy MSC16E for Public Exhibition**

Attachments:	1. DRAFT Public Interest Disclosure Policy MSC16E [11.4.7.1 - 31 pages]
Responsible Officer:	Derek Finnigan - General Manager
Author:	Michelle Sandell-Hay (Governance Officer), Chloe Wuiske (Business Improvement Officer), Madeleine St John (Business Improvement 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:	6.2.5 - Implement a comprehensive and targeted business improvement program. 6.2.5.2 - Develop and review policies in accordance with statutory operational requirements. 6.2.5.4 - Co-ordinate Council's statutory reporting obligations.

PURPOSE

To request Council's approval to place the attached *DRAFT Public Interest Disclosure Policy* on public exhibition for a period of 28 days.

OFFICER'S RECOMMENDATION

1. Council APPROVES the attached *DRAFT Public Interest Disclosure Policy* to be placed on public exhibition via Council's website for a period of 28 days; and
2. A further report be submitted to Council for consideration of submissions received during the exhibition period.

Moved: _____ **Seconded:** _____

BACKGROUND

On 1 October 2023, new public interest disclosure (PID) legislation in NSW will replace the Public Interest Disclosures Act 1994 (1994 Act).

All agencies in NSW are required to have a Public Interest Disclosure (PID) Policy under section 42 of the *Public Interest Disclosures Act 2022* (PID Act).

The Ombudsman has prepared a model PID policy (Model Policy) which agencies can adopt, as well as guidance on developing their own PID policy based on the Model Policy.

Council's current *Internal Reporting and Public Interest Disclosures Policy* was adopted in 2021 and will become superseded if the Model Policy is adopted.



CONSULTATION

Manex

Governance Officer

Business Improvement Officers

REPORT

The *DRAFT Public Interest Disclosure Policy* (the Policy) (Attachment 1) has been drafted based on the Ombudsman Model Policy.

OPTIONS

Council may:

1. Resolve to approve the attached *DRAFT Public Interest Disclosure Policy* for public exhibition; or
2. Request amendments to the attached *DRAFT Public Interest Disclosure Policy* prior to approval of public exhibition.

CONCLUSION

It is recommended that Council approves the attached *DRAFT Public Interest Disclosure Policy* for public exhibition.

SOCIAL IMPLICATIONS

Nil.

FINANCIAL IMPLICATIONS

Nil.

POLICY IMPLICATIONS

From 1 October 2023, all agencies in NSW are required to have a Public Interest Disclosure (PID) Policy under section 42 of the *Public Interest Disclosures Act 2022*.

STATUTORY IMPLICATIONS

Government Information (Public Access) Act 2009

Government Information (Public Access) Regulation 2018 Local Government Act 1993

Public Interest Disclosures Act 2022

Independent Commission Against Corruption Act 1988

LEGAL IMPLICATIONS

Nil known.

OPERATIONAL PLAN IMPLICATIONS

6.2.5.2 Develop and review policies in accordance with statutory and operational requirements.



RISK MANAGEMENT IMPLICATIONS

Nil.

WASTE MANAGEMENT IMPLICATIONS

Nil.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Public exhibition of 28 days via Council's website will provide the Community with an opportunity to make submissions.



**muswellbrook
shire council**

DRAFT Public Interest Disclosure Policy

MSC16E

Authorisation Details

Authorised by:		Internal/External:	External
Date:		Minute No:	
Review timeframe:	2 years	Review due date:	
Department:	Governance and Risk		
Document Owner:	Governance Officer		
Community Strategic Plan Goal	6. Collaborative and responsive community leadership that meets the expectations and anticipates the needs of the community.		
Community Strategic Plan Strategy	6.2 Ensure Council is well managed, appropriately resourced, effective, efficient, accountable and responsive to its communities and stakeholders		

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Purpose

All agencies in NSW are required to have a Public Interest Disclosure (**PID**) Policy under section 42 of the *Public Interest Disclosures Act 2022* (**PID Act**).

At Muswellbrook Shire Council we take reports of serious wrongdoing seriously. We are committed to building a 'speak up' culture where public officials are encouraged to report any conduct that they reasonably believe involves wrongdoing.

The integrity of our agency relies upon our staff, volunteers, contractors and subcontractors speaking up when they become aware of wrongdoing.

This policy sets out:

- how Muswellbrook Shire Council will support and protect you if you come forward with a report of serious wrongdoing;
- how we will deal with the report and our other responsibilities under the PID Act;
- who to contact if you want to make a report;
- how to make a report; and
- the protections that which are available to you under the PID Act.

This policy also documents our commitment to building a speak up culture. Part of that speak up culture is having in place a framework that facilitates public interest reporting of wrongdoing by:

- protecting those who speak up from detrimental action; and
- imposing duties on agencies who receive reports of wrongdoing to take appropriate action to investigate or otherwise deal with them.

In NSW, that framework is the PID Act.

This policy should be read in conjunction with Muswellbrook Shire Council's:

- Model Code of Conduct;
- Fraud and Corruption Control Policy;
- Gifts, Bribes & Benefits;
- Grievance and Dispute Resolution Policy;
- Grievance and Dispute Resolution Procedure;
- Formal Workplace Investigation Procedure; and
- Disciplinary Procedures.

Accessibility of this policy

This policy is available on Muswellbrook Shire Council's publicly available website as well as in the Policies folder in Magiq (Folder ID 118924).

A copy of the policy is also sent to all staff of Muswellbrook Shire Council on their commencement. A hard copy of the policy can be requested from the Governance Officer.

Who does this policy apply to?

This policy applies to, and for the benefit of, all public officials in NSW. You are a public official if you are:

- a person employed in or by an agency or otherwise in the service of an agency (Council Staff, Councillors, including the General Manager and the Mayor);
- a person having public official functions or acting in a public official capacity whose conduct or activities an integrity agency is authorised by another Act or law to investigate;
- an individual in the service of the Crown;
- a statutory officer;
- a person providing services or exercising functions on behalf of an agency, including a contractor, subcontractor or volunteer;
- an employee, partner or officer of an entity that provides services, under contract, subcontract or other arrangement, on behalf of an agency or exercises functions of an agency, and are involved in providing those services or exercising those functions;
- a judicial officer;
- a Member of Parliament (MP), including a Minister; or
- a person employed under the Members of Parliament Staff Act 2013.

The General Manager, other nominated disclosure officers, and managers within Muswellbrook Shire Council have specific responsibilities under the PID Act. This policy also provides information on how people in these roles will fulfil their responsibilities. Other public officials who work in and for the public sector, but do not work for Muswellbrook Shire Council, may use this policy if they want information on who they can report wrongdoing to within Muswellbrook Shire Council.

Guidance: Agencies should modify 'Who does this policy apply to' to ensure it is applicable in the context of the agency.

Agencies can include specific types of public officials who they have in their agency or who are associated with their agency. For example, an agency may consider highlighting that staff of specific private entities that exercise functions on behalf of the agency are public officials. A full list of who is a public official is found in section 14 of the PID Act. Further guidance can be found in the Ombudsman guideline 'Core concepts in the PID Act'.

If the agency engages consultants to assist the agency with their work, it should be noted that these consultants are not considered public officials under the PID Act.

Agencies can also identify here what is not covered by this policy with reference to other existing policies, such as policies on how a member of the public can complain about the agency or on how to deal with personal work-related grievances.

Who does this policy not apply to?

This policy does not apply to:

- people who have received services from an agency and want to make a complaint about those services; or
- people, such as contractors, who provide services to an agency. For example, employees of a company that sold computer software to an agency.

This means that if you are not a public official, this policy does not apply to your complaint (there are some circumstances where a complaint can be deemed to be a voluntary PID, see section 1(i) of this policy for more information).

However, you can still make a complaint to Muswellbrook Shire Council. This can be done by:

Submitting your complaint in writing to the General Manager via Email:

council@muswellbrook.nsw.gov.au or by Post: PO Box 122, Muswellbrook 2333

Guidance: Agencies should include information about complaint processes for people who are not public officials but want to make a complaint about the agency. This should include links to complaint webpages or phone numbers.

DRAFT

Compliance with the PID Act

[The Policy will be reviewed every 2 years by the Manager - Governance & Risk.](#)

[The Policy is to be endorsed by Council.](#)

Guidance: Agencies can include in this section information about the review process for this policy, including:

- [the policy review schedule](#)
- [who will review the policy and who will approve the version of the policy](#)
- [who can be contacted if an error or issue is found in the policy](#)
- [who will monitor the policy and consider whether it is meeting its purpose.](#)

What is contained in this policy?

This policy will provide you with information on the following:

- ways you can make a voluntary PID to Muswellbrook Shire Council under the PID Act¹
- the names and contact details for the nominated disclosure officers in Muswellbrook Shire Council¹
- the roles and responsibilities of people who hold particular roles under the PID Act and who are employees of Muswellbrook Shire Council¹
- what information you will receive once you have made a voluntary PID¹
- protections available to people who make a report of serious wrongdoing under the PID Act and what we will do to protect you¹
- Muswellbrook Shire Council procedures for dealing with disclosures¹
- Muswellbrook Shire Council procedures for managing the risk of detrimental action and reporting detrimental action¹
- Muswellbrook Shire Council record-keeping and reporting requirements¹ and
- how Muswellbrook Shire Council will ensure it complies with the PID Act and this policy.

Guidance: The content contained in this section is what agencies must include in their PID policy under section 43 of the PID Act. If an agency has included more procedures or information in its PID policy outside of the mandatory topics, then these topics should be listed here.

If you require further information about this policy, how public interest disclosures will be handled¹ and the PID Act you can:

- confidentially contact a nominated disclosure officer within Muswellbrook Shire Council¹
- contact the PID Advice Team within the NSW Ombudsman by phone: (02) 9286 1000 or email: pidadvice@ombo.nsw.gov.au¹ or
- access the NSW Ombudsman's PID guidelines which are available on its website.

If you require legal advice with respect to the PID Act or your obligations under the PID Act, you may need to seek independent legal advice.

1 How to make a report of serious wrongdoing

(a) Reports, complaints and grievances

When a public official reports suspected or possible wrongdoing in the public sector, their report will be a PID if it has certain features which are set out in the PID Act.

Some internal complaints or internal grievances may also be PIDs, if they have the features of a PID. If an internal complaint or grievance is a report of serious wrongdoing, we will consider whether it is a PID. If it is a PID, we will deal with it as set out in this policy, but we will also make sure we follow our Grievance and Dispute Resolution Policy.

It is important that we quickly recognise that we have received a PID. This is because once a PID is received, the person who has made the report is entitled to certain protections and we have certain decisions that we have to make on how we will deal with the PID and how we will protect and support the person who has made the report.

(b) When will a report be a PID?

There are three types of PIDs in the PID Act. These are:

1. **Voluntary PID:** This is a PID where a report has been made by the public official because they decided, of their own accord, to come forward and disclose what they know.
2. **Mandatory PID:** This is a PID where the public official has made a report about serious wrongdoing because they have a legal obligation to make that report, or because making that report is an ordinary aspect of their role or function in an agency.
3. **Witness PID:** This is a PID where a person discloses information during an investigation of serious wrongdoing following a request or requirement of the investigator.

This policy mostly relates to making a voluntary PID and how we will deal with voluntary PIDs. People who make a mandatory PID or a witness PID are still entitled to protection. More information about protections is available in section 2 of this policy.

You can find more information about mandatory and witness PIDs in the Ombudsman's guidelines 'Dealing with mandatory PIDs' and 'Dealing with witness PIDs'.

Voluntary PIDs are the kind of PIDs most people have in mind when they think about public interest reporting and 'whistleblowing'.

They involve a public official making a report because they have information that they believe shows (or tends to show) serious wrongdoing, where they are not under a legal obligation to make that report, and where it is not an ordinary part of their role to report such wrongdoing.

A report is a voluntary PID if it has the following five features, which are set out in sections 24 to 27 of the PID Act:

1. A report is made by a public official

2. It is made to a person who can receive voluntary PIDs

3. The public official *honestly and reasonably believes* that the information they are providing *shows (or tends to show) serious wrongdoing*

4. The report was made orally or in writing

5. The report is voluntary (meaning it is not a mandatory or witness PID)

If the report has all five features, it is a voluntary PID.

You will not be expected to prove that what you reported actually happened or is serious wrongdoing. You *do* have to honestly believe, on reasonable grounds, that the information you are reporting shows or tends to show serious wrongdoing.

Even though you do not have to prove the serious wrongdoing happened or provide evidence, a mere allegation with no supporting information is unlikely to meet this test.

If we make an error and do not identify that you have made a voluntary PID, you will still be entitled to the protections under the PID Act.

If you make a report and believe we have made an error by not identifying that you have made a voluntary PID, you should raise this with a nominated disclosure officer or your contact officer for the report. If you are still not satisfied with this outcome, you can seek an internal review or we may ~~like~~ seek to conciliate the matter. You may also contact the NSW Ombudsman. Further information on rights to internal review and conciliation is found in section 7 of this policy.

(c) Who can make a voluntary PID?

Any public official can make a voluntary PID — see 'Who this policy applies to'. You are a public official if:

- you are employed by Muswellbrook Shire Council;
- you are a contractor, subcontractor or volunteer who provides services, or exercises functions, on behalf of Muswellbrook Shire Council; ~~or~~
- you work for an entity (such as a non-government organisation) who is contracted by Muswellbrook Shire Council to provide services or exercise functions on behalf of Muswellbrook Shire Council — if you are involved in undertaking that contracted work.

A public official can make a PID about serious wrongdoing relating to *any* agency, not just the agency they are working for. This means that we may receive PIDs from public officials outside our agency. It also means that you can make a PID to any agency, including an integrity agency like the Independent Commission Against Corruption (ICAC) and the NSW Ombudsman. Annexure B of this policy has a list of integrity agencies.

~~Guidance: Agencies should edit this text so that it covers all public officials associated with the agency and makes sense to people who work in the agency.~~

~~Agencies can include specific types of public officials that they have in their agency or who are associated with their agency and examples to explain the concept.~~

~~For example, they may have a practice of engaging private entities to carry out their functions to the extent that it warrants being highlighted in the policy. A full list of who is a public official is found in section 14 of the Act. Further guidance can be found in the Ombudsman's guideline 'Core concepts in the PID Act'.~~

~~If the agency engages consultants to assist the agency with their work, it should be noted that these consultants are not considered public officials under the PID Act.~~

~~This section should be consistent with the section of this policy 'Who does this policy apply to?'.~~

(d) What is serious wrongdoing?

Reports must be of one or more of the following categories of *serious wrongdoing* to be a voluntary PID (in addition to having the other features set out here). Serious wrongdoing is defined in the PID Act as:

- *corrupt conduct* — such as a public official accepting a bribe;
- *serious maladministration* — such as an agency systemically failing to comply with proper recruitment processes when hiring staff;
- *a government information contravention* — such as destroying, concealing, or altering records to prevent them from being released under a Government Information Public Access application;
- *a local government pecuniary interest contravention* — such as a senior council staff member recommending a family member for a council contract and not declaring the relationship;
- *a privacy contravention* — such as unlawfully accessing a person's personal information on an agency's database; *and/or*
- *a serious and substantial waste of public money* — such as an agency not following a competitive tendering process when contracting with entities to undertake government work.

When you make your report, you do not need to state to Muswellbrook Shire Council what category of serious wrongdoing you are reporting or that you are reporting serious wrongdoing.

Guidance: Agencies should consider providing examples of serious wrongdoing that are more directly linked to the work undertaken by the agency. Agencies may also reference the Ombudsman's guideline 'What is serious wrongdoing?'

(e) Who can I make a voluntary PID to?

For a report to be a voluntary PID, it must be made to certain public officials.

Making a report to a public official who works for Muswellbrook Shire Council

You can make a report inside Muswellbrook Shire Council to:

- the General Manager;
- a disclosure officer for Public Officer — a list of disclosure officers for Muswellbrook Shire Council and their contact details can be found at Annexure A of this policy; or
- your manager — this is the person who directly, or indirectly, supervises you. It can also be the person to whom you directly, or indirectly, report to. You may have more than one manager. Your manager will make sure that the report is communicated to a disclosure officer on your behalf or may accompany you while you make the report to a disclosure officer.

Guidance: If an agency has arranged for an entity to receive voluntary PIDs under section 81(3)(a) of the PID Act, this should be recorded here as a reporting pathway.

There are different meanings of manager for different types of public officials under section 15 of the PID Act. Guidance should be provided on who a manager is for the employees of the agency:

- for a public official who is a *police officer* — a police officer who is of the rank of sergeant or above and is more senior in rank than the public official
- for a person employed under the *Members of Parliament Staff Act 2013* — the chief of staff of the political office holder or Member of Parliament by whom the person is employed
- for a public official who is a person *providing services or exercising functions on behalf of an agency* (including a contractor, subcontractor or volunteer) or an employee, partner or officer of an entity that provides services on behalf of an agency or exercises functions of an agency — their manager is taken to be the public official in that agency who oversees those services or functions, or who manages the relevant contract or volunteering arrangement
- for a person *declared to be a public official in the PID Regulations* — a person declared by the regulations to be the manager of the public official for the purposes of the PID Act
- for *all other public officials* — this is the person to whom the public official reports directly or indirectly, or who supervises them directly or indirectly. Agencies can include examples specific to their operations, for example if they operate on a matrix reporting model or if they have shift supervisors.

Making a report to a recipient outside of Muswellbrook Shire Council

You can also make your report to a public official in another agency (meaning an agency you do not work for) or an integrity agency. These include:

- the *head of another agency* — this means the head of any public service agency;
- an *integrity agency* — a list of integrity agencies is located at Annexure B of this policy;
- a *disclosure officer for another agency* — ways to contact disclosure officers for other agencies is located in an agency's PID policy which can be found on their public website; or
- a *Minister or a member of a Minister's staff* but the report *must be made in writing*.

If you choose to make a disclosure outside of Muswellbrook Shire Council, it is possible that your disclosure will be referred back to Muswellbrook Shire Council so that appropriate action can be taken.

Making a report to a Member of Parliament or journalist

Disclosures to MPs or journalists are different to other reports. You can only disclose a report of wrongdoing as a voluntary PID to an MP or journalist in the following circumstances:

- You must have first made substantially the same disclosure (described here as a 'previous disclosure') to someone who can receive disclosures.
- The previous disclosure must be substantially true.
- You did not make the previous disclosure anonymously.
- You did not give a written waiver of your right to receive information relating to your previous disclosure.
- You did not receive the following from Muswellbrook Shire Council:
 - notification that Muswellbrook Shire Council will not investigate the serious wrongdoing and will also not refer the previous disclosure to another agency, or
 - the following information at the end of the investigation period:
 - notice of Muswellbrook Shire Council's decision to investigate the serious wrongdoing;
 - a description of the results of an investigation into the serious wrongdoing; or
 - details of proposed or recommended corrective action as a result of the previous disclosure or investigation.

Investigation period means:

- after six months from the previous disclosure being made, or
- after 12 months if you applied for an internal review of the agency's decision within six months of making the disclosure.

If all the above requirements are met, your disclosure to an MP or journalist may be a voluntary PID.

(f) What form should a voluntary PID take?

You can make a voluntary PID:

- *in writing* — this could be an email or letter to a person who can receive voluntary PIDs.

- *orally* — have a private discussion with a person who can receive voluntary PIDs. This can be face-to-face, via telephone, or virtually.
- *anonymously* — write an email or letter or call a person who can receive PIDs to make a report without providing your name or anything that might identify you as the maker of the report. A report will only be considered anonymous if there is no reasonable or practical way of communicating with the person making the report. Even if you choose to remain anonymous, you will still be protected under the PID Act. It may be difficult, however, for Muswellbrook Shire Council to investigate the matter(s) you have disclosed if we cannot contact you for further information.

Guidance: Agencies should include details of any procedures that have been established to facilitate reporting and include those as a way employees can make reports. For example:

if an agency has created an online reporting portal, a dedicated phone line or email address to which reports can be made

if the responsibility of receiving voluntary PIDs has been delegated to another entity under section 81(3)(a) of the PID Act, information about how a report can be made to that entity.

(g) What should I include in my report?

You should provide as much information as possible so we can deal with the report effectively. The type of information you should include is:

- date, time and location of key events;
- names of person(s) involved in the suspected wrongdoing, their role, title, and how they are involved;
- your relationship with the person(s) involved, such as whether you work closely with them;
- your explanation of the matter you are reporting;
- how you became aware of the matter you are reporting;
- possible witnesses; **and**
- other information you have that supports your report.

(h) What if I am not sure if my report is a PID?

You should report all wrongdoing you become aware of regardless of whether you think it is serious wrongdoing. It is important for Muswellbrook Shire Council to understand what is or may be occurring.

We are then responsible for making sure your report is handled appropriately under the PID Act, or if it is not a PID, in line with our other procedures. Even if your report is not a PID, it may fall within another one of the agency's policies for dealing with reports, allegations, or complaints.

(i) Deeming that a report is a voluntary PID

The General Manager / Public Officer can, in certain circumstances, determine that a report is a voluntary PID even if the report does not otherwise have all the features of a voluntary PID. This is known as the 'deeming power'.

By deeming that a report is a voluntary PID, it ensures that reporters are provided with protections under the PID Act.

If you make a report that has not met all the requirements of a voluntary PID, you can refer your matter to [the](#) General Manager / Public Officer to request that they consider deeming your report to be a voluntary PID.

A decision to deem a report to be a voluntary PID is at the discretion of the General Manager / Public Officer. For more information about the deeming power, see the Ombudsman's guideline 'Deeming that a disclosure is a voluntary PID'.

Guidance: ~~Agencies should include information about the process for referring a report for consideration for it to be deemed a voluntary PID. If the deeming power has been delegated, details of the delegate should be provided.~~

(j) Who can I talk to if I have questions or concerns?

Annexure A contains the names and contact details of disclosure officers for Muswellbrook Shire Council.

Guidance: ~~This should include contact details for business units or disclosure officers who can provide further information so that concerns can be addressed. You should include information about how someone can do this confidentially.~~

2 Protections

(a) How is the maker of a voluntary PID protected?

When you make a voluntary PID you receive special protections under the PID Act.

We are committed to taking all reasonable steps to protect you from detriment as a result of having made a PID. We are also committed to maintaining your confidentiality as much as possible while the PID is being dealt with.

We will not tolerate any type of detrimental action being taken against you because you have made a report, might make a report, or are believed to have made a report.

The maker of a voluntary PID is protected in the following ways:

- *Protection from detrimental action*
 - A person cannot take detrimental action against another person because they have made a voluntary PID or are considering making a PID. Detrimental action includes bullying, harassment, intimidation, or dismissal.
 - Once we become aware that a voluntary PID by a person employed or otherwise associated with Muswellbrook Shire Council that concerns serious wrongdoing relating to Muswellbrook Shire Council has been made, we will undertake a risk assessment and take steps to mitigate the risk of detrimental action occurring against the person who made the voluntary PID.
 - It is a criminal offence for someone to take detrimental action against a person because they have made or may make a voluntary PID. It is punishable by a maximum penalty of 200 penalty units or imprisonment for five years or both.

- A person may seek compensation where unlawful detrimental action has been taken against them.
- A person can apply for a court order (injunction) where detrimental action is threatened or has occurred (for example, an order to prevent dismissal or to require reinstatement).

~~Note that A~~ a person who makes a PID can still be subject to reasonable management action (such as ordinary performance reviews and performance management). Provided such action is not taken because of the PID, it is not detrimental action under the PID Act.

- *Immunity from civil and criminal liability*

Some public officials are often subject to a duty of confidentiality that prevents them disclosing certain information that they obtain or become aware of at work. Sometimes, in order to make a PID, public officials will need to breach or disregard such confidentiality duties. If that happens, a public official cannot be disciplined, sued, or criminally charged for breaching confidentiality.

Guidance: ~~Agencies should provide agency specific context relating to the mandatory reports that staff are required to make as part of their role. Information about secrecy and confidentiality provisions relevant to the agency's work should also be included.~~

- *Confidentiality*

Public officials and agencies must not disclose information tending to identify a person as the maker of a voluntary PID unless doing so is permitted by the PID Act.

- *Protection from liability for own past conduct*

The Attorney General can give the maker an undertaking that a disclosure of their own past conduct will not be used against them if a person discloses their own wrongdoing or misconduct while making a report. This undertaking can only be given on application by an integrity agency to the Attorney General.

Guidance: ~~Under section 43(3)(a) of the PID Act, agencies must include information about the protections available to makers of voluntary PIDs.~~

(b) Protections for people who make mandatory and witness PIDs

Apart from PIDs that are made voluntarily by public officials, there are other types of reports that are recognised as PIDs under the PID Act:

- *A mandatory PID:* This is a PID where the public official has made the report about serious wrongdoing because they have a legal obligation to make that report, or because making that report is an ordinary aspect of their role or function in an agency.
- *A witness PID:* This is a PID where a person discloses information during an investigation of serious wrongdoing following a request or requirement of the investigator.

Protections for makers of mandatory and witness PIDs are detailed in the table below.

Protection	Mandatory PID	Witness PID
Detrimental action — It is an offence to take detrimental action against a person based on the suspicion, belief or awareness that a person has made, may have made or may make a PID.	<input type="checkbox"/>	<input type="checkbox"/>
Right to compensation — A person can initiate proceedings and seek compensation for injury, damage or loss suffered as a result of detrimental action being taken against them.	<input type="checkbox"/>	<input type="checkbox"/>
Ability to seek injunction — An injunction can be sought to prevent the commission or possible commission of a detrimental action offence against a person. For example, an order to prevent dismissal or to require reinstatement.	<input type="checkbox"/>	<input type="checkbox"/>
Immunity from civil and criminal liability — a person will not incur civil or criminal liability if the person breaches a duty of confidentiality while making a disclosure. This means that legal action cannot be taken against a person for: <ul style="list-style-type: none"> • breaching a duty of secrecy or confidentiality, or • breaching another restriction on disclosure. 	<input type="checkbox"/>	<input type="checkbox"/>

Guidance: Under section 43(3)(b) of the PID Act, agencies must include information about the protections available to makers of witness and mandatory PIDs in an agency's PID policy.

3 Reporting detrimental action

If you experience adverse treatment or detrimental action, such as bullying or harassment, you should report this immediately. You can report any experience of adverse treatment or detrimental action directly to Muswellbrook Shire Council, or to an integrity agency. A list of integrity agencies is located at Annexure B of this policy.

Guidance: Agencies should explain how people who experience detrimental action can alert the agency. This may be by contacting a disclosure officer or a particular unit within the agency. Agencies should also include ways a person can report detrimental action, that is, by email and phone, and provide those contact details.

4 General support

Muswellbrook Shire Council will allocate to the maker of the report a person who will be the key contact person and who will take steps to protect their interests, for example, if they are at risk of detrimental action.

Muswellbrook Shire Council ~~will~~may offer wellbeing support to the maker of the report through the Employee Assistance Program.

Guidance: Agencies should list what supports will be made available to people who have made a report and how they can access these supports.

Agencies may refer to the NSW Ombudsman if an employee has questions about the PID Act and reporting generally.

For example, agencies should allocate to the maker of the report a person who will be their key contact person and who will take steps to protect their interests, for example, if they are at risk of detrimental action.

Agencies may also link the person who has made the report to wellbeing support through the Employee Assistance Program or another program.

4.5 Roles and responsibilities of Muswellbrook Shire Council employees

Certain people within Muswellbrook Shire Council have responsibilities under the PID Act.

General Manager

(a) The General Manager is responsible for:

- fostering a workplace culture where reporting is encouraged;
- receiving disclosures from public officials;
- ensuring there is a system in place for assessing disclosures;
- ensuring Muswellbrook Shire Council complies with this policy and the PID Act;
- ensuring that Muswellbrook Shire Council has appropriate systems for:
 - overseeing internal compliance with the PID Act;
 - supporting public officials who make voluntary PIDs, including by minimising the risk of detrimental action;
 - implementing corrective action if serious wrongdoing is found to have occurred;
 - complying with reporting obligations regarding allegations or findings of detrimental action; and
 - complying with yearly reporting obligations to the NSW Ombudsman.

(b) Disclosure officers

Disclosure officers are responsible for:

- receiving reports from public officials;
- receiving reports when they are passed on to them by managers;

- ensuring reports are dealt with appropriately, including by referring the matter to the appropriate complaint unit (if relevant); and
- ensuring that any oral reports that have been received are recorded in writing.

Guidance: ~~If an agency has designated other roles such as a 'Disclosure Coordinator' or 'Chief Disclosure Coordinator', then the responsibilities for those persons should also be listed in this section.~~

(c) Managers

The responsibilities of managers include:

- receiving reports from persons that report to them or that they supervise; and
- passing on reports they receive to a disclosure officer.

(d) All employees

All employees must:

- report suspected serious wrongdoing or other misconduct;
- use their best endeavours to assist in an investigation of serious wrongdoing if asked to do so by a person dealing with a voluntary PID on behalf of Muswellbrook Shire Council; and
- treat any person dealing with or investigating reports of serious wrongdoing with respect.

All employees must not take detrimental action against any person who has made, may in the future make, or is suspected of having made, a PID.

Guidance: ~~These are the minimum roles under section 43(2) of the PID Act that must be included in an agency's PID policy (with the addition of 'all employees'). If agencies have given responsibilities to different persons, other roles or specific units within the agency, then this information should be included. Agencies should also modify any content to appropriately reflect the responsibilities of the head of agency and disclosure officers.~~

56 How we will deal with voluntary PIDs

(a) How Muswellbrook Shire Council will acknowledge that we have received a report and keep the person who made it informed

When a disclosure officer in Muswellbrook Shire Council receives a report which is a voluntary PID, or looks like it may be a voluntary PID, the person who made the report will receive the following information:

- You will receive an acknowledgment that the report has been received. This acknowledgement will:
 - state that the report will be assessed to identify whether it is a PID;
 - state that the PID Act applies to how we deal with the report;
 - provide clear information on how you can access this PID policy; and

- provide you with details of a contact person and available supports.
- If the report is a voluntary PID, we will inform you as soon as possible how we intend to deal with the report. This may include:
 - that we are investigating the serious wrongdoing;
 - that we will refer the report to a different agency (if appropriate) to deal with the voluntary PID. If we do this, we will provide you with details of this referral; and
 - If we decide to not investigate the report and to not refer it to another agency for it to be investigated, we will tell you the reasons for this decision. We will also notify the NSW Ombudsman of this decision.
- If we decide to investigate the serious wrongdoing, we will provide you with updates on the investigation at least every three months. During this time, if you would like more frequent updates, you should contact the contact person who was nominated when you made the report.
 - If we investigate the serious wrongdoing, we will provide you with the following information once the investigation is complete:
 - a description of the results of the investigation — that is, we will tell you whether we found that serious wrongdoing took place.
 - information about any corrective action as a result of the investigation/s — this means we will tell you what action we took in relation to the person who engaged in the serious wrongdoing or, if the serious wrongdoing was by our agency, what we have put in place to address that serious wrongdoing.
 - Corrective action could include taking disciplinary action against someone or changing the practices, policies, and procedures that we have in place which led to the serious wrongdoing.
- There may be some details about both the findings made as a result of the investigation and the corrective action taken that cannot be revealed to you. We will always balance the right of a person who makes a report to know the outcome of that report, with other legal obligations we have.
- If you have made an anonymous report, in many cases we may not be able to provide this information to you.

Guidance: Under section 43(1)(b) of the PID Act, agencies must set out the procedures they have in place for what they will do as soon as a report is received by them and the procedures for providing information to the maker of a voluntary PID. This will include acknowledging that the report has been received, setting expectations with the person who made the report about the next steps, and how and when the agency will keep the maker of the report up to date. Agencies should also identify what support structures they will have in place to protect and support the maker of the report. This could include information about:

the unit within the agency or the person that will update the maker (in many cases it will be the disclosure officer who received the report, or it may be the investigator to whom the matter is allocated)

the expected timeframes for updates from the agency

how the acknowledgment and updates will be provided, that is, by way of secure email, by phone discussions or virtually via Teams or another platform

how the agency will engage with the maker of the report to establish whether they are at risk of detrimental action, whether they need support networks to be put in place and how this will be assessed on an ongoing basis.

(b) How Muswellbrook Shire Council will deal with voluntary PIDs

Once a report that may be a voluntary PID is received, Muswellbrook Shire Council will look at the information contained in the report to see if it has the features of a voluntary PID. This assessment is undertaken to identify whether the report is a voluntary PID or another type of disclosure, and to make sure that the right steps are followed. If it is a voluntary PID, we will ensure that we comply with the requirements in the PID Act.

Guidance: Under section 43(1)(a) of the PID Act, agencies must outline its procedures for dealing with reports that are or may be voluntary PIDs. Agencies should outline what the process will be in the agency once a disclosure officer receives a PID.

Will it continue to be dealt with by that person, or will it be referred to a particular unit within the agency to assess the report and to allocate it to a suitable person?

Will the assessment undertaken be quality checked by someone else, such as by someone who works in the legal section?

Outlining this process here will help set the expectations of people who make a report as to what they can expect.

Your agency may have a slightly different process if a report is received by the head of the agency. If this is the case, then this should also be outlined here.

Report not a voluntary PID

Even if the report is not a voluntary PID, it will still need to be dealt with in a manner consistent with our Grievance and Dispute Resolution Policy, Grievance and Dispute Resolution Procedure, Formal Workplace Investigation Procedure and Disciplinary Procedures, or through an alternate process.

If the report is not a voluntary PID, we will let you know that the PID Act does not apply to the report and how we will deal with the concerns raised in the report.

If you are not happy with this assessment or otherwise disagree with it, you can raise it with the person who has communicated the outcome with you or a disclosure officer, request an internal review, or request that the matter be conciliated. In these circumstances, Muswellbrook Shire Council may can, but do not have to, request the NSW Ombudsman to conciliate the matter.

Guidance: Agencies should explain where the report will be referred and what supports will be offered. Agencies should also outline any specific processes/documents they have in relation to internal reviews and raising concerns about the assessment of a report.

Cease dealing with report as voluntary PID

Muswellbrook Shire Council may stop dealing with a voluntary PID because it is not actually a voluntary PID (meaning it does not have all the features of a PID).

Guidance: Agencies should include the procedure they will follow when advising the maker of a report that they have ceased dealing with the report as a voluntary PID.

The PID Act states that agencies must provide reasons to the maker of a purported PID if the agency has ceased dealing with the report as a voluntary PID. A purported PID is one that is made to one of the recipients of voluntary PIDs set out in the PID Act, and it is not a witness or mandatory PID and the maker has stated it is a voluntary PID.

It is best practice to always notify makers of reports that an agency has ceased to deal with their matter as a voluntary PID.

Where the report is a voluntary PID

If the report is a voluntary PID:

- In most cases we will conduct an investigation to make findings about whether the serious wrongdoing disclosed in the report occurred, who was involved, who was responsible, and whether the people involved, or the agency engaged, in serious wrongdoing. There may be circumstances where we believe an investigation is not warranted — for example, if the conduct has previously been investigated.
- There may also be circumstances where we decide that the report should be referred to another agency, such as an integrity agency. For example, reports concerning possible corrupt conduct may be required to be reported to the [Independent Commission Against Corruption \(ICAC\)](#) in accordance with section 11 of the Independent Commission Against Corruption Act 1988.
- Before referring a matter, we will discuss the referral with the other agency, and we will provide you with details of the referral and a contact person within the other agency.
- If we decide not to investigate a report and to not refer the matter to another agency, we must let you know the reasons for this, and notify the NSW Ombudsman.

Guidance: If an agency typically appoints an external investigator, the process for this should be outlined here. This should include who will continue to maintain contact with the maker of the report.

If an agency has a particular process for determining which matters will go down an investigation pathway, this should be mentioned here so that the expectations of the makers of reports are set from the beginning.

(c) How Muswellbrook Shire Council will protect the confidentiality of the maker of a voluntary PID

We understand that people who make voluntary PIDs may want their identity and the fact that they have made a report to be confidential.

Under the PID Act, information tending to identify a person as the maker of a voluntary PID (known as identifying information) is not to be disclosed by a public official or an agency.

There are certain circumstances under the PID Act that allow for the disclosure of identifying information. These include:

- where the person consents in writing to the disclosure;

- where it is generally known that the person is the maker of the voluntary PID because of their voluntary self-identification as the maker;
- when the public official or Muswellbrook Shire Council reasonably considers it necessary to disclose the information to protect a person from detriment;
- where it is necessary the information be disclosed to a person whose interests are affected by the disclosure;
- where the information has previously been lawfully published;
- when the information is disclosed to a medical practitioner or psychologist for the purposes of providing medical or psychiatric care, treatment, or counselling to the individual disclosing the information;
- when the information is disclosed for the purposes of proceedings before a court or tribunal;
- when the disclosure of the information is necessary to deal with the disclosure effectively; **or**
- if it is otherwise in the public interest to disclose the identifying information.

We will not disclose identifying information unless it is necessary and authorised under the PID Act.

We will put in place steps to keep the identifying information of the maker and the fact that a report has been made, confidential. It may not be possible for us to maintain complete confidentiality while we progress the investigation, but we will do all that we practically can to not unnecessarily disclose information from which the maker of the report can be identified. **We will do this by:**

Guidance: Under section 43(1)(e) of the PID Act, an agency's PID policy must outline its procedures for maintaining confidentiality in relation to voluntary PIDs and protecting the maker's identity. Agencies should include what steps they will follow to maintain confidentiality. These could include:

- ~~We will limit the number of people who are aware of the maker's identity or information that could identify them.~~
- ~~If we must disclose information that may identify the maker of the PID, we will still not disclose the actual identity of the maker of the PID, unless we have their consent to do so.~~
- ~~We will ensure that any person who does know the identity of the maker of a PID is reminded that they have a legal obligation to keep their identity confidential.~~
- ~~We will ensure that only authorised persons have access to emails, files or other documentation that contain information about the identity of the maker.~~
- ~~We will undertake an assessment to determine if anyone is aware of the maker's identity and if those persons have a motive to cause detrimental action to be taken against the maker or impede the progress of the investigation.~~
- ~~We will provide information to the maker of the PID about the importance of maintaining confidentiality and advising them how best to protect their identity, for example, by telling them not to discuss their report with other staff.~~

If confidentiality cannot be maintained, or is unlikely to be maintained, we will:

- advise the person whose identity may become known;
- update the agency's risk assessment and risk management plan;
- implement strategies to minimise the risk of detrimental action;
- provide additional support to the person who has made the PID; **and**
- remind persons who become aware of the identifying information of the consequences for failing to maintain confidentiality, and that engaging in detrimental action is a criminal offence and may also be a disciplinary matter.

(d) How Muswellbrook Shire Council will assess and minimise the risk of detrimental action

Muswellbrook Shire Council will not tolerate any detrimental action being taken by any person against a person who has made a PID, investigators, witnesses, or the person the report is about.

Muswellbrook Shire Council will assess and take steps to mitigate detrimental action from being taken against the maker of a voluntary PID, the person whose conduct is the subject of a PID, investigators, and witnesses.

Muswellbrook Shire Council will take steps to assess and minimise the risk of detrimental action by:

[Undertaking a Risk Assessment](#)

[Creating a Risk Management Plan](#)

[Communicating with the Maker to identify risks listing the protections that will be offered](#)

Guidance: Under section 43(1(c) of the PID Act, agencies must specify what steps they will undertake to assess and minimise the risk of detrimental action. Information that could be included in the procedures includes:

explaining that a risk assessment will be undertaken, and a risk management plan will be created (including reassessing the risk throughout the entirety of the matter)
providing details of the unit/role that will be responsible for undertaking a risk assessment
explaining the approvals for risk assessment and the risk management plan, that is, rank or role of the person who has final approval
explaining how the agency will communicate with the maker to identify risks
listing the protections that will be offered, that is, the agency will discuss protection options with the maker which may include remote working or approved leave for the duration of the investigation
outlining what supports will be provided.

Further information on assessing the risk of detrimental action is found in the Ombudsman's guideline 'Agencies — assessing and managing the risk of detrimental action'.

Detrimental action against a person is an act or omission that causes, comprises, involves, or encourages detriment to a person or a threat of detriment to a person (whether express or implied). Detriment to a person includes:

- injury, damage or loss.
- property damage.
- reputational damage.
- intimidation, bullying or harassment.
- unfavourable treatment in relation to another person's job.
- discrimination, prejudice or adverse treatment.
- disciplinary proceedings or disciplinary action, or
- any other type of disadvantage.

Detrimental action does not include:

- lawful action taken by a person or body to investigate serious wrongdoing or other misconduct;
- the lawful reporting or publication of a finding of serious wrongdoing or other misconduct;
- the lawful making of adverse comment, resulting from investigative action;
- the prosecution of a person for a criminal offence; or
- reasonable management action taken by someone in relation to a person who made or may make a PID. For example, a reasonable appraisal of a PID maker's work performance.

(e) How Muswellbrook Shire Council will deal with allegations of a detrimental action offence

If Muswellbrook Shire Council becomes aware of an allegation that a detrimental action offence has occurred or may occur, Muswellbrook Shire Council will:

- take all steps possible to stop the action and protect the person(s);
- take appropriate disciplinary action against anyone that has taken detrimental action;
- refer any evidence of a detrimental action offence to the Commissioner of Police and the ICAC or the Law Enforcement Conduct Commission (whichever is applicable); and/or
- notify the NSW Ombudsman about the allegation of a detrimental action offence being committed.

Guidance: Agencies should set out:

~~who is responsible for making referrals about alleged detrimental action offences
to whom the victim of detrimental action should speak to within the agency
how the person who the alleged detrimental action has been taken against will be
updated and what supports will be offered.~~

(f) What Muswellbrook Shire Council will do if an investigation finds that serious wrongdoing has occurred

If, after an investigation, it is found that serious wrongdoing or other misconduct has occurred, Muswellbrook Shire Council will take the most appropriate action to address that wrongdoing or misconduct. This is also known as corrective action.

Corrective action can include:

- a formal apology;
- improving internal policies to adequately prevent and respond to similar instances of wrongdoing;
- providing additional education and training to staff where required;
- taking employment action against persons involved in the wrongdoing (such as termination of employment, relocation, a caution or reprimand); and/or
- payment of compensation to people who have been affected by serious wrongdoing or other misconduct.

Guidance: Under section 43(1)(f) of the PID Act, agencies must include information about the procedure for taking corrective such as:

- who receives the findings of an investigation (this may change depending on the complexity of the investigation, and will be set out in the Terms of Reference or Investigation Plan)
- what steps will be taken to address any recommendations in the findings
- which person/business unit will be responsible for ensuring corrective action takes place
- how the maker will be notified of the proposed or recommended corrective action.

67 Review and dispute resolution

(a) Internal review

People who make voluntary PIDs can seek internal review of the following decisions made by Muswellbrook Shire Council:

- that Muswellbrook Shire Council is not required to deal with the report as a voluntary PID;
- to stop dealing with the report because Muswellbrook Shire Council decided it was not a voluntary PID;
- to not investigate the serious wrongdoing and not refer the report to another agency; or
- to cease investigating the serious wrongdoing without either completing the investigation or referring the report to another agency for investigation.

Muswellbrook Shire Council will ensure internal reviews are conducted in compliance with the PID Act.

If you would like to make an application for an internal review, you must apply in writing within 28 days of being informed of Muswellbrook Shire Council's decision. The application should state the reasons why you consider Muswellbrook Shire Council's decision should not have been made. You may also submit any other relevant material with your application.

Guidance: Agencies should include information about where internal review applications should be sent to, which person or unit within the agency will conduct the review and what timeframes the agency will set for completion of the review.

(b) Voluntary dispute resolution

If a dispute arises between Muswellbrook Shire Council and a person who has made a report which is, or may be, a voluntary PID, we may request the NSW Ombudsman to conciliate the dispute. Conciliation is a voluntary process and will only be suitable for disputes where Muswellbrook Shire Council and the maker of the report are willing to resolve the dispute.

78 Other agency obligations

(a) Record-keeping requirements

Muswellbrook Shire Council must keep full and accurate records with respect to all information received in connection with the PID Act. This ensures that Muswellbrook Shire Council complies with its obligations under the *State Records Act 1998*.

Guidance: Agencies should explain how information is stored and confirm that security/access levels will be applied to all communications regarding reports made in accordance with the PID Act.

(b) Reporting of voluntary PIDs and Muswellbrook Shire Council annual return to the Ombudsman

Each year, Muswellbrook Shire Council provides an annual return to the NSW Ombudsman, which includes:

- information about voluntary PIDs received by Muswellbrook Shire Council during each return period (yearly with the start date being 1 July);
- action taken by Muswellbrook Shire Council to deal with voluntary PIDs during the return period; and
- how Muswellbrook Shire Council promoted a culture in the workplace where PIDs are encouraged.

Guidance: Agencies should explain:
who is responsible for collecting information about voluntary PIDs and the other information captured in the annual return
how that information is stored
who prepares the annual return.

(c) How Muswellbrook Shire Council will ensure compliance with the PID Act and this policy

This policy will be reviewed by Muswellbrook Shire Council every two years.

Guidance: It is important for an agency to have mechanisms in place for monitoring the effectiveness of its PID policy and for ensuring compliance with the PID Act. An agency should list:

- what oversight arrangements will be in place at the agency and who will be responsible for this oversight
- the agency's compliance measures — will this be through regular audits and reporting (including review timeframes)?
- what measures the agency will take to address non-compliance
- whether reports about compliance will be provided to audit and risk committees.

Annexure A — Names and contact details of disclosure officers for Muswellbrook Shire Council

Position	Name	Location	Email
General Manager	Derek Finnigan	Administration Centre Works Depot Water Treatment Plants Wastewater Treatment Plants Library Facilities Arts Centre Aquatic Centre Facilities Donald Horne Building Waste Management Facilities Muswellbrook Marketplace Campbells Corner	Derek.Finnigan@muswellbrook.nsw.gov.au
Public Officer / Director – Property & Place	Matt Lysaught	Administration Centre Works Depot Water Treatment Plant Wastewater Treatment Plant Muswellbrook Marketplace Campbells Corner	Matthew.Lysaught@muswellbrook.nsw.gov.au
Director – Planning & Environment	Sharon Pope	Administration Centre Animal Shelter	Sharon.Pope@muswellbrook.nsw.gov.au
Director – Community & Economy	Shaelee Welchman	Administration Centre Library Facilities Arts Centre Aquatic Centre Facilities Donald Horne Building	Shaelee.Welchman@muswellbrook.nsw.gov.au

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Position	Name	Location	Email
Director – Corporate Services	TBA	Administration Centre	
Manager – Governance & Risk	TBA	Administration Centre	
Manager – Community Services	Kim Manwarring	Library Facilities Arts Centre Aquatic Centre Facilities	Kim.Manwarring@muswellbrook.nsw.gov.au
Corporate Lawyer		Administration Centre	
Chief Financial Officer	Josh Hogan	Administration Centre	Joshua.Hogan@muswellbrook.nsw.gov.au
Manager – Works	Peter Ball	Works Depot	Peter.Ball@muswellbrook.nsw.gov.au
Manager – Waste Operations	Joann Polsen	Waste Management Facilities	Joann.Polsen@muswellbrook.nsw.gov.au
Operations Manager	Irene Chetty	Water Treatment Facilities Wastewater Treatment Facilities	Irene.Chetty@muswellbrook.nsw.gov.au
Manager – Aquatic & Fitness Centres	Archit Bele	Aquatic Centres	Archit.Bele@muswellbrook.nsw.gov.au
Arts Centre Director	Elissa Emerson	Arts Centre	Elissa.Emerson@muswellbrook.nsw.gov.au
Governance Officer	Michelle Sandell-Hay	Administration Centre	Michelle.sandell-hay@muswellbrook.nsw.gov.au
Commercial Property Co-Ordinator	Mardi Eriksson	Muswellbrook Marketplace Campbells Corner	

Annexure B — List of integrity agencies

Integrity agency	What they investigate	Contact information
The NSW Ombudsman	Most kinds of serious maladministration by most agencies and public officials (but not NSW Police, judicial officers or MPs)	Telephone: 1800 451 524 between 9am to 3pm Monday to Friday Writing: Level 24, 580 George Street, Sydney NSW 2000 Email: info@ombo.nsw.gov.au
The Auditor-General	Serious and substantial waste of public money by auditable agencies	Telephone: 02 9275 7100 Writing: GPO Box 12, Sydney NSW 2001 Email: governance@audit.nsw.gov.au
Independent Commission Against Corruption	Corrupt conduct	Telephone: 02 8281 5999 or toll free on 1800 463 909 (callers outside Sydney) between 9am and 3pm, Monday to Friday Writing: GPO Box 500, Sydney NSW 2001 or faxing 02 9264 5364 Email: icac@icac.nsw.gov.au
The Inspector of the Independent Commission Against Corruption	Serious maladministration by the ICAC or the ICAC officers	Telephone: 02 9228 3023 Writing: PO Box 5341, Sydney NSW 2001 Email: oiicac_executive@oiicac.nsw.gov.au
The Law Enforcement Conduct Commission	Serious maladministration by the NSW Police Force or the NSW Crime Commission	Telephone: 02 9321 6700 or 1800 657 079 Writing: GPO Box 3880, Sydney NSW 2001 Email: contactus@lecc.nsw.gov.au
The Inspector of the Law Enforcement Conduct Commission	Serious maladministration by the LECC and LECC officers	Telephone: 02 9228 3023 Writing: GPO Box 5341, Sydney NSW 2001 Email: olecc_executive@olecc.nsw.gov.au
Office of the Local Government	Local government pecuniary interest contraventions	Email: olg@olg.nsw.gov.au
The Privacy Commissioner	Privacy contraventions	Telephone: 1800 472 679 Writing: GPO Box 7011, Sydney NSW 2001 Email: ipcinfo@ipc.nsw.gov.au

Integrity agency	What they investigate	Contact information
The Information Commissioner	Government information contraventions	Telephone: 1800 472 679 Writing: GPO Box 7011, Sydney NSW 2001 Email: ipcinfo@ipc.nsw.gov.au

Related Documents

Legislation and Guidelines

Government Information (Public Access) Act 2009
Government Information (Public Access) Regulation 2018
Local Government Act 1993
Public Interest Disclosures Act 2022
Independent Commission Against Corruption Act 1988

Policies and Procedures

Governance Policy
Model Code of Conduct
Grievance and Dispute Resolution Policy
Grievance and Dispute Resolution Procedure

Other Supporting Documents

Further information concerning public interest disclosures is available from the disclosures coordinator and the NSW Ombudsman's website at www.ombo.nsw.gov.au.

Version History

This section identifies authors who reviewed the Policy and the date that it became effective.

Version No.	Date changed	Modified by	Amendments/Previous adoption details
1	06.09.2023	Governance Officer	Draft Ombudsman Model Policy.

**11.4.8. Return to Work Policy S25/36 for rescission**

Attachments:	1. Return to Work Policy S 25-36 [11.4.8.1 - 6 pages]
Responsible Officer:	Derek Finnigan - General Manager
Author:	Michelle Cleary (Coordinator Human Resources), Chloe Wuiske (Business Improvement Officer), Madeleine St John (Business Improvement 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:	6.2.5 - Implement a comprehensive and targeted business improvement program. 6.2.5.2 - Develop and review policies in accordance with statutory operational requirements.

PURPOSE

To recommend the rescission of Council's *Return to Work Policy*.

OFFICER'S RECOMMENDATION

Council RESCINDS the *Return to Work Policy*.

Moved: _____ **Seconded:** _____

BACKGROUND

The *Return to Work Policy* was adopted by Council on 8 October 2001. The purpose of the policy was to provide all employees with full access to rehabilitation after an injury, and to assist them to return to work as soon as possible.

CONSULTATION

Coordinator Human Resources

StateCover

Business Improvement Officers

Staff Consultative Committee

WHS Committee

REPORT

Council's internal *Recover at Work Program* (R@W Program) was recently reviewed and adopted by Manex. During the review it was identified that Council's *Return to Work Policy* is outdated in terms of legislative compliance and is superseded by the R@W Program.

The *Return to Work Policy* was endorsed by Manex for rescission on 7 August 2023. It was also endorsed for rescission by the Staff Consultative Committee on 21 June 2023 and by the WHS Committee on 27 July 2023.



OPTIONS

Council may:

1. Rescind the *Return to Work Policy* as recommended; or
2. Retain the *Return to Work Policy*.

CONCLUSION

It is recommended that Council rescinds the *Return to Work Policy*.

SOCIAL IMPLICATIONS

Nil.

FINANCIAL IMPLICATIONS

Nil.

POLICY IMPLICATIONS

The Policy was reviewed in line with Council's Policy Management Framework.

STATUTORY IMPLICATIONS

Workplace Injury Management and Workers Compensation Act 1998

Workers Compensation Regulation 2016

LEGAL IMPLICATIONS

Nil.

OPERATIONAL PLAN IMPLICATIONS

6.2.5.2 Develop and review policies in accordance with statutory and operational requirements.

RISK MANAGEMENT IMPLICATIONS

The recently adopted *Recover at Work Program* meets legislative requirements.

WASTE MANAGEMENT IMPLICATIONS

Nil.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Nil.



S25/36

POLICY REGISTER

Subject: Staff – Return to Work Policy

	<i>Current</i>	<i>Previous</i>	<i>Prior</i>	<i>Prior</i>
<i>Minute No:</i>	457			
<i>Meeting Date:</i>	08/10/01			

PRIMARY RESPONSIBILITY:

Return to Work Coordinator, supervisors, injured worker.

PURPOSE:

The purpose of Muswellbrook Shire Council's Return To Work Policy and procedure is to provide all employees with full access to rehabilitation after an injury, and to assist them to return to work as soon as possible.

OBJECTIVE:

To put into place procedures to ensure that an injured worker is able to return to work as soon as possible and eventually return to full, pre-injury duties.

POLICY STATEMENT

Muswellbrook Shire Council is committed to:

- To prevent injury and illness by providing a safe and healthy working environment in all workplaces
- Commencing rehabilitation for injured workers as soon as possible after an injury
- An early return to work, after appropriate medical assessment of the injured worker
- The provision of suitable duties/employment for an injured worker as an integral part of the return to work process
- Consult with staff and their representatives to ensure that this return to work policy operated effectively
- Ensure that participation in the return to work program will not prejudice an injured worker.

https://muswellbrooksc-my.sharepoint.com/personal/chloe_wuiske_muswellbrook_nsw_gov_au/Documents/Desktop/Policy S25-36 Staff – Return to Work Policy.doc

(Council reserves the right to review, vary or revoke this policy)

DEFINITIONS

Return To Work Co-ordinator

Council appointed officer responsible for the co-ordination of rehabilitation for injured employees.

Rehabilitation Provider

An external organisation appointed by Council to provide individual case management to injured employees including the assessment of injured employees, inspection of work sites and re-training where required.

Nominated Treating Doctor

The doctor nominated by the injured employee to provide and coordinate treatment.

PROCEDURE

Procedures for action when injury occurs

When injury occurs

- It is the employee's responsibility to notify their supervisor of any injury within 24 hours.
- Once an injury is notified Muswellbrook Shire Council will ensure that the injured person receives appropriate first aid and/or medical treatment as soon as possible and will conduct an investigation to prevent recurrence. An accident or incident report must be completed as soon as practical after the incident but no later than 3 days.
- Muswellbrook Shire Council will notify their insurer of any "significant injury" within 48 hours of the above and within 7 days for any other type of injury.
- Muswellbrook Shire Council will notify Workcover through completion of an Accident Report in regards to any "significant injury" or dangerous occurrence within 7 days.

Follow-up after injury

- The designated Return to Work Coordinator is the Employee Services Officer who will cooperate with the insurer in developing and complying with an injury management plan for an injured worker. The Return to Work Coordinator will maintain a case file and protect the confidentiality of the information on this file.

Finding suitable duties

[https://muswellbrooksc-my.sharepoint.com/personal/chloe_wuiske_muswellbrook_nsw_gov_au/Documents/Desktop/Policy S25-36 Staff – Return to Work Policy.doc](https://muswellbrooksc-my.sharepoint.com/personal/chloe_wuiske_muswellbrook_nsw_gov_au/Documents/Desktop/Policy%20S25-36%20Staff%20Return%20to%20Work%20Policy.doc)

- When the injured employee is, according to medical judgement, capable of return to work, an individual return to work plan will be developed offering suitable duties which will be identified after consultation with relevant parties and will be specified in writing.
- When looking for suitable duties the following hierarchy applies:
 1. Same job, same employer
 2. Different job, same employer
 3. Same job, different employer
 4. Different job, different employer

Involving a rehabilitation provider

- The following accredited rehabilitation provider(s) are available to assist when required in the return to work of those employees who suffer a workplace injury or illness:

Combrook
PO Box 284
Broadmeadow
Ph 49655640

Valley Rehabilitation
PO Box 131
The Junction
Ph 49622802

- Injured employees will, however, retain the right to nominate an accredited provider of their own choice.

Consultation

- Muswellbrook Shire Council will inform the employee of their rights and responsibilities and of Councils policies on rehabilitation. Such consultation will be effected through the Occupational Health and Safety Committee.
- The Return to Work Coordinator is available for all employees to consult with on return to work matters.

Disputes

- Initially every endeavour will be made to settle disputes by discussion with the Return to Work Coordinator, the supervisor/manager, the injured worker and their representative.
- If the dispute remains unresolved contact will be made with the Insurer, Workcover, or an Injury Management Consultant.

Case Management Procedures

- To develop individual Return to work plans for injured workers and make sure each case is managed effectively and the Workplace Return to Work Program is followed. See Attachment A.

[https://muswellbrooksc-my.sharepoint.com/personal/chloe_wuiske_muswellbrook_nsw_gov_au/Documents/Desktop/Policy S25-36 Staff – Return to Work Policy.doc](https://muswellbrooksc-my.sharepoint.com/personal/chloe_wuiske_muswellbrook_nsw_gov_au/Documents/Desktop/Policy%20S25-36%20Staff%20Return%20to%20Work%20Policy.doc)

These policies and procedures will come in effect as of the _____ day of _____ and will be reviewed subject to discussions and agreement with relevant parties.

Signed: _____
(GENERAL MANAGER)

Signed: _____
(OCCUPATIONAL HEALTH & SAFETY REPRESENTATIVE)

RELEVANT LEGISLATION

Occupational Health & Safety Act 2000
Workplace Injury Management and Workers Compensation Act 1998

RELATED POLICIES

Workplace Safety Policy

REVIEW DATE

AUTHORISATION

Mike Colreavy
General Manager

FURTHER INFORMATION

Contact: Employee Services Officer.

[https://muswellbrooksc-my.sharepoint.com/personal/chloe_wuiske_muswellbrook_nsw_gov_au/Documents/Desktop/Policy S25-36 Staff – Return to Work Policy.doc](https://muswellbrooksc-my.sharepoint.com/personal/chloe_wuiske_muswellbrook_nsw_gov_au/Documents/Desktop/Policy%20S25-36%20Staff%20Return%20to%20Work%20Policy.doc)

Attachment A.

Muswellbrook Shire Council - Return to Work Program

Action	Details	Actioning Officer	Time Frame
Workplace Injury/Illness	Report Injury / Illness to supervisor.	Injured worker or representative	As soon as injury/illness occurs.
Complete Forms	The injured employee (or a representative) to complete and forward to the Return to Work Coordinator: Incident or Accident report form Workcover medical certificate Compensation claim form	Injured worker Return to Work Coordinator	24 hours
Establish file	Return to Work Coordinator to establish and maintain a confidential rehabilitation file on the injured worker. The file is to be located in lockable storage. This is to accessible to the worker upon request.	Return to Work Coordinator	
Determine injury type	Return to Work Coordinator to determine if the case is to be considered a "significant injury" or not. A "significant injury" is one that is likely to result in the worker being unable to perform their normal duties for a continuous period of more than 7 days. Significant injuries must be notified to the insurers within 48 hours, all other injuries within 7 days. Workcover must also be notified within 7 days of notification of a significant injury.	Return to Work Coordinator	< 48 hours
Notify Insurers	Significant injuries to be notified by contacting "First Report" on 1300 360 595. All other injuries by post within 7 days.	Return to Work Coordinator	< 3 days
Contact made with injured employee	Return to Work Coordinator to make contact with injured worker within 3 days, as determined by the extent of the injury / illness.	Return to Work Coordinator	< 3 days
Injury Management Program	If a significant injury, the insurer will initiate action under their injury management program and make contact with the worker, employer and (if appropriate and practicable) to injured workers	Workers Compensation Insurer	< 3 days

Muswellbrook Shire Council

https://muswellbrooksc-my.sharepoint.com/personal/chloe_wuiske_muswellbrook_nsw_gov_au/Documents/Desktop/Policy S25-36 Staff – Return to Work Policy.doc

	nominated treating doctor within 3 working days. An Injury Management program is coordinated and managed program that integrates all aspect of injury management (including treatment, rehabilitation, retraining, claims management and employment management practices) for the purpose of achieving optimum results in terms of timely, safe and durable return to work for injured workers.		
Liability Accepted / Denied	Insurer to review claim and accept or deny liability	Workers Compensation Insurer	< 42 days
Consultation with relevant parties	The Return to Work Coordinator will consult with: Injured Worker Supervisor Treating Doctor Consulting Doctor Union Rehabilitation Provider (if required) To determine if a Rehabilitation Provider is required to assist in the injury management program and to develop a RTW plan.	Return to Work Coordinator	< 14 days
Develop a Return to Work Plan	Return to Work Coordinator and/or Rehabilitation Provider to prepare a RTW plan.	Return to Work Coordinator	< 14 days
Monitor and Review	Continuous monitoring by Return to Work Coordinator, Supervisor and Rehabilitation Provider (if required) as per the RTW plan. Insurers to monitor as per injury management plan.	Return to Work Coordinator	
Program Closure	Successful return to work, retaining and/or termination as per agreement of appropriate parties	Return to Work Coordinator Injured Worker Insurer	

Timeframes as required by Injury Management and Workers Compensation Act 1998 and the Allianz Injury Management Guide.

Muswellbrook Shire Council

[https://muswellbrooksc-my.sharepoint.com/personal/chloe_wuiske_muswellbrook_nsw_gov_au/Documents/Desktop/Policy S25-36 Staff – Return to Work Policy.doc](https://muswellbrooksc-my.sharepoint.com/personal/chloe_wuiske_muswellbrook_nsw_gov_au/Documents/Desktop/Policy%20S25-36%20Staff%20Return%20to%20Work%20Policy.doc)

**11.4.9. Community Satisfaction Survey**

Attachments:	1. Report Muswellbrook CSS Final [11.4.9.1 - 70 pages]
Responsible Officer:	Derek Finnigan - General Manager
Author:	Amy Cox (Corporate Planning and Reporting 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:	6.1.1 - 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.

PURPOSE

To present the findings of the 2023 Community Satisfaction Survey report which outlines the results of a random telephone survey of 402 adult residents in Muswellbrook Shire, conducted by Micromex Research and Consulting on behalf of Muswellbrook Shire Council.

OFFICER'S RECOMMENDATION

Council NOTES the attached 2023 Community Satisfaction Survey report.

Moved: _____ **Seconded:** _____

BACKGROUND

Micromex Research and Consulting compiled and presented to Council the findings of the Community Satisfaction Survey commissioned by Muswellbrook Shire Council to conduct a random telephone survey of adult Muswellbrook Shire residents to measure their satisfaction with Council facilities and services, as well as explore residents' perceptions of key challenges and opportunities for the region. The 2023 survey replicated a baseline study conducted in 2021, to ensure comparability over time. The survey was conducted from 3 May 2023 to 10 May 2023, involving interviews with 402 residents.

CONSULTATION

Councillors

Manex



REPORT

Council's 2023 Community Satisfaction Survey was conducted from 3 – 10 May 2023, and the questionnaire largely replicated the 2021 baseline measurement tool to ensure movements in satisfaction, and so that the impact of changes in Council service levels, strategies, and focus could be identified.

CONCLUSION

It is recommended that council notes the attached 2023 Community Satisfaction Survey report outlining the results of a random telephone survey of 402 adult residents in Muswellbrook Shire, conducted by Micromex Research and Consulting on behalf of Council.

SOCIAL IMPLICATIONS

Nil identified.

FINANCIAL IMPLICATIONS

Nil identified.

POLICY IMPLICATIONS

Nil identified.

STATUTORY IMPLICATIONS

Nil identified.

LEGAL IMPLICATIONS

Nil identified.

OPERATIONAL PLAN IMPLICATIONS

Submission of this report complies with Action 6.1.1.1 of the Operational Plan: 'Facilitate an annual Community Satisfaction Survey.'

RISK MANAGEMENT IMPLICATIONS

Nil identified.

WASTE MANAGEMENT IMPLICATIONS

Nil identified.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

The survey was conducted in compliance with Council's Community Strategic Plan Strategy goals and objectives:

6.1 Enable genuine and well-informed community participation in decision making.

The survey was also conducted in compliance with Council's Delivery Program goals and objectives:

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



Muswellbrook Shire Council

Community Research

Prepared by: Micromex Research

Date: May 2023

Report Outline

Research Objectives and Sample	3
Summary Findings	6
Detailed Results	
1. Living In Muswellbrook Shire	10
2. Council Performance and Engagement	14
3. Contact With Council	20
4. Future Planning – Challenges and Opportunities	27
5. Future Planning – Services, Facilities, and Infrastructure	33
6. Summary of Council Services/Facilities	38
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Appendix 2: Questionnaire	65



Research Objectives

Muswellbrook Shire Council commissioned Micromex Research to conduct a random telephone survey with residents living in the Muswellbrook Local Government Area (LGA).

Why?

- Understand and identify community priorities for the Muswellbrook Shire Council LGA
- Identify the community's overall level of satisfaction with Council performance
- Assess and establish the community's priorities and satisfaction in relation to Council activities, services, and facilities
- Identifying opportunities and challenges for the area and the level of investment for future resource and funding allocation

How?

- Telephone survey (landline N=106 and mobile N=296) to N=402 residents
- We use a 5 point scale (e.g. 1 = not at all satisfied, 5 = very satisfied)
- Greatest margin of error +/- 4.9%

When?

- Implementation 3rd – 10th May 2023

Methodology and Sample



Sample selection and error

A total of 402 resident interviews were completed. Respondents were selected by means of a computer based random selection process using Australian Marketing Lists, Sample Pages, List Brokers, and Lead Lists.

A sample size of 402 residents provides a maximum sampling error of plus or minus 4.9% at 95% confidence. This means that if the survey was replicated with a new universe of N=402 residents, 19 times out of 20 we would expect to see the same results, i.e. +/- 4.9%.

For the survey under discussion the greatest margin of error is 4.9%. This means, for example, that an answer such as 'yes' (50%) to a question could vary from 45% to 55%.

Interviewing

Interviewing was conducted in accordance with The Research Society Code of Professional Behaviour.

Data analysis

The data within this report was analysed using Q Professional.

Within the report, ▲▼ and blue and red font colours are used to identify statistically significant differences between groups, i.e., gender, age, etc.

Significance difference testing is a statistical test performed to evaluate the difference between two measurements. To identify the statistically significant differences between the groups of means, 'One-Way Anova tests' and 'Independent Samples T-tests' were used. 'Z Tests' were also used to determine statistically significant differences between column percentages.

Note: All percentages are calculated to the nearest whole number and therefore the total may not exactly equal 100%.

Ratings questions

The Unipolar Scale of 1 to 5 was used in all rating questions, where 1 was the lowest importance or satisfaction and 5 the highest importance or satisfaction.

This scale allowed us to identify different levels of importance and satisfaction across respondents.

Top 2 (T2) Box: refers to the aggregate percentage (%) score of the top two scores for importance. (i.e. important & very important)

Top 3 (T3) Box: refers to the aggregate percentage (%) score of the top three scores for satisfaction or support. (i.e. somewhat satisfied, satisfied & very satisfied)

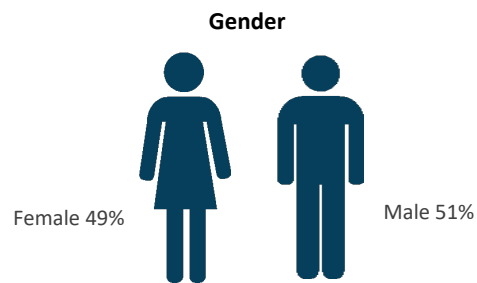
We refer to T3 Box Satisfaction in order to express moderate to high levels of satisfaction in a non-discretionary category. We only report T2 Box Importance in order to provide differentiation and allow us to demonstrate the hierarchy of community priorities.

Micromex LGA Benchmark

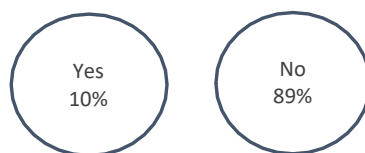
Micromex has developed Community Satisfaction Benchmarks using normative data from 75 unique councils, more than 175 surveys and over 93,000 interviews since 2012.

Please note: The Micromex Benchmark satisfaction norms are based on surveys where only those rating importance as 4 or higher were asked to rate their satisfaction. Muswellbrook Shire residents were all asked to rate satisfaction, regardless of importance score, and therefore the section that compares satisfaction scores to our benchmarks use only the satisfaction scores from those who rated importance 4 or higher (important/very important).

Sample Profile

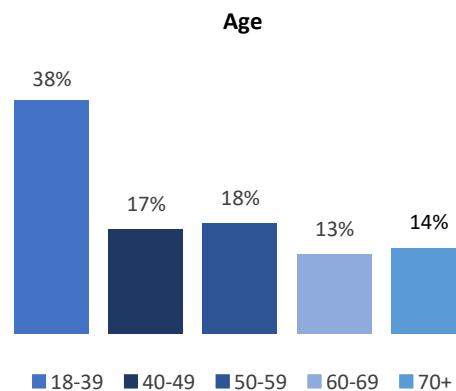
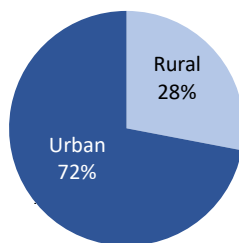


Aboriginal/Torres Strait Islander

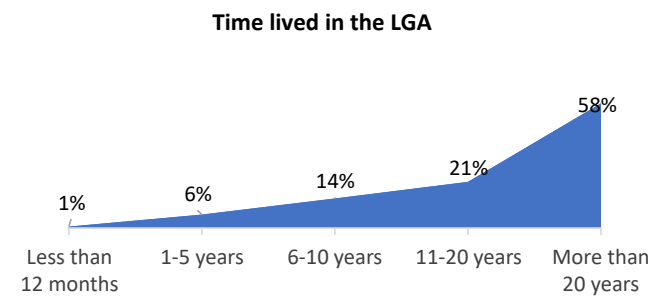
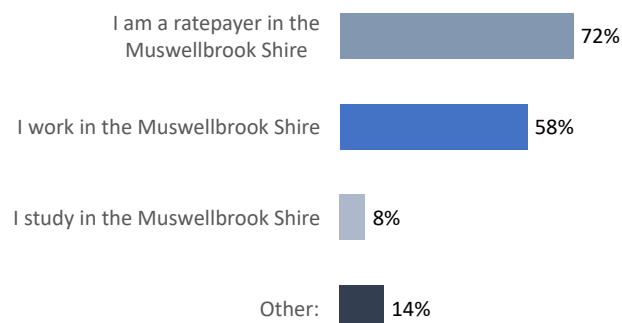


*1% prefer not to say

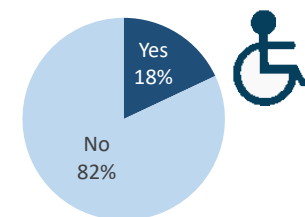
Where do you live?



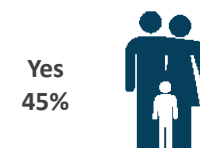
Resident Type



Does anyone living in your household identify as having a disability?



Have children under the age of 18 living in your home?



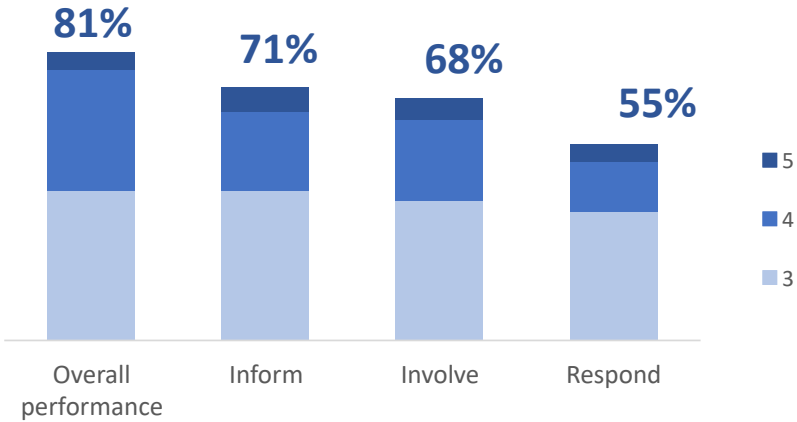
Summary Findings



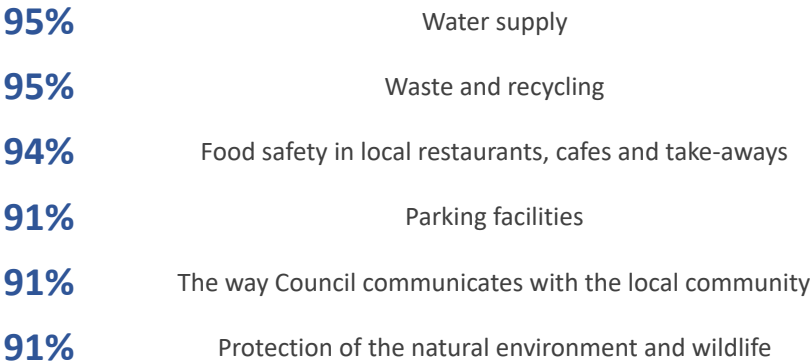
Overview of Findings

There are several external factors that can affect the general perception of residents on both their quality of life and the performance of their elected leaders. Factors such as, housing prices, unemployment, and the local industry, to name a few.

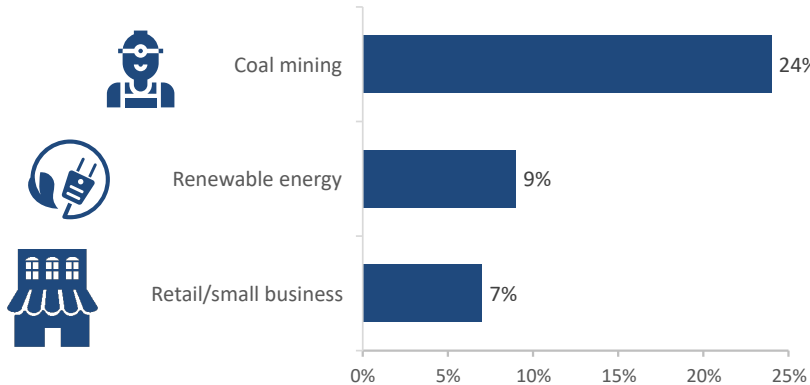
Key measures of Council's efforts:



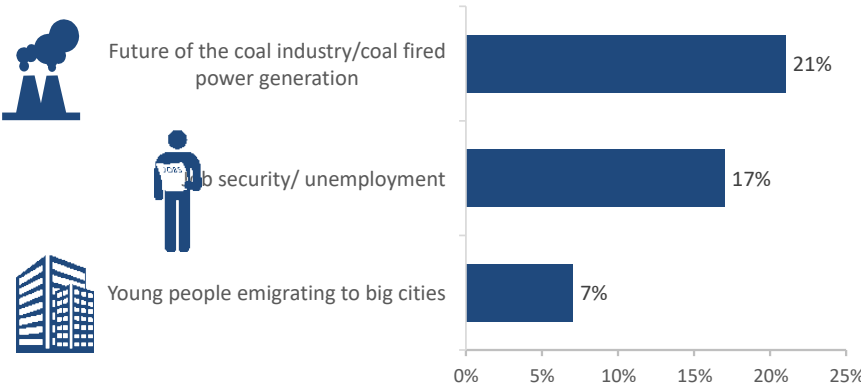
Over 90% Rated Important/Very important:



Major Opportunities for the Future:



Major Challenges for the Future:



Where are we now?

Muswellbrook Shire residents have been facing a variety of challenges in recent years. The major challenges that residents have identified were the future of the coal industry (mining and power generation), unemployment, and young workers emigrating from the area. These issues have been reflected across many survey outcomes. To name a few; lower quality of life compared to our Regional Benchmark, economic development is a key driver of satisfaction, and low support for any increased rates for increased services.

However, despite these challenges, satisfaction with Council's performance is in line with our Micromex Regional LGA Benchmark. An initial regression analysis determined that communication with the local community is the most important contributor to satisfaction with Council's performance. Following this, we conducted further analysis adding three more specific communication measures (see right). We can see using this updated model that Council's efforts to involve, inform, respond, and communicate with residents are all key drivers. Combined these contribute just over 34% to overall satisfaction.

Council should look to explore how they can more effectively engage with, and communicate to, residents. Word of mouth currently dominates how residents receive information. While not strictly a negative thing, this second-hand source could be combated by increasing first-hand information via web, internet or social media, of which 25% of residents currently do not receive information about Council.

Key Measures:

Overall satisfaction

Overall, 81% of residents are at least moderately satisfied with the performance of Council over the last 12 months.



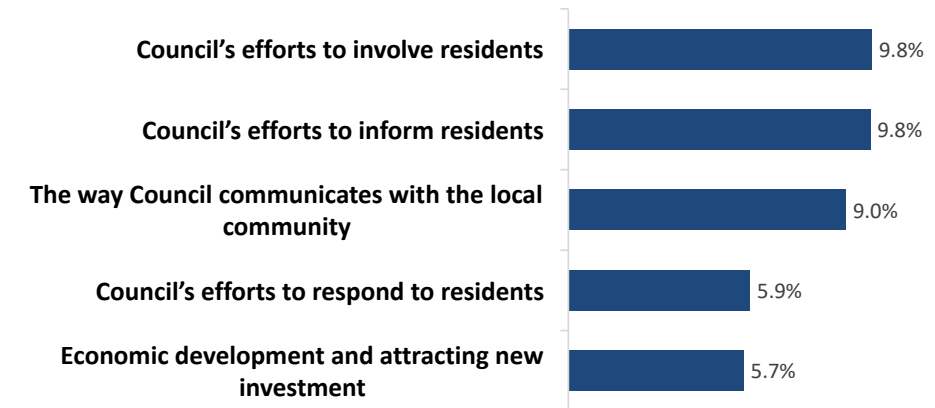
Quality of Life in the LGA

77% of residents rate their quality of life as 'good' to 'excellent' in the Muswellbrook shire.



Key Drivers:

Below are key drivers of overall satisfaction that have been identified by our regression analysis by using the 30 services/facilities, and 3 communication measures as dependent variables:



Note: values represent contribution to overall satisfaction out of 100%

Satisfaction Scorecard

12 of the 30 services/facilities received a satisfaction rating of 80% or more. Sealed roads was the only area with a rating below 60%.



Good performance
(T3B sat score ≥80%)



Monitor
(T3B sat score 60%-79%)



Needs improvement
(T3B sat score <60%)

Parks, Gardens and Infrastructure	Parks, Gardens and Infrastructure (Cont.)	Community and Economy
Sealed roads	Parking facilities	Economic development and attracting new investment
Unsealed roads	Public lighting in town centres	Council website
Bridges	Stormwater drainage	Council social media
Footpaths and shared paths	Waste and recycling	Art Gallery
Cleanliness of streets	Water supply	Local festivals and events
Public toilets	Sewage collection and treatment	The way Council communicates with the local community
Weed control	Community and Economy	Health and Environment
Community halls	Council pools	Dog control
Sporting facilities	Libraries	Development applications (DA's)
Parks, reserves and playgrounds	Youth facilities and activities	Food safety in local restaurants, cafes and take-aways
	Services for the elderly	Protection of the natural environment and wildlife



Section 1:

Living In Muswellbrook Shire

This section explores residents perceived quality of life living in Muswellbrook Shire and determines agreement levels with a variety of statements about Council and living in the area.

Section One

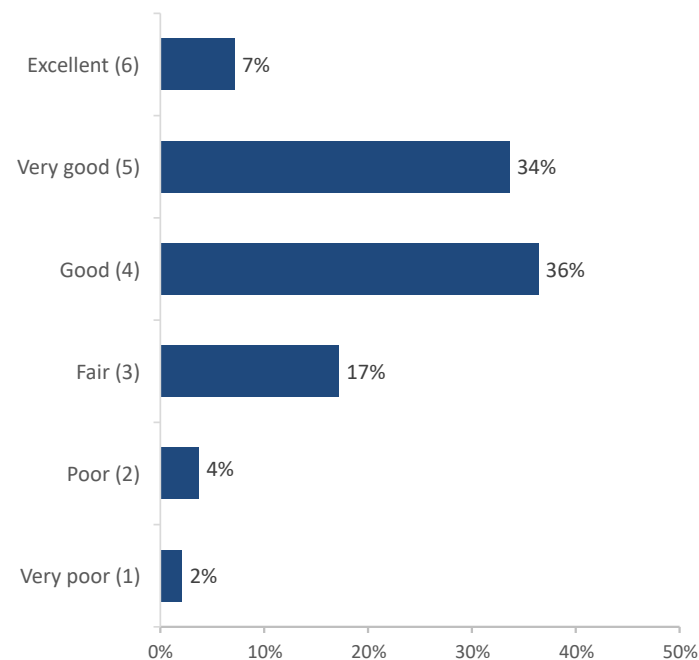
Quality Of Life

Quality of life in the Muswellbrook Shire region is high, with 77% of residents stating a good to excellent quality of life.

Muswellbrook Shire Council results for quality of life are below with the our Regional LGA benchmark.

	Muswellbrook Shire Council	Micromex LGA Benchmark – Regional
Top 3 Box %	77%↓	94%
Mean rating	4.17↓	4.95
Base	402	13,773

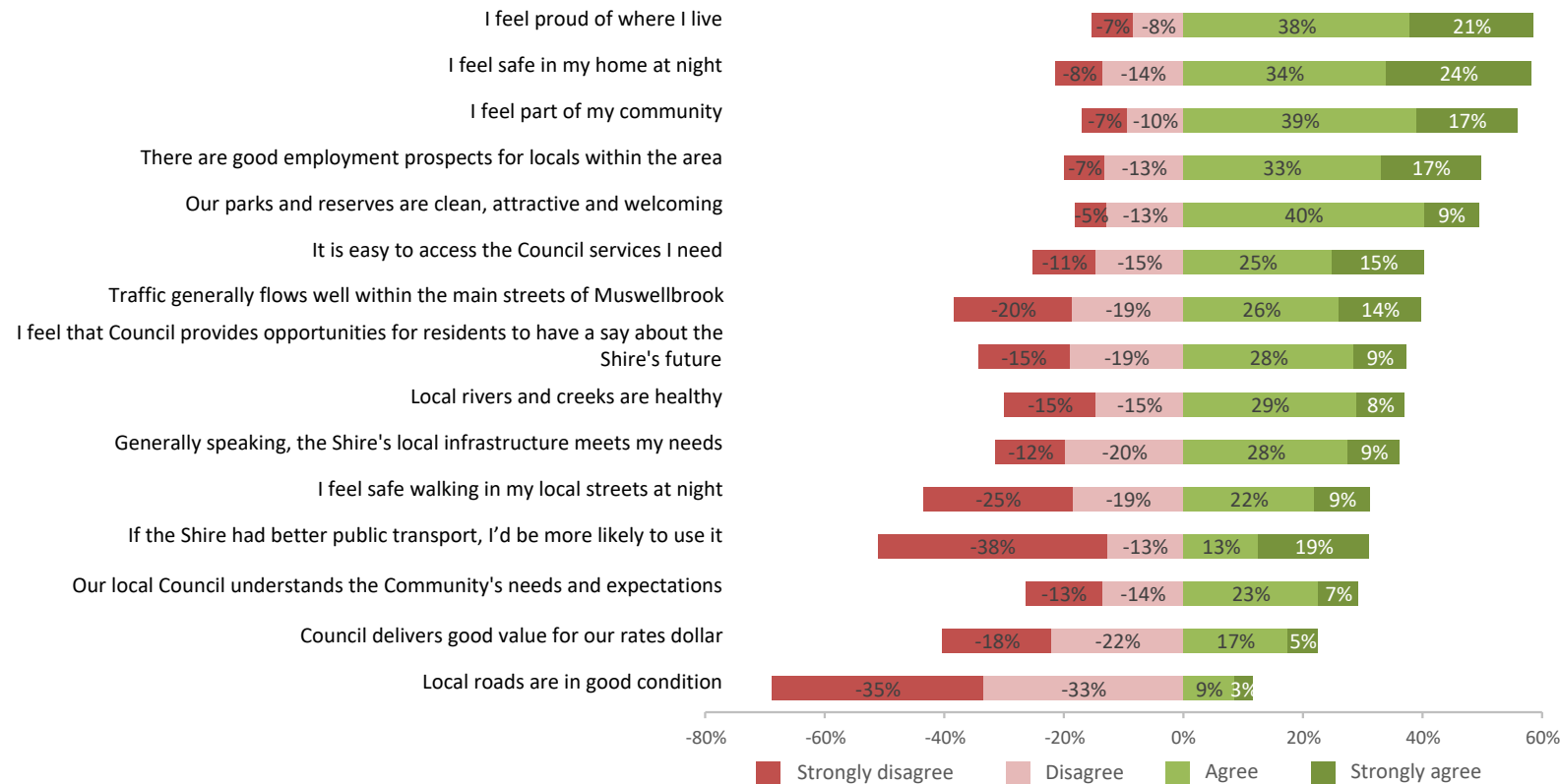
↑↓ = A significantly higher/lower level of satisfaction (compared to the Benchmark)



	Overall	Gender		Age					Time lived in area		
		Male	Female	18-39	40-49	50-59	60-69	70+	Less than 10 years	11-20 years	More than 20 years
Top 3 Box %	77%	74%	80%	73%	81%	77%	76%	85%	73%	79%	77%
Mean rating	4.17	4.09	4.25	4.03	4.18	4.21	4.14	4.52▲	3.90▼	4.17	4.26
Base	402	205	197	152	68	73	54	55	83	86	233

Local Area Indicators – Agreement Statements

The majority of residents agree that they feel proud of where they live, feel safe in their home at night, and feel part of their community. The areas where more residents disagreed than agreed were: 'I feel safe walking in my local streets at night', 'if the Shire had better public transport, I'd be more likely to use it', 'Council delivers good value for money', and 'local roads are in good condition'.



%T2B		Micromex Benchmark - Regional
2023 (N=402)	2021 (N=401)	
59%↓	62%	78%
58%▼	68%	NA
56%↓	57%	74%
50%▲↑	42%	26%
49%	47%	NA
40%	39%	NA
40%▼↑	48%	31%
37%▲	23%	NA
37%▲	26%	NA
36%	NA	NA
31%	32%	NA
31%	36%	NA
29%▲	21%	25%
22%↓	19%	36%
12%▼	26%	NA

▲ ▼ = A significantly higher/lower rating (by year)

↑ ↓ = A significantly higher/lower rating compared to the benchmark

Q2. ...to what extent do you agree or disagree with the following statements?

Local Area Indicators – Agreement Statements

Residents under 40 are significantly less likely to agree they feel proud of where they live or feel safe in their home at night. Residents over 70 were more agreeable for all statements.

	Overall	Male	Female	18-39	40-49	50-59	60-69	70+	Less than 10 years	11-20 years	More than 20 years
I feel proud of where I live	59%	55%	62%	48% ▼	54%	56%	66%	89% ▲	46% ▼	47% ▼	67% ▲
I feel safe in my home at night	58%	58%	59%	50% ▼	47% ▼	57%	69%	85% ▲	47%	57%	62%
I feel part of my community	56%	49%	63% ▲	53%	53%	55%	50%	73% ▲	48%	56%	59%
There are good employment prospects for locals within the area	50%	55% ▲	44%	50%	49%	49%	47%	53%	42%	56%	51%
Our parks and reserves are clean, attractive and welcoming	49%	48%	51%	44%	40%	50%	48%	75% ▲	46%	55%	49%
It is easy to access the Council services I need	40%	35%	46% ▲	36%	38%	36%	43%	58% ▲	30%	41%	44%
Traffic generally flows well within the main streets of Muswellbrook	40%	35%	45%	46%	43%	42%	21% ▼	34%	45%	49%	34% ▼
I feel that Council provides opportunities for residents to have a say about the Shire's future	37%	34%	41%	37%	32%	31%	39%	50% ▲	32%	33%	40%
Local rivers and creeks are healthy	37%	39%	35%	35%	37%	31%	33%	51% ▲	41%	33%	37%
Generally speaking, the Shire's local infrastructure meets my needs	36%	32%	41%	30%	37%	30%	33%	64% ▲	36%	30%	39%
I feel safe walking in my local streets at night	31%	39% ▲	23%	31%	28%	28%	31%	40%	27%	33%	32%
If the Shire had better public transport, I'd be more likely to use it	31%	26%	36%	34%	24%	27%	34%	33%	28%	33%	32%
Our local Council understands the Community's needs and expectations	29%	25%	34%	25%	35%	25%	24%	47% ▲	24%	26%	32%
Council delivers good value for our rates dollar	22%	21%	24%	18%	23%	16%	21%	45% ▲	17%	16%	27% ▲
Local roads are in good condition	12%	8%	15%	10%	8%	7%	14%	24% ▲	11%	10%	12%
Base	402	205	197	152	68	73	54	55	83	86	233

Base: N = 399-402

Q2. ...to what extent do you agree or disagree with the following statements?

▲ ▼ = A significantly higher/lower percentage (by group)



Section Two

Section 2:

Council Performance and Engagement

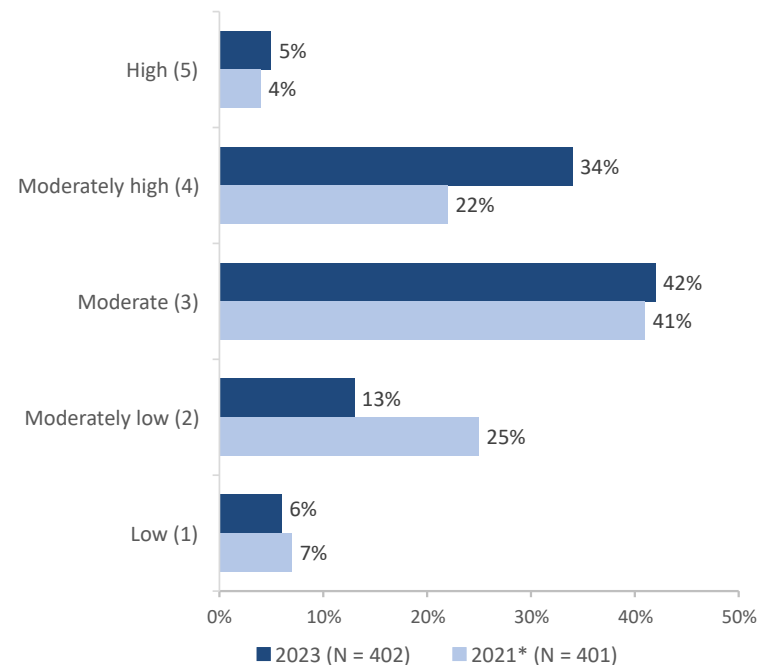
This section explores satisfaction with Council's overall performance and key engagement measures, actions taken by residents to address local issues and confidence that their issue was taken into consideration by Council.

Overall Satisfaction

81% of residents are at least moderately satisfied with Council's performance, a higher result than across the previous 4 years*, and slightly below the Regional Benchmark.

Females, residents over 70, and those who have lived in the area more than 20 years were more likely to state a higher level of satisfaction.

	Muswellbrook Shire Council			Micromex LGA Benchmark – Regional
	2023	2021*	2019*	
Top 3 Box %	81%	67%	74%	83%
Mean rating	3.20	2.90	3.10	3.33
Base	402	401	505	47,365



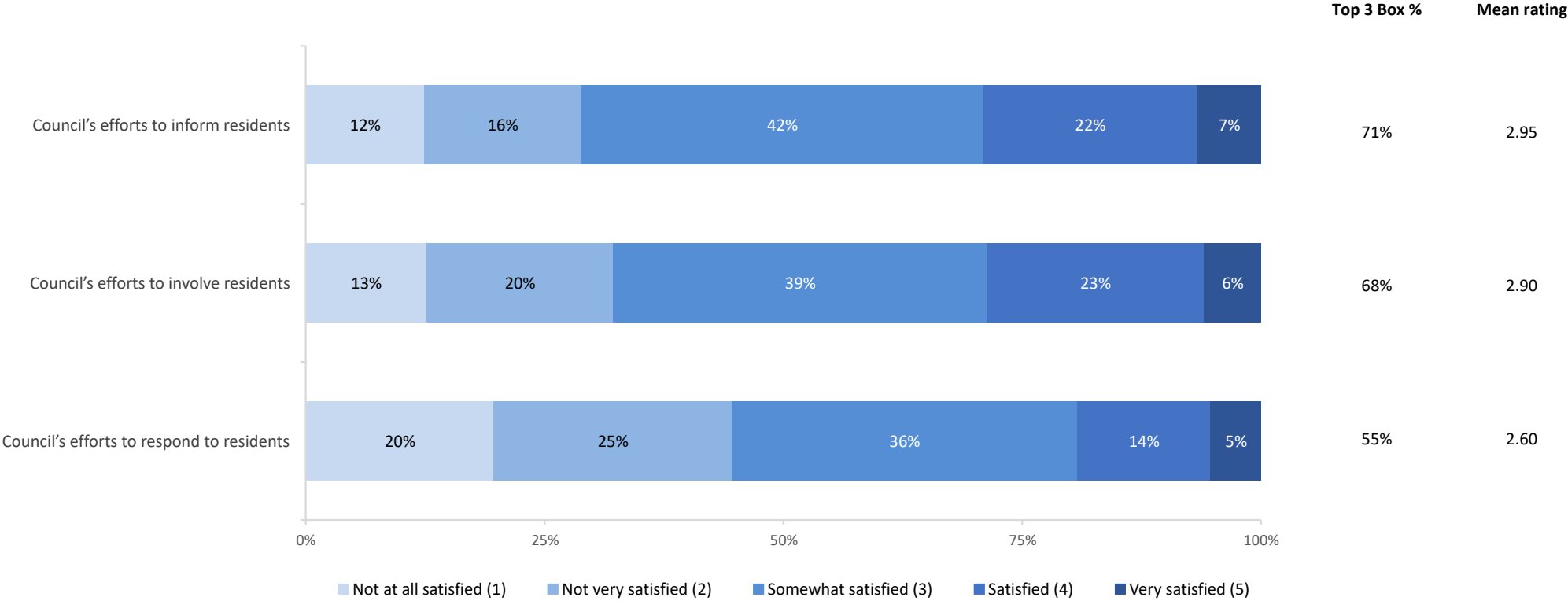
	Overall	Gender		Age					Time lived in area		
		Male	Female	18-39	40-49	50-59	60-69	70+	Less than 10 years	11-20 years	More than 20 years
Top 3 Box %	81%	77%	86%▲	81%	81%	75%	80%	93%▲	75%	80%	84%
Mean rating	3.20	3.12	3.27	3.10	3.20	3.08	3.09	3.71▲	3.07	3.04	3.30▲
Base	402	205	197	152	68	73	54	55	83	86	233

Q4. Please rate your satisfaction with Council's overall performance on a scale of 1-5 where 1 is low satisfaction and 5 is high satisfaction

*Note: 2021/2019 results use different scale: 1 = very dissatisfied, 5 = very satisfied
▲ ▼ = A significantly higher/lower level of satisfaction (by group)

Satisfaction with Communication Efforts

The community is generally satisfied with Council’s efforts to inform and involve residents, however, there is a noticeable gap regarding efforts to respond to residents.



Base: N = 399-402

Q6. Can you please rate the following criteria regarding Council’s efforts to communicate with residents?

Scale: 1 = not at all satisfied, 5 = very satisfied 16

Satisfaction with Communication Efforts

Female residents and those over 70 are the most likely to have higher satisfaction across all these three measures. This aligns with their higher satisfaction score with the overall performance of council.

Council's efforts to inform residents

	Overall	Male	Female	18-39	40-49	50-59	60-69	70+	Less than 10 years	11-20 years	More than 20 years
Top 3 Box %	71%	66%	77%▲	72%	79%	67%	62%	74%	61%	70%	75%
Mean rating	2.95	2.83	3.07▲	2.87	3.13	2.81	2.78	3.26▲	2.66▼	2.89	3.07▲
Base	402	205	197	152	68	73	54	55	83	86	233

Council's efforts to involve residents

	Overall	Male	Female	18-39	40-49	50-59	60-69	70+	Less than 10 years	11-20 years	More than 20 years
Top 3 Box %	68%	63%	73%	72%	68%	61%	57%	76%	59%	67%	71%
Mean rating	2.90	2.76	3.04▲	2.92	2.92	2.67▼	2.76	3.25▲	2.67	2.87	2.99
Base	402	205	197	152	68	73	54	55	83	86	233

Council's efforts to respond to residents

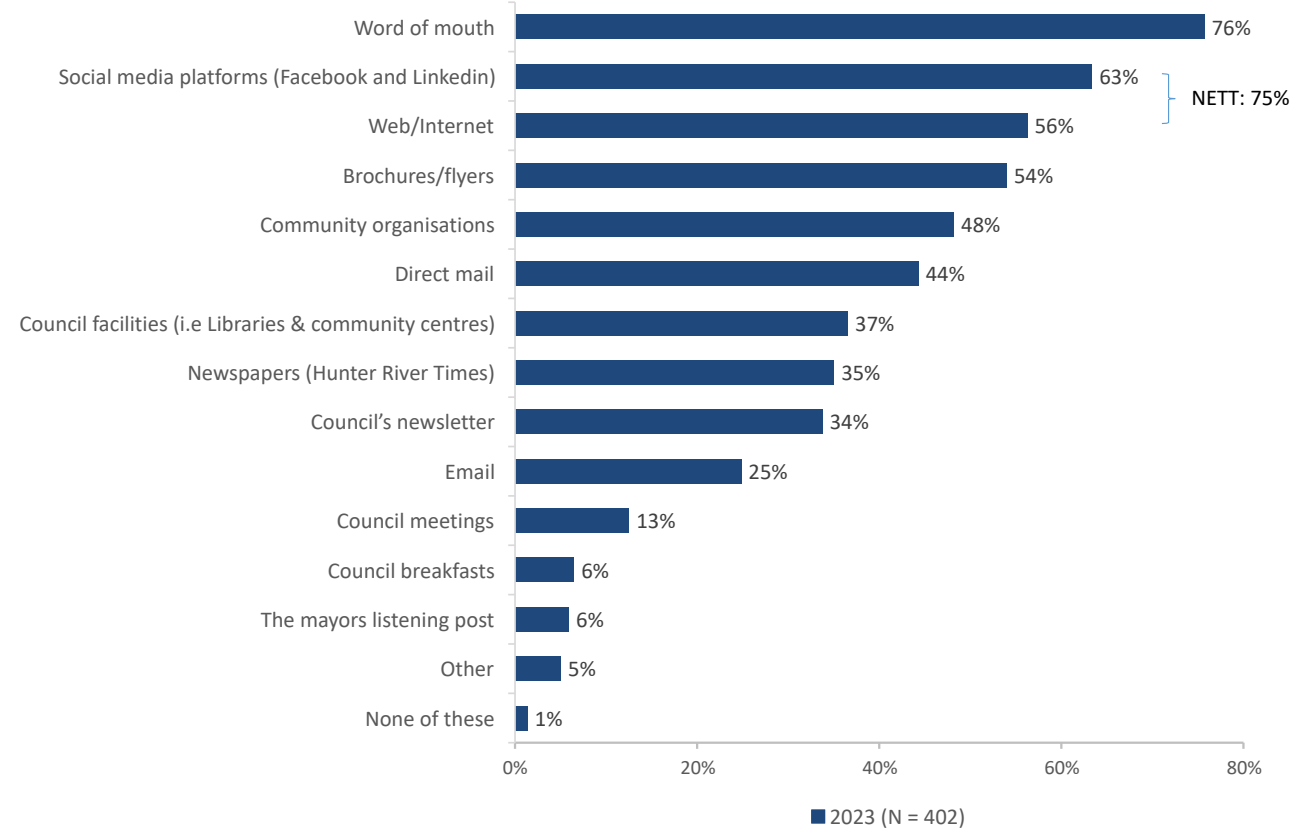
	Overall	Male	Female	18-39	40-49	50-59	60-69	70+	Less than 10 years	11-20 years	More than 20 years
Top 3 Box %	55%	51%	60%	51%	64%	45%▼	56%	71%▲	59%	48%	57%
Mean rating	2.60	2.48	2.73▲	2.42▼	2.81	2.50	2.54	3.06▲	2.60	2.38	2.68
Base	399	202	197	150	68	73	54	54	83	84	232

Scale: 1 = not at all satisfied, 5 = very satisfied

▲ ▼ = A significantly higher/lower level of satisfaction (by group)

Methods to Receive Information about Council

Word of mouth and social media are the most common means of receiving information about Council, followed by web/internet and brochures/flyers. Looking at the NETT total of social media and web/internet, there is still 25% of residents that have not received information via these internet-based means.



Other specified	N = 402
Radio	4%
TV	<1%
Talking direct to Councillors/Mayor	<1%
Talked direct to Council Employees	<1%
School newsletters	<1%
Chamber of Commerce	<1%

Methods to Receive Information about Council

Looking at results by demographics, there is a distinct drop in the usage of digital mediums (web/internet and social media) for residents over 60. Residents over 70 were much more likely to receive information via newspapers and newsletters, while those under 40 were significantly less likely to use these mediums.

	Overall	Male	Female	18-39	40-49	50-59	60-69	70+	Less than 10 years	11-20 years	More than 20 years
Word of mouth	76%	77%	75%	77%	75%	81%	69%	73%	70%	80%	76%
Social media platforms (Facebook and LinkedIn)	63%	59%	68%	84%▲	73%	57%	34%▼	32%▼	70%	68%	59%
Web/Internet	56%	56%	57%	62%	69%▲	58%	42%▼	36%▼	52%	68%▲	53%
Brochures/flyers	54%	57%	50%	50%	57%	59%	47%	58%	47%	58%	54%
Community organisations	48%	44%	52%	53%	57%	44%	41%	37%▼	53%	44%	48%
Direct mail	44%	47%	42%	48%	35%	46%	43%	46%	42%	47%	44%
Council facilities (i.e Libraries & community centres)	37%	35%	39%	36%	46%	33%	34%	35%	42%	41%	33%
Newspapers (Hunter River Times)	35%	35%	35%	21%▼	39%	34%	40%	67%▲	20%▼	34%	41%▲
Council's newsletter	33%	36%	31%	22%▼	34%	37%	36%	55%▲	25%	28%	38%▲
Email	25%	28%	21%	26%	24%	27%	19%	24%	27%	28%	22%
Council meetings	13%	12%	13%	7%▼	20%▲	15%	13%	14%	6%	12%	15%
Council breakfasts	6%	6%	7%	6%	6%	5%	8%	10%	3%	4%	9%▲
The mayors listening post	6%	4%	7%	5%	9%	0%▼	7%	11%	9%	1%▼	7%
Other	5%	6%	5%	2%	7%	8%	8%	6%	6%	5%	5%
None of these	1%	0%	2%	1%	1%	2%	1%	1%	4%▲	0%	1%
Base	402	205	197	152	68	73	54	55	83	86	233



Section 3:

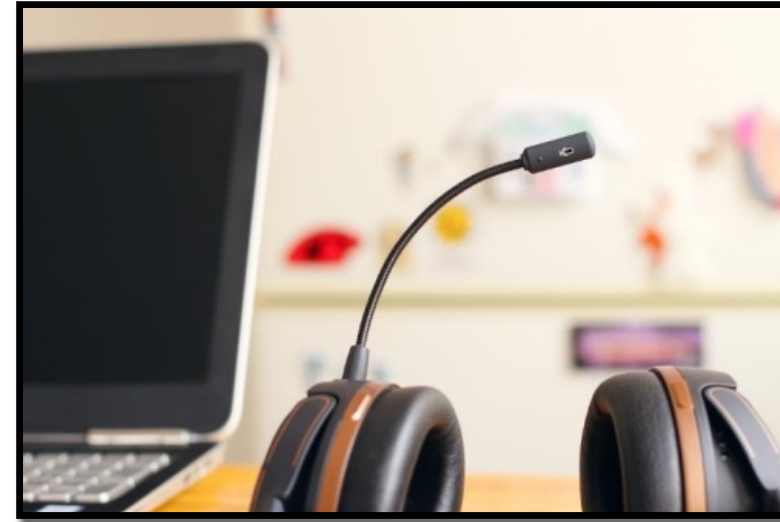
Contact With Council

This section explores residents most recent contact with Council, with focus on the method, nature and satisfaction with the experience.

Section Three

Contact with Council – Summary

- 53% of residents have made contact with Muswellbrook Council in the last 12 months, for a reason other than to make a payment.
- The most common reasons for making contact were:
 - Development application (16%)
 - Road and footpath improvements (13%)
 - Garbage/Waste management/Recycling/Tips (11%)
- Telephone is by far the most common method to first make contact, followed by face-to-face, making up 70% of contacts.
- 49% of residents that contacted are at least moderately satisfied with the way their contact was handled.



Q7a. Have you contacted Council within the past 12 months, for a reason other than to make a payment?

Q7b. Thinking about your most recent enquiry, what was that contact regarding?

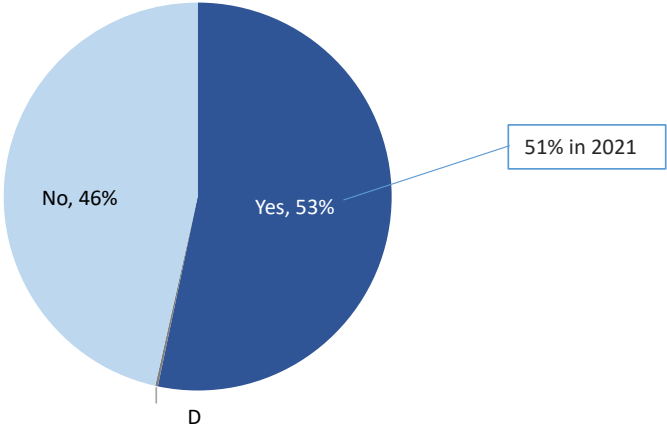
Q7c. Regarding your issue, how did you first make contact with Council?

Q7d. On a scale of 1-5, where 1 is low satisfaction and 5 is high satisfaction how satisfied were you with the way the local Council handled your latest enquiry?

Contact with Council

53% of residents have made contact with Muswellbrook Council in the last 12 months, for a reason other than to make a payment. Results did not significantly differ across demographics.

Have you contacted Council within the past 12 months (excluding to make payments)?



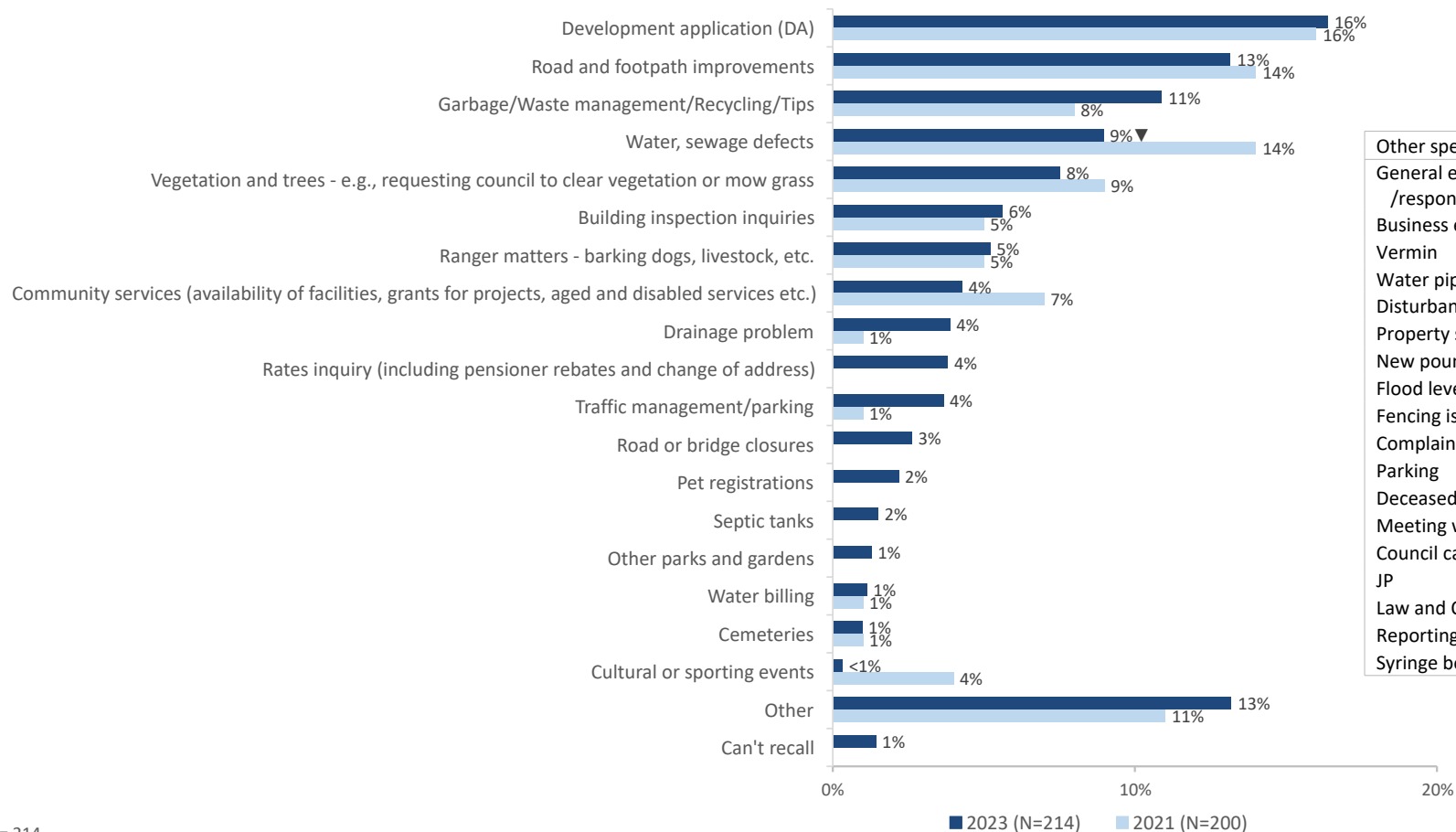
	Overall	Male	Female	18-39	40-49	50-59	60-69	70+	Less than 10 years	11-20 years	More than 20 years
Yes %	53%	57%	49%	48%	57%	60%	56%	52%	45%	60%	54%
Base	402	205	197	152	68	73	54	55	83	86	233

Base: N = 402

Q7a. Have you contacted Council within the past 12 months, for a reason other than to make a payment?

Nature of Enquiry

Development application (16%), road and footpath improvements (13%) were the most common reasons to make contact with Council.



Other specified	Count
General enquiry/ information /responding to Council	3%
Business enquiry	2%
Vermin	1%
Water pipes/drainage	1%
Disturbance complaint	1%
Property sale	<1%
New pound	<1%
Flood levels	<1%
Fencing issue	<1%
Complaint	<1%
Parking	<1%
Deceased pet	<1%
Meeting with Councillors/Mayor	<1%
Council cafe	<1%
JP	<1%
Law and Order	<1%
Reporting abandoned car	<1%
Syringe boxes	<1%

Base: N = 214

Q7b. Thinking about your most recent enquiry, what was that contact regarding?

Attachment 11.4.9.1 Report Muswellbrook CSS Final

Please see Appendix 1 for results by demographics

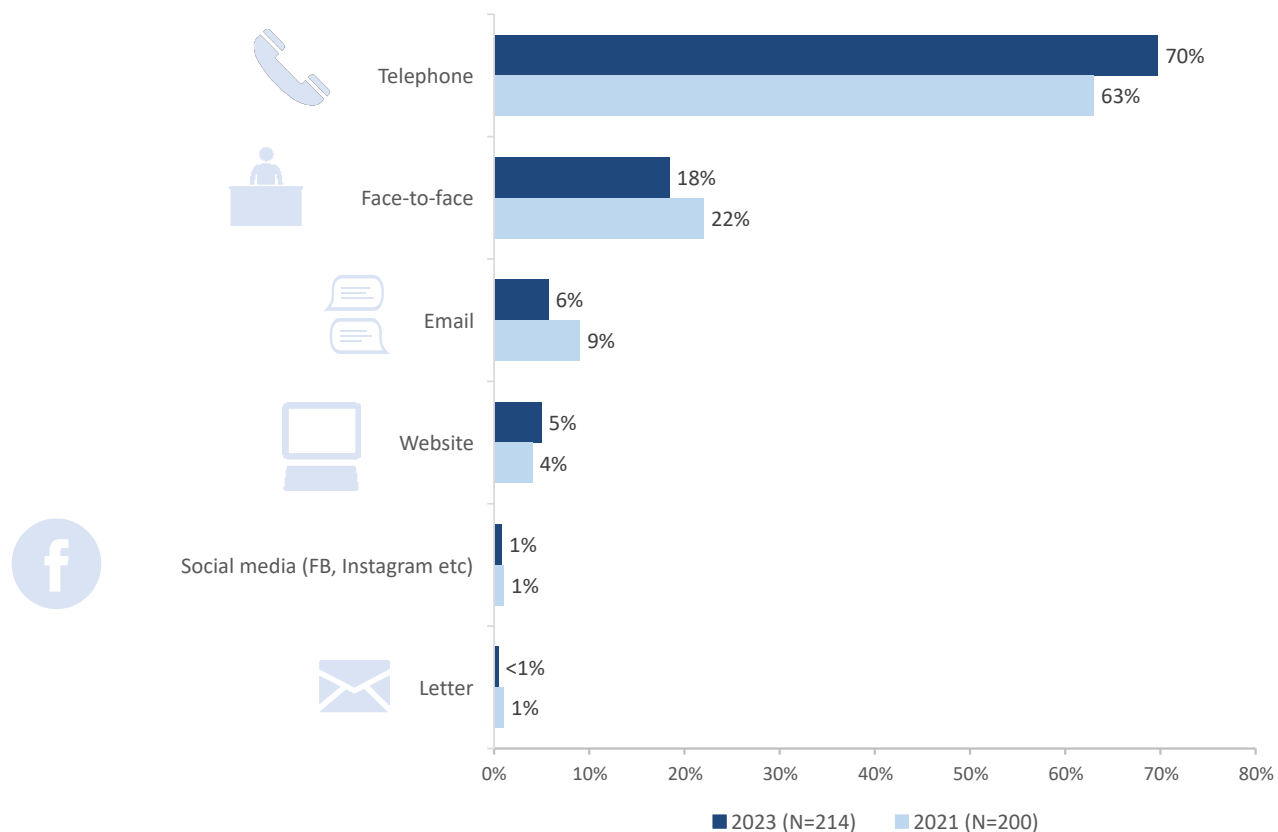
▲ ▼ = A significantly higher/lower percentage (by year)

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Method of Contact with Council

For those that have contacted Council in the last 12 months, telephone is by far the most common method to first make contact, followed by face-to-face. Compared to 2021, telephone has seen an increase in usage, while face-to-face and email were slightly less common.



Base: N = 214

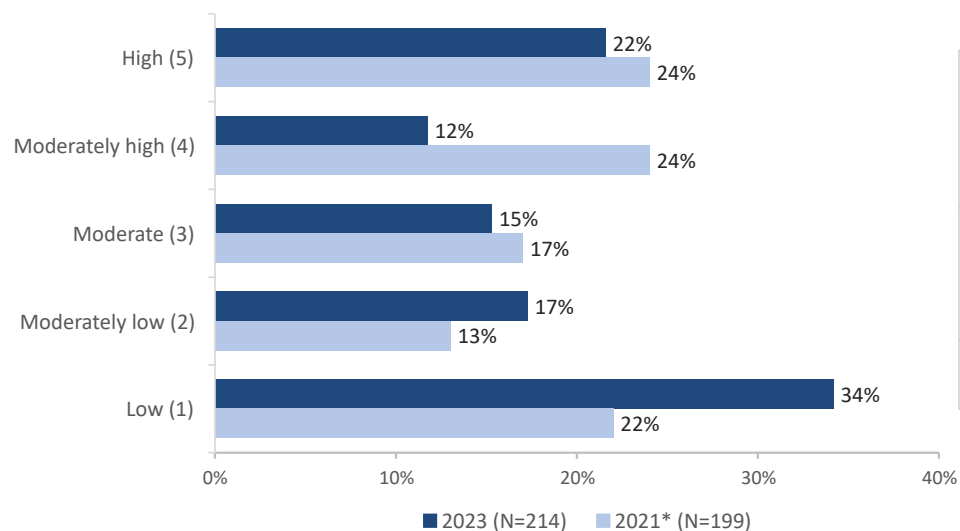
Q7c. Regarding your issue, how did you first make contact with Council?

Please see Appendix 1 for results by demographics

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Satisfaction with Contact

For those that have contacted Council in the last 12 months, 49% are at least moderately satisfied with the way their contact was handled. Residents under 40 were significantly less likely to state that they were satisfied.



	Muswellbrook Shire Council			Micromex LGA Benchmark
	2023	2021*	2019*	
Mean rating	2.69↓	3.16	3.03	3.76
T3 Box	49%↓	65%	58%	80%
Base	214	199	217	23,787

↑↓ = A significantly higher/lower level of satisfaction (compared to the Benchmark)

	Overall	Male	Female	18-39	40-49	50-59	60-69	70+	Less than 10 years	11-20 years	More than 20 years
Top 3 Box %	49%	45%	53%	40%	56%	44%	39%	77%▲	40%	48%	51%
Mean rating	2.69	2.53	2.89	2.25▼	3.15	2.60	2.42	3.67▲	2.39	2.63	2.81
Base	214	117	98	74	38	44	30	28	37	52	125

Base: N = 214

Q7d. On a scale of 1-5, where 1 is low satisfaction and 5 is high satisfaction how satisfied were you with the way the local Council handled your latest enquiry?

Attachment 11.4.9.1 Report Muswellbrook CSS Final

▲▼ = A significantly higher/lower level of satisfaction (by group)
 *Note: 2021/2019 results were measured on a different scale: 1=very poorly, 5=very well

Satisfaction with Contact – by Method and Nature of Enquiry

Those that contacted by email were significantly less satisfied than other contact methods, additionally, those who contacted about ranger matters or drainage problems were also significantly less satisfied.

Satisfaction with Contact by Q7b. Method of Contact

	Overall	Telephone	Face-to-face	Email	Website
Top 3 Box %	49%	49%	46%	25%	76%
Mean rating	2.69	2.69	2.73	1.61 ▼	3.58
Base	214	149	39	12*	11*

Satisfaction with Contact by Q7c. Nature of Enquiry

	Overall	Development application (DA)	Road and footpath improvements	Garbage/Waste management/ Recycling/Tips	Water, sewage defects	Vegetation and trees - e.g., requesting council to clear vegetation or mow grass	Ranger matters - barking dogs, livestock, etc.	Rates inquiry (including pensioner rebates and change of address)	Traffic management/ parking	Drainage problem
Top 3 Box %	49%	40%	54%	44%	74%	43%	14% ▼	79%	20%	10% ▼
Mean rating	2.69	2.28	2.79	2.89	3.61	2.75	1.74 ▼	3.80	1.72	1.39 ▼
Base	214	34	24	23	17*	14*	9*	8*	8*	8*

Base: N = 214

*Caution: low base sizes (only groups with a base size of 8 or more are shown)
▲ ▼ = A significantly higher/lower level of satisfaction (by group)

Q7d. On a scale of 1-5, where 1 is low satisfaction and 5 is high satisfaction how satisfied were you with the way the local Council handled your latest enquiry?



Section Four

Section 4:

Future Planning – Challenges and Opportunities

This section focuses on what residents perceive as the biggest opportunities and biggest challenges for the area, as well as thoughts on Muswellbrook's focus on the mining industry.

Future Planning – Challenges and Opportunities – Summary

- Coal mining is the most mentioned major opportunity for the prosperity of the Shire (24% of residents), followed by renewable energy (9%) and retail/small business (7%).
- When asked what the major challenge is for the future of the region, challenges regarding local industry and jobs were the most prominent, with the top three being: the future of the coal industry/coal fired power generation (21%), job security/unemployment (17%), and young people emigrating to big cities (7%).
- When asked to pick a preference, just over half of residents (54%) would prefer that Muswellbrook try to diversify into other industries, while 38% would prefer to continue to focus on coal mining, and 8% were unsure.
- Looking beyond mining, residents were very supportive of focusing on a range of other industry areas in the future, with the most mentioned being agriculture (88%), followed by services (nursing, education, and social assistance) (86%), and manufacturing (81%).



Q8. What do you think is the MAJOR OPPORTUNITY for the future prosperity of the Shire?

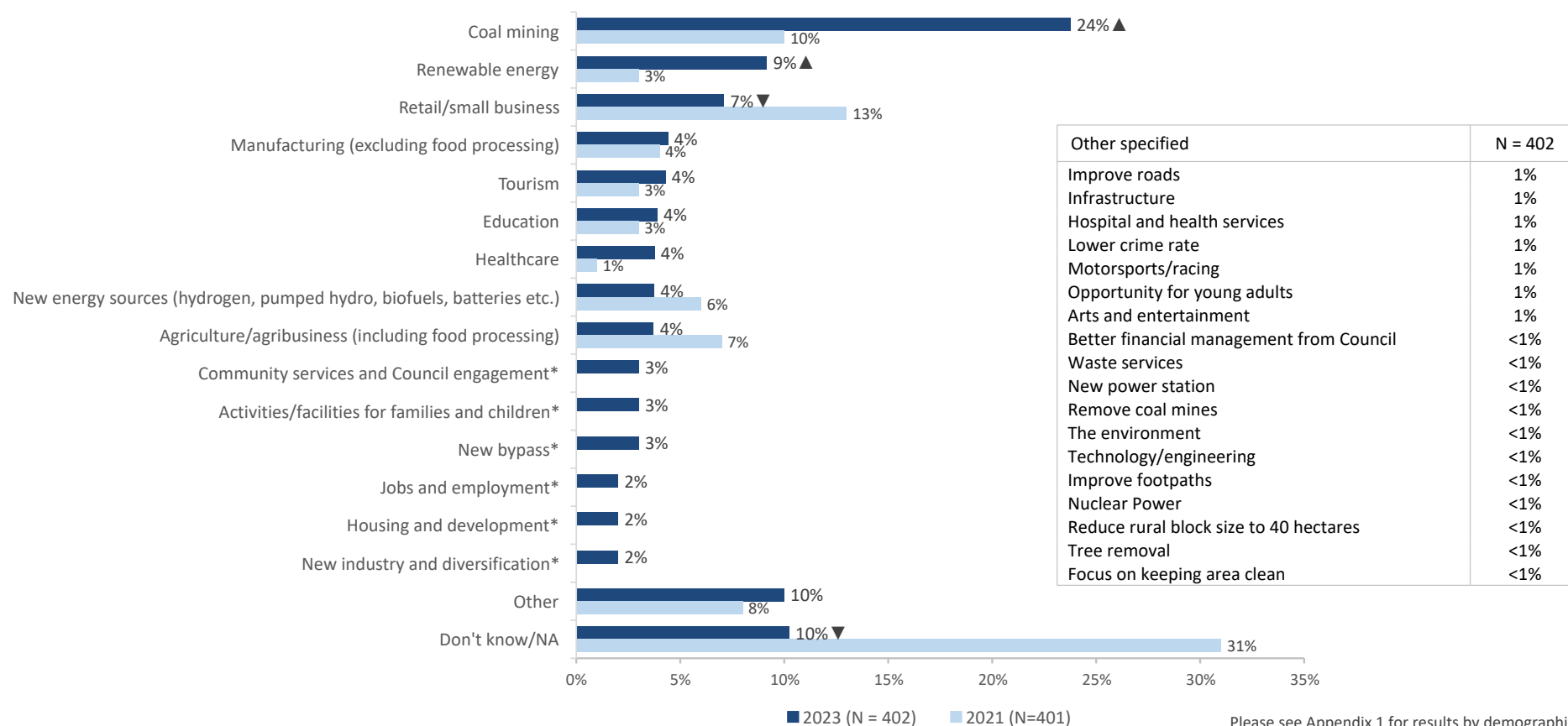
Q9. What do you think is the MAJOR CHALLENGE for the future of the Muswellbrook Shire going forward?

Q10. Some people think the Muswellbrook Shire should continue to focus on coal mining for its future prosperity, while others think it should be trying to diversify into other industries. Which category do you fall into?

Q11. Beyond mining, which of the following sectors of our local economy do you think should be our focus?

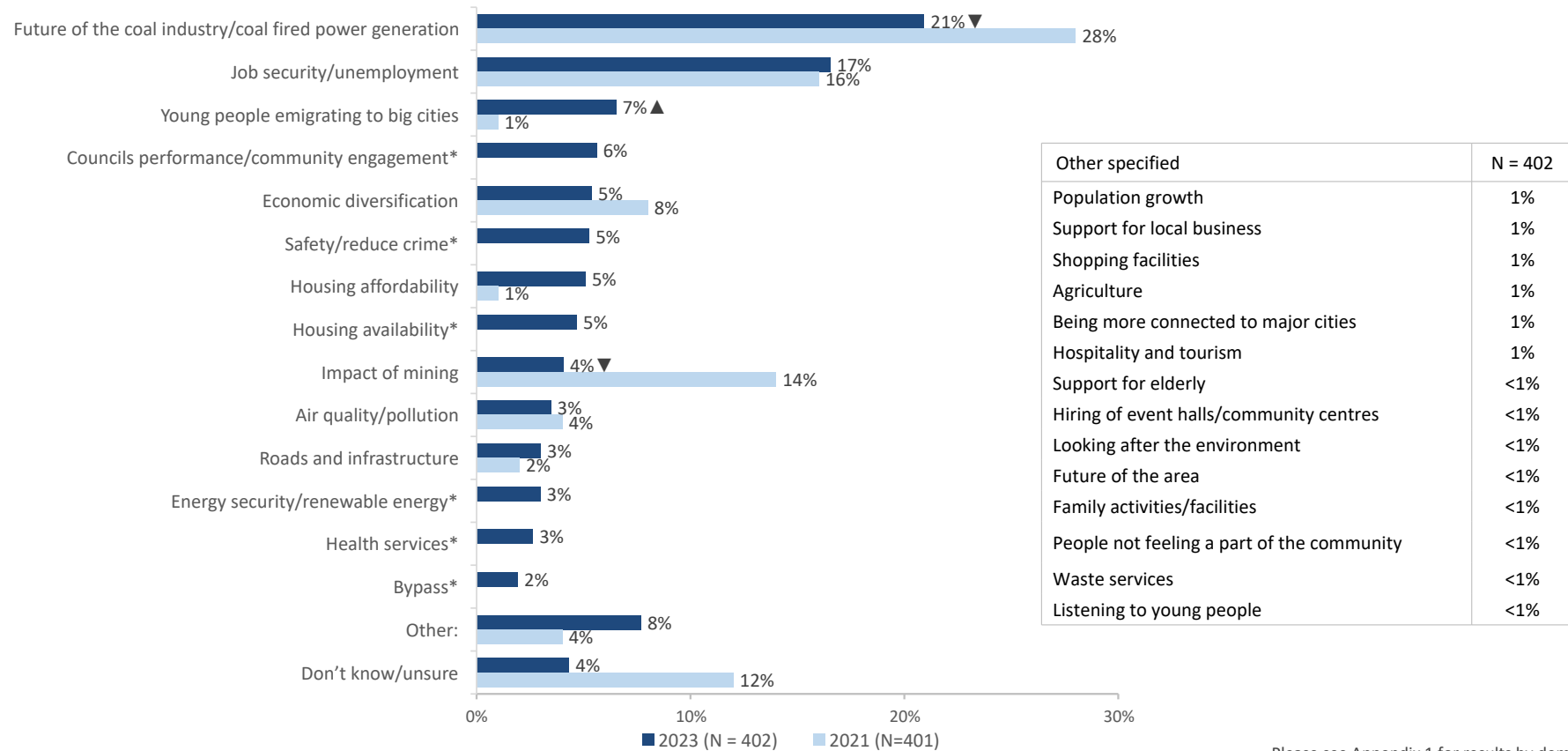
Major Opportunities for the Shire

Coal mining is the most mentioned major opportunity for the prosperity of the Shire, more than doubling in mentions since 2021. The only other options with more than 5% of residents selecting them were 'renewable energy' and 'retail/small business'. Another interesting change since 2021 is the increased engagement with this question, with the number of residents with a suggestion increasing from 69% to 90%.



Major Challenges for the Shire

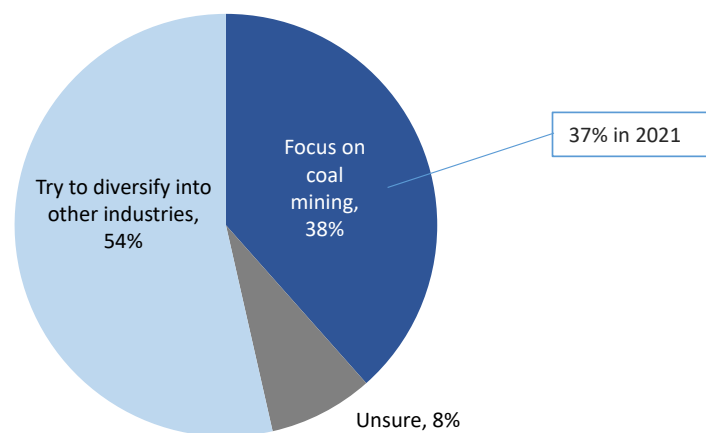
Challenges regarding local industry and jobs were the most prominent, with the top three being: the future of the coal industry/coal fired power generation, job security/unemployment, and young people emigrating to big cities. The future of the coal industry was significantly more likely to be mentioned by male residents, when compared to female residents.



Should Muswellbrook Shire Continue to Focus on Coal Mining?

Just over half of residents (54%) would prefer that Muswellbrook try to diversify into other industries, while 38% would prefer to continue to focus on coal mining, a similar result to 2021. When looking across demographics, all bar the over 70 group have a majority preference for diversification.

Which category do you fall into?



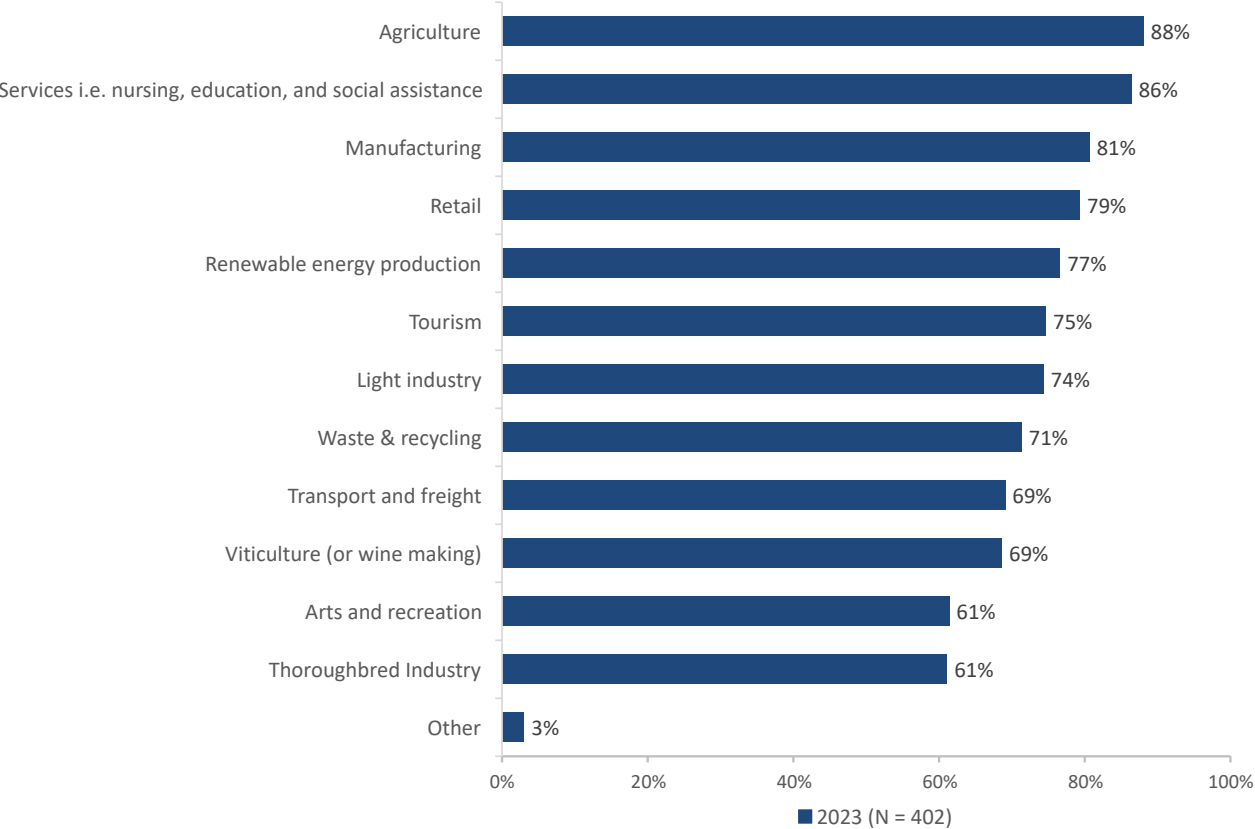
	Overall	Male	Female	18-39	40-49	50-59	60-69	70+	Less than 10 years	11-20 years	More than 20 years
Focus on coal mining	38%	41%	36%	39%	41%	35%	34%	43%	34%	44%	38%
Try to diversify into other industries	54%	52%	55%	52%	52%	58%	60%	46%	55%	53%	53%
Base	402	205	197	152	68	73	54	55	83	86	233

Base: N = 402

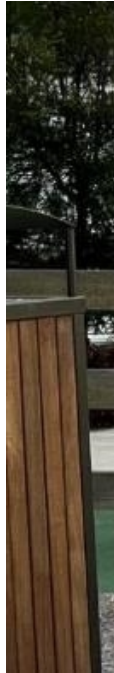
Q10. Some people think the Muswellbrook Shire should continue to focus on coal mining for its future prosperity, while others think it should be trying to diversify into other industries. Which category do you fall into?

Areas Other Than Mining To Focus On

Residents were very receptive to all the prompted industry areas, with the most mentioned being agriculture, followed by services (nursing, education, and social assistance), and manufacturing.



Other specified	N = 402
Health services	1%
Activities for youth and families	<1%
Bypass	<1%
Defence	<1%
Mining	<1%
Nuclear energy	<1%
Power stations	<1%
Property development	<1%
Sporting events	<1%
N/A	<1%



Section Five

Section 5:

Future Planning – Services, Facilities, and Infrastructure

This section explores residents' support for increased rates for increased services/facilities/infrastructure, and where residents believe Council should focus their efforts and resources.

Future Planning – Services, Facilities, and Infrastructure – Summary

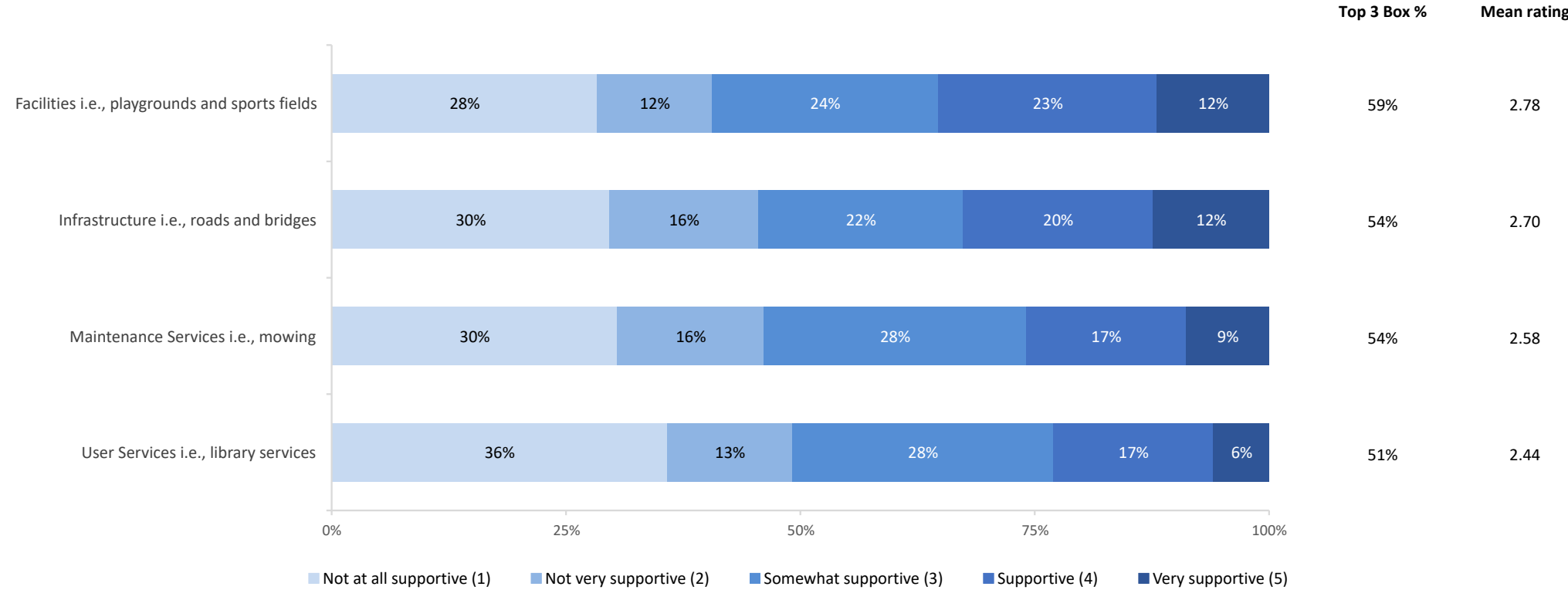
- Residents have a generally soft level of support for paying more rates and charges to support improvement for any of the areas. Support was highest for facilities, with 59% being at least somewhat supportive of increased rates and charges to support improvement.
- In relation to future planning for regard to roads, bridges and drainage, half of residents (50%) stated they would prefer Council to focus more on maintaining current assets, while only 17% had a preference for providing new assets.
- When asked to rate their position on future planning for recreation facilities, there is a slightly stronger preference for providing a greater number of more basic recreation facilities, but this is not a majority of residents and preference varies across demographics.



Q12. Thinking of the level of services, facilities and infrastructure in your local area, how supportive would you be to pay more via rates and charges to support improved:
Q13a. Thinking generally about infrastructure, such as roads, bridges and drainage...how would you rate your position on this area?
Q13b. Thinking generally about infrastructure, such as recreation facilities...how would you rate your position on this area?

Support For Increased Rates For Increased Services

Residents have a generally soft level of support for paying more rates and charges to support improvement for any of the areas. Support was highest for facilities, with 59% being at least somewhat supportive of increased rates and charges to support improvement.



Base: N = 396-402

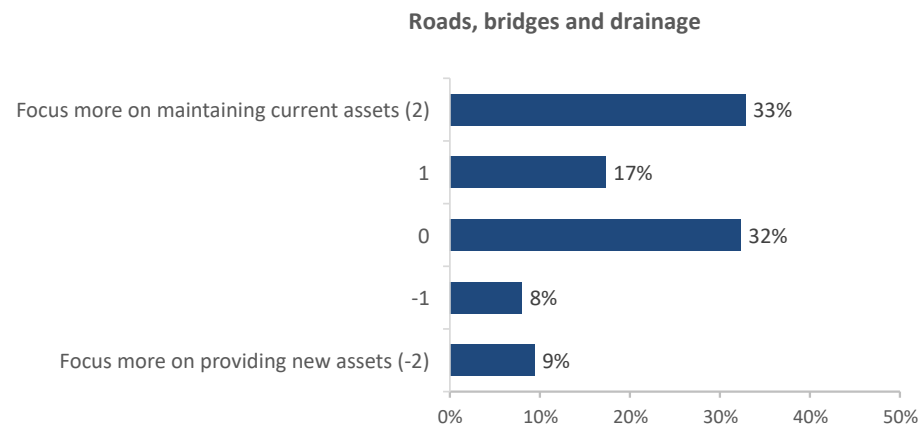
Q12. Thinking of the level of services, facilities and infrastructure in your local area, how supportive would you be to pay more via rates and charges to support improved:

See Appendix 1 for results by demographics
Scale: 1 = not at all supportive, 5 = very supportive

Resourcing Preference: Road, Bridges And Drainage

Half of residents (50%) stated they would prefer Council to focus more on maintaining current assets in regard to roads, bridges and drainage, while only 17% had a preference for providing new assets.

Residents over 70+ had a significantly greater preference for maintaining current assets.



	Overall	Gender		Age					Time lived in area		
		Male	Female	18-39	40-49	50-59	60-69	70+	Less than 10 years	11-20 years	More than 20 years
Maintaining current assets (2/1)	50%	49%	52%	46%	46%	48%	54%	65%▲	46%	46%	53%
Neutral (0)	32%	34%	31%	33%	35%	33%	31%	27%	30%	36%	32%
Providing new assets (-1/-2)	17%	17%	17%	20%	19%	19%	14%	8%▼	25%	18%	15%
Mean rating	0.56	0.56	0.56	0.46	0.44	0.58	0.63	0.90▲	0.37	0.52	0.65
Base	402	205	197	152	68	73	54	55	83	86	233

Base: N = 402

Q13a. Thinking generally about infrastructure, such as roads, bridges and drainage...how would you rate your position on this area?

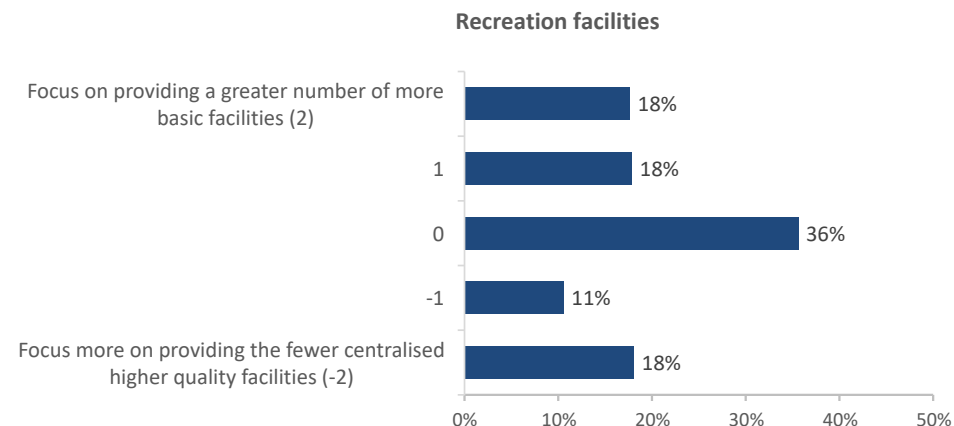
▲▼ = A significantly higher/lower percentage (by group)

Resourcing Preference: Recreation Facilities

Overall, there is a slightly stronger preference for providing a greater number of more basic recreation facilities, but this preference varies across demographics.

Residents over 50 and those who have lived in the area more than 20 years would prefer Council to focus on providing a greater number of more basic recreation facilities.

Interestingly, while preference was very dependent on age, it does not vary by gender.



	Overall	Gender		Age					Time lived in area		
		Male	Female	18-39	40-49	50-59	60-69	70+	Less than 10 years	11-20 years	More than 20 years
Providing a greater number of more basic facilities (2/1)	36%	35%	36%	21% ▼	31%	46% ▲	50% ▲	53% ▲	36%	21% ▼	41% ▲
Neutral (0)	36%	34%	37%	44% ▲	36%	26%	25%	36%	35%	43%	33%
Providing fewer centralised higher quality facilities (-1/-2)	29%	31%	27%	36%	32%	27%	24%	11% ▼	29%	35%	26%
Mean rating	0.06	0.02	0.12	-0.31 ▼	-0.10	0.34	0.43 ▲	0.58 ▲	0.04	-0.27 ▼	0.20 ▲
Base	400	205	196	151	68	73	54	55	81	86	233

Base: N = 400

Q13b. Thinking generally about infrastructure, such as recreation facilities...how would you rate your position on this area?

▲ ▼ = A significantly higher/lower percentage (by group)



Section 6:

Summary of Council Services/Facilities

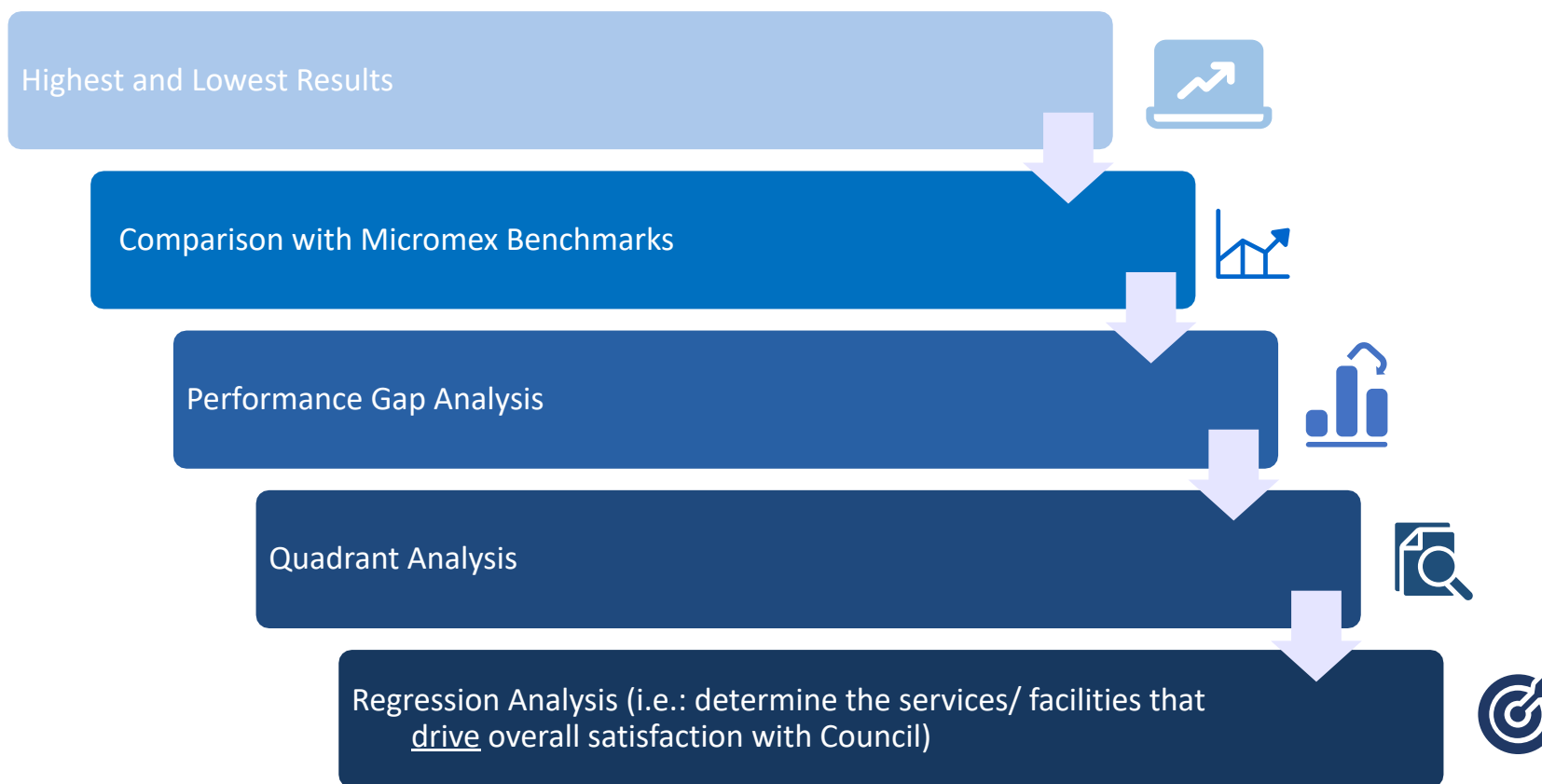
This section summarises the importance and satisfaction ratings for the 30 services and facilities. In this section we explore trends to past research and comparative norms.

Section Six

Council Services and Facilities

A major component of the 2023 Community Survey was to assess perceived Importance of, and Satisfaction with 30 Council-provided services and facilities – the equivalent of 60 separate questions!

We have utilised the following techniques to summarise and analyse these 60 questions:



Importance & Satisfaction – Highest/Lowest Rated Services/Facilities

A core element of this community survey was the rating of 30 facilities/services in terms of Importance and Satisfaction. The analysis below identifies the highest and lowest rated services/facilities in terms of importance and satisfaction.

Importance

The following services/facilities received the highest T2 box importance ratings:

Higher importance	T2 Box	Mean
Water supply	95%	4.72
Waste and recycling	95%	4.72
Food safety in local restaurants, cafes and take-aways	94%	4.70
Parking facilities	91%	4.52
The way Council communicates with the local community	91%	4.52
Protection of the natural environment and wildlife	91%	4.57

The following services/facilities received the lowest T2 box importance ratings:

Lower importance	T2 Box	Mean
Art Gallery	44%	3.19
Unsealed roads	44%	3.22
Council social media	62%	3.58
Council website	65%	3.78
Community halls	68%	3.95

T2B = important/very important
Scale: 1 = not at all important, 5 = very important

Satisfaction

The following services/facilities received the highest T3 box satisfaction ratings:

Higher satisfaction	T3 Box	Mean
Libraries	94%	4.06
Food safety in local restaurants, cafes and take-aways	90%	3.76
Sewage collection and treatment	90%	3.89
Public lighting in town centres	87%	3.42
Bridges	84%	3.49

The following services/facilities received the lowest T3 box satisfaction ratings:

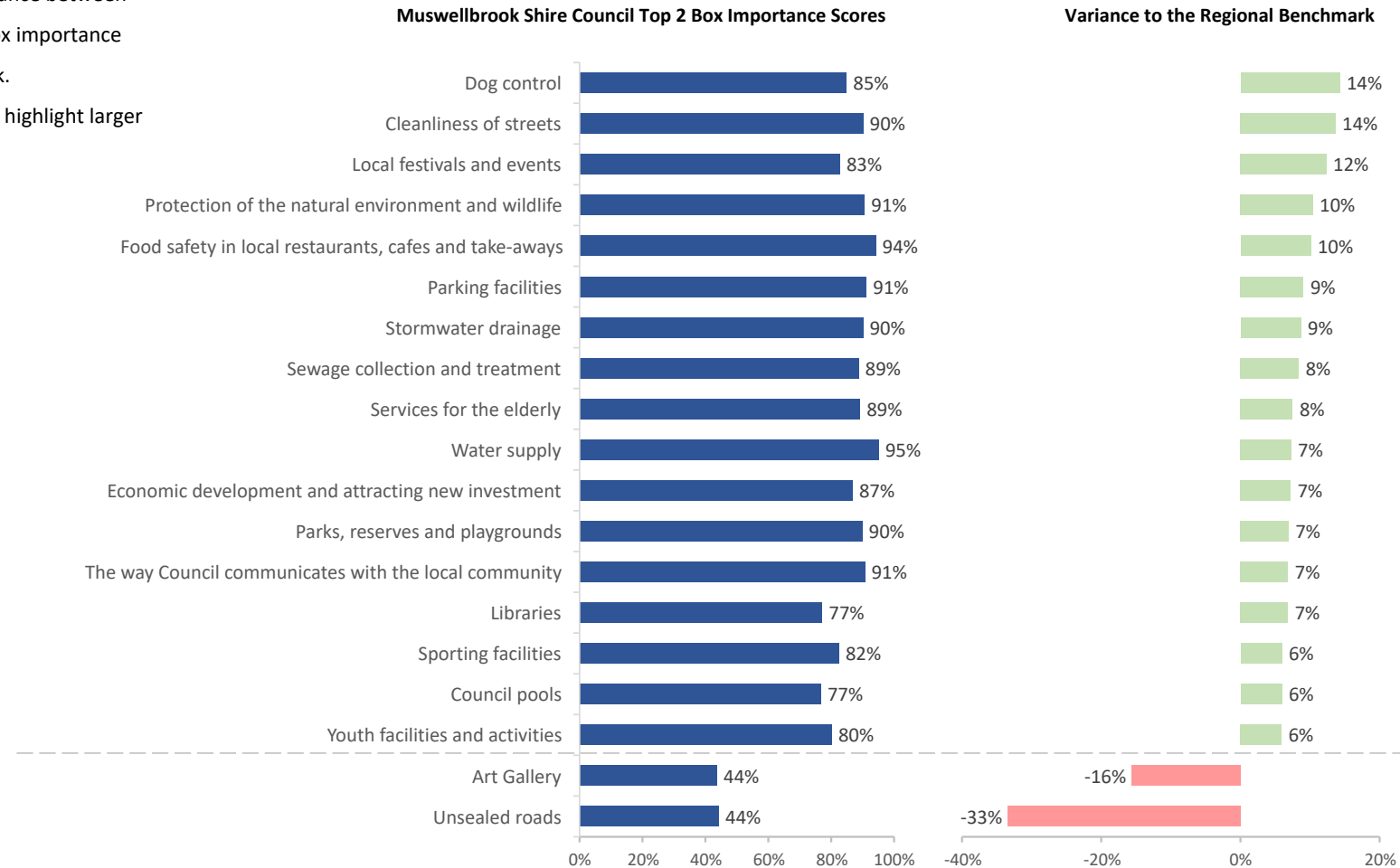
Lower satisfaction	T3 Box	Mean
Sealed roads	58%	2.66
Public toilets	60%	2.78
Unsealed roads	60%	2.71
Development applications (DA's)	62%	2.76
Economic development and attracting new investment	63%	2.76

T3B = somewhat satisfied/satisfied/very satisfied
Scale: 1 = not at all satisfied, 5 = very satisfied

Summary Importance Comparison to the Micromex Benchmark

The chart to the right shows the variance between Muswellbrook Shire Council top 2 box importance scores and the Micromex Benchmark.

Services/facilities shown in the chart highlight larger positive and negative gaps.

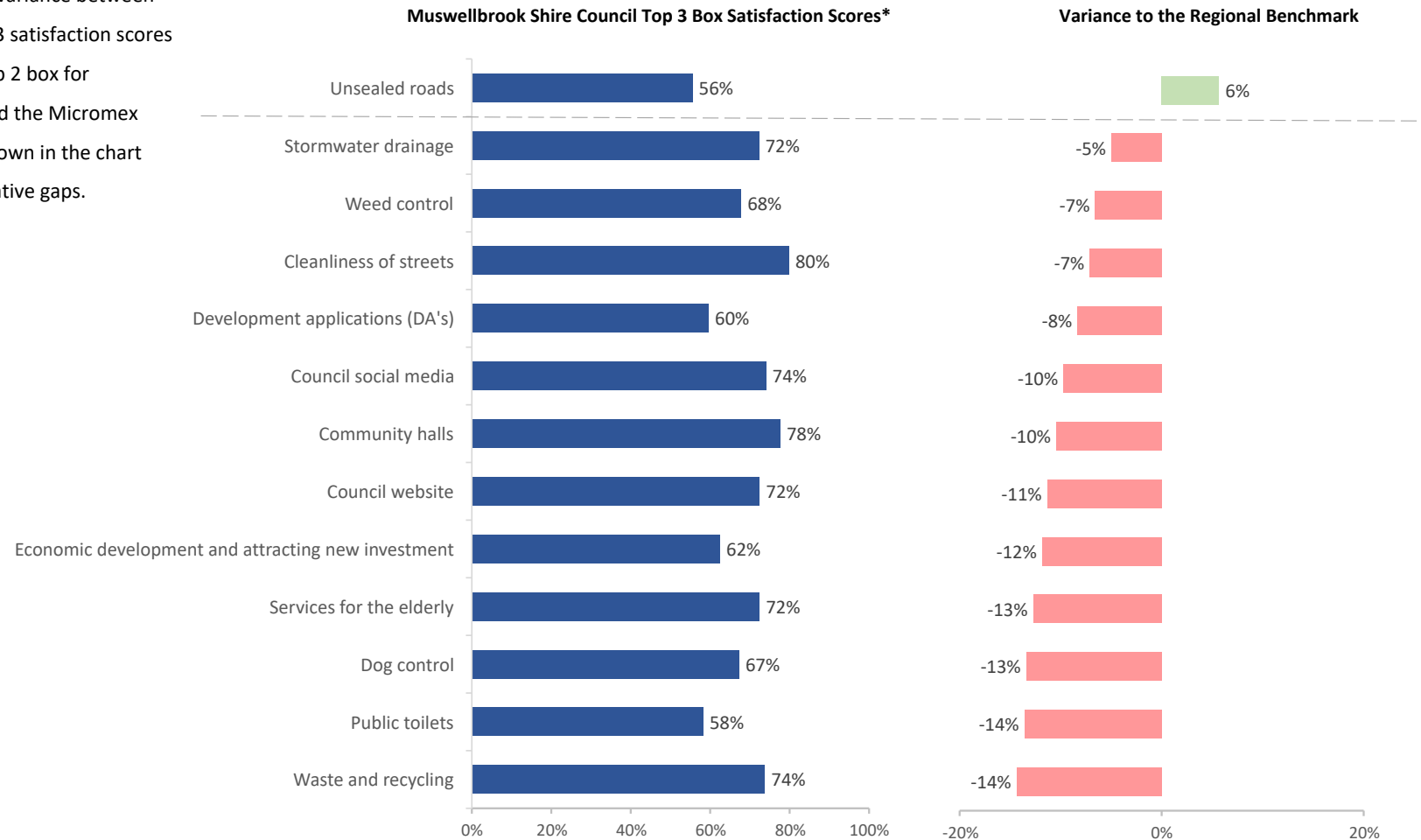


Note: Only services/facilities with a variance of +/- 5% to the Benchmark have been shown above. Please see Appendix 1 for detailed list

Top 2 box = important/very important

Summary Satisfaction Comparison to the Micromex Benchmark

The chart to the right shows the variance between Muswellbrook Shire Council top 3 satisfaction scores (*filtered to those that stated top 2 box for importance for that measure) and the Micromex Benchmark. Services/facilities shown in the chart highlight larger positive and negative gaps.



Note: Only services/facilities with a variance of +/- 5% to the Benchmark have been shown above. Please see Appendix 1 for detailed list

Top 3 box = at least somewhat satisfied

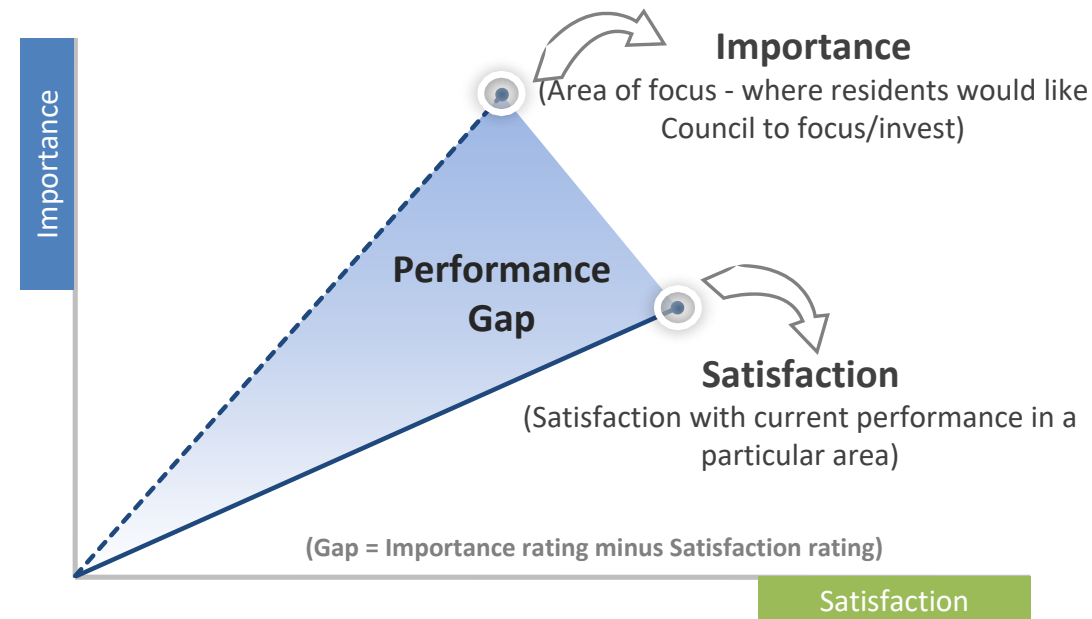
Performance Gap Analysis

PGA establishes the gap between importance and satisfaction. This is calculated by subtracting the top 3 satisfaction score from the top 2 importance score. In order to measure performance gaps, respondents are asked to rate the importance of, and their satisfaction with, each of a range of different services or facilities on a scale of 1 to 5, where 1 = low importance or satisfaction and 5 = high importance or satisfaction. These scores are aggregated at a total community level.

The higher the differential between importance and satisfaction, the greater the difference is between the provision of that service by Muswellbrook Shire Council and the expectation of the community for that service/facility.

In the table on the following page, we can see the services and facilities with the largest performance gaps.

When analysing the performance gaps, it is expected that there will be some gaps in terms of resident satisfaction. Those services/facilities that have achieved a performance gap of greater than 20% may be indicative of areas requiring future optimisation.



Performance Gap Analysis

When we examine the largest performance gaps, we can identify that all of the services or facilities have been rated as high in importance, whilst resident satisfaction for all of these areas is between 58% and 82%.

The areas with the largest performance gaps were: road infrastructure (sealed roads and parking), communication with the local community, and economic development and attracting new investment.

Service Area	Service/Facility	Importance T2 Box	Satisfaction T3 Box	Performance Gap (Importance – Satisfaction)
Parks, Gardens and infrastructure	Sealed roads	89%	58%	31%
Community and Economy	The way Council communicates with the local community	91%	65%	26%
Community and Economy	Economic development and attracting new investment	87%	63%	24%
Parks, Gardens and infrastructure	Parking facilities	91%	67%	24%
Parks, Gardens and infrastructure	Waste and recycling	95%	74%	21%
Parks, Gardens and infrastructure	Public toilets	78%	60%	18%
Parks, Gardens and infrastructure	Stormwater drainage	90%	73%	17%
Health and Environment	Dog control	85%	68%	17%
Community and Economy	Services for the elderly	89%	73%	16%
Parks, Gardens and infrastructure	Water supply	95%	82%	13%
Parks, Gardens and infrastructure	Cleanliness of streets	90%	79%	11%
Health and Environment	Development applications (DA's)	73%	62%	11%

Note: Performance gap is the first step in the process, we now need to identify comparative ratings across all services and facilities to get an understanding of relative importance and satisfaction at an LGA level. This is when we undertake step 2 of the analysis.

Quadrant Analysis

Quadrant analysis is often helpful in planning future directions based on stated outcomes. It combines the stated importance of the community and assesses satisfaction with delivery in relation to these needs.

This analysis is completed by plotting the variables on x and y axes, defined by stated importance and rated satisfaction. We aggregate the top 2 box importance scores and top 3 satisfaction scores for stated importance and rated satisfaction to identify where the facility or service should be plotted.

On average, Muswellbrook Shire residents rated services/facilities more important than our Benchmark, and their satisfaction was, on average, slightly lower.

	Muswellbrook Shire Council	Micromex Comparable Regional Benchmark
Average Importance	81%	78%
Average Satisfaction*	76%	80%

*Note: Satisfaction for this table calculated using only those who rated importance 4 or 5

Explaining the 4 quadrants (overleaf)

Attributes in the top right quadrant, **MAINTAIN**, such as ‘food safety in local restaurants, cafes, and take-aways’, are Council’s core strengths, and should be treated as such. Maintain, or even attempt to improve your position in these areas, as they are influential and address clear community needs.

Attributes in the top left quadrant, **IMPROVE**, such as ‘sealed roads’ are key concerns in the eyes of your residents. In the vast majority of cases you should aim to improve your performance in these areas to better meet the community’s expectations.

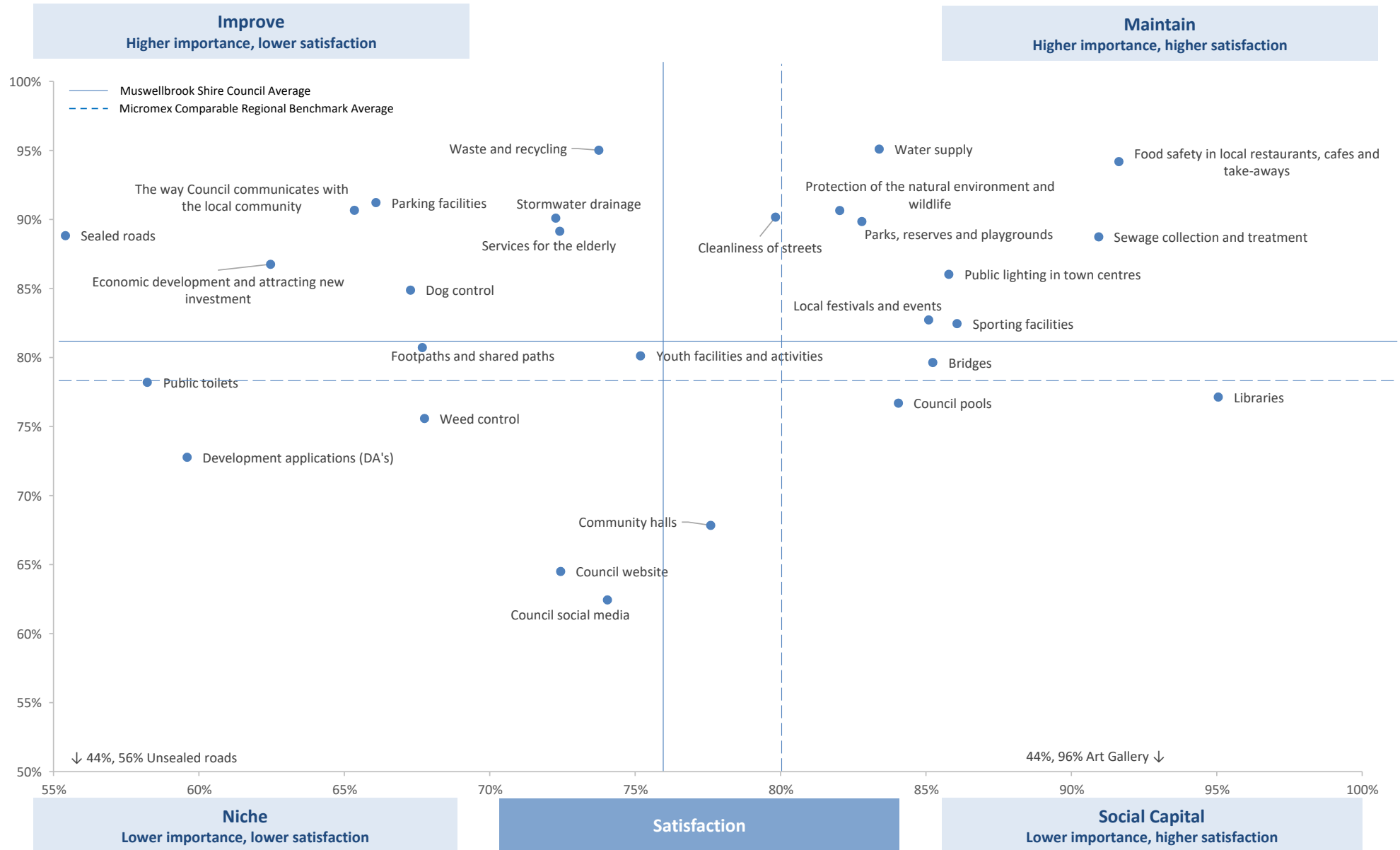
Attributes in the bottom left quadrant, **NICHE**, such as ‘unsealed roads’, are of a relatively lower priority (and the word ‘relatively’ should be stressed – they are still important). These areas tend to be important to a particular segment of the community.

Finally, attributes in the bottom right quadrant, **SOCIAL CAPITAL**, such as ‘art gallery’, are core strengths, but in relative terms they are considered less overtly important than other directly obvious areas. However, the occupants of this quadrant tend to be the sort of services and facilities that deliver to community liveability, i.e. make it a good place to live.

Recommendations based only on stated importance and satisfaction have major limitations, as the actual questionnaire process essentially ‘silos’ facilities and services as if they are independent variables, when they are in fact all part of the broader community perception of council performance.



Importance



Regression Analysis

The outcomes identified in stated importance/satisfaction analysis often tend to be obvious and challenging. No matter how much focus a council dedicates to 'sealed roads', it will often be found in the **IMPROVE** quadrant. This is because, perceptually, the condition of local roads can always be better.

Furthermore, the outputs of stated importance and satisfaction analysis address the current dynamics of the community, they do not predict which focus areas are the most likely agents to change the community's perception of Council's overall performance.

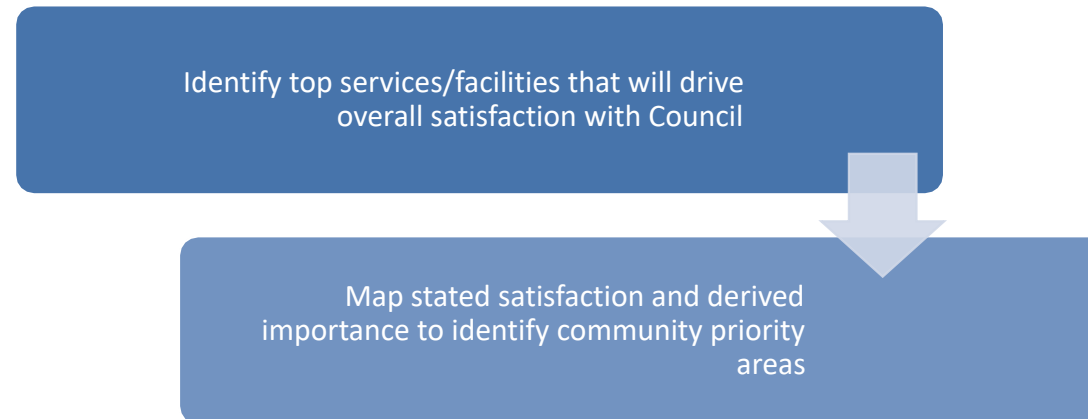
Therefore, in order to identify how Muswellbrook Shire Council can actively drive overall community satisfaction, we conducted further analysis

Explanation of Analysis

Regression analysis is a statistical tool for investigating relationships between dependent variables and explanatory variables. Using a regression, a category model was developed. The outcomes demonstrated that increasing resident satisfaction by actioning the priorities they stated as being important would not necessarily positively impact on overall satisfaction.

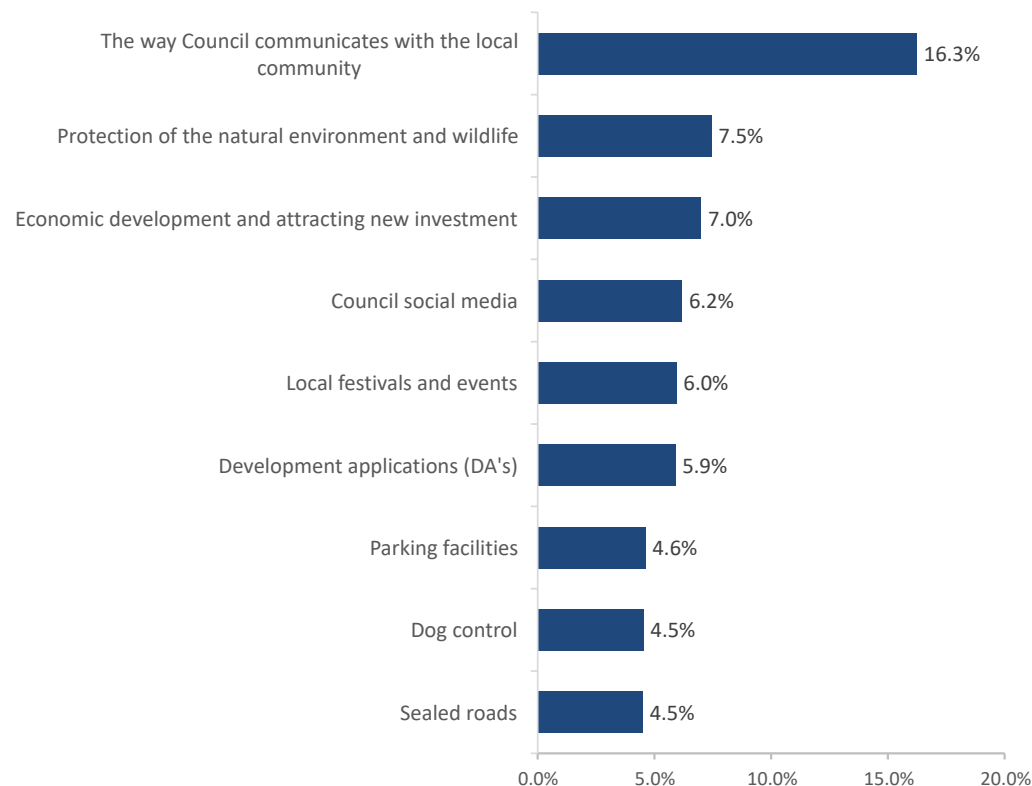
What Does This Mean?

The learning is that if we only rely on the stated community priorities, we will not be allocating the appropriate resources to the actual service attributes that will improve overall community satisfaction. Using regression analysis, we can identify the attributes that essentially build overall satisfaction. We call the outcomes 'derived importance'.



Key Drivers of Overall Satisfaction with Council

The score assigned to each area indicates the percentage of influence each measure contributes to overall satisfaction with Council. If Council can increase satisfaction in these areas it will improve overall community satisfaction.



The results in the chart to the left identify which services/facilities contribute most to overall satisfaction. If Council can improve satisfaction scores across these services/facilities, they are likely to improve their overall satisfaction score.

These top 9 services/facilities (so 30% of the 30 services/facilities) account for over 62% of the variation in overall satisfaction. Therefore, whilst all 30 services/facilities are important, only a number of them are potentially significant drivers of satisfaction (at this stage, the other 21 services/facilities have less impact on satisfaction – although if resident satisfaction with them was to suddenly change they may have more immediate impact on satisfaction).

Optimisers R^2 value = 0.545

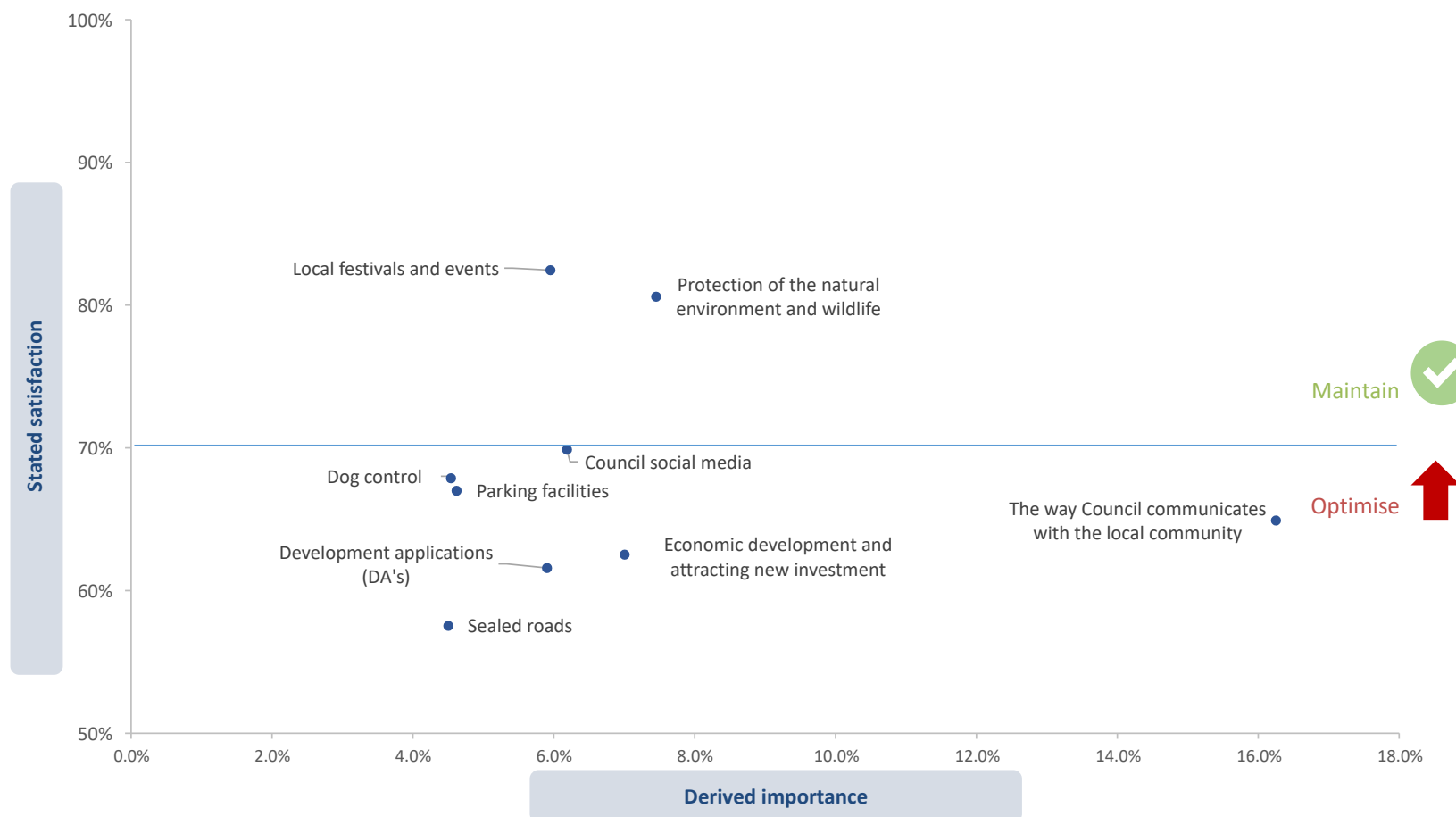
Dependent Variable: Q4. Please rate your satisfaction with Council's overall performance

Attachment 11.4.9.1 Report Muswellbrook CSS Final

Note: Please see Appendix 1 for complete list

Mapping Stated Satisfaction and Derived Importance Identifies the Community Priority Areas

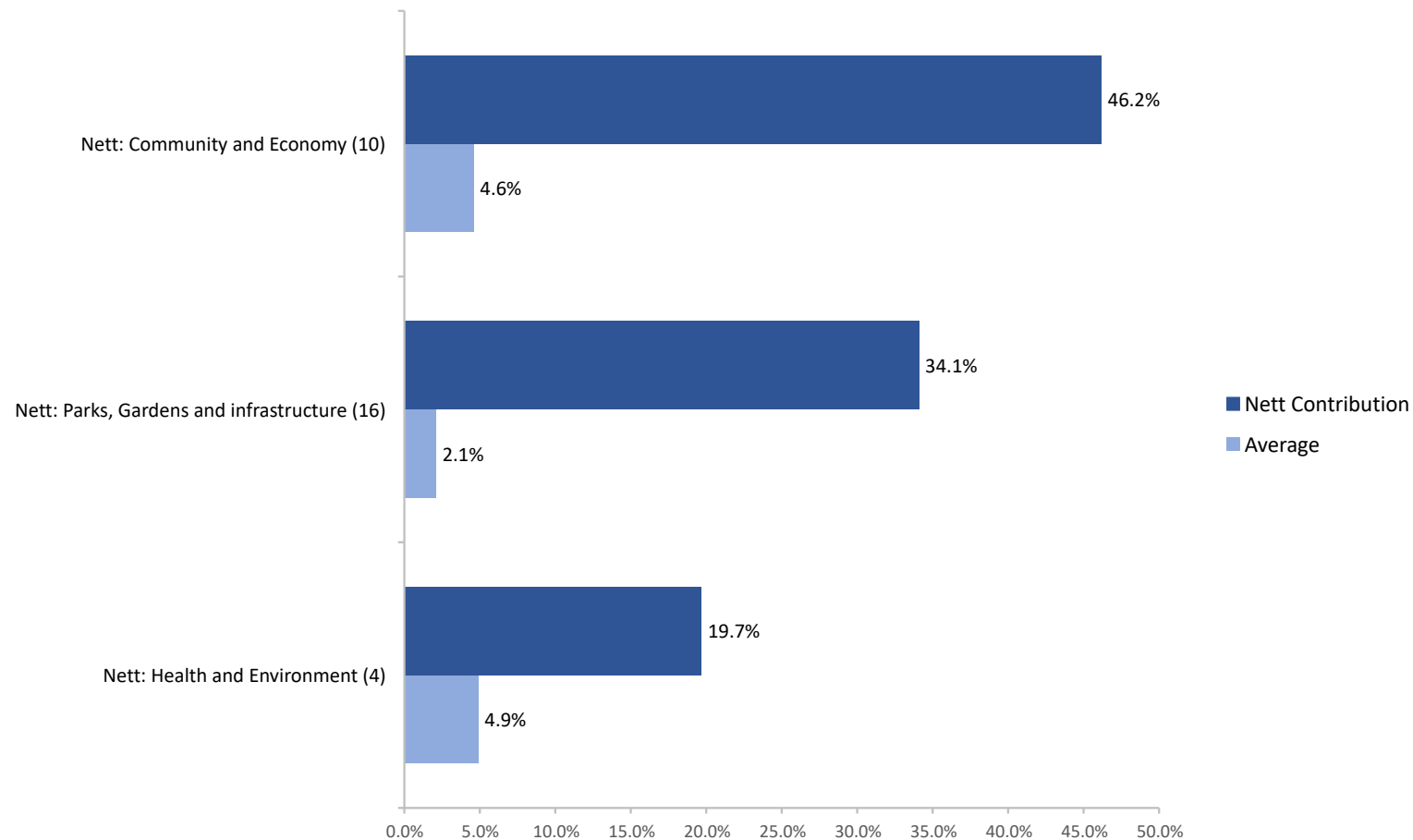
The below chart looks at the relationship between stated satisfaction (top 3 box) and derived importance (Regression result) to identify the level of contribution of each measure. Any services/facilities below the blue line (shown above) could potentially be benchmarked to target in future research to elevate satisfaction levels in these areas.



Contribution to Overall Satisfaction with Council's Performance

By combining the outcomes of the regression data, we can identify the derived importance of the different Nett Priority Areas.

'Community and Economy' (46.2%) is the key contributor toward overall satisfaction with Council's performance.



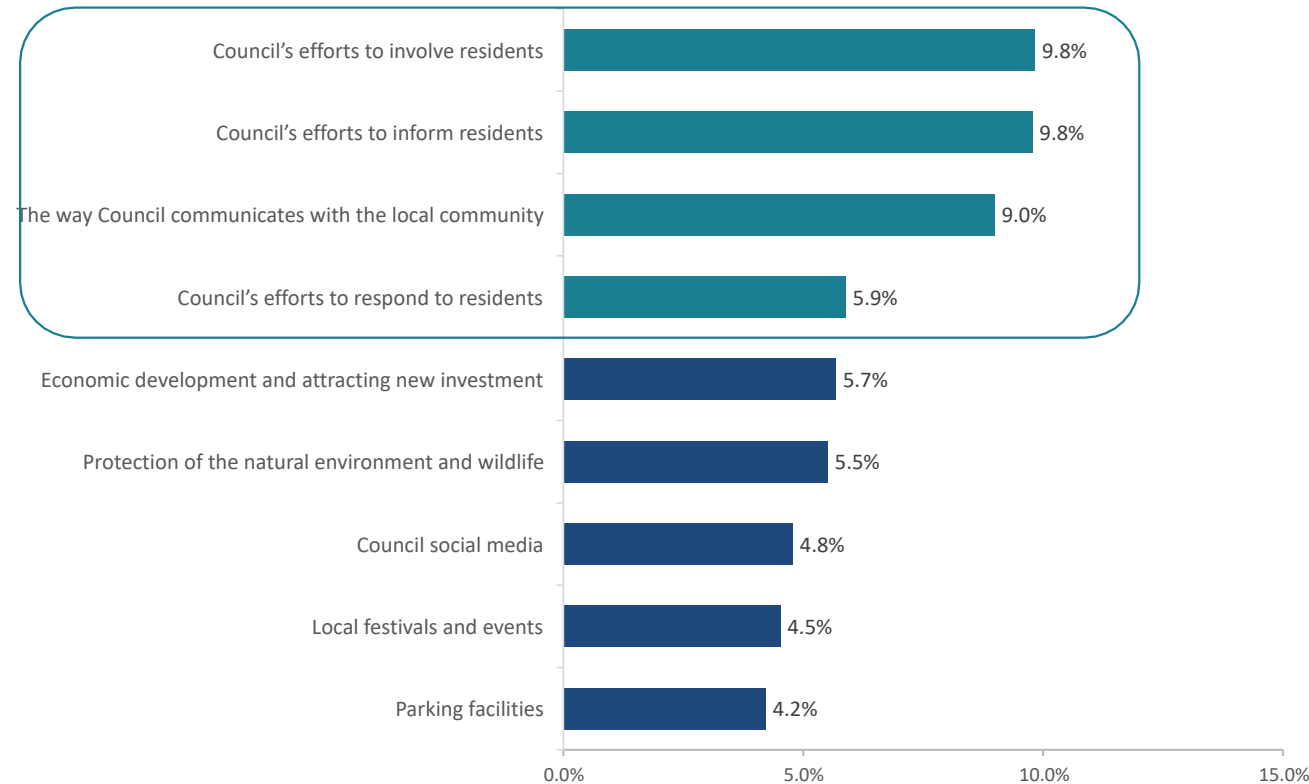
Note: Numbers in brackets represent the number of services/facilities within each service area
Attachment 11.4.9.1 Report Muswellbrook CSS Final

Key Drivers of Overall Satisfaction with Council – Re-run

The below chart is a re-run of the key drivers contributing to overall satisfaction, but with the inclusion of the three additional measures from Q4:

Council's efforts to inform residents
Council's efforts to involve residents
Council's efforts to respond to residents

Council's efforts to communicate with residents contributes to over 34% of overall satisfaction with Council



R² value = 0.587

Dependent Variable: Q5. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?

Note: Please see Appendix 1 for complete list

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Appendix 1:

Additional Analyses

Appendix 1

Nature of Enquiry

	Overall	Male	Female	18-39	40-49	50-59	60-69	70+	Less than 10 years	11-20 years	More than 20 years
Development application (DA)	16%	19%	13%	22%	21%	10%	13%	8%	16%	14%	18%
Road and footpath improvements	13%	15%	11%	8%	11%	20%	13%	19%	5%	11%	16%
Garbage/Waste management/Recycling/Tips	11%	10%	12%	17%	13%	3%▼	5%	10%	17%	21%▲	5%▼
Water, sewage defects	9%	8%	10%	11%	2%	12%	4%	13%	4%	7%	11%
Vegetation and trees - e.g., requesting council to clear vegetation or mow grass	8%	6%	10%	2%	6%	10%	17%▲	8%	7%	3%	10%
Building inspection inquiries	6%	3%	8%	10%	4%	4%	3%	2%	7%	5%	6%
Ranger matters - barking dogs, livestock, etc.	5%	5%	6%	5%	12%▲	4%	2%	2%	9%	7%	3%
Community services (availability of facilities, grants for projects, aged and disabled services etc.)	4%	3%	5%	5%	2%	4%	7%	3%	7%	6%	3%
Drainage problem	4%	5%	2%	6%	2%	2%	4%	3%	2%	4%	4%
Rates inquiry (including pensioner rebates and change of address)	4%	4%	4%	8%▲	2%	0%	3%	2%	5%	6%	3%
Traffic management/parking	4%	5%	2%	3%	2%	4%	8%	3%	8%	1%	3%
Road or bridge closures	3%	3%	2%	0%	0%	8%▲	5%	3%	0%	1%	4%
Pet registrations	2%	1%	4%	2%	0%	5%	0%	2%	0%	5%	2%
Septic tanks	2%	3%	0%	3%	2%	0%	0%	0%	0%	4%	1%
Other parks and gardens	1%	2%	0%	0%	0%	4%▲	3%	0%	3%	2%	1%
Water billing	1%	1%	1%	0%	0%	4%▲	0%	3%	2%	2%	1%
Cemeteries	1%	1%	1%	0%	0%	2%	0%	5%▲	0%	0%	2%
Cultural or sporting events	0%	0%	1%	0%	0%	0%	2%▲	0%	2%▲	0%	0%
Other	13%	15%	11%	5%	17%	19%	19%	12%	16%	9%	14%
Can't recall	1%	1%	1%	0%	4%	0%	0%	5%	0%	0%	2%
Base	214	117	98	74	38	44	30	28	37	52	125

Q7b. Thinking about your most recent enquiry, what was that contact regarding?

▲▼ = A significantly higher/lower percentage (by group) 53
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Method of Contact with Council

	Overall	Male	Female	18-39	40-49	50-59	60-69	70+	Less than 10 years	11-20 years	More than 20 years
Telephone	70%	71%	68%	81%▲	63%	70%	57%	62%	75%	76%	65%
Face-to-face	18%	17%	20%	8%▼	20%	20%	28%	31%▲	17%	12%	22%
Email	6%	5%	7%	5%	5%	2%	15%▲	5%	7%	3%	6%
Website	5%	5%	4%	6%	6%	8%	0%	2%	0%	9%	5%
Social media (FB, Instagram etc)	1%	1%	1%	0%	4%▲	0%	0%	0%	0%	0%	1%
Letter	<1%	1%	0%	0%	2%▲	0%	0%	0%	0%	0%	1%
Base	214	117	98	74	38	44	30	28	37	52	125

Q7c. Regarding your issue, how did you first make contact with Council?

▲▼ = A significantly higher/lower percentage (by group) 54
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Major Opportunities for the Shire

	Overall	Male	Female	18-39	40-49	50-59	60-69	70+	Less than 10 years	11-20 years	More than 20 years
Coal mining	24%	27%	20%	26%	19%	20%	26%	25%	27%	18%	25%
Renewable energy	9%	12%	6%	6%	9%	12%	11%	14%	7%	8%	10%
Retail/small business	7%	4%	10%	6%	6%	10%	8%	6%	5%	11%	7%
Manufacturing (excluding food processing)	4%	6%	3%	4%	5%	7%	2%	4%	3%	6%	4%
Tourism	4%	4%	5%	2%	7%	6%	6%	2%	5%	3%	5%
Education	4%	2%	6%	3%	1%	6%	4%	5%	3%	1%	5%
Healthcare	4%	0%	7%▲	5%	3%	3%	2%	5%	7%	4%	2%
New energy sources (hydrogen, pumped hydro, biofuels, batteries etc.)	4%	4%	3%	1%	6%	8%▲	3%	3%	1%	5%	4%
Agriculture/agribusiness (including food processing)	4%	4%	4%	1%	5%	3%	7%	6%	1%	5%	4%
Community services and Council engagement	3%	1%	6%▲	6%	0%	1%	3%	5%	2%	4%	4%
Activities/facilities for families and children	3%	4%	2%	6%▲	2%	0%	1%	2%	4%	4%	3%
New bypass	3%	4%	2%	3%	4%	1%	0%	4%	5%	0%	3%
Jobs and employment	2%	1%	4%	0%▼	4%	6%▲	4%	1%	2%	1%	3%
Housing and development	2%	3%	2%	4%	5%	0%	0%	0%	7%▲	3%	0%▼
New industry and diversification	2%	2%	2%	3%	1%	0%	4%	4%	4%	3%	2%
Other	10%	13%	7%	12%	9%	10%	6%	10%	9%	12%	10%
Don't know/NA	10%	8%	12%	12%	13%	7%	14%	4%	10%	13%	9%
Base	402	205	197	152	68	73	54	55	83	86	233

Major Challenges for the Shire

	Overall	Male	Female	18-39	40-49	50-59	60-69	70+	Less than 10 years	11-20 years	More than 20 years
Future of the coal industry/coal fired power generation	21%	26%▲	16%	22%	23%	20%	22%	16%	19%	26%	20%
Job security/unemployment	17%	15%	18%	9%▼	19%	21%	20%	25%▲	5%▼	16%	21%▲
Young people emigrating to big cities	7%	7%	6%	8%	4%	5%	12%	4%	5%	8%	6%
Councils performance/community engagement	6%	7%	5%	6%	4%	5%	5%	6%	7%	7%	4%
Economic diversification	5%	5%	6%	5%	4%	8%	8%	4%	5%	5%	5%
Safety/reduce crime	5%	5%	6%	6%	10%	6%	1%	0%	9%	2%	5%
Housing affordability	5%	4%	7%	8%	7%	1%▼	4%	2%	9%	5%	4%
Housing availability	5%	4%	6%	4%	4%	5%	1%	11%▲	5%	6%	4%
Impact of mining	4%	4%	4%	3%	5%	7%	1%	5%	6%	2%	4%
Air quality/pollution	3%	4%	3%	1%	5%	6%	5%	2%	7%	3%	3%
Roads and infrastructure	3%	3%	3%	4%	2%	1%	3%	3%	2%	1%	4%
Energy security/renewable energy	3%	5%▲	1%	3%	1%	4%	3%	4%	3%	3%	3%
Health services	3%	2%	4%	4%	1%	2%	2%	3%	8%▲	2%	1%▼
Bypass	2%	1%	3%	1%	1%	5%	3%	1%	0%	2%	3%
Other:	8%	6%	9%	10%	8%	4%	3%	9%	10%	9%	6%
Don't know/unsure	4%	3%	6%	6%	2%	0%	7%	4%	1%▼	3%	6%
Base	402	205	197	152	68	73	54	55	83	86	233

Areas Other Than Mining To Focus On

	Overall	Male	Female	18-39	40-49	50-59	60-69	70+	Less than 10 years	11-20 years	More than 20 years
Agriculture	88%	91%	85%	89%	92%	87%	85%	86%	82%	97%▲	87%
Services i.e. nursing, education, and social assistance	86%	83%	89%	87%	87%	86%	81%	90%	83%	87%	87%
Manufacturing	81%	86%▲	75%	77%	88%	84%	77%	80%	84%	83%	79%
Retail	79%	78%	81%	79%	81%	78%	74%	85%	75%	75%	82%
Renewable energy production	77%	77%	77%	78%	79%	82%	72%	68%	81%	80%	74%
Tourism	75%	78%	72%	71%	72%	79%	74%	81%	81%	71%	73%
Light industry	74%	79%	69%	69%	75%	77%	79%	80%	64%	76%	77%
Waste & recycling	71%	69%	74%	78%	68%	66%	63%	72%	74%	73%	70%
Transport and freight	69%	69%	70%	73%	68%	64%	64%	70%	67%	70%	69%
Viticulture (or wine making)	69%	71%	66%	70%	63%	67%	71%	70%	64%	69%	70%
Arts and recreation	61%	57%	66%	63%	65%	55%	62%	60%	63%	63%	60%
Thoroughbred Industry	61%	63%	59%	60%	54%	53%	71%	74%▲	57%	53%	66%
Other	3%	4%	1%	1%	5%	1%	5%	2%	5%	1%	2%
Base	402	205	197	152	68	73	54	55	83	86	233

Support For Increased Rates For Increased Services

	T3B%	Male	Female	18-39	40-49	50-59	60-69	70+	Less than 10 years	11-20 years	More than 20 years
Facilities i.e., playgrounds and sports fields	59%	59%	60%	67%	54%	52%	48%	66%	52%	70%	58%
Infrastructure i.e., roads and bridges	54%	52%	57%	58%	50%	58%	43% ▼	55%	56%	57%	53%
Maintenance Services i.e., mowing	54%	53%	55%	58%	47%	58%	44%	57%	54%	54%	54%
User Services i.e., library services	51%	48%	54%	54%	45%	49%	46%	55%	52%	49%	51%
Base	402	205	197	152	68	73	54	55	83	86	233

Base: N = 396-402

Q12. Thinking of the level of services, facilities and infrastructure in your local area, how supportive would you be to pay more via rates and charges to support improved:

Attachment 11.4.9.1 Report Muswellbrook CSS Final

Importance Compared to the Micromex Benchmark

Service/Facility	Muswellbrook Shire Council T2 box importance score	Micromex LGA Benchmark – Regional T2 box importance score	Variance
Dog control	85%	71%	14% ▲
Cleanliness of streets	90%	77%	14% ▲
Local festivals and events	83%	70%	12% ▲
Protection of the natural environment and wildlife	91%	80%	10% ▲
Food safety in local restaurants, cafes and take-aways	94%	84%	10% ▲
Parking facilities	91%	82%	9%
Stormwater drainage	90%	81%	9%
Sewage collection and treatment	89%	80%	8%
Services for the elderly	89%	82%	8%
Water supply	95%	88%	7%
Economic development and attracting new investment	87%	80%	7%
Parks, reserves and playgrounds	90%	83%	7%
The way Council communicates with the local community	91%	84%	7%
Libraries	77%	70%	7%
Sporting facilities	82%	76%	6%
Council pools	77%	71%	6%
Youth facilities and activities	80%	74%	6%
Public lighting in town centres	86%	82%	4%
Waste and recycling	95%	91%	4%
Development applications (DA's)	73%	72%	1%
Community halls	68%	68%	0%
Footpaths and shared paths	81%	81%	0%
Council website	65%	67%	-2%
Weed control	76%	78%	-3%
Bridges	80%	83%	-4%
Sealed roads	89%	93%	-4%
Council social media	62%	67%	-4%
Public toilets	78%	82%	-4%
Art Gallery	44%	59%	-16% ▼
Unsealed roads	44%	78%	-33% ▼

Note: Benchmark differences are based on assumed variants of +/- 10%, with variants beyond +/- 10% more likely to be significant

▲/▼ = positive/negative difference equal to/greater than 10% from Benchmark.

Attachment 11.4.9.1 Report Muswellbrook CSS Final

Note: T2 = important/very important 59

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Satisfaction Compared to the Micromex Benchmark

Service/Facility	Muswellbrook Shire Council T3 box satisfaction score	Micromex LGA Benchmark – Regional T3 box satisfaction score	Variance
Art Gallery	96%	91%	6%
Unsealed roads	56%	52%	4%
Food safety in local restaurants, cafes and take-aways	92%	90%	2%
Youth facilities and activities	75%	74%	2%
Bridges	85%	84%	1%
Libraries	95%	94%	1%
Sewage collection and treatment	91%	90%	1%
Public lighting in town centres	86%	86%	0%
Footpaths and shared paths	68%	68%	0%
Council pools	84%	85%	-1%
Water supply	83%	85%	-1%
Local festivals and events	85%	87%	-2%
Protection of the natural environment and wildlife	82%	84%	-2%
Sealed roads	55%	58%	-2%
The way Council communicates with the local community	65%	69%	-4%
Parks, reserves and playgrounds	83%	86%	-4%
Parking facilities	66%	70%	-4%
Sporting facilities	86%	90%	-4%
Stormwater drainage	72%	77%	-5%
Weed control	68%	74%	-7%
Cleanliness of streets	80%	87%	-7%
Development applications (DA's)	60%	68%	-8%
Council social media	74%	84%	-10% ▼
Community halls	78%	88%	-10% ▼
Council website	72%	84%	-11% ▼
Economic development and attracting new investment	62%	74%	-12% ▼
Services for the elderly	72%	85%	-13% ▼
Dog control	67%	81%	-13% ▼
Public toilets	58%	72%	-14% ▼
Waste and recycling	74%	88%	-14% ▼

Note: Benchmark differences are based on assumed variants of +/- 10%, with variants beyond +/- 10% more likely to be significant

▲/▼ = positive/negative difference equal to/greater than 10% from Benchmark.

Attachment 11.4.9.1 Report Muswellbrook CSS Final

Note: T3 = at least somewhat satisfied 60

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Performance Gap Analysis

When analysing performance gap data, it is important to consider both stated satisfaction and the absolute size of the performance gap.

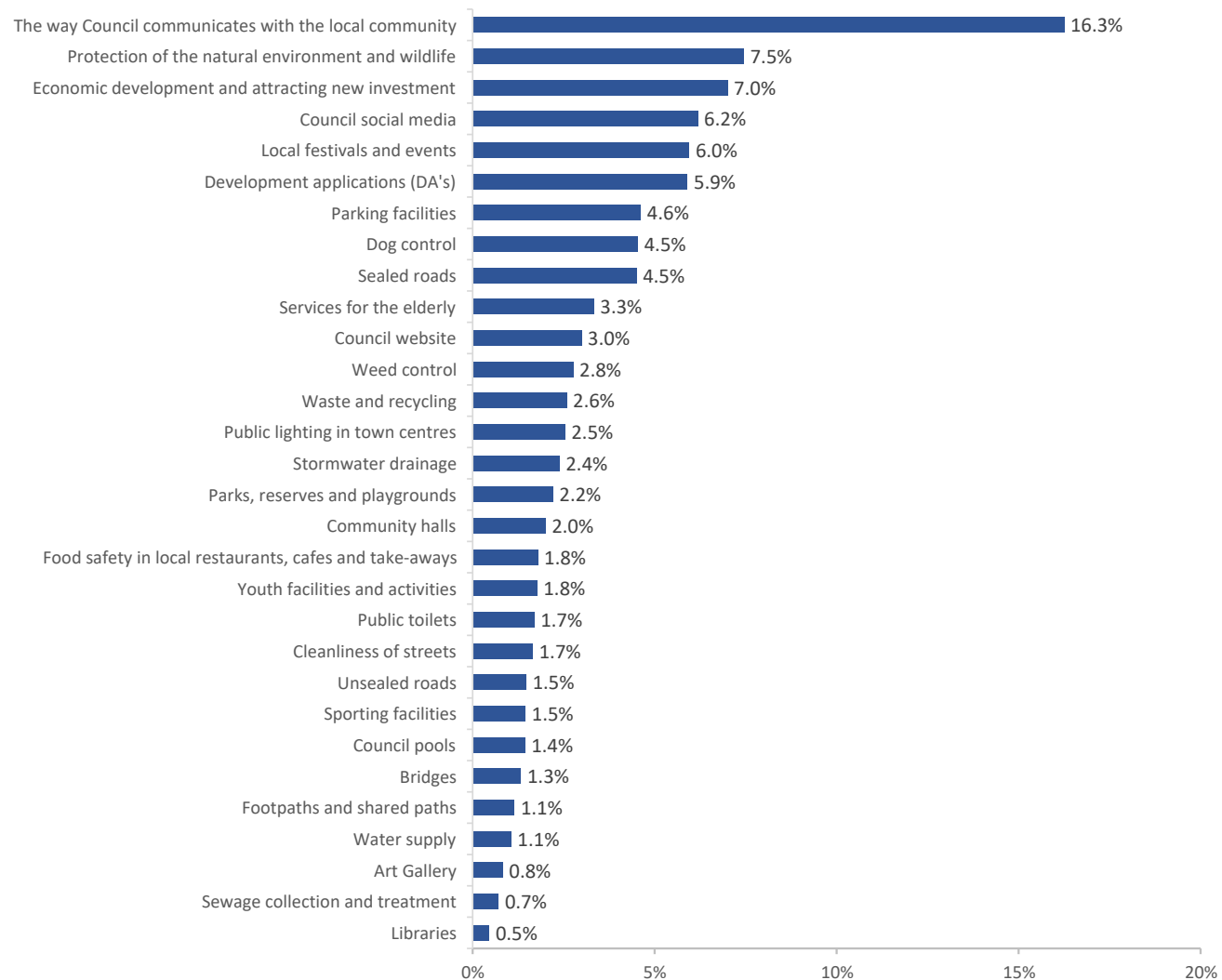
Performance Gap Ranking

Service/Facility	Importance T2 Box	Satisfaction T3 Box	Performance Gap (Importance – Satisfaction)
Sealed roads	89%	58%	31%
The way Council communicates with the local community	91%	65%	26%
Economic development and attracting new investment	87%	63%	24%
Parking facilities	91%	67%	24%
Waste and recycling	95%	74%	21%
Public toilets	78%	60%	18%
Stormwater drainage	90%	73%	17%
Dog control	85%	68%	17%
Services for the elderly	89%	73%	16%
Water supply	95%	82%	13%
Cleanliness of streets	90%	79%	11%
Development applications (DA's)	73%	62%	11%
Footpaths and shared paths	81%	70%	10%
Protection of the natural environment and wildlife	91%	81%	10%
Parks, reserves and playgrounds	90%	82%	8%
Weed control	76%	70%	5%
Food safety in local restaurants, cafes and take-aways	94%	90%	4%
Youth facilities and activities	80%	76%	4%
Local festivals and events	83%	82%	0%
Sporting facilities	82%	83%	0%
Public lighting in town centres	86%	87%	-1%
Sewage collection and treatment	89%	90%	-1%
Council website	65%	69%	-4%
Bridges	80%	84%	-4%
Council pools	77%	83%	-6%
Council social media	62%	70%	-7%
Community halls	68%	79%	-12%
Unsealed roads	44%	60%	-16%
Libraries	77%	94%	-16%
Art Gallery	44%	81%	-37%

Note: T2 = important/very important
T3 = at least somewhat satisfied

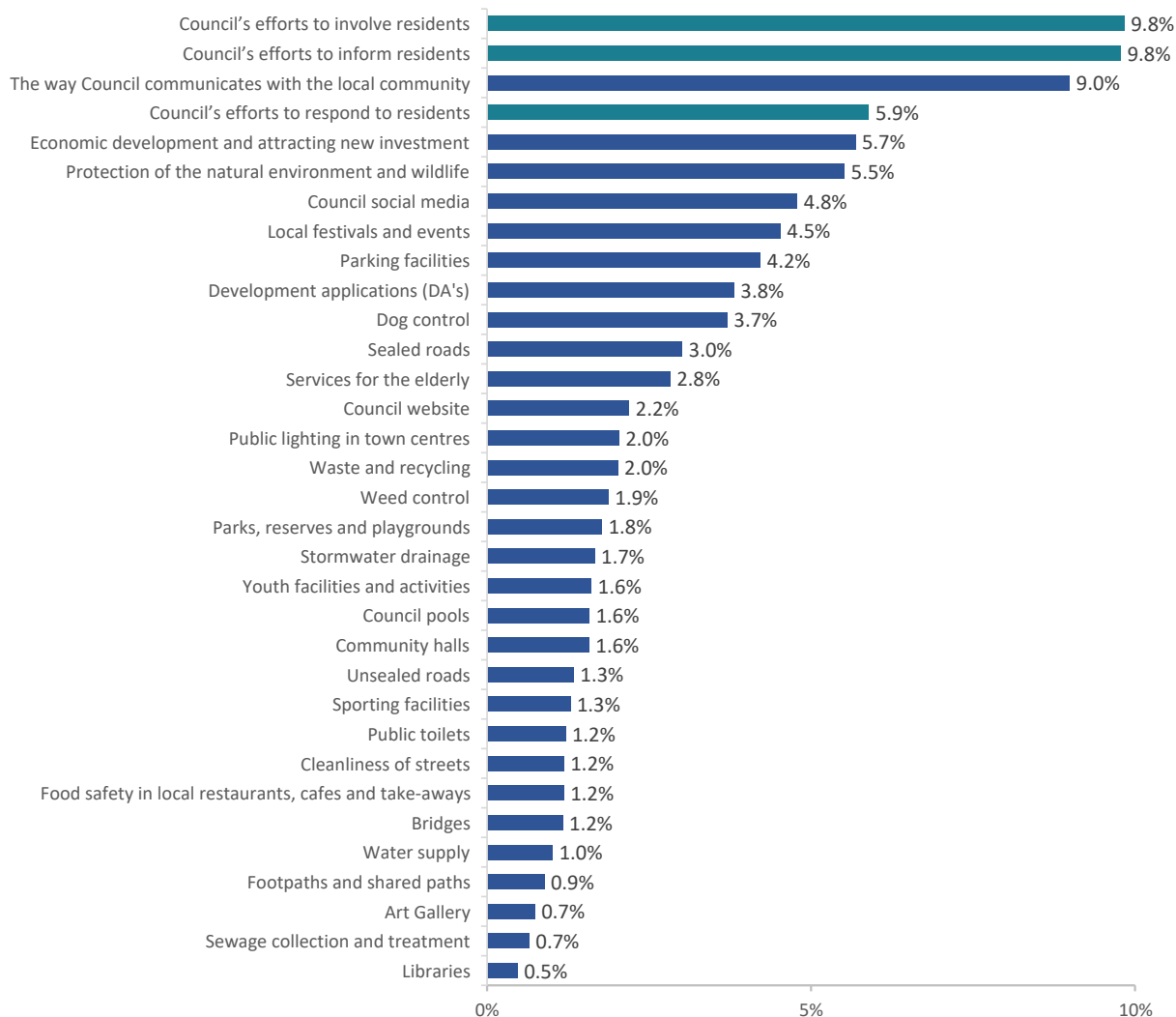
Regression Analysis – Influence on Overall Satisfaction

The chart to the right summarises the influence of the 30 facilities/ services on overall satisfaction with Council's performance, based on the Regression analysis.



Regression Analysis – Influence on Overall Satisfaction (Re-run)

The chart to the right summarises the influence of the 30 facilities/ services on overall satisfaction with Council's performance AND the 3 additional communication measures, based on the Regression analysis.



Council's Used to Create the Micromex Regional Benchmark

The Regional Benchmark was composed from the Council areas listed below:		
Albury City Council	Great Lakes Council	Narrandera Shire Council
Ballina Shire Council	Hawkesbury City Council	Parkes Shire Council
Bathurst Regional Council	Kempsey Shire Council	Port Macquarie-Hastings Council
Bland Shire Council	Lachlan Shire Council	Richmond Valley Council
Blue Mountains City Council	Lake Macquarie City Council	Singleton Shire Council
Byron Shire Council	Leeton Shire Council	Tamworth Regional Council
Cabonne Shire Council	Lismore City Council	Tenterfield Shire Council
Central Coast Council	Lithgow City Council	Tweed Shire Council
Cessnock City Council	Liverpool Plains Shire Council	Upper Hunter Shire Council
Coffs Harbour City Council	Maitland City Council	Wagga Wagga City Council
Devonport City Council	MidCoast Council	Walgett Shire Council
Dungog Shire Council	Mid-Western Regional Council	Weddin Shire Council
Eurobodalla Shire Council	Moree Plains Shire Council	Wingecarribee Shire Council
Forbes Shire Council	Murray River Council	Wollondilly Shire Council
Glen Innes Severn Shire Council	Murrumbidgee Shire Council	Yass Valley Council
Gosford (Central Coast Council)	Narrabri Shire Council	



Appendix 2:

Questionnaire

Appendix 2

Muswellbrook Shire Council
Community Research
March 2023

Hi my name is and I'm calling from Micromex Research, on behalf of Muswellbrook Shire Council. We are seeking community views on a range of local issues, Council services and future priorities for the Shire. This survey takes less than 15 minutes, and all answers are confidential. Would you be willing to assist by completing a short survey?

S1. And are you a Councillor or permanent employee of Muswellbrook Shire Council?

- ☐ Yes (Terminate)
☐ No

S2. May I have your postcode?

- ☐ 2328 (Denman etc.)
☐ 2333 (Muswellbrook, Sandy Hollow etc.)
☐ Other (Terminate)

S3. Please stop me when I read out your age group. Prompt

- ☐ 18-29
☐ 30-39
☐ 40-49
☐ 50-59
☐ 60-69
☐ 70+

S4. Can you tell me which, if any of the following, apply to you? Please answer yes or no as I read each one. Prompt (MR)

- ☐ I work in the Muswellbrook Shire
☐ I study in the Muswellbrook Shire
☐ I am a ratepayer in the Muswellbrook Shire

PART A – Living in Muswellbrook Shire

Q1. Overall, how would you rate the quality of life you have living in Muswellbrook Shire? Prompt

- ☐ Excellent
☐ Very good
☐ Good
☐ Fair
☐ Poor
☐ Very poor

Q2. On a scale of 1 to 5, where 1 means strongly disagree and 5 means strongly agree, to what extent do you agree or disagree with the following statements? Prompt

	Strongly Disagree			Strongly Agree	
	1	2	3	4	5
Our local Council understands the Community's needs and expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Council delivers good value for our rates dollar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that Council provides opportunities for residents to have a say about the Shire's future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is easy to access the Council services I need	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Generally speaking, the Shire's local infrastructure meets my needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Traffic generally flows well within the main streets of Muswellbrook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local roads are in good condition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If the shire had better public transport, I'd be more likely to use it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local rivers and creeks are healthy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our parks and reserves are clean, attractive and welcoming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel safe in my home at night	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel safe walking in my local streets at night	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are good employment prospects for locals within the area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel part of my community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel proud of where I live	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Community Priorities and Council Services

Q3. In this section I will read out different Council services or facilities. For each one could you please rate your opinion of the importance of the service/facility to you, and your level of satisfaction with Council's performance/delivery of that service during the last 12 months. The scale is from 1 to 5, where 1 is low importance and low satisfaction and 5 is high importance and high satisfaction. *Prompt (Importance & satisfaction asked for all)*

Parks, Gardens and Infrastructure

	Importance					Satisfaction				
	Low	High	Low	High		Low	High			
	1	2	3	4	5	1	2	3	4	5
Sealed roads	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unsealed roads	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bridges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Footpaths and shared paths	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cleanliness of streets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public toilets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Weed control	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community halls	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sporting facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parks, reserves and playgrounds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parking facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public lighting in town centres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stormwater drainage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Waste and recycling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Water supply	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sewage collection and treatment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Community and Economy

	Importance					Satisfaction				
	Low	High	Low	High		Low	High			
	1	2	3	4	5	1	2	3	4	5
Council pools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Libraries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth facilities and activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Services for the elderly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic development and attracting new investment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Council website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Council social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Art Gallery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local festivals and events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The way Council communicates with the local community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Health and Environment

	Importance					Satisfaction				
	Low	High	Low	High		Low	High			
	1	2	3	4	5	1	2	3	4	5
Dog control	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development applications (DA's)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food safety in local restaurants, cafes and take-aways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protection of the natural environment and wildlife	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4. Please rate your satisfaction with Council's overall performance on a scale of 1-5 where 1 is low satisfaction and 5 is high satisfaction.

- ☐ 1 Low
☐ 2
☐ 3 Moderate
☐ 4
☐ 5 High

PART C – Communication & Engagement

Q5. Through which of the following means do you receive information about Council? *Prompt*

- ☐ Web/Internet
☐ Newspapers (Hunter River Times)
☐ Word of mouth
☐ Email
☐ Brochures/flyers
☐ Council's newsletter
☐ Social media platforms (Facebook and LinkedIn)
☐ Direct mail
☐ Council facilities (i.e Libraries & community centres)
☐ Council meetings
☐ Council breakfasts
☐ The mayors listening post
☐ Community organisations
☐ None of these (Do not prompt)
☐ Other (Please specify).....

Q6. Can you please rate the following criteria regarding Council's efforts to communicate with residents? Please rate on a scale of 1 to 5, where 1 is not at all satisfied, and 5 is very satisfied. *Prompt*

	Low satisfied			High satisfied	
	1	2	3	4	5
Council's efforts to inform residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Council's efforts to involve residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Council's efforts to respond to residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Customer Contact

Q7a. Have you contacted Council within the past 12 months, for a reason other than to make a payment?

- ☐ Yes
- ☐ No **(Go to Q8)**
- ☐ Don't know/unsure **(Go to Q8)**

Q7b. Thinking about your most recent enquiry, what was that contact regarding? DO NOT PROMPT

- ☐ Garbage/Waste management/Recycling/Tips
- ☐ Development application (DA)
- ☐ Building inspection inquiries
- ☐ Rates inquiry (including pensioner rebates and change of address)
- ☐ Water billing
- ☐ Water, sewage defects
- ☐ Septic tanks
- ☐ Drainage problem
- ☐ Community services (availability of facilities, grants for projects, , aged and disabled services etc.)
- ☐ Ranger matters - barking dogs, livestock, etc.
- ☐ Vegetation and trees - e.g., requesting council to clear vegetation or mow grass
- ☐ Other parks and gardens
- ☐ Road and footpath improvements
- ☐ Library
- ☐ Cultural facilities & community events
- ☐ Cultural or sporting events
- ☐ Traffic management/parking
- ☐ Road or bridge closures
- ☐ Fees and charges generally
- ☐ Cemeteries
- ☐ Pet registrations
- ☐ Website content and access
- ☐ Can't recall
- ☐ Other (please specify).....

Q7c. Regarding your issue, how did you first make contact with Council? (SR)

- ☐ Telephone
- ☐ Face-to-face
- ☐ Letter
- ☐ Email
- ☐ Website
- ☐ Social media (FB, Instagram etc)
- ☐ Don't know/unsure

Q7d. On a scale of 1-5, where 1 is low satisfaction and 5 is high satisfaction how satisfied were you with the way the local Council handled your latest enquiry?

- ☐ 1 Low
- ☐ 2
- ☐ 3 Moderate
- ☐ 4
- ☐ 5 High

Future Planning

Q8. What do you think is the MAJOR OPPORTUNITY for the future prosperity of the Shire? DO NOT PROMPT (SR)

- ☐ Coal mining
- ☐ Renewable energy
- ☐ New energy sources (hydrogen, pumped hydro, biofuels, batteries etc.)
- ☐ Tourism
- ☐ Agriculture/agribusiness (including food processing)
- ☐ Education
- ☐ Healthcare
- ☐ Retail/small business
- ☐ Manufacturing (excluding food processing)
- ☐ Other (please specify).....

Q9. What do you think is the MAJOR CHALLENGE for the future of the Muswellbrook Shire going forward? DO NOT PROMPT

- ☐ Job security/unemployment
- ☐ Future of the coal industry/coal fired power generation
- ☐ Air quality/pollution'
- ☐ Impact of mining
- ☐ Housing affordability
- ☐ Housing availability
- ☐ Health services
- ☐ Economic diversification'
- ☐ Young people emigrating to big cities
- ☐ Don't know/unsure
- ☐ Other (please specify).....

Q10. Some people think the Muswellbrook Shire should continue to focus on coal mining for its future prosperity, while others think it should be trying to diversify into other industries. Which category do you fall into?

- ☐ Focus on coal mining
- ☐ Try to diversify into other industries
- ☐ Unsure

Q11. Beyond mining, which of the following sectors of our local economy do you think should be our focus? Prompt - Randomise

- ☐ Retail
- ☐ Light industry
- ☐ Agriculture
- ☐ Services i.e. nursing, education and social assistance
- ☐ Manufacturing
- ☐ Transport and freight
- ☐ Tourism
- ☐ Arts and Recreation
- ☐ Thoroughbred industry
- ☐ Viticulture (or wine making)
- ☐ Renewable energy production
- ☐ Waste & Recycling
- ☐ Other (please specify).....

Q12. Thinking of the level of services, facilities and infrastructure in your local area, how supportive would you be to pay more via rates and charges to support improved: Prompt RANDOMISE

	Not at all supportive 1	2	3	4	Very supportive 5
Maintenance Services i.e., mowing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
User Services i.e., library services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilities i.e., playgrounds and sports fields	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Infrastructure i.e., roads and bridges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q13a. Thinking generally about infrastructure, such as roads, footpaths, and drainage. On a scale of 1 to 5 where 1 means you prefer to see Council focus more on providing new assets and 5 means you would prefer for Council to focus more on maintaining current assets, how would you rate your position on this area?

- ☐ 1 – Focus more on providing new assets
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 – Focus more on maintaining current assets

Q13b. Thinking generally about facilities, such as recreation facilities. On a scale of 1 to 5 where 1 means you prefer to see Council focus more on providing the community fewer centralised higher quality facilities and 5 means you would prefer for Council to focus on providing the community a greater number of more basic facilities, how would you rate your position on this area?

- ☐ 1 – Focus more on providing the fewer centralised higher quality facilities
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 – Focus on providing a greater number of more basic facilities

Demographics

Thanks, we're very close to the end of the survey. I just have a couple more questions to ask you.

D1. Can you just tell me if you live in an urban or rural area?

- ☐ Rural area
- ☐ Urban area

D2. Do you have any children under the age of 18 living in your home?

- ☐ Yes
- ☐ No

D3. How long have you lived in the Muswellbrook Shire? Prompt

- ☐ Less than 12 months
- ☐ 1-5 years
- ☐ 6-10 years
- ☐ 11-20 years
- ☐ More than 20 years

D4. And do you identify as being Aboriginal or Torres Strait Islander?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

D5. And does anyone living in your home have a disability?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

D6. Gender:

- ☐ Male
- ☐ Female
- ☐ Non Binary

Thank you for your time and assistance. This market research is carried out in compliance with the Privacy Act, and the information you provided will be used only for research purposes. Just to remind you, I am calling from Micromex Research on behalf of Muswellbrook Shire Council.

The information contained herein is believed to be reliable and accurate, however, no guarantee is given as to its accuracy and reliability, and no responsibility or liability for any information, opinions or commentary contained herein, or for any consequences of its use, will be accepted by Micromex Research, or by any person involved in the preparation of this report.



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11.4.10. 2022/2023 Operational Plan - 30 June 2023, Quarterly Review

Attachments:	1. Q4 Operational Plan [11.4.10.1 - 58 pages]
Responsible Officer:	Derek Finnigan - General Manager
Author:	Amy Cox (Corporate Planning and Reporting 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:	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 2022-23 Operational Plan has been reviewed over the fourth quarter of 2022-23, from 1 April 2023 to 30 June 2023.

OFFICER'S RECOMMENDATION

Council NOTES the 2022-23 Operational Plan fourth quarter.

Moved: _____ **Seconded:** _____

BACKGROUND

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

CONSULTATION

Manex

Managers and Coordinators

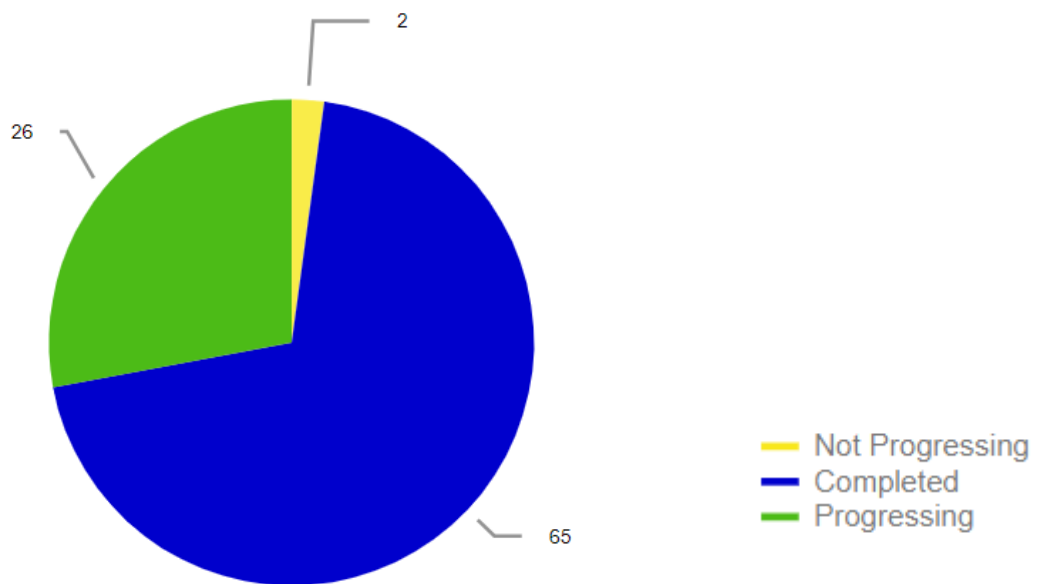
REPORT

Please refer to the Quarter 4 2022-23 Council Review for the full Operational Plan review for the 1 April 2023 to 30 June 2023 period.

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

**Overall** - of the 93 activities:

	2% are not progressing;
	0% are not due to start;
	26% are progressing;
	65% have been completed on or ahead of schedule.





The actions reported as **completed** during Quarter 4 2022/2023 are as follows:

ACTION	STATUS
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.	This Action has been incorporated into the programs established by the Department of Planning and Environment - the Urban Development Committee and the Place Delivery Group. Staff contributed to a briefing paper to the Hunter Expert Panel on the need for financial and staff resources to support planning for the transition, and a scope of works. A modification to the Muswellbrook Local Environmental Plan 2009 to support a defined number of new uses on the Liddell Power Station site is anticipated to be lodged with Council in August 2023.
1.2.1.1 Establish Advanced Manufacturing Hub.	The Donald Horne Building was officially opened by the Prime Minister of Australia Anthony Albanese, Federal Member for the Hunter Dan Repacholi, State Member for the Upper Hunter Dave Layzell, Mayor Steve Reynolds and General Manager Derek Finnigan on 18 July 2023. The opening was attended by around 100 guests This was followed by an Industry Expo and a Schools STEM showcase over the following days. The Advanced Manufacturing facility and the STEM Lab have been fully commissioned and will now commence operations.
1.2.1.2 Establish Community and Economy Directorate at Council	A Directorate of Community and Economy has been established at Muswellbrook Shire Council. Ms Shaelee Welchman is Council's Director Community and Economy.
1.2.2.1 Seek funding for the development of the Upper Hunter Employment Land Strategy.	A draft Employment Land Strategy has been completed, and will be reported to Council in the first quarter of 2023-24.
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	Muswellbrook Local Environmental Plan 2009 maps and written instrument updated 26 April 2023.
1.2.4.4 Construct the Denman and District Heritage Village	The construction of the Denman and District Heritage Village is complete. Remaining works include the installation of entrance artwork, landscaping to be undertaken by the Denman and District Heritage Village, and the curation of exhibits in the new building and grounds.



ACTION	STATUS
1.2.6.1 Assist DPIE to complete the Upper Hunter Vineyards Structure Plan	Staff have provided feedback to the Department of Planning and Environment on a final draft scenic assessment report and strategy. The Department of Planning and Environment has indicated the report is with the Minister for approval.
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.	During the fourth quarter of 2022-23, the Mayor continued to conduct regular meetings with the Member for Upper Hunter and the Federal Member for Hunter to advocate for increased and enhanced use of the TAFE and University of Newcastle campuses. Additionally, the official opening of the Donald Horne building is scheduled to take place in the first quarter of 2023-24.
1.4.1.2 Seek development approval for grandstand and amenities design for Olympic Park	The Development Application for the Olympic Park amenities and grandstand design is under assessment. The Olympic Park Development Advisory Committee is meeting monthly or as required. An Event Management Plan has been developed to address outstanding issues raised by the Regional Planning Panel. A provisional month for determination is September.
1.4.1.3 Develop Pocket Park design for the Muswellbrook Town Centre	The Pocket Park design was reported to the May 2023 Ordinary Council meeting. Council suggested a few changes which have been incorporated in the design.
2.1.1.1 Report a list of prioritised capital sport and recreation projects	The General Recreation Programme for 2022-23 was endorsed by Council at the 27 September 2022 Ordinary Council meeting.
2.1.1.2 Deliver projects prioritised for financial year	The General Recreation Programme has been delivered and the draft Recreation Needs Study to be reported to Council for public exhibition.
2.1.2.1 Maintain an annual calendar of meetings with user groups	Sports and Recreation Committee meetings for all user groups are scheduled three times per year together with regular specific facility user group meetings.
2.1.2.2 Continue matched funding Sport and Recreation Grants Programmes	The 2022 Sport and Recreation Grants Programme for small and large matched funding applications were awarded.



ACTION	STATUS
2.1.2.5 Council events are planned to be accessible by all people, as far as possible.	All Council events are planned to be accessible to all people. Procedures and checklists have been created for use by staff to plan events to be accessible by passive transport and at sites suitable for people with mobility or visual impairment.
2.1.3.1 Review the Muswellbrook Shire Council Disability Inclusion Action Plan	The Draft Disability Inclusion Action Plan will be reported to the 22 August 2023 Ordinary Council Meeting to be placed on public display for 28 days.
2.1.4.1 Council advocates for the needs of people residing in low to moderate income households.	During the fourth quarter of 2022-23, the Mayor and senior staff met with Home in Place representatives to advocate for the housing needs of people residing in low to moderate income households in Muswellbrook Shire. The Mayor also met with Federal Government Ministers at the Australian Local Government Association conference in Canberra over the week 12 to 16 June 2023 to advocate for the needs of Muswellbrook Shire, including the cost of living challenges experienced by many residents of Muswellbrook Shire.
2.2.1.1 Council meets with local social housing provider(s)	During the fourth quarter of 2022-23, the Mayor and senior staff met with Home in Place representatives to advocate for the housing needs of people residing in social housing in Muswellbrook Shire.
2.3.1.1 Council Project Manages the construction of the Denman Childrens Centre	Council is progressing the project management and tenders for construction are ready to be called subject to finalising project funding.
2.4.1.1 Facilitation of aged care networks and activities to improve their wellbeing outcomes	Monthly Community Service reports are submitted to Council, advising of activities provided for senior residents at Council's libraries, aquatic centres, and Art Gallery. During the fourth quarter, meetings were held with TransCare to facilitate an enhanced presence in Muswellbrook Shire, with arrangements made for TransCare to be co-located at the Muswellbrook Senior Citizens Centre.
2.5.1.1 Funding is sought for the delivery of a local Aboriginal Language Program	Due to the availability of Linguist Teacher, a Funding Variation has been completed this quarter for the project to be completed by the 31 August 2023.



ACTION	STATUS
2.6.1.1 In consultation with Councillors, develop a youth engagement program for inclusion in the Community Engagement Strategy	The Grants and Community Engagement Advisor has worked with a team of staff from across the organisation to capture Council's current activities in terms of engagement with young people under the age of 25 years and also to develop strategies for future engagement.
2.6.1.3 Develop a cross Council Child Safe Action Plan in response to Child Safe Standards	A Draft Child Safe Action Plan has been developed by the internal working party and will be reported to MANEX for adoption in August 2023
3.1.1.1 Update Council's policy position regarding voids and mine rehabilitation	Staff have prepared an update to Council's Development Control Plan and the current Policy. A report requesting public exhibition of the updated documents is intended to be submitted to the September 2023 Ordinary Council Meeting.
3.2.1.1 Provide funds for local Landcare activities	Successful applicants completed approved projects. Details provided in the Monthly information report to Council.
3.2.1.2 Liaise with Local Land Services to advocate for projects in the Shire	Staff have provided comments to Local Land Services on their proposed grants program for 2022-23.
3.3.1.1 Construction of the funded portions of Hunter Beach	All components of the Hunter Beach project have now reached Practical Completion, and the site has been opened for the enjoyment of the community.
3.3.1.2 Maintain rehabilitation works along Muscle Creek, Karoola Wetlands and Denman	Council has established a small dedicated team to maintain a rolling programme of maintenance for rehabilitated riparian and natural areas.
3.4.1.1 Assist Council, households and businesses to manage waste effectively and use water and energy efficiently	Details of activities provided in monthly report to Council.
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.	Guidelines on required meta data for plans and reports being submitted with Development Applications has been prepared.
3.4.3.1 Develop a Policy and a Procedure relating to	Revised Procurement Policy has been released for Public Exhibition. The implementation of the



ACTION	STATUS
Sustainable Procurement related to Council's Net Zero by 2050 Policy and the Circular Economy Procurement Project	new Procurement Policy Framework will be carried out in 2023-24.
3.4.3.2 Facilitate the introduction of FOGO collection and processing for households and businesses in the Shire	A report providing information regarding submissions received under a non-binding expression of interest process for managing Muswellbrook Shire's Food Organics Garden Organics kerbside collection was submitted to the 27 April 2023 Ordinary Council Meeting. Tenders for the collection of FOGO and for the processing of FOGO will be invited in the first quarter of 2023-24.
3.5.1.1 Council's energy contractor supplies energy from renewable sources	Council participated in Local Government Procurement's tender process for a long term renewable power purchase agreement. The outcome was a short term non-renewable power purchase agreement, due to the electricity prices at the time of tender influenced by Force Majeure events. The subsequent electricity contracts will remain in force until December 2024.
4.1.1.1 Make Local Heritage Grants available for owners of heritage listed properties	Successful applicants have completed their nominated projects. Council's Heritage Advisor has inspected the works, and a report has been forwarded to the Department of Planning and Environment seeking approval to reimburse applicants.
4.1.1.2 Review and adopt a heritage strategy for 2022/23 and 2023/24	A review of the Strategy has been completed by Council's Heritage Advisor. A report will be submitted to the 22 August 2023 Ordinary Council Meeting.
4.1.2.1 Ensure applications for subdivision generally or for development in rural areas adequately consider sites or artifacts of aboriginal significance	Heritage impact assessments are required with Development Applications in greenfield locations.
4.3.1.1 Council works in partnership with community groups to deliver a minimum of six events a year	Council worked in partnership with various groups to deliver a number of events across the Shire including: 1. Australia Day Commemorations and Awards; 2. New Years Eve



ACTION	STATUS
	3. Karoola Park Run Colour Run; 4. Rock'n the Brook; 5. Easter Family Fun Day; 6. Blue Heeler Film Festival; 7. ANZAC Day Commemorations; 8. Denman Dust and Rust; 9. Planning for the Cattle Dog Muster; 10. Providing assistance to conduct the Science and Engineering Challenge.
4.3.2.1 Develop a 12-month Art Program	Completed 21/06/2023 The Muswellbrook Regional Art Gallery have held a number of exhibitions: <u>NOV/DEC</u> Exhibitions; 31/10/2022 - 17/12/2022 - Viola Bromley Art Prize 2022 - Formwork: Janice Hanicar & Samantha Haničar - In the Frame: James Gleeson - Manooka Park Halls <u>JAN/FEB 2023</u> ; - 07/01/2023- 18/02/2023 Groundswell: recent movements in art and territory <u>MAR/APR 2023</u> ; 25/02/2023 - 29/04/2023 - - Muswellbrook Art Prize 2023 - Wonnarua - Ryan Lee - Art Tracks VI - The pastoral, the picturesque and the sublime - Australia - Muswellbrook South Public School <u>MAY/JUN 2023</u> ; 08/05/2023 - 24/06/2023 - - 'Eternal Return: Sally Stokes', - 'Wonnarua: Ryan Lee', - 'Art Tracks VI - The pastoral, the picturesque and the sublime' - 'Australia: Muswellbrook South Public School'.
4.3.3.1 Develop a Funding Agreement with Arts UH	The Draft Funding Agreement details have been finalized and the agreement will now be sent to Arts UH



ACTION	STATUS
5.1.4.1 Capital works programmes prioritised to demonstrate continual improvement in community infrastructure	Capital works programmes across all asset classes have been reported to Council, and are developed and prioritised to demonstrate continual improvement in community infrastructure assets.
5.1.4.2 Asset condition assessment inspections provided regularly	Asset condition inspections of the State Road network, mine affected roads, and the urban and rural roads and stormwater drainage networks are regularly carried out, with the results of the inspections informing capital and operational works programmes.
5.2.1.1 Develop a targeted program to improve accessibility in Council owned and public spaces	Works were completed at the Muswellbrook Library with the installation of an external ramp. Works at the Muswellbrook Country Women's Association, Denman Library, and the new Muswellbrook Animal Shelter are at various stages of completion.
5.3.1.1 Carry out Best Practice audit of water and wastewater services	The Final Review Report for 2020-21 was submitted to the 20 December 2022 Ordinary Council Meeting. The final review confirmed that Council's Best Practice Management of Water Supply and Sewer Services for 2020-21 was substantially compliant with best practice.
5.3.1.2 Ensure compliance with all Licence conditions	Reports were submitted to the 27 June 2023 Ordinary Council Meeting regarding level of service performance in Drinking Water Supply and Wastewater (Sewer) Services. The drinking water management risk improvement and Drinking Water Management System will be reported to the 26 September 2023 Ordinary Council Meeting. The Muswellbrook Sewer Pollution Incident Response Management Plan is currently under review. The annual environment protection licence return for Denman Sewer Treatment is due by 14 Aug 2023, and a review of the performance of the Denman Sewer Treatment and Sewerage networks is currently underway.
5.4.1.1 Implement priority funded portions of the Walk and Cycle Plan and Supplementary Active Transport Plan	A report providing a prioritised program of funded portions of the Walk and Cycle Plan and Supplementary Active Transport Plan was endorsed by Council at the 26 July 2022 Ordinary Council Meeting.
6.1.1.1 Facilitate an annual Community Satisfaction Survey	Micromex Research and Consulting were the successful vendors to conduct the 2023



ACTION	STATUS
	Muswellbrook Shire Community Satisfaction Survey. The survey was conducted from 3 May 2023 to 10 May 2023, involving interviews with 402 residents. The 2023 survey replicated a baseline study conducted in 2021, to ensure comparability over time.
6.1.3.1 Digital media strategy revised and implemented	A draft Communications and Media Policy was submitted to the 27 June 2023 Ordinary Council Meeting and was placed on public exhibition for a period of 28 days. The Policy will be returned to Council for endorsement at the 22 August 2023 Ordinary Council Meeting. Council digital and social media engagement continues to improve and grow.
6.1.3.2 Report Council's progress in implementing the Delivery Program and Operational Plan to the community and other stakeholders	<p>Council and the Audit, Risk and Improvement Committee receive quarterly progress reports on the status of the implementation of the Delivery Program and Operational Plan.</p> <p>The 2021/22 Annual Report to the Community was endorsed by Council at the 22 November 2022 Ordinary Council Meeting and published on Council's website.</p> <p>A link to the published 2021/22 Annual Report was provided to the Minister for Local Government and the Minister for Disability Services in accordance with statutory requirements.</p> <p>The 2023/2024 Operational Plan was adopted by Council at the 27 June 2023 Ordinary Council Meeting, and meets current goals and standards to enable Council and staff to work towards the adopted Delivery Program actions.</p>
6.2.1.1 Provide transparent reporting to the community about Council's finances	Council's Finance Team continues to ensure frequent discussions are held with Directors and departmental managers regarding Council's financial management. Further work is being done, on an iterative basis, to improve reporting to the community regarding Council's finances, including restructuring the general ledger and upgrading the reporting systems to facilitate greater efficiency and transparency in reporting. Monthly financial reports are submitted to Council, the Financial Review Advisory Committee, and Council's executive management team.
6.2.1.2 Seek funding opportunities to support the interests and	Council receives monthly progress reports advising of recent grant applications submitted,



ACTION	STATUS
aspirations of the Shire identified by the Community Strategic Plan and Delivery Program	grant funding recently announced or to be announced shortly, and of upcoming grant opportunities.
6.2.2.1 Develop an outline and timeline for the implementation of Service Reviews across Council	A Service Delivery Review Program Plan was submitted to the 29 June 2023 meeting of the Audit, Risk and Improvement Committee (ARIC). The plan outlines the service review timeline over a three year period. Service Reviews will be carried out in compliance with the approved priorities, and the results will be submitted to the ARIC and Council.
6.2.3.1 Deliver on the Internal Audit Program	<p>The following internal audits were carried out during 2022-23:</p> <ol style="list-style-type: none">1. Phishing campaign - completed in November 2022;2. Independent, external penetration test - completed in February 2022;3. Payroll and leave audit - completed in December 2022; and4. Water and sewer audit - completed in June 2023. <p>The results of internal audits are provided to Council and Council's Audit, Risk and Improvement Committee.</p>
6.2.3.2 Implement control recommendations as identified by the auditor	Council's Internal Auditor continues to work with action owners to ensure all outstanding actions arising from internal audits are implemented expeditiously. Audit reports are provided to Council and Council's Audit, Risk and Improvement Committee.
6.2.4.1 The Local Orders Policy is reviewed	The revised Local Orders Policy was adopted by Council at the 20 December 2022 Ordinary Council Meeting.
6.2.4.3 Food shops are inspected on an annual basis	All inspections completed by 30 June 2023. Information is reported to Council on a monthly basis.
6.2.5.1 Monitor and review Council's Procurement and Tendering System, associated policies and procedures	Compliance with the current Procurement Policy measured via a sample audit. Compliance with the revised Procurement Policy Framework (implementation upcoming) will be measured again with a sample audit at the end of Financial Year 2023-2024.
6.2.5.2 Review the policy management	In line with a review of Council's Policy



ACTION	STATUS
framework	Framework, Council's Policy Register has been reviewed by Council's executive management team to ensure policies are reviewed and/or created in priority order. Since the 4 December 2021 local government elections, one policy has been reviewed and adopted by Council's executive management team and 23 policies have been reviewed and adopted by Council, including five policies in the fourth quarter of 2022-23. Seven policies are currently in the Public Exhibition process and will be considered for adoption by Council at the July and August 2023 Ordinary Council Meetings. Ten policies have been rescinded by Council due to being outdated, no longer applicable, or covered by another policy. Progress on the implementation of Council's Policy Framework is reported to each meeting of the Audit, Risk and Improvement Committee. Policies will continue to be developed and reviewed in accordance with statutory and operational requirements.
6.2.5.4 Develop, implement and monitor a calendar of compliance to support Council's statutory reporting obligations	The population of the Local Government Legal Compliance Module is on track. Council continues to manage and monitor statutory reporting obligations via subscription to the Office of Local Government Council Portal, with notifications of reporting requirements and deadlines communicated to applicable responsible officers.
6.2.5.6 Facilitate Council's participation in the Local Government Professionals/ Price Waterhouse Coopers Performance Excellence Program	Council participated in the Local Government Professionals Price Waterhouse Coopers Performance Excellence Program (PEP) for 2022-23, with all required data collected and submitted in compliance with PEP deadlines. The final report was submitted to the 27 April 2023 Ordinary Council Meeting.
6.3.1.2 FOGO facility concept design to council	A report providing information regarding submissions received under a non-binding expression of interest process for managing Muswellbrook Shire's Food Organics Garden Organics kerbside collection was submitted to the 27 April 2023 Ordinary Council Meeting. Tenders for the collection of FOGO and for the processing of FOGO will be invited in the first quarter of 2023-24.



ACTION	STATUS
6.3.2.1 Council's Wellbeing Program and antibullying training program delivered	Council's Wellbeing Program and antibullying training programme for 2022-23 has been delivered.

No actions were reported as **not due to start** during Quarter 4 2022/2023.

The actions reported as **not progressing** during Quarter 4 2022/2023 are as follows:

ACTION	STATUS
1.2.3.2 Prepare a Local Approvals Policy for adoption by Council	Progress has been temporarily suspended, as staff have been diverted to new projects commenced by Regional NSW for a Regional Housing Strategy. Once this essential work has been completed, work will recommence on developing a Local Approvals Policy in 2023-24.
1.2.5.1 Prepare a scope of works and background paper for a Rural and Environmental Land Strategy.	Progress has been temporarily suspended, as staff have been diverted to projects that involve the update of Contributions Plans and preparation of a Planning Agreement Policy and Community and Economic Development Fund Policy. Once these essential projects have been completed, work will recommence on preparing a scope of works and background paper for a Rural and Environmental Land Strategy.

The actions reported as **progressing** during Quarter 4 2022/2023 are as follows:

ACTION	STATUS
1.1.1.1 Masterplan for transition of the Muswellbrook Coal site to alternative employment uses presented to Council for endorsement.	Department of Planning and Environment (DPE) will take the lead in land use planning for site transition through the Place Delivery Group and Urban Development Program Committee. Council staff attend meetings with Muswellbrook Coal and DPE to progress the planning work.
1.1.1.3 Upper Hunter Employment Land Strategy presented to Council for exhibition.	<p>A first draft has been presented to the working group and comments have been provided to the consultant, HillPDA to update and finalise the report.</p> <p>The delay in presenting the final report to Council is a result of the numerous comments that were provided from State and the three Local Governments.</p> <p>The working group is expecting the final report to be provided in the first quarter of 2023-24.</p>
1.2.4.1 Commence enabling works for	A Development Application for the demolition of identified Bridge Street buildings is to be lodged



ACTION	STATUS
Muswellbrook Town Centre	following an endorsed concept design of the proposed pocket park by Council.
1.2.4.2 Determine the realignment of the lower piped portion of Possum Gully	Alternative concepts are being developed for the alignment of the lower portion of Possum Gully. The development of a Catchment Management Plan for Possum Gully is currently underway.
1.2.4.3 Implement improved pedestrian links to the Muswellbrook Marketplace	Concepts for improved pedestrian access between the Town Centre and the Marketplace have been prepared and are in consultation with key stakeholders. Before commencing works a report will be provided to Council for endorsement.
1.4.1.1 Commence Olympic Park field improvements	Draft drainage and irrigation designs have been prepared for Olympic Park field improvements. Discussions have been held with funding bodies to align grant and project milestones, and Council is awaiting formal feedback on these discussions.
1.4.2.1 Provide subsidised practice space to attract Obstetrics medical service providers to the Shire	During the fourth quarter of 2022-23, consultation with the State Member for Upper Hunter and senior representatives of NSW Health was carried out to advocate for an obstetrician to become established in Muswellbrook Shire. Advocacy will continue to be carried out in 2023-24. Additionally, in the first half of 2023-24, a report will be submitted to Council regarding the potential to provide subsidised practice space to attract an obstetrics medical service provider to Muswellbrook Shire.
2.1.2.3 Develop staged detailed designs for Hunter, and Wollombi Park concept plans	A land survey is being completed to inform the detailed design of both the Wollombi Park - Pump Track and connector road between Skellatar Stock Route and Wollombi Road.
2.6.1.2 Construct the new Muswellbrook Youth Venue	Submissions by the Principal Design Consultant to prepare detailed design for construction have been received and will be reported to Council.
3.3.2.1 Provide guidance and documented plan for the stabilisation, restoration and management of Possum Gully and Muscle Creek	A consultant has been engaged, following a competitive Request for Quotation process, to commence the Catchment Management Plan study, with investigations confirmed to be carried out in the first quarter 2023-24, with a final report to be completed in the second quarter of 2023-24.



ACTION	STATUS
3.5.2.1 Develop strategic recycled water plan.	A Strategic Recycled Water Management Plan is being developed for community parks, including Olympic Park. Once completed, a draft Plan will be submitted to Council for review.
3.5.2.2 Develop recycled water implementation strategy	A Strategic Recycled Water Management Strategy is being developed for community parks, including Olympic Park. Once completed, a draft Strategy will be submitted to Council for review.
4.1.1.3 Complete the refurbishment of Loxton House	Tenant requirements have been received for Loxton House and incorporated in the design. Awaiting on heritage architect advice on planning approval pathway.
4.2.1.1 Begin precinct enabling works	An alternative location for the Regional Entertainment Centre within the Town Centre Precinct is being investigated. A Development Application for the demolition of identified Bridge Street buildings is being lodged following an endorsed concept design of the civic pocket park by Council.
4.2.1.2 Review design value management options for theatre and community hall	An alternative location for the Regional Entertainment Centre within the Town Centre Precinct is being investigated. Council are working with the architect on the revised scope.
5.1.1.1 Develop an Active Transport Plan supplement to Muswellbrook Shire Council's adopted Walk and Cycle Plan (2009)	All existing and proposed/priority footpath areas have been identified for Muswellbrook, Denman and Sandy Hollow, with progress advancing towards the final draft report expected to be completed and submitted for Council's review in the first quarter of 2023-24.
5.1.2.1 Review Strategic Asset Management Plan	Council's Strategic Asset Management Plan is currently under review and, once completed, will be submitted to Council for final review.
5.1.2.2 Regularly review Asset Management Plans	The Roads Asset Management Plan and Schedule of Asset Management Plans are currently under review, with the draft approaching completion. Once finalised, the Roads Asset Management Plan will be submitted for the review of Council in the first quarter of 2023-24.
5.1.2.3 Review Roads Asset Management Plan	The Roads Asset Management Plan and Schedule of Asset Management Plans are currently under review, with the draft approaching completion. Once finalised, the Roads Asset Management Plan will be submitted for the



ACTION	STATUS
	review of Council in the first quarter of 2023-24.
5.1.3.1 Funding received for an extension to the Muswellbrook Regional Art Gallery	A concept design for an extension to the Muswellbrook Regional Art Gallery has been completed. A Development Application will be progressed for the project to be 'shovel ready' for grant funding. This Development Application is being divided into two with one for external painting and one for the extension.
5.2.1.2 Included prioritised actions in capital programmes	The ramp for the Muswellbrook Library is constructed. The change in ownership of property adjacent to Country Women's Association (CWA) delayed a resolution for the CWA ramp.
6.1.3.3 Update Council's Community Participation Plan	Staff are reviewing Council's Community Participation Plan to identify areas where changes will be required to reflect the move to a more digital community engagement. Once the review has been completed, the Community Participation Plan will be reported to Council for placement on public exhibition.
6.2.4.2 Swimming Pool Safety Fence inspections	The number of inspections temporarily decreased with the vacancy in the Senior Ranger position. Inspection numbers are reported to Council monthly.
6.2.5.3 Increase effectiveness of Council's ICT systems	The folder structure and mapping has been completed for the Electronic Document and Record Management System (EDRMS) upgrade from Magiq to Content Manager. Training has been supplied to all staff. The go-live date has been postponed to October 2023 due to project complexity relating to the migration of documents from Magiq to Content Manager. This action has been included in the 2023-24 Operational Plan proposing to "Increase effectiveness of Council's Information and Communication Technology systems."
6.3.1.1 New Works Depot – tender for works called	A conceptual design of a new Works Depot at the Muswellbrook Waste and Recycling Facility has been completed and agreed on by stakeholders. Tenders will be now called for a Principal Design Consultant to complete the concept within the estimated budget, achieve development approval, and prepare a design and construct tender.



Q4 2022-2023 Council Review

1 April 2023 – 30 June 2023


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	60%	Department of Planning and Environment (DPE) will take the lead in land use planning for site transition through the Place Delivery Group and Urban Development Program Committee. Council staff attend meetings with Muswellbrook Coal and DPE to progress the planning work.	

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.	Completed	100%	This Action has been incorporated into the programs established by the Department of Planning and Environment - the Urban Development Committee and the Place Delivery Group. Staff contributed to a briefing paper to the Hunter Expert Panel on the need for financial and staff resources to support planning for the transition, and a scope of works. A modification to the Muswellbrook Local Environmental Plan 2009 to support a defined number of new uses on the Liddell Power Station site is anticipated to be lodged with Council in August 2023.	


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	70%	<p>A first draft has been presented to the working group and comments have been provided to the consultant, HillPDA to update and finalise the report.</p> <p>The delay in presenting the final report to Council is a result of the numerous comments that were provided from State and the three Local Governments.</p> <p>The working group is expecting the final report to be provided in the first quarter of 2023-24.</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.	Completed	100%	The Donald Horne Building was officially opened by the Prime Minister of Australia Anthony Albanese, Federal Member for the Hunter Dan Repacholi, State Member for the Upper Hunter Dave Layzell, Mayor Steve Reynolds and General Manager Derek Finnigan on 18 July 2023. The opening was attended by around 100 guests This was followed by an Industry Expo and a Schools STEM showcase over the following days. The Advanced Manufacturing facility and the STEM Lab have been fully commissioned and will now commence operations.	

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 Directorate of Community and Economy 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.	Completed	100%	A draft Employment Land Strategy has been completed, and will be reported to Council in the first quarter of 2023-24.	

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	Completed	100%	Muswellbrook Local Environmental Plan 2009 maps and written instrument updated 26 April 2023.	

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	Not Progressing	25%	Progress has been temporarily suspended, as staff have been diverted to new projects commenced by Regional NSW for a Regional Housing Strategy. Once this essential work has been completed, work will recommence on developing a Local Approvals Policy in 2023-24.	

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	50%	A Development Application for the demolition of identified Bridge Street buildings is to be lodged following an endorsed concept design of the proposed pocket park by Council.	


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	75%	Alternative concepts are being developed for the alignment of the lower portion of Possum Gully. The development of a Catchment Management Plan for Possum Gully is currently underway.	

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	75%	Concepts for improved pedestrian access between the Town Centre and the Marketplace have been prepared and are in consultation with key stakeholders. Before commencing works a report will be provided to Council for endorsement.	

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	Completed	100%	The construction of the Denman and District Heritage Village is complete. Remaining works include the installation of entrance artwork, landscaping to be undertaken by the Denman and District Heritage Village, and the curation of exhibits in the new building and grounds.	


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.	Not Progressing	20%	Progress has been temporarily suspended, as staff have been diverted to projects that involve the update of Contributions Plans and preparation of a Planning Agreement Policy and Community and Economic Development Fund Policy. Once these essential projects have been completed, work will recommence on preparing a scope of works and background paper for a Rural and Environmental Land Strategy.	

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	Completed	100%	Staff have provided feedback to the Department of Planning and Environment on a final draft scenic assessment report and strategy. The Department of Planning and Environment has indicated the report is with the Minister for approval.	

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.	Completed	100%	During the fourth quarter of 2022-23, the Mayor continued to conduct regular meetings with the Member for Upper Hunter and the Federal Member for Hunter to advocate for increased and enhanced use of the TAFE and University of Newcastle campuses. Additionally, the official opening of the Donald Horne building is scheduled to take place in the first quarter of 2023-24.	


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	50%	Draft drainage and irrigation designs have been prepared for Olympic Park field improvements. Discussions have been held with funding bodies to align grant and project milestones, and Council is awaiting formal feedback on these discussions.	

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	Completed	100%	The Development Application for the Olympic Park amenities and grandstand design is under assessment. The Olympic Park Development Advisory Committee is meeting monthly or as required. An Event Management Plan has been developed to address outstanding issues raised by the Regional Planning Panel. A provisional month for determination is September.	

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	Completed	100%	The Pocket Park design was reported to the May 2023 Ordinary Council meeting. Council suggested a few changes which have been incorporated in the design.	

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	50%	During the fourth quarter of 2022-23, consultation with the State Member for Upper Hunter and senior representatives of NSW Health was carried out to advocate for an obstetrician to become established in Muswellbrook Shire. Advocacy will continue to be carried out in 2023-24. Additionally, in the first half of 2023-24, a report will be submitted to Council regarding the potential to provide subsidised practice space to attract an obstetrics medical service provider to Muswellbrook Shire.	


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 for 2022-23 was endorsed by Council at the 27 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	Completed	100%	The General Recreation Programme has been delivered and the draft Recreation Needs Study to be reported to Council for public exhibition.	

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	Completed	100%	Sports and Recreation Committee meetings for all user groups are scheduled three times per year together with regular specific facility user group 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	Completed	100%	The 2022 Sport and Recreation Grants Programme for small and large matched funding applications were awarded.	


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	75%	A land survey is being completed to inform the detailed design of both the Wollombi Park - Pump Track and connector road between Skellatar Stock Route and Wollombi Road.	

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	50%	Tender was awarded for construction and installation in June 2023.	

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.	Completed	100%	<p>All Council events are planned to be accessible to all people.</p> <p>Procedures and checklists have been created for use by staff to plan events to be accessible by passive transport and at sites suitable for people with mobility or visual impairment.</p>	


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	Completed	100%	The Draft Disability Inclusion Action Plan will be reported to the 22 August 2023 Ordinary Council Meeting to be placed on public display for 28 days.	

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.	Completed	100%	During the fourth quarter of 2022-23, the Mayor and senior staff met with Home in Place representatives to advocate for the housing needs of people residing in low to moderate income households in Muswellbrook Shire. The Mayor also met with Federal Government Ministers at the Australian Local Government Association conference in Canberra over the week 12 to 16 June 2023 to advocate for the needs of Muswellbrook Shire, including the cost of living challenges experienced by many residents of Muswellbrook Shire.	

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)	Completed	100%	During the fourth quarter of 2022-23, the Mayor and senior staff met with Home in Place representatives to advocate for the housing needs of people residing in social housing in Muswellbrook Shire.	

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	Completed	100%	Council is progressing the project management and tenders for construction are ready to be called subject to finalising project funding.	

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	Completed	100%	Monthly Community Service reports are submitted to Council, advising of activities provided for senior residents at Council's libraries, aquatic centres, and Art Gallery. During the fourth quarter, meetings were held with TransCare to facilitate an enhanced presence in Muswellbrook Shire, with arrangements made for TransCare to be co-located at the Muswellbrook Senior Citizens Centre.	

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	Completed	100%	Due to the availability of Linguist Teacher, a Funding Variation has been completed this quarter for the project to be completed by the 31 August 2023.	

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%	Completed 24/10/2022	


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	Completed	100%	The Grants and Community Engagement Advisor has worked with a team of staff from across the organisation to capture Council's current activities in terms of engagement with young people under the age of 25 years and also to develop strategies for future engagement.	

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	50%	Submissions by the Principal Design Consultant to prepare detailed design for construction have been received and will be reported to Council.	

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	Completed	100%	A Draft Child Safe Action Plan has been developed by the internal working party and will be reported to MANEX for adoption in August 2023	


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	Completed	100%	Staff have prepared an update to Council's Development Control Plan and the current Policy. A report requesting public exhibition of the updated documents is intended to be submitted to the September 2023 Ordinary Council Meeting.	


03.02: Improve native vegetation connectivity across the Upper Hunter Region

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	Completed	100%	Successful applicants completed approved projects. Details provided in the Monthly information report to Council.	


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	Completed	100%	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	Completed	100%	All components of the Hunter Beach project have now reached Practical Completion, and the site has been opened for the enjoyment of the community.	

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	Completed	100%	Council has established a small dedicated team to maintain a rolling programme of maintenance for rehabilitated riparian and natural areas.	

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	50%	A consultant has been engaged, following a competitive Request for Quotation process, to commence the Catchment Management Plan study, with investigations confirmed to be carried out in the first quarter 2023-24, with a final report to be completed in the second quarter of 2023-24.	

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	Completed	100%	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.	Completed	100%	Guidelines on required meta data for plans and reports being submitted with Development Applications has been prepared.	

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	Completed	100%	Revised Procurement Policy has been released for Public Exhibition. The implementation of the new Procurement Policy Framework will be carried out in 2023-24.	


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	Completed	100%	A report providing information regarding submissions received under a non-binding expression of interest process for managing Muswellbrook Shire's Food Organics Garden Organics kerbside collection was submitted to the 27 April 2023 Ordinary Council Meeting. Tenders for the collection of FOGO and for the processing of FOGO will be invited in the first quarter of 2023-24.	

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	Completed	100%	Council participated in Local Government Procurement's tender process for a long term renewable power purchase agreement. The outcome was a short term non-renewable power purchase agreement, due to the electricity prices at the time of tender influenced by Force Majeure events. The subsequent electricity contracts will remain in force until December 2024.	

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	75%	A Strategic Recycled Water Management Plan is being developed for community parks, including Olympic Park. Once completed, a draft Plan will be submitted to Council for review.	

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	75%	A Strategic Recycled Water Management Strategy is being developed for community parks, including Olympic Park. Once completed, a draft Strategy will be submitted to Council for review.	


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	Completed	100%	Successful applicants have completed their nominated projects. Council's Heritage Advisor has inspected the works, and a report has been forwarded to the Department of Planning and Environment seeking approval to reimburse applicants.	

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	Completed	100%	A review of the Strategy has been completed by Council's Heritage Advisor. A report will be submitted to the 22 August 2023 Ordinary Council Meeting.	

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	50%	Tenant requirements have been received for Loxton House and incorporated in the design. Awaiting on heritage architect advice on planning approval pathway.	

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	Completed	100%	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	50%	An alternative location for the Regional Entertainment Centre within the Town Centre Precinct is being investigated. A Development Application for the demolition of identified Bridge Street buildings is being lodged following an endorsed concept design of the civic pocket park by Council.	


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	50%	An alternative location for the Regional Entertainment Centre within the Town Centre Precinct is being investigated. Council are working with the architect on the revised scope.	

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	Completed	100%	Council worked in partnership with various groups to deliver a number of events across the Shire including: 1. Australia Day Commemorations and Awards; 2. New Years Eve 3. Karoola Park Run Colour Run; 4. Rock'n the Brook; 5. Easter Family Fun Day; 6. Blue Heeler Film Festival; 7. ANZAC Day Commemorations; 8. Denman Dust and Rust; 9. Planning for the Cattle Dog Muster; 10. Providing assistance to conduct the Science and Engineering Challenge.	


04.03.02: Deliver an arts program

Action: 4.3.2.1 Develop a 12-month Art Program

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	Completed	100%	<p>Completed 21/06/2023</p> <p>The Muswellbrook Regional Art Gallery have held a number of exhibitions:</p> <p>NOV/DEC Exhibitions; 31/10/2022 - 17/12/2022</p> <ul style="list-style-type: none">- Viola Bromley Art Prize 2022- Formwork: Janice Hanicar & Samantha Haničar- In the Frame: James Gleeson- Manooka Park Halls <p>JAN/FEB 2023; - 07/01/2023- 18/02/2023</p> <p>Groundswell: recent movements in art and territory</p> <p>MAR/APR 2023; 25/02/2023 - 29/04/2023</p> <ul style="list-style-type: none">- Muswellbrook Art Prize 2023- Wonnarua - Ryan Lee- Art Tracks VI - The pastoral, the picturesque and the sublime- Australia - Muswellbrook South Public School <p>MAY/JUN 2023; 08/05/2023 - 24/06/2023</p> <ul style="list-style-type: none">- 'Eternal Return: Sally Stokes',- 'Wonnarua: Ryan Lee',- 'Art Tracks VI - The pastoral, the picturesque and the sublime'- 'Australia: Muswellbrook South Public School'.	

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	Completed	100%	The Draft Funding Agreement details have been finalized and the agreement will now be sent to 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	75%	All existing and proposed/priority footpath areas have been identified for Muswellbrook, Denman and Sandy Hollow, with progress advancing towards the final draft report expected to be completed and submitted for Council's review in the first quarter of 2023-24.	

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	50%	Council's Strategic Asset Management Plan is currently under review and, once completed, will be submitted to Council for final review.	

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	50%	The Roads Asset Management Plan and Schedule of Asset Management Plans are currently under review, with the draft approaching completion. Once finalised, the Roads Asset Management Plan will be submitted for the review of Council in the first quarter of 2023-24.	

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%	The Roads Asset Management Plan and Schedule of Asset Management Plans are currently under review, with the draft approaching completion. Once finalised, the Roads Asset Management Plan will be submitted for the review of Council in the first quarter of 2023-24.	


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	75%	A concept design for an extension to the Muswellbrook Regional Art Gallery has been completed. A Development Application will be progressed for the project to be 'shovel ready' for grant funding. This Development Application is being divided into two with one for external painting and one for the extension.	

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	Completed	100%	Capital works programmes across all asset classes have been reported to Council, and are developed and prioritised to demonstrate continual improvement in community infrastructure assets.	


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	Completed	100%	Asset condition inspections of the State Road network, mine affected roads, and the urban and rural roads and stormwater drainage networks are regularly carried out, 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	Completed	100%	Works were completed at the Muswellbrook Library with the installation of an external ramp. Works at the Muswellbrook Country Womens Association, Denman Library, and the new Muswellbrook Animal Shelter are at various stages of completion.	


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	75%	The ramp for the Muswellbrook Library is constructed. The change in ownership of property adjacent to Country Women's Association (CWA) delayed a resolution for the CWA ramp.	


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	Completed	100%	The Final Review Report for 2020-21 was submitted to the 20 December 2022 Ordinary Council Meeting. The final review confirmed that Council's Best Practice Management of Water Supply and Sewer Services for 2020-21 was substantially compliant with best practice.	


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	Completed	100%	Reports were submitted to the 27 June 2023 Ordinary Council Meeting regarding level of service performance in Drinking Water Supply and Wastewater (Sewer) Services. The drinking water management risk improvement and Drinking Water Management System will be reported to the 26 September 2023 Ordinary Council Meeting. The Muswellbrook Sewer Pollution Incident Response Management Plan is currently under review. The annual environment protection licence return for Denman Sewer Treatment is due by 14 Aug 2023, and a review of the performance of the Denman Sewer Treatment and Sewerage networks is currently underway.	

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	Completed	100%	A report providing a prioritised program of funded portions of the Walk and Cycle Plan and Supplementary Active Transport Plan was endorsed by Council at the 26 July 2022 Ordinary Council Meeting.	


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	Completed	100%	Micromex Research and Consulting were the successful vendors to conduct the 2023 Muswellbrook Shire Community Satisfaction Survey. The survey was conducted from 3 May 2023 to 10 May 2023, involving interviews with 402 residents. The 2023 survey replicated a baseline study conducted in 2021, to ensure comparability over time.	

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	Completed	100%	Feedback received from the Community Engagement Panel assisted to inform Council's service review program and the 2023-24 Operational Plan endorsed by Council at the 27 June 2023 Ordinary Council Meeting.	


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	Completed	100%	The Muswellbrook Shire Council Community Engagement Strategy 2022 (CES) was adopted by Council at the 22 November 2022 Ordinary Council Meeting. The next steps will be to implement the CES and ensure that community engagement complies with the adopted Strategy.	

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


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	Completed	100%	A draft Communications and Media Policy was submitted to the 27 June 2023 Ordinary Council Meeting and was placed on public exhibition for a period of 28 days. The Policy will be returned to Council for endorsement at the 22 August 2023 Ordinary Council Meeting. Council digital and social media engagement continues to improve and grow.	

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 stakeho	Completed	100%	<p>Council and the Audit, Risk and Improvement Committee receive quarterly progress reports on the status of the implementation of the Delivery Program and Operational Plan.</p> <p>The 2021/22 Annual Report to the Community was endorsed by Council at the 22 November 2022 Ordinary Council Meeting and published on Council's website.</p> <p>A link to the published 2021/22 Annual Report was provided to the Minister for Local Government and the Minister for Disability Services in accordance with statutory requirements.</p> <p>The 2023/2024 Operational Plan was adopted by Council at the 27 June 2023 Ordinary Council Meeting, and meets current goals and standards to enable Council and staff to work towards the adopted Delivery Program actions.</p>	


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	50%	Staff are reviewing Council's Community Participation Plan to identify areas where changes will be required to reflect the move to a more digital community engagement. Once the review has been completed, the Community Participation Plan will be reported to Council for placement on public exhibition.	


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	Completed	100%	Council's Finance Team continues to ensure frequent discussions are held with Directors and departmental managers regarding Council's financial management. Further work is being done, on an iterative basis, to improve reporting to the community regarding Council's finances, including restructuring the general ledger and upgrading the reporting systems to facilitate greater efficiency and transparency in reporting. Monthly financial reports are submitted to Council, the Financial Review Advisory Committee, and Council's executive management team.	

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	Completed	100%	Council receives monthly progress reports advising of 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	Completed	100%	A Service Delivery Review Program Plan was submitted to the 29 June 2023 meeting of the Audit, Risk and Improvement Committee (ARIC). The plan outlines the service review timeline over a three year period. Service Reviews will be carried out in compliance with the approved priorities, and the results will be submitted to the ARIC and Council.	

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	Completed	100%	<p>The following internal audits were carried out during 2022-23:</p> <p>1) Phishing campaign - completed in November 2022;</p> <p>2) Independent, external penetration test - completed in February 2022;</p> <p>3) Payroll and leave audit - completed in December 2022; and</p> <p>4) Water and sewer audit - completed in June 2023.</p> <p>The results of internal audits are provided to Council and Council's Audit, Risk and Improvement Committee.</p>	

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	Completed	100%	Council's Internal Auditor continues to work with action owners to ensure all outstanding actions arising from internal audits are implemented expeditiously. Audit reports are provided to Council and Council's Audit, Risk and Improvement Committee.	

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	Completed	100%	The revised Local Orders Policy was adopted by Council at the 20 December 2022 Ordinary Council Meeting.	

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	75%	The number of inspections temporarily decreased with the vacancy in the Senior Ranger position. Inspection 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	Completed	100%	All inspections completed by 30 June 2023. Information is reported to Council on a monthly basis.	

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	Completed	100%	Compliance with the current Procurement Policy measured via a sample audit. Compliance with the revised Procurement Policy Framework (implementation upcoming) will be measured again with a sample audit at the end of Financial Year 2023-2024.	


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	Completed	100%	In line with a review of Council's Policy Framework, Council's Policy Register has been reviewed by Council's executive management team to ensure policies are reviewed and/or created in priority order. Since the 4 December 2021 local government elections, one policy has been reviewed and adopted by Council's executive management team and 23 policies have been reviewed and adopted by Council, including five policies in the fourth quarter of 2022-23. Seven policies are currently in the Public Exhibition process and will be considered for adoption by Council at the July and August 2023 Ordinary Council Meetings. Ten policies have been rescinded by Council due to being outdated, no longer applicable or covered by another policy. Progress on the implementation of Council's Policy Framework is reported to each meeting of the Audit, Risk and Improvement Committee. Policies will continue to be developed and reviewed in accordance with statutory and operational requirements.	


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	90%	The folder structure and mapping has been completed for the Electronic Document and Record Management System (EDRMS) upgrade from Magiq to Content Manager. Training has been supplied to all staff. The go-live date has been postponed to October 2023 due to project complexity relating to the migration of documents from Magiq to Content Manager. This action has been included in the 2023-24 Operational Plan proposing to "Increase effectiveness of Council's Information and Communication Technology systems."	


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	Completed	100%	The population of the Local Government Legal Compliance Module is on track. Council continues to manage and monitor statutory reporting obligations via subscription to the Office of Local Government Council Portal, with notifications of reporting requirements and deadlines communicated to applicable responsible officers.	

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	Completed	100%	At the 28 February 2023 Ordinary Council Meeting, Council resolved to attend a number of Conferences which forms part of the Councillor Training and Development program as follows: 1. Local Government NSW (LGNSW) Annual Conference; 2. Australian Local Government Association (ALGA) National General Assembly of Local Government; 3. Australian Local Government Women's Association (ALGWA) NSW Conference; 4. Local Government NSW (LGNSW) Destination and Visitor Economy Conference; 5. Local Government NSW (LGNSW) Water Management Conference; 6. Local Government Aboriginal Network Conference; 7. Australian Local Government Association (ALGA) National Local Roads and Transport Conference; and 8. Waste Conference.	


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	Completed	100%	Council participated in the Local Government Professionals Price Waterhouse Coopers Performance Excellence Program (PEP) for 2022-23, with all required data collected and submitted in compliance with PEP deadlines. The final report was submitted to the 27 April 2023 Ordinary Council Meeting.	


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	75%	A conceptual design of a new Works Depot at the Muswellbrook Waste and Recycling Facility has been completed and agreed on by stakeholders. Tenders will be now called for a Principal Design Consultant to complete the concept within the estimated budget, achieve development approval, and prepare a design and construct tender.	

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	Completed	100%	A report providing information regarding submissions received under a non-binding expression of interest process for managing Muswellbrook Shire's Food Organics Garden Organics kerbside collection was submitted to the 27 April 2023 Ordinary Council Meeting. Tenders for the collection of FOGO and for the processing of FOGO will be invited in the first quarter of 2023-24.	

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	Completed	100%	Council's Wellbeing Program and antibullying training programme for 2022-23 has been delivered.	

**11.4.11. Monthly Financial Report - August 2023**

Attachments:	1. Monthly Report - August 2023 [11.4.11.1 - 11 pages]
Responsible Officer:	Derek Finnigan - General Manager
Author:	Mandy Fitzgerald (Senior Financial Accountant)
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 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 for the month ending 31 August 2023.

OFFICER'S RECOMMENDATION

Council NOTES the Financial Reports for the month ending 31 August 2023.

Moved: _____ **Seconded:** _____

REPORT

Please refer to the attachment for the August 2023 details of:

- Monthly & Year To Date operating performance by Fund.
- Project Spend.
- Details of Current Loans.
- Outstanding Debtor Balances.

Overview

The August period is presenting expected outcomes. The rates were levied in full in July and this program will continue to show a favourable result throughout the year. The Insurance and Rates are paid in full at the start of the year and, as a result, Other Costs in most funds will show an unfavourable result in August and most of the year.

End of financial year processing is continuing. Late invoices are still being processed and other year-end adjustments, including revaluations and reserves balancing, will continue in September.



Material Exceptions:

General Fund

- **Revenue:**
 - Rates are levied and recognised in July each year, which results in a favourable variance against Budget throughout most of the year.
- **Expenses:**
 - Other Costs shows an unfavourable variance of \$410k due to rates and insurances being paid in full in July and August.
 - Legal Expenses are on track, showing 17.45% spent.

Water Fund

- Rates are levied and recognised in July each year.
- User Charges shows an unfavourable variance partly due to the granting of the pension rebate as part of the main Rates Levy. The first Water Account will be issued towards the end of the First Quarter of 2023-24.

Sewer Fund

- Overall, sewer costs show a favourable variance against budget of \$151k.

Future Fund

- **Revenue:**
 - Total revenue shows a favourable variance of \$415k due to the raising of the September 2023 rent.
- **Expenses:**
 - Overall, costs show an unfavourable variance of \$162k due mainly to the full payment of Rates.

Capital Projects

Year To Date capital spend is \$2.118M, which equates to 3% of the total Capital Budget.

Muswellbrook Shire Council

Financial Report - August 2023



Council Consolidated								
Account Group	YTD Actuals	YTD Sept Review Budget	YTD Var	YTD % Spend vs Budget	Full-Year Budget	September Review Budget	YTD as % of FY Budget	Variance Commentary (By material exception)
	YTD				Full Year			
Revenue								
Rates and Charges	\$33,177,379	\$5,501,942	\$27,675,437	503%	\$33,011,650	\$33,011,650	101%	Most of the Rates Revenue is levied and recognised at the start of the year. Due to this, a favourable year-to-date result will show for much of the year. * Rates & Charges are at 101% of the FY Budget * Overall revenue is at 55% of the FY Budget.
User Charges and Fees	\$2,748,831	\$3,115,045	(\$366,214)	-12%	\$18,689,982	\$18,690,270	15%	
Interest and Investments Revenues	\$211,374	\$172,332	\$39,042	23%	\$1,027,844	\$1,033,994	20%	
Other Revenues	\$395,474	\$414,331	(\$18,857)	-5%	\$2,485,983	\$2,485,983	16%	
Operating Grants and Contributions	\$675,850	\$1,267,717	(\$591,867)	-47%	\$7,525,226	\$7,606,301	9%	See individual funds for commentary specific to that fund
Internal Revenue	\$819,888	\$1,105,137	(\$285,249)	-26%	\$6,630,819	\$6,630,819	12%	
Total Revenue	\$38,028,796	\$11,576,503	\$26,452,293	228%	\$69,371,504	\$69,459,017	55%	
Expenses								
Wages and Salaries	\$2,435,841	\$2,845,018	\$409,177	14%	\$17,135,068	\$17,070,108	14%	Other costs are at 26% against FY budget. Rates and Insurances are paid at the start of the year.
Materials and Contracts	\$2,110,583	\$3,341,008	\$1,230,425	37%	\$19,900,761	\$20,046,048	11%	
Other Costs	\$1,841,533	\$1,189,700	(\$651,833)	-55%	\$7,131,015	\$7,138,201	26%	
Borrowing Costs	\$202,034	\$429,286	\$227,252	53%	\$2,575,718	\$2,575,718	8%	See individual funds for commentary specific to that fund
Overheads	\$798,258	\$809,678	\$11,420	1%	\$4,858,069	\$4,858,069	16%	
Depreciation	\$2,430,257	\$2,596,630	\$166,373	6%	\$15,579,778	\$15,579,778	16%	
Total Expenses	\$9,818,506	\$11,211,320	\$1,392,814	12%	\$67,180,409	\$67,267,922	15%	
Result	\$28,210,290	\$365,183	\$27,845,108		\$2,191,095	\$2,191,095		

Muswellbrook Shire Council

Financial Report - August 2023



General Fund								
Account Group	YTD Actuals	YTD Sept Review Budget	YTD Var	YTD % Spend vs Budget	Full-Year Budget	September Review Budget	YTD as % of FY Budget	Variance Commentary (By material exception)
Revenue	YTD				Full Year			
Rates and Charges	\$25,141,533	\$3,997,135	\$21,144,398	529%	\$23,982,812	\$23,982,812	105%	Revenue commentary will focus on material exceptions and concerns * Rates are levied and recognised in July.
User Charges and Fees	\$1,152,684	\$1,004,599	\$148,085	15%	\$6,027,304	\$6,027,592	19%	
Interest and Investments Revenues	\$158,202	\$120,258	\$37,944	32%	\$715,400	\$721,550	22%	
Other Revenues	\$395,474	\$414,331	(\$18,857)	-5%	\$2,485,983	\$2,485,983	16%	
Operating Grants and Contributions	\$675,850	\$1,255,181	(\$579,331)	-46%	\$7,450,010	\$7,531,085	9%	
Internal Revenue	\$798,258	\$1,083,507	(\$285,249)	-26%	\$6,501,039	\$6,501,039	12%	
Total Revenue	\$28,322,001	\$7,875,010	\$20,446,991	260%	\$47,162,548	\$47,250,061	60%	
Expenses								
Wages and Salaries	\$2,057,184	\$2,419,263	\$362,079	15%	\$14,580,539	\$14,515,579	14%	Other costs are at 25% against FY budget. Rates and Insurances are paid at the start of the year.
Materials and Contracts	\$1,628,970	\$2,429,279	\$800,309	33%	\$14,430,178	\$14,575,675	11%	
Other Costs	\$1,201,708	\$791,697	(\$410,012)	-52%	\$4,743,203	\$4,750,179	25%	
Borrowing Costs	\$3,694	\$101,813	\$98,119	96%	\$610,877	\$610,877	1%	
Overheads	\$387,076	\$398,496	\$11,420	3%	\$2,390,978	\$2,390,978	16%	
Depreciation	\$1,589,613	\$1,734,462	\$144,849	8%	\$10,406,773	\$10,406,773	15%	
Total Expenses	\$6,868,245	\$7,875,010	\$1,006,765	13%	\$47,162,548	\$47,250,061	15%	
Result	\$21,453,756	\$0	\$21,453,756		\$0	\$0		

Muswellbrook Shire Council

Financial Report - August 2023



Water Fund								
Account Group	YTD Actuals	YTD Sept Review Budget	YTD Var	YTD % Spend vs Budget	Full-Year Budget	September Review Budget	YTD as % of FY Budget	Variance Commentary (By material exception)
Revenue	YTD				Full Year			
Rates and Charges	\$2,237,106	\$394,158	\$1,842,948	468%	\$2,364,946	\$2,364,946	95%	* 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. * Water User Charges and Fees revenue show an unfavourable variance, partly due to the raising of the Pensioner Rebate for the Main Rates Levy and the first Water Account will not be raised until the end of this quarter.
User Charges and Fees	(\$39,336)	\$832,212	(\$871,548)	-105%	\$4,993,270	\$4,993,270	-1%	
Interest and Investments Revenues	\$36,624	\$35,833	\$791	2%	\$215,000	\$215,000	17%	
Other Revenues	\$0	\$0	\$0	0%	\$0	\$0	0%	
Operating Grants and Contributions	\$0	\$6,254	(\$6,254)	-100%	\$37,526	\$37,526	0%	
Internal Revenue	\$0	\$0	\$0	0%	\$0	\$0	0%	
Total Revenue	\$2,234,394	\$1,268,457	\$965,937	76%	\$7,610,742	\$7,610,742	29%	
Expenses								
Wages and Salaries	\$151,864	\$231,768	\$79,904	34%	\$1,390,607	\$1,390,607	11%	* Overall, costs show a favourable variance sitting at 11% for the August period.
Materials and Contracts	\$137,848	\$401,709	\$263,861	66%	\$2,410,466	\$2,410,256	6%	
Other Costs	\$48,817	\$87,952	\$39,135	44%	\$527,500	\$527,710	9%	
Borrowing Costs	\$0	\$2,333	\$2,333	100%	\$14,000	\$14,000	0%	
Overheads	\$192,950	\$192,950	(\$0)	0%	\$1,157,698	\$1,157,698	17%	
Depreciation	\$339,966	\$351,746	\$11,780	3%	\$2,110,475	\$2,110,475	16%	
Total Expenses	\$871,445	\$1,268,458	\$397,013	31%	\$7,610,746	\$7,610,746	11%	
Result	\$1,362,949	(\$1)	\$1,362,950		(\$4)	(\$4)		

Muswellbrook Shire Council

Financial Report - August 2023



Sewer Fund								
Account Group	YTD Actuals	YTD Sept Review Budget	YTD Var	YTD % Spend vs Budget	Full-Year Budget	September Review Budget	YTD as % of FY Budget	Variance Commentary (By material exception)
Revenue	YTD				Full Year			
Rates and Charges	\$5,798,740	\$1,110,649	\$4,688,091	422%	\$6,663,892	\$6,663,892	87%	* 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	\$30,656	\$89,358	(\$58,702)	-66%	\$536,148	\$536,148	6%	
Interest and Investments Revenues	\$16,548	\$16,241	\$307	2%	\$97,444	\$97,444	17%	
Other Revenues	\$0	\$0	\$0	0%	\$0	\$0	0%	
Operating Grants and Contributions	\$0	\$6,282	(\$6,282)	-100%	\$37,690	\$37,690	0%	
Internal Revenue	\$0	\$0	\$0	0%	\$0	\$0	0%	
Total Revenue	\$5,845,944	\$1,222,529	\$4,623,415	378%	\$7,335,174	\$7,335,174	80%	
Expenses								
Wages and Salaries	\$168,020	\$151,671	(\$16,349)	-11%	\$910,025	\$910,025	18%	* Overall, costs show a favourable variance sitting at 15% for the August period.
Materials and Contracts	\$190,058	\$282,840	\$92,782	33%	\$1,697,038	\$1,697,038	11%	
Other Costs	\$131,026	\$132,814	\$1,788	1%	\$796,883	\$796,883	16%	
Borrowing Costs	\$43,397	\$106,667	\$63,270	59%	\$640,000	\$640,000	7%	
Overheads	\$158,790	\$158,790	\$0	0%	\$952,740	\$952,740	17%	
Depreciation	\$370,510	\$380,255	\$9,745	3%	\$2,281,530	\$2,281,530	16%	
Total Expenses	\$1,061,801	\$1,213,036	\$151,235	12%	\$7,278,216	\$7,278,216	15%	
Result	\$4,784,143	\$9,493	\$4,774,650		\$56,958	\$56,958		

Muswellbrook Shire Council

Financial Report - August 2023



Future Fund								
Account Group	YTD Actuals	YTD Sept Review Budget	YTD Var	YTD % Spend vs Budget	Full-Year Budget	September Review Budget	YTD as % of FY Budget	Variance Commentary (By material exception)
Revenue	YTD				Full Year			
Rates and Charges	\$0	\$0	\$0	0%	\$0	\$0	0%	
User Charges and Fees	\$1,604,827	\$1,188,877	\$415,950	35%	\$7,133,260	\$7,133,260	22%	* User Charges and Fees show a favourable variance against YTD Budget (22%) as September 2023 Rent has been raised.
Interest and Investments Revenues	\$0	\$0	\$0	0%	\$0	\$0	0%	
Other Revenues	\$0	\$0	\$0	0%	\$0	\$0	0%	
Operating Grants and Contributions	\$0	\$0	\$0	0%	\$0	\$0	0%	
Internal Revenue	\$21,630	\$21,630	\$0	0%	\$129,780	\$129,780	17%	
Total Revenue	\$1,626,457	\$1,210,507	\$415,950	34%	\$7,263,040	\$7,263,040	22%	
Expenses								
Wages and Salaries	\$58,773	\$42,316	(\$16,457)	-39%	\$253,897	\$253,897	23%	* Wages are trending high due to an additional staff payment. * Other Costs are showing an unfavourable result due to the Rates and Insurance expenses being fully paid in July.
Materials and Contracts	\$153,707	\$227,180	\$73,473	32%	\$1,363,079	\$1,363,079	11%	
Other Costs	\$459,982	\$177,238	(\$282,744)	-160%	\$1,063,429	\$1,063,429	43%	
Borrowing Costs	\$154,943	\$218,474	\$63,531	29%	\$1,310,841	\$1,310,841	12%	
Overheads	\$59,442	\$59,442	\$0	0%	\$356,653	\$356,653	17%	
Depreciation	\$130,168	\$130,167	(\$1)	0%	\$781,000	\$781,000	17%	
Total Expenses	\$1,017,015	\$854,817	(\$162,199)	-19%	\$5,128,899	\$5,128,899	20%	
Result	\$609,442	\$355,690	\$253,752		\$2,134,141	\$2,134,141		

Muswellbrook Shire Council
Financial Report - August 2023
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	Planning, Community and Corporate Services Projects						
Adventure Playground - Wollombi Road	Adventure Playground - Wollombi Road	-	452,410	452,410	0%		
Aquatic Centres Programme	Aquatic Centres program	6,338	-	263,000	2%		
Art Acquisitions	Art Acquisitions	-	-	70,000	0%		
Buildings New and Replacement	Buildings New and Replacement	10,777	1,459,061	1,579,061	1%		
Bushfire Assets	Bushfire Assets	2,805	564,520	564,520	0%		
Capital Works Contingency	Capital Works Contingency	-	-	100,000	0%		
CBD Stage 7 (Town Centre)	CBD Stage 7 (Town Centre)	6,596	226,092	226,092	3%		
Civic Precinct (Town Square)	Civic Precinct (Town Square)	1,729	2,256,524	2,256,524	0%		
COVID 19	COVID 19	-	-	150,000	0%		
Denman Childrens Centre - Expansion (Contribution)	Denman Childrens Centre - Expansion	5,295	415,308	415,308	1%		
Denman Heritage Shed	Denman Heritage Village	45,831	250,327	250,327	18%		
Denman Netball Courts	Denman Netball Courts	-	283,638	283,638	0%		
Future Fund Contribution	Future Fund Contribution	-	-	1,300,000	0%		
General Design Program	General Design Program	-	-	52,500	0%		
Hunter Beach	Hunter Beach	9,163	19,324	19,324	47%		
Information Technology Strategy	Information Technology Strategy	3,580	-	200,000	2%		
Karoola Park Citizens Walk Pathway	Karoola Park Citizens Walk Pathway	-	17,222	17,222	0%		
Library Books General Capital Purchases (General)	Library Books General Capital Purchases	4,400	15,852	105,437	4%		
Library Subsidy Projects	Library Subsidy Projects	-	66,071	66,071	0%		
Local Priority Grant	Local Priority Grant	-	43,594	54,594	0%		
Major Landcare Projects	Major Landcare Projects	97	14,357	139,357	0%		
Mbk and Dnm Indoor Sports Centre Upgrades	Mbk and Dnm Indoor Sports Centre Upgrades	36,628	233,874	233,874	16%		
MSC Depot	MSC Depot	5,500	-	4,838,247	0%		
Olympic Park Project	Olympic Park Project	-	2,836,170	4,009,466	0%		
Performance and Convention Centre	Performance and Convention Centre	1,498	3,273,204	3,273,204	0%		
Purchase of Land - Companion Animal Impounding Facilit	Companion Animal Impounding Facility	131,149	470,737	470,737	28%		
Recreation Capital Works	Recreation Capital Works	76,941	3,319,212	3,684,212	2%		
Resources for Regions 9	Resources for Regions 9	4,693	956,228	956,228	0%		
STEM Equipment Replacement	STEM Equipment Replacement	14,817	88,709	191,209	8%		
Total Planning, Community and Corporate Services	Total Planning, Community and Corporate Services	367,837	17,262,434	26,222,562	1%	-	

Muswellbrook Shire Council
Financial Report - August 2023
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	Bridge St Footpath	-	-	67,056	0%		
Bridges Renewal Programme	Bridges Renewal program	-	-	105,000	0%		
Carpark Renewal Programme	Carpark Renewal program	-	-	135,000	0%		
CPTIGS - Bus Shelter	CPTIGS - Bus Shelter	-	337,824	337,824	0%		
Drainage	Drainage	-	615,188	938,255	0%		
Drainage Devices Programme	Drainage Devices program	-	-	180,000	0%		
Flood Warning Systems	Flood Warning Systems	-	50,000	50,000	0%		
FOGO - Design and EIS	FOGO	-	62,060	62,060	0%		
Footpath and Cycleway Renewal Programme	Footpath and Cycleway Renewal program	-	-	185,625	0%		
Heavy Patching Programme	Heavy Patching program	-	-	1,000,000	0%		
Resilience Works Karoola Park	Resilience Works Karoola Park	-	484,174	484,174	0%		
Kerb and Gutter Replacement Programme	Kerb and Gutter Replacement program	-	-	146,250	0%		
Kirk and Peberdy Bridges	Kirk and Peberdy Bridges	-	-	85,141	0%		
Large Plant Items	Large Plant Items	-	1,607,245	2,207,245	0%		
Leachate Dam	Leachate Dam	-	-	475,795	0%		
LISF - Roads Infrastructure Backlog	LISF - Roads Infrastructure Backlog	-	-	202,209	0%		
ARGN 960 Natural Disaster Event - Baerami Creek Caus	Natural Disaster Event - Baerami Creek Causeway	-	689,654	689,654	0%		
New Footpath and Cycleway Programme	New Footpath and Cycleway program	1,500	60,549	60,549	2%		
Purchase of Vehicles	Purchase of Vehicles	-	-	340,000	0%		
Rainbow Creek Bridge	Rainbow Creek Bridge	-	274,687	274,687	0%		
Regional Road Renewal Programme	Regional Road Renewal program	-	-	500,000	0%		
Resources for Regions - Round 5	Resources for Regions - Round 5	53,635	226,781	226,781	24%		
Resources for Regions- Round 7	Resources for Regions- Round 7	161,080	904,016	904,016	18%		
Resources for Regions 9	Resources for Regions 9	-	1,409,735	1,409,735	0%		
Road Resealing Programme	Road Resealing program	106	577,898	2,677,898	0%		
Roads Capital Contingency	Roads Capital Contingency	-	-	135,000	0%		
Roads to Recovery Program	Roads to Recovery Program	-	-	577,898	0%		
Rosebrook Bridge	Rosebrook Bridge	308,487	324,590	324,590	95%		
Rural Road Regravelling Programme	Rural Road Regravelling Program	27,903	-	283,815	10%		
Rural Road Renewal Programme	Rural Road Renewal program	-	-	498,027	0%		
Safety Device Renewal Programme	Safety Device Renewal program	110	-	94,069	0%		
Transport Vehicles	Transport Vehicles	-	-	150,000	0%		
Urban Road Renewal Programme	Urban Road Renewal Program	-	-	400,000	0%		
Victoria Street Rehab	Victoria Street Rehab	-	721,433	721,433	0%		
Widden Creek Stabilisation Works	Widden Creek Stabilisation Works	-	152,891	152,891	0%		
Wilkinson Bridge	Wilkinson Bridge	18,387	-	110,996	17%		
Yarraman Road Upgrade	Yarraman Road Upgrade	1,482	180,946	180,946	1%		
Total Roads and Drainage	Total Roads and Drainage	572,690	8,679,671	17,374,619	3%	-	
Total General Fund	Total General Fund	940,527	25,942,105	43,597,181	2%	-	

Muswellbrook Shire Council
Financial Report - August 2023
Capital Costs (Incl. Loan Repayments & excl. Revenue)



		YTD Actuals	Carry Overs	Total Budget	YTD % Spend	Over Budget	Comments
Future Fund Projects		Future Fund Projects					
	Donald Horne Building	-	-	218,691	0%		
	Marketplace	866,274	-	2,957,464	29%		
	Renewal of Existing Assets/New Acquisitions	9,606	222,919	641,905	1%		
	Throsby ACT	86,666	-	520,000	17%		
	Upgrade of Loxton House	4,513	454,532	754,532	1%		
Total Future Fund	Total Future Fund	967,059	677,451	5,092,592	19%	-	
Sewer Fund		Sewer Fund					
	Access & Security Improvements RWTW	-	-	130,000	0%		
	Mains Renewal and Replacement	-	-	260,000	0%		
	Operations Contingency Project	25,194	-	150,000	17%		
	Sewer Plant and Equipment	-	-	80,000	0%		
	Solar Array	-	1,745,336	1,745,336	0%		
	System Plant Asset Renewals	-	254,065	649,065	0%		
	Transportation System Improvement	-	-	300,000	0%		
	Loan - Sewer RWTW	45,098	-	680,496	7%		
	Skellatar Main	-	-	97,934	0%		
Total Sewer Fund	Total Sewer Fund	70,292	1,999,401	4,092,831	2%	-	

Muswellbrook Shire Council
Financial Report - August 2023
Capital Costs (Incl. Loan Repayments & excl. Revenue)



		YTD Actuals	Carry Overs	Total Budget	YTD % Spend	Over Budget	Comments
Water Fund	Water Fund						
Asbestos, Earthworks, Security	Asbestos, Earthworks, Security	8,168	-	175,000	5%		
Laboratory Equipment	Laboratory Equipment	-	-	20,000	0%		
Mains Renewal and Replacement (inc Carryover)	Mains Renewal and Replacement	-	-	650,000	0%		
Office Upgrade	Office Upgrade	-	-	17,518	0%		
Operations Contingency Project	Operations Contingency Project	8,757	-	100,000	9%		
Replacement of Water Meters Programme	Replacement of Water Meters program	10,613	-	65,000	16%		
GLE Pipeline	Denman-Sandy Hollow Pipeline	5,677	1,062,215	18,460,415	0%		
South Muswellbrook Reservoir	South Muswellbrook Reservoir	-	-	262,755	0%		
System Plant Asset Renewals	System Plant Asset Renewals	17,013	230,474	730,474	2%		
Upgrade Fluoride Dosing System WTP	Upgrade Fluoride Dosing System WTP	-	294,732	294,732	0%		
Vehicle-Equipment Replacement	Vehicle-Equipment Replacement	-	-	65,000	0%		
Water Stop Valve Replacement	Water Stop Valve Replacement	90,528	-	200,000	45%		
Total Water Fund	Total Water Fund	140,756	1,587,421	21,040,894	1%	-	
Consolidated Total	Consolidated Total	2,118,634	30,206,378	73,823,498	3%	-	



Details of Current Council Loans

Balance at 30/06/2023	Payment Type	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												
\$280,272	Principal	\$330,160	\$351,400	\$375,624	\$280,273	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Interest	\$67,791	\$46,551	\$23,815	\$13,843	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total	\$397,951	\$397,951	\$399,439	\$294,116	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Fund												
\$14,166,104	Principal	\$677,873	\$710,385	\$743,509	\$778,430	\$816,997	\$856,300	\$780,502	\$815,416	\$850,535	\$886,347	\$922,883
	Interest	\$726,218	\$693,706	\$660,582	\$628,763	\$587,094	\$549,281	\$509,827	\$474,913	\$439,794	\$403,982	\$367,446
	Total	\$1,404,091	\$1,404,091	\$1,404,091	\$1,407,193	\$1,404,091	\$1,405,581	\$1,290,329	\$1,290,329	\$1,290,329	\$1,290,329	\$1,290,329
General Fund												
\$5,570,491	Principal	\$614,941	\$715,625	\$747,212	\$601,124	\$415,542	\$249,678	\$223,682	\$234,748	\$246,382	\$258,614	\$271,476
	Interest	\$245,540	\$233,183	\$201,596	\$201,557	\$181,451	\$154,972	\$182,272	\$171,206	\$159,571	\$147,339	\$134,477
	Total	\$860,481	\$948,808	\$948,808	\$802,681	\$596,993	\$404,650	\$405,954	\$405,954	\$405,953	\$405,953	\$405,953
Future Fund												
\$38,382,647	Principal	\$3,277,145	\$3,564,671	\$4,270,338	\$3,231,639	\$2,073,593	\$1,753,229	\$1,906,961	\$1,078,848	\$1,122,802	\$1,168,547	\$1,216,155
	Interest	\$702,824	\$624,137	\$994,087	\$1,109,142	\$1,409,292	\$1,345,357	\$1,251,611	\$1,152,196	\$1,108,242	\$1,062,498	\$1,014,889
	Total	\$3,979,969	\$4,188,808	\$5,264,425	\$4,340,781	\$3,482,885	\$3,098,586	\$3,158,572	\$2,231,044	\$2,231,044	\$2,231,045	\$2,231,044
\$58,399,514		\$6,642,492	\$6,939,658	\$8,016,763	\$6,844,771	\$5,483,969	\$4,908,817	\$4,854,855	\$3,927,327	\$3,927,326	\$3,927,327	\$3,927,326

Purpose	Original Amount	Interest Rate	Balance at 1/7/2023	2023/24 Principal Repayments	2023/24 Interest Repayments	2023/24 Total Payments	Year of Final Payment	Notes (If any)
Water - South Muswellbrook Reservoir	\$3,200,000	6.61%	\$280,272	\$280,272	\$13,843	\$294,115	2023/24	
Sewer - Mains and Pump Stations	\$1,300,000	6.50%	\$314,801	\$97,934	\$18,931	\$116,865	2025/26	
General - Widden Bridge	\$1,750,000	6.00%	\$1,079,032	\$85,141	\$60,925	\$146,066	2034/35	
General - Smiths Bridge	\$1,573,967	4.28%	\$1,116,108	\$67,056	\$45,442	\$112,498	2024/25	
General - Roads Infrastructure Backlog	\$3,000,000	5.90%	\$201,945	\$201,945	\$4,015	\$205,960	2023/24	LIFS interest rate subsidy applies
General - Olympic Park Bridge	\$1,785,000	1.45%	\$1,532,184	\$110,996	\$21,495	\$132,491	2025/26	
Future Fund	\$3,300,000	1.60%	\$2,805,000	\$165,000	\$43,670	\$208,670	2024/25	
Future Fund - Seven Hills, Campbell's Corner	\$7,980,502	4.35%	\$7,307,744	\$701,512	\$311,190	\$1,012,702	2026/27	
Future Fund - Muswellbrook Marketplace	\$13,276,500	1.20%	\$11,575,350	\$157,560	\$34,631	\$192,191	2023/24	
Future Fund - Muswellbrook Marketplace***\$13,276,500 To be Refinanced 14/08/23	\$11,417,790	5.53%	\$0	\$98,489	\$318,297	\$416,786	2026/27	
Future Fund - Muswellbrook Marketplace	\$12,500,000	2.34%	\$7,946,720	\$1,370,387	\$177,697	\$1,548,084	2024/25	
Future Fund - Donald Home building	\$2,500,000	4.80%	\$2,291,166	\$218,691	\$107,677	\$326,368	2026/27	
Sewer - Sewer Treatment Plant	\$7,000,000	4.49%	\$5,810,434	\$275,712	\$255,260	\$530,972	2038/39	
Sewer - Sewer Treatment Plant	\$10,000,000	4.50%	\$8,040,869	\$404,785	\$354,572	\$759,357	2037/38	
Aquatic Centre	\$2,000,000	4.30%	\$1,641,222	\$135,986	\$69,680	\$205,666	2024/25	
Throsby ACT	\$7,800,000	1.86%	\$6,456,667	\$520,000	\$115,980	\$635,980	2025/26	
TOTAL	\$90,383,759		\$58,399,514	\$4,891,466	\$1,953,305	\$6,844,771		

Debtor Balances as at 31 August 2023

Account	120 days	90 days	60 days	30 days	Current	Balance
Waste Depot Charges	\$48,672	\$428	\$2,306	\$0	\$295,052	\$346,458
Inspection Fees	\$12,946	\$945	\$4,389	\$100	\$500	\$18,880
Sam Adams College Rent	\$0	\$0	\$0	\$0	\$0	\$0
Council Properties - Future Fund *	\$79,414	\$28,369	\$92,333	\$105,052	\$180,175	\$485,343
Council Properties - Marketplace *	\$145,471	\$10,037	\$13,658	\$37,496	\$286,167	\$492,830
Council Properties - Education Fund	\$4,811	\$4,614	\$82,470	\$9,820	\$27,091	\$128,806
Recreation	\$0	\$874	\$578	\$879	\$0	\$2,331
Sundries**	\$110,837	\$2,432	\$16,080	\$923,640	\$529,334	\$1,582,323
Water Tanker Sales	\$148	\$0	\$181	\$356	\$17,137	\$17,823
Trade Waste Charges	\$342	\$0	\$0	\$0	\$0	\$342
Muswellbrook Sewer	\$35,902	\$0	\$27,533	\$0	\$30,656	\$94,091
GST Tax Debtor	\$0	\$0	\$0	\$0	\$110,213	\$110,213
TOTAL	\$438,544	\$47,699	\$239,528	\$1,077,343	\$1,476,326	\$3,279,439

* Balances include rent deferrals due to COVID, and other commercial receivables currently with debt recovery/legal services.

** Includes \$930k in VPA Funding and \$510k Grant Funding.

**11.4.12. Report on Investments held as at 31 August 2023**

Attachments:	1. Portfolio Valuation Report 31 August 2023 [11.4.12.1 - 3 pages]
	2. Trading Limit Report 31 August 2023 [11.4.12.2 - 8 pages]
Responsible Officer:	Derek Finnigan - General Manager
Author:	Mandy Fitzgerald (Senior Financial Accountant)
Community Plan Issue:	6 - <i>Community Leadership</i>
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 submit for Council's information the list of financial investments currently held by Council in accordance with the Regulation.

OFFICER'S RECOMMENDATION

Council NOTES Council's Investments as at 31 August 2023.

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 1993*, as at 31 August 2023, are shown in the attachments.

COMMENT:

As at 31 August 2023, Council held \$83.43M in cash and investments, with a weighted running yield of 4.09%.

The first rates instalment was due 31 August and as such, the Westpac Business Premium Account saw a large inflow of funds in the last couple of days of August. Cash flows for the next few months will be reviewed and surplus cash will be invested for appropriate time frames.

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 the 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		11,939,304.96	1.00000000	11,939,304.96	100.000	0.000	11,939,304.96	14.18%	0.34%	
Westpac Muswellbrook Trading Acct At Call		100,000.00	1.00000000	100,000.00	100.000	0.000	100,000.00	0.12%	0.34%	
		12,039,304.96		12,039,304.96			12,039,304.96	14.29%		0.34%
Fixed Rate Bond										
BENAU 1.7 06 Sep 2024 Fixed	AU3CB0266377	2,500,000.00	1.00000000	2,500,000.00	96.796	0.822	2,440,450.00	2.90%	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	0.232	2,004,640.00	2.38%	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	0.232	1,503,480.00	1.79%	1.10%	
SunBank 1.85 30 Jul 2024 Fixed	AU3CB0265403	2,000,000.00	1.00000000	2,000,000.00	97.338	0.161	1,949,980.00	2.32%	1.80%	
		8,000,000.00		8,000,000.00			7,898,550.00	9.38%		1.46%
Floating Rate Note										
Auswide 0.6 22 Mar 2024 FRN	AU3FN0059317	1,500,000.00	1.00000000	1,500,000.00	99.949	0.937	1,513,290.00	1.80%	4.88%	
Auswide 1.5 07 Nov 2025 FRN	AU3FN0073037	1,000,000.00	1.00000000	1,000,000.00	100.486	0.374	1,008,600.00	1.20%	5.69%	
Auswide 1.5 17 Mar 2026 FRN	AU3FN0076352	2,000,000.00	1.00000000	2,000,000.00	100.210	1.163	2,027,460.00	2.41%	5.82%	
BAL 1.55 22 Feb 2027 FRN	AU3FN0075461	1,500,000.00	1.00000000	1,500,000.00	100.319	0.140	1,506,885.00	1.79%	5.65%	
BOQ 1.03 18 Jul 2024 FRN	AU3FN0049094	1,000,000.00	1.00000000	1,000,000.00	100.205	0.641	1,008,460.00	1.20%	5.31%	
BOQ 1.1 30 Oct 2024 FRN	AU3FN0051272	500,000.00	1.00000000	500,000.00	100.262	0.455	503,585.00	0.60%	5.35%	
CUA 1.65 09 Feb 2027 FRN	AU3FN0074787	5,000,000.00	1.00000000	5,000,000.00	100.667	0.351	5,050,900.00	6.00%	5.78%	
MACQ 0.48 09 Dec 2025 FRN	AU3FN0057709	3,000,000.00	1.00000000	3,000,000.00	99.401	1.066	3,014,010.00	3.58%	4.69%	
MYS 0.65 16 Jun 2025 FRN	AU3FN0061024	3,000,000.00	1.00000000	3,000,000.00	99.283	1.031	3,009,420.00	3.57%	4.95%	
NAB 0.93 26 Sep 2023 FRN	AU3FN0044996	2,000,000.00	1.00000000	2,000,000.00	100.060	0.949	2,020,180.00	2.40%	5.28%	
NPBS 1.12 04 Feb 2025 FRN	AU3FN0052627	5,500,000.00	1.00000000	5,500,000.00	99.932	0.393	5,517,875.00	6.55%	5.31%	
Qld Police 0.75 22 Mar 2024 FRN	AU3FN0059416	1,500,000.00	1.00000000	1,500,000.00	99.912	0.965	1,513,155.00	1.80%	5.03%	
Qld Police 1.75 06 Dec 2025 FRN	AU3FN0073979	2,000,000.00	1.00000000	2,000,000.00	100.420	1.367	2,035,740.00	2.42%	5.80%	
UBS Aust 0.87 30 Jul 2025 FRN	AU3FN0055307	1,650,000.00	1.00000000	1,650,000.00	99.726	0.435	1,652,656.50	1.96%	5.05%	
		31,150,000.00		31,150,000.00			31,382,216.50	37.26%		5.34%
Term Deposit										
AMP 4.55 30 Nov 2023 365DAY TD		1,000,000.00	1.00000000	1,000,000.00	100.000	3.416	1,034,156.16	1.23%	4.55%	
AMP 5.75 12 Jul 2024 365DAY TD		1,000,000.00	1.00000000	1,000,000.00	100.000	0.772	1,007,719.18	1.20%	5.75%	
AMP 5.75 21 Jan 2025 550DAY TD		1,250,000.00	1.00000000	1,250,000.00	100.000	0.646	1,258,073.63	1.49%	5.75%	
AMP 5.35 16 Jun 2025 732DAY TD		4,000,000.00	1.00000000	4,000,000.00	100.000	1.129	4,045,145.20	4.80%	5.35%	
AUBANK 5.35 31 Jul 2024 365DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.440	5,021,986.30	5.96%	5.35%	
BOQ 5.5 28 Jun 2024 365DAY TD		3,000,000.00	1.00000000	3,000,000.00	100.000	0.949	3,028,479.45	3.60%	5.50%	
BVIC 4.6 11 Oct 2023 273DAY TD		2,000,000.00	1.00000000	2,000,000.00	100.000	2.924	2,058,476.72	2.44%	4.60%	
BVIC 4.65 11 Jan 2024 365DAY TD		4,000,000.00	1.00000000	4,000,000.00	100.000	2.956	4,118,224.64	4.89%	4.65%	
JUDO 4.25 10 Jan 2024 457DAY TD		4,000,000.00	1.00000000	4,000,000.00	100.000	3.784	4,151,369.88	4.93%	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
JUDO 5.7 06 Jan 2025 557DAY TD		2,000,000.00	1.00000000	2,000,000.00	100.000	0.984	2,019,676.72	2.40%	5.70%	
JUDO 5.7 11 Jul 2025 730DAY TD		1,000,000.00	1.00000000	1,000,000.00	100.000	0.781	1,007,808.22	1.20%	5.70%	
NAB 4.05 13 Sep 2023 365DAY TD		4,000,000.00	1.00000000	4,000,000.00	100.000	3.906	4,156,230.12	4.93%	4.05%	
		32,250,000.00		32,250,000.00			32,907,346.22	39.07%		4.97%
Fixed Interest Total		83,439,304.96		83,439,304.96			84,227,417.68	100.00%		4.09%

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Report Code: TBSBP100EXT-01.19
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-		7,250,000.00	Book	10.00	% of 83,439,304.96	8,343,930.50	87.00	13.00	1,093,931	0.00	0
ANZ Banking Group Ltd	AA+ to AA-		0.00	Book	30.00	% of 83,439,304.96	25,031,791.49	0.00	100.00	25,031,791	0.00	0
Australian Unity Bank (BPSS20)	BBB+ to BBB-		5,000,000.00	Book	10.00	% of 83,439,304.96	8,343,930.50	60.00	40.00	3,343,931	0.00	0
Auswide Bank Limited	BBB+ to BBB-		4,500,000.00	Book	10.00	% of 83,439,304.96	8,343,930.50	54.00	46.00	3,843,931	0.00	0
Bank Australia Limited	BBB+ to BBB-		1,500,000.00	Book	10.00	% of 83,439,304.96	8,343,930.50	18.00	82.00	6,843,931	0.00	0
Bank of Melbourne	AA+ to AA-	Westpac Banking Corporation Ltd	12,039,304.96	Book	30.00	% of 83,439,304.96	25,031,791.49	48.00	52.00	12,992,487	0.00	0
Bank of Queensland Ltd	A+ to A-		4,500,000.00	Book	10.00	% of 83,439,304.96	8,343,930.50	54.00	46.00	3,843,931	0.00	0
BankSA	AA+ to AA-	Westpac Banking Corporation Ltd	12,039,304.96	Book	30.00	% of 83,439,304.96	25,031,791.49	48.00	52.00	12,992,487	0.00	0
BankVic	BBB+ to BBB-		6,000,000.00	Book	10.00	% of 83,439,304.96	8,343,930.50	72.00	28.00	2,343,931	0.00	0
BankWest Ltd	AA+ to AA-	Commonwealth Bank of Australia Ltd	0.00	Book	30.00	% of 83,439,304.96	25,031,791.49	0.00	100.00	25,031,791	0.00	0
Bendigo & Adelaide Bank Ltd	A+ to A-		2,500,000.00	Book	10.00	% of 83,439,304.96	8,343,930.50	30.00	70.00	5,843,931	0.00	0
Beyond Bank Australia Ltd	BBB+ to BBB-		0.00	Book	10.00	% of 83,439,304.96	8,343,930.50	0.00	100.00	8,343,931	0.00	0
Commonwealth Bank of Australia Ltd	AA+ to AA-		0.00	Book	30.00	% of 83,439,304.96	25,031,791.49	0.00	100.00	25,031,791	0.00	0
Credit Suisse Sydney	BBB+ to BBB-		0.00	Book	20.00	% of 83,439,304.96	16,687,860.99	0.00	100.00	16,687,861	0.00	0
Credit Union Australia Ltd t/as Great Southern Bank	BBB+ to BBB-		5,000,000.00	Book	10.00	% of 83,439,304.96	8,343,930.50	60.00	40.00	3,343,931	0.00	0
Greater Bank - a division of Newcastle Greater Mutual Group Limited	BBB+ to BBB-	Newcastle Greater Mutual Group Ltd	5,500,000.00	Book	10.00	% of 83,439,304.96	8,343,930.50	66.00	34.00	2,843,931	0.00	0
Heritage and People's Choice Limited	BBB+ to BBB-		0.00	Book	10.00	% of 83,439,304.96	8,343,930.50	0.00	100.00	8,343,931	0.00	0
ING Bank Australia Limited	A+ to A-		0.00	Book	10.00	% of 83,439,304.96	8,343,930.50	0.00	100.00	8,343,931	0.00	0
Investec Bank Australia Limited	A+ to A-		0.00	Book	10.00	% of 83,439,304.96	8,343,930.50	0.00	100.00	8,343,931	0.00	0
Judo Bank	BBB+ to BBB-		7,000,000.00	Book	10.00	% of 83,439,304.96	8,343,930.50	84.00	16.00	1,343,931	0.00	0
Macquarie Bank	A+ to A-		3,000,000.00	Book	20.00	% of 83,439,304.96	16,687,860.99	18.00	82.00	13,687,861	0.00	0
ME Bank - a division of Bank of Queensland Ltd	A+ to A-	Bank of Queensland Ltd	4,500,000.00	Book	10.00	% of 83,439,304.96	8,343,930.50	54.00	46.00	3,843,931	0.00	0
Members Banking Group Limited t/as RACQ Bank	BBB+ to BBB-		0.00	Book	10.00	% of 83,439,304.96	8,343,930.50	0.00	100.00	8,343,931	0.00	0
MyState Bank Ltd	BBB+ to BBB-		3,000,000.00	Book	10.00	% of 83,439,304.96	8,343,930.50	36.00	64.00	5,343,931	0.00	0
National Australia Bank Ltd	AA+ to AA-		6,000,000.00	Book	30.00	% of 83,439,304.96	25,031,791.49	24.00	76.00	19,031,791	0.00	0
Newcastle Greater Mutual Group Ltd	BBB+ to BBB-		5,500,000.00	Book	10.00	% of 83,439,304.96	8,343,930.50	66.00	34.00	2,843,931	0.00	0
Northern Territory Treasury Corporation	AA+ to AA-		3,500,000.00	Book	30.00	% of 83,439,304.96	25,031,791.49	14.00	86.00	21,531,791	0.00	0
NSW Treasury Corporation	AA+ to AA-		0.00	Book	100.00	% of 83,439,304.96	83,439,304.96	0.00	100.00	83,439,305	0.00	0
P&N Bank Ltd	BBB+ to BBB-		0.00	Book	10.00	% of 83,439,304.96	8,343,930.50	0.00	100.00	8,343,931	0.00	0
QPCU LTD t/a QBANK	BBB+ to BBB-		3,500,000.00	Book	10.00	% of 83,439,304.96	8,343,930.50	42.00	58.00	4,843,931	0.00	0

1 Issuer Trading Limits

Issuer	Issuer Rating Group (Long Term)	Issuer Parent	Already Traded (with Issuer Group) Face Value Notional	Limit For Book or Entity	Trading Limit	Trading Limit Type	Trading Limit Value	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)	Trading Limit Exceeded (%)	Trading Limit Exceeded (\$)
Rabobank Australia Ltd	A+ to A-		0.00	Book	20.00	% of 83,439,304.96	16,687,860.99	0.00	100.00	16,687,861	0.00	0
Rabobank Nederland Australia Branch	A+ to A-		0.00	Book	20.00	% of 83,439,304.96	16,687,860.99	0.00	100.00	16,687,861	0.00	0
Royal Bank of Scotland	A+ to A-		0.00	Book	5.00	% of 83,439,304.96	4,171,965.25	0.00	100.00	4,171,965	0.00	0
Rural Bank Ltd	A+ to A-	Bendigo & Adelaide Bank Ltd	2,500,000.00	Book	10.00	% of 83,439,304.96	8,343,930.50	30.00	70.00	5,843,931	0.00	0
St George Bank Limited	AA+ to AA-	Westpac Banking Corporation Ltd	12,039,304.96	Book	30.00	% of 83,439,304.96	25,031,791.49	48.00	52.00	12,992,487	0.00	0
Suncorp-Metway Ltd	A+ to A-		2,000,000.00	Book	20.00	% of 83,439,304.96	16,687,860.99	12.00	88.00	14,687,861	0.00	0
UBS Australia Ltd	AA+ to AA-		1,650,000.00	Book	20.00	% of 83,439,304.96	16,687,860.99	10.00	90.00	15,037,861	0.00	0
Westpac Banking Corporation Ltd	AA+ to AA-		12,039,304.96	Book	30.00	% of 83,439,304.96	25,031,791.49	48.00	52.00	12,992,487	0.00	0
			132,057,219.84				588,247,099.97			456,189,890		0
			(Excluding Parent Group Duplicates)	83,439,304.96								

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 83,439,304.96	83,439,304.96	0.00	100.00	83,439,305	0.00	0
AA+ to AA-	3,500,000.00	Book	100.00	% of 83,439,304.96	83,439,304.96	4.00	96.00	79,939,305	0.00	0
A+ to A-	7,650,000.00	Book	70.00	% of 83,439,304.96	58,407,513.47	13.00	87.00	50,757,513	0.00	0
A1+	18,039,304.96	Book	100.00	% of 83,439,304.96	83,439,304.96	22.00	78.00	65,400,000	0.00	0
A1	2,000,000.00	Book	100.00	% of 83,439,304.96	83,439,304.96	2.00	98.00	81,439,305	0.00	0
A2	18,500,000.00	Book	70.00	% of 83,439,304.96	58,407,513.47	32.00	68.00	39,907,513	0.00	0
A3	5,500,000.00	Book	60.00	% of 83,439,304.96	50,063,582.98	11.00	89.00	44,563,583	0.00	0
BBB+ to BBB-	28,250,000.00	Book	60.00	% of 83,439,304.96	50,063,582.98	56.00	44.00	21,813,583	0.00	0
	83,439,304.96				550,699,412.74			467,260,107		0

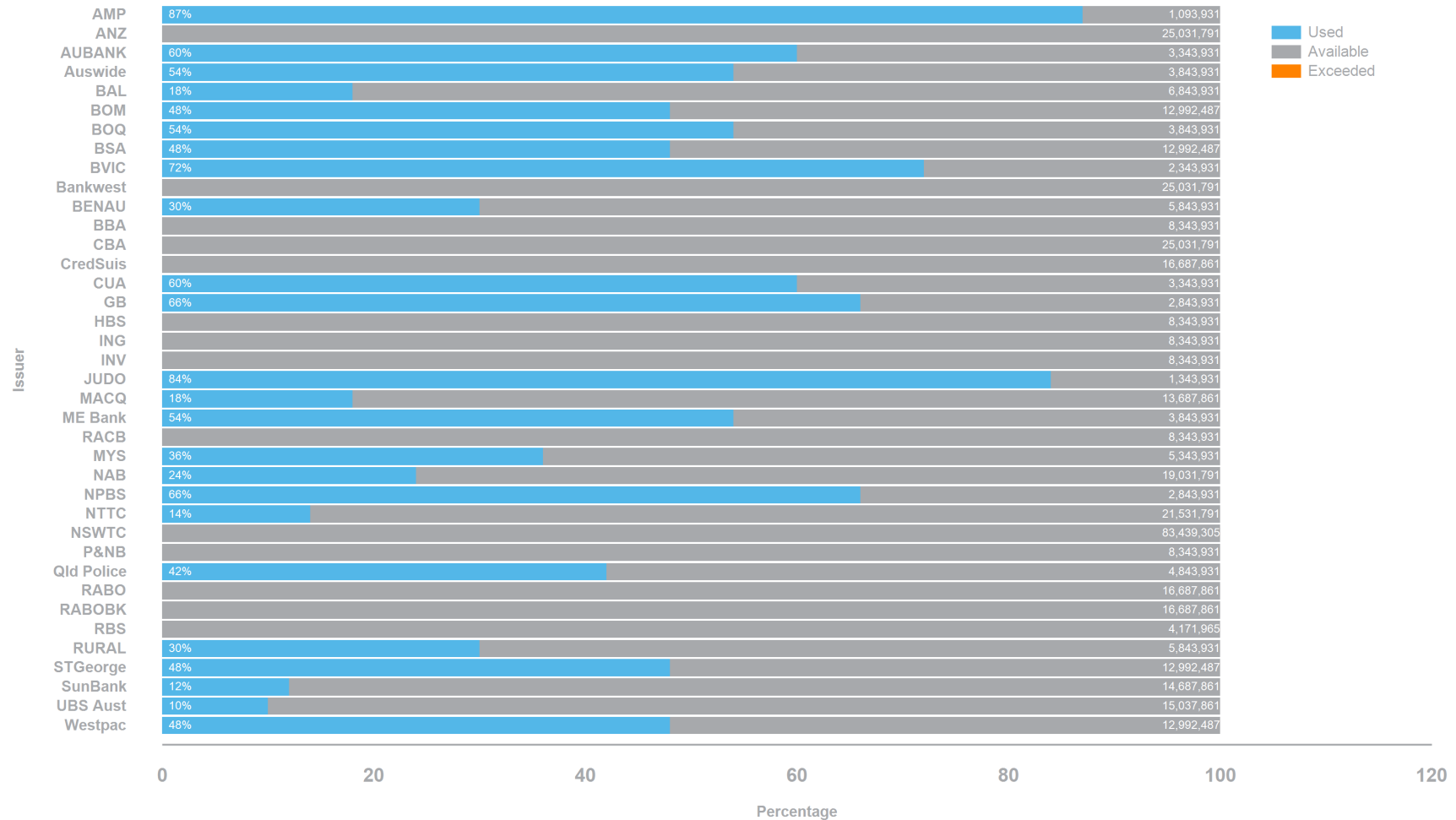
Notes

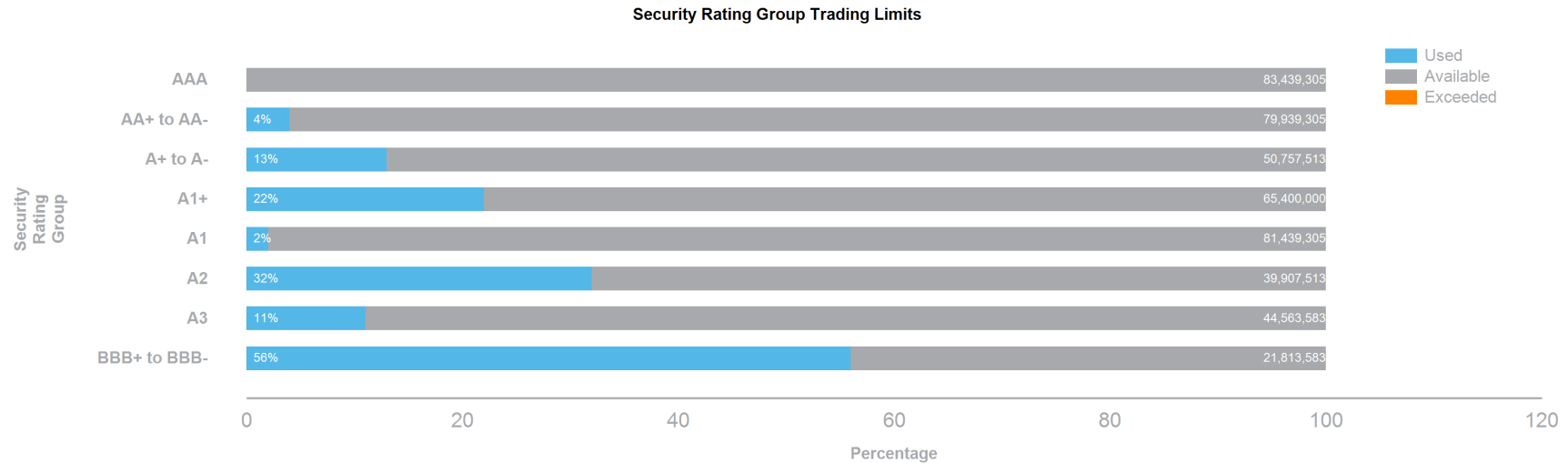
1. In instances where long securities have a term remaining which is less than 365 days, the issuer's short term rating is used instead of the security's (presumably long term) rating.

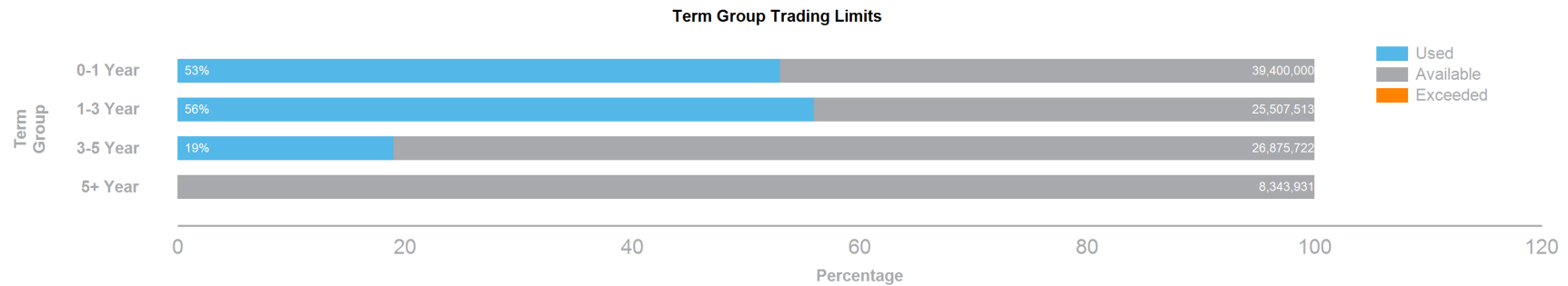
3 Term Group Trading Limits

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	44,039,304.96	Book	100.00	% of 83,439,304.96	83,439,304.96	53.00	47.00	39,400,000	0.00	0
1-3 Year	32,900,000.00	Book	70.00	% of 83,439,304.96	58,407,513.47	56.00	44.00	25,507,513	0.00	0
3-5 Year	6,500,000.00	Book	40.00	% of 83,439,304.96	33,375,721.98	19.00	81.00	26,875,722	0.00	0
5+ Year	0.00	Book	10.00	% of 83,439,304.96	8,343,930.50	0.00	100.00	8,343,931	0.00	0
	83,439,304.96				183,566,470.91			100,127,166		0

Issuer Trading Limits







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BRISBANE OFFICE: LEVEL 15 CENTRAL PLAZA 1, 345 QUEEN STREET, BRISBANE QLD, 4000 T 61 7 3123 5370

Report Code: TBSBP125EXT-00.16
Report Description: Trading Limit Performance As At Date
Parameters:
As At/Scenario Date: 31 August 2023
Balance Date: 31 August 2023
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



11.5. Community and Economy

11.5.1. Australia Day 2024 Community Awards Criteria and Guidelines

Attachments:	1. 2023 Australia Day Nomination Form [11.5.1.1 - 4 pages]
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:	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 to deliver events which support the community and attract visitors to the Shire.

PURPOSE

A report was submitted to the 12 September 2023 meeting of the Events Steering Committee regarding consideration of the 2024 Australia Day Award categories, criteria, and guidelines, the nomination period, and the composition of the Australia Day Nominations Committee. This report contains the Events Committees' recommendations for endorsement by Council.

OFFICER'S RECOMMENDATION

Council ENDORSES:

1. Inclusion of the Northoak Agricultural Award to the 2024 Australia Day Award categories;
2. The amendment of the 2024 Australia Day Award guidelines to read the Australia Day Nominations Committee will consist of all Councillors; and
3. The 2024 Australia Day Award nomination period to be from 9 October 2023 to 30 November 2023.

Moved: _____ **Seconded:** _____

BACKGROUND

Australia Day Awards are open to Muswellbrook Shire community members who are Australian citizens and who have made a noteworthy contribution or achieved something outstanding in their work, studies, or community service during the applicable year, or over several years. The 2024 Australia Day celebrations will take place on Friday, 26 January 2024, and will be held at Muswellbrook.

The Events Committee has recommended the inclusion of the Northoak Agricultural Award to the 2024 Australia Day Award category. The Northoak Agricultural Award was removed in 2020, following a review of the Australia Day Awards process. The Northoak Agricultural Award recognises excellence in the agricultural industry, and acknowledges the significant contribution made by an individual or group.



Further to this, the Events Committee has also recommended that the 2024 Australia Day Guidelines nomination process be amended, and that the Australia Day Nominations Committee consists of all Councillors.

CONSULTATION

The Events Committee:

Mayor Reynolds

Councillor Marshall

Councillor Drayton

Councillor Douglas

Councillor Lecky

Councillor McNeill

Director Community & Economy

General Manager

REPORT

The Events Committee recommends that the 2024 Australia Day Award categories comprise the following:

- Citizen of the Year.
- Young Citizen of the Year.
- Arts and Culture Award.
- Sustainability Award.
- Junior Sports person.
- Senior Sports person.
- Services to Sport.
- Sports Team.
- Northoak Agricultural Award.
- Open Award.

The Northoak Agricultural Award criteria are to include:

- Significant contribution to the agricultural industry.
- Anyone that has shown outstanding performance or has achieved, invented, or has shown innovative skill in any agricultural field within Muswellbrook Shire.
- Open to groups and individuals.

It is also recommended that nominations are called between 9 October - 30 November 2023. Promotion and advertising will occur through Council's social media platforms, such as Facebook and Council's website, distribution through relevant stakeholders, including sport and recreation groups, community groups, government and non-government organisations, schools, sustainability groups, Grants e-list, and previous winners of the Australia Day Awards, etc.

As per the attached Australia Day Awards Nomination Guidelines, the Australia Day Nominations Committee will consist of the Mayor and all Councillors. The Committee will meet in early December to consider applications and to make recommendations to the December 2023 Ordinary Council Meeting.



OPTIONS

Council could choose to:

- Approve or amend the proposed Australia Day Award categories, criteria, and guidelines; and/or
- Approve or alter the suggested nomination period to receive applications.

CONCLUSION

The Australia Day Awards acknowledge the valuable contribution community members make to our community and provide an opportunity for Council to recognise and celebrate these contributions. The reviewing of the categories provides Councillors with an opportunity to ensure the categories reflect the contributions being made in the past twelve months by community members. The inclusion of the Northoak Agricultural Award is timely given the challenging conditions faced by our resilient and highly productive agricultural communities.

SOCIAL IMPLICATIONS

The community's sense of identity and pride is enhanced by the acknowledgement of those community members who provide a valuable contribution to the life of their community.

FINANCIAL IMPLICATIONS

The 2023-24 Australia Day Budget, 1070.0457.500, is \$28 000.

In previous years, Council has received additional funds to assist in the delivery of COVID safe events. Council's Grants & Community Advisor has advised that this funding will be reduced this year.

POLICY IMPLICATIONS

Nil identified.

STATUTORY IMPLICATIONS

Nil identified.

LEGAL IMPLICATIONS

Nil identified.

OPERATIONAL PLAN IMPLICATIONS

The submission of this report meets the objectives of the Muswellbrook Shire Council Strategic Plan.

RISK MANAGEMENT IMPLICATIONS

Nil.

WASTE MANAGEMENT IMPLICATIONS

Nil.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Promotion of the Australia Day Awards will occur through Council's Communication Team and their media outlets as well as Council E-list of groups and services.

AUSTRALIA DAY AWARD NOMINATION FORM

Award Categories (Required)

- | | | |
|--|---|---|
| <input type="checkbox"/> Citizen of the Year | <input type="checkbox"/> Sustainability Award | <input type="checkbox"/> Services to Sports |
| <input type="checkbox"/> Young Citizen of the Year | <input type="checkbox"/> Junior Sports-person | <input type="checkbox"/> Sports Team |
| <input type="checkbox"/> Arts and Culture Award | <input type="checkbox"/> Senior Sports-person | <input type="checkbox"/> Open Award |

Details of Person/Group being Nominated (Required)

Full Name	
Residential Address	
Residential Address	
Contact Number	
Email	
Approx. Age (Young Citizen only)	

Details of Nominator / Nominators (Required)

Nominator's Full Name	
Nominator's Organisation (If applicable)	
Nominator's Contact Number	
Nominator's Email	
Nominator's Signature	

About the Person/Group being Nominated (Required)

Tell us about your person/group you are nominating. How are they an inspirational role model? How have they demonstrated excellence in their field or to the community? You may also like to include such information as how the person contributes to the community; other significant contributions or achievements and past and present membership of community/sporting/professional bodies etc. Please refer to the Nomination Guidelines, Award Categories and include as much information as possible so the nominee has the best chance of being selected.

Referees for Person/Group being Nominated (Required)

Referee Name	
Referee Contact Number	
Referee Email	

Referee Name	
Referee Contact Number	
Referee Email	



Australia Day Awards 2023 Nomination Guidelines and Criteria

The Australia Day Awards are open to Muswellbrook Shire community members who are Australian citizens and who have made a noteworthy contribution or achieved something outstanding in their work, studies or community service during the current year, or over several years.

Award Categories

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

Citizen of the Year

- Significant contribution to the community.
- An inspirational role model for the Australian community.
- Has demonstrated a commitment to enhancing the welfare and wellbeing of the community, that have short- or long-term benefits for others.
- Impact on the Muswellbrook community.
- Open to people 25 years of age or older as at 26 January 2022

Young Citizen of the Year

- Significant contribution to the community.
- An inspirational role model for other young Australians in our local government area.
- Has shown achievements in community activities, academic, sporting, personal, cultural, environmental and / or social responsibility.
- Impact on the Muswellbrook community.
- Open to people 24 years of age or less as at 26 January 2022

Open Award

- Significant contribution to the community.
- An inspirational role model for other Australians in our local government area.
- Has shown achievements in community activities, academic, sporting, personal, cultural, environmental and / or social responsibility.
- Impact on the Muswellbrook community.
- Open to people 24 years of age or less as at 26 January 2022

Sports Team

- Significant contributions to the nominated sporting field and or met a community need;

- Demonstrated achievements as a sporting group.
- The team displays qualities such as fair play, integrity, respect within the team and or opponents
- Activities and contributions were achieved on a voluntary basis or exceeded the normal requirements
- Open to all sporting groups

Services to Sport

- Impact of their support and services to sport in the community including encouraging membership and participation in their sporting field
- Demonstrated that their service has made a difference in the lives of others and to the sport over a number of years
- Personal effort had made a lasting and significant difference to the sport and club operations and/or met a community need
- Activities and contributions were achieved on a voluntary basis or exceeded the normal requirements
- Open to members and supporters of sporting clubs

Senior Sports Person

- Demonstrated excellence in their field and/or outstanding sporting achievement including representing their sport at local, state, national or international level.
- Displays the qualities and have conducted themselves in the spirit of fair sportspersonship, fair play, respect and integrity
- Displays inspirational leadership, energy and enthusiasm in their sporting role including the ability to motivate and inspire others
- Years of service to the sport and sporting community
- Open to people 17 years of age or more as at 26 January 2022

Junior Sports Person

- Demonstrated excellence in their field and/or outstanding sporting achievement including representing their sport at local, state, national or international level.
- Displays the qualities and have conducted themselves in the spirit of fair sportspersonship, fair play, respect and integrity
- Displays inspirational leadership, energy and enthusiasm in their sporting role including the ability to motivate and inspire others
- Open to people 16 years of age or less as at 26 January 2022

Sustainability Award

- Has made a significant contribution to the short or long-term sustainability of the shire
- Anyone that has shown outstanding performance or has achieved, invented or has shown innovative skill in any agricultural field with the Muswellbrook Shire
- Open to groups and individuals

Arts and Culture Award

- Significant contribution to arts and culture in the community
- Demonstrated excellence or emerging talent in their field including music, dance and the arts
- The impact their contribution and achievements have made to the arts and cultural life in the community and beyond
- Has encouraged community building and participation, is an inspiration to others and has raised awareness about the value of arts in the community
- Has shown achievements in activities which promote cultural inclusion and diversity
- Open to all cultural groups and individuals

Nomination for Australia Day Awards 2023 Eligibility

- ✓ Nominees must be Australian Citizens and must reside within the Muswellbrook Shire Council region.
- ✓ Nominations must be received by midnight Sunday 4 December 2022. Any nominations received after this time will not be accepted.
- ✓ Contribution by an individual or group to the Muswellbrook Shire region to be voluntary and unpaid and may be of general or specific nature.
- ✓ Nominees must have contributed significantly to the community, in any field considered appropriate.
- ✓ Nominees must demonstrate active concern for the rights, welfare, wellbeing and/or advancement of others and be able to display leadership, innovation or creativity in their activities.
- ✓ Unsuccessful nominees may be re-nominated in subsequent years, by filling out a new nomination accepted.
- ✓ A person cannot receive a second award in the same award category but can be considered for recognition in a separate category in following years, e.g. Young Citizen of the Year and then Citizen of the Year.
- ✓ The nominee must not be a Member of Parliament.
- ✓ Nominations could include a photo if appropriate and a 100 word summary of the person or activity and at least two referees from different perspectives of the applicant's achievements. Referees may be contacted by the Australia Day Nominations Committee of Council as part of the decision making process and at least one referee should have a good knowledge of the nominee's key area of activity.
- ✓ The ADN Committee reserves the right to obtain more information about each person from whatever source appropriate.
- ✓ The decisions of the ADN Committee shall be final, and no correspondence will be entered into on the subject of decisions made.

Nomination Process

- ➔ To nominate, please complete the appropriate nomination form.
- ➔ Photos and any supporting documentation should be attached to the nomination form.
- ➔ Any nomination received after the closing date will not be considered.
- ➔ Additional information regarding nominations will not be accepted after the closing date unless it is correcting earlier information supplied.
- ➔ All nominees will be notified after the closing date, advising they have been nominated and inviting them and their nominators to attend the Australia Day Award Ceremony.

The Australia Day Nominations Committee will consist of the Mayor, the General Manager and other community representatives as the Mayor determines.

Nomination forms can be picked up in person from the Muswellbrook Shire Council Administration Building

Campbell's Corner, 60-82 Bridge Street, Muswellbrook NSW 2333 or you can use the online form at www.muswellbrook.nsw.gov.au

Nominations are open now and close midnight Sunday 4 December 2022.

The Awards will be presented at the Australia Day Award Ceremony on Thursday, 26 January 2023

Privacy Statement - Australia Day Awards

Muswellbrook Shire Council (Council) Privacy Statement complies with the Privacy and Personal Information Protection Act 1998 (NSW) (PPIP Act) when requesting, collecting and managing personal information required to administer the Muswellbrook Shire Council Australia Day Awards (Awards). For full details please refer to Council's website www.muswellbrook.nsw.gov.au

Nominations to be forwarded to;

ceremonies@muswellbrook.nsw.gov.au (or) delivered to the Muswellbrook Shire Council Administration Building

Enquiries Please contact Council on (02) 6549 3700 or via email council@muswellbrook.nsw.gov.au



**11.5.2. Aquatic Centre Membership Discount- September**

Attachments:	Nil
Responsible Officer:	Shaelee Welchman - Director - Community & Economy
Author:	Archit Bele (Aquatic Centre Manager), Kim Manwarring (Manager Community Services)
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:	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 to deliver events which support the community and attract visitors to the Shire.

PURPOSE

To request Council's consideration of the allocation of a month of 20% discount to be made available to the general community in late September 2023, for 30 days for annual and upfront memberships as per Councils Fees and Charges 2023/24.

OFFICER'S RECOMMENDATION

Council APPROVES a 20% discount being made available to the community during the months of September and October 2023 for annual and upfront memberships.

Moved: _____ **Seconded:** _____

BACKGROUND

Refurbishment of the Muswellbrook Outdoor Pool was completed in 2021. The refurbished Muswellbrook Aquatic Centre reopened in 2022, and the new indoor pool facilities include warm water pool and a splash play area, sauna and spa facilities, and new foyer area incorporating a party room and kiosk.

As a part of Council's promotion to the community, Council provided 20% discount during August and September 2022. This resulted in an increase in membership sales that are currently due to expire.

CONSULTATION

Manager Community Services

Director Community and Economy



REPORT

The Muswellbrook Aquatic and Fitness Centre currently has the following yearly memberships for 2023:

- 80 Individual Memberships; and
- 49 Family passes

Council endorsed a 20% discount for the month of July 2023 to encourage membership. There was a small uptake of membership during this discount period. However, it is anticipated that families and recreational swimmers will be more motivated to renew or buy memberships as we approach the summer season.

Additionally, many membership renewals are due in the month of September and October, as individuals and families made use of the 2022 promotional offer.

The current membership discounts are as follows:

Annual Gym and Swim

Adult \$920 – saving of \$230

Family \$1840 – saving of \$460

Annual Swim

Adult \$320 – saving of \$80

Student/Concession \$280 – saving of \$70

Family \$640 – saving of \$160

Six-month Swim

Adult \$200 – saving of \$50

Student/Concession \$160 – saving of \$40

Family \$384 – saving of \$96

Annual Gym

Adult \$744 – saving of \$186

Student/Concession \$588 – saving of \$147

Family \$1360 – saving of \$340

CONCLUSION

The promotional offer will provide the general public with a chance to purchase a membership at the Aquatic and Fitness centre at a reduced price. The offer is proposed with the objective of increasing membership sales.

SOCIAL IMPLICATIONS

The proposed reduction in membership fees provides an opportunity for vulnerable families and concession card holders to purchase a reduced-price membership.

FINANCIAL IMPLICATIONS

The proposal has the objective of increasing membership sales. The discount may impact initial forecast membership revenue as a result of the discount.

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.



11.5.3. Request for Councillor representative to NSW Public Libraries Association

Attachments:	1. NSWPLA Councillor Information Package [11.5.3.1 - 12 pages]
Responsible Officer:	Shaelee Welchman - Director - Community & Economy
Author:	Lauren Allan (Head Librarian)
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:	Not Applicable
	Not applicable

PURPOSE

To provide information on the New South Wales Public Libraries Association (NSWPLA) and request that Council determines Councillor representation for appointment to this association.

OFFICER'S RECOMMENDATION

Council appoints Cr _____ as Council's representative to the New South Wales Public Libraries Association.

Moved: _____ **Seconded:** _____

BACKGROUND

The NSWPLA is the peak body for Public Libraries across NSW. The role of the association is to advocate and lobby for the NSW public library network, initiate strategic partnerships, and strengthen the public library network by encouraging collaboration between member Councils. Muswellbrook Shire Council has been a member of the NSWPLA since inception in 2014, and formerly of Public Libraries NSW.

CONSULTATION

Manager Community Services
NSW Public Libraries Association

REPORT

The role of a Councillor representative within the NSWPLA is to attend NSWPLA Central East Zone meetings and the NSWPLA Annual General Meeting (AGM), provide an advisory mechanism to Council, report lobbying activities of the association to Council meetings, and vote on agenda items on behalf of Council at the NSWPLA AGM. The Head Librarian currently provides operational support to the association and attends network meetings.

An information package for Councillors has been provided and attached as an attachment to this report.



OPTIONS

Council could choose to appoint or not appoint a Councillor to represent Council at the NSWPLA.

CONCLUSION

It is recommended that Council appoints a Councillor representative to the NSWPLA.

SOCIAL IMPLICATIONS

Representation on the Public Libraries Network would provide an additional opportunity for local issues to be presented to zone meetings as well as providing information back to Council.

FINANCIAL IMPLICATIONS

Ongoing Operational and Maintenance Costs Implications Associated with Capital Project

1. *Financial Implications – Capital*

Nil

2. *Financial Implications – Operational*

Small costs will be incurred in Councillor expenses for travel and accommodation if required.

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.

**NSW PUBLIC
LIBRARIES
ASSOCIATION
2022**

**COUNCILLOR
INFORMATION KIT**

**The peak body
for public
libraries across
NSW providing
Advocacy,
Network
Opportunities,
Professional
Development,
Collaboration
and
Recognition**

About NSWPLA

NSWPLA is the only state based library association in Australia that was formed by councillors, includes councillors in its executive committee, and has a membership exclusively of councils. 100% of NSW councils are currently members of NSWPLA. This point of difference provides NSWPLA with a broader political focus, including a strong relationship with Local Government NSW.

The Association depends on councillors for its ongoing prosperity, and strongly encourages the engagement of councils and councillors to support the betterment of the 362 libraries across the state.

The Renew Our Libraries funding campaign in 2018/19 resulted in an additional \$60m funding for NSW libraries over the 4-year period 2019/20–2022/23, the largest single increase in funding for NSW libraries since the introduction of the NSW Library Act in 1939.

History

NSWPLA was formed in July 2014 when the former New South Wales Metropolitan Public Libraries Association (NSWMPLA) and the country association, Public Libraries New South Wales (PLNSW), amalgamated. The amalgamation was undertaken to strengthen the voice for public libraries in New South Wales.

PLNSW and NSWMPLA were based on two very different philosophies. The former was a political association that was established in 1989 (as the NSW Country Public Libraries Association – CPLA) when councillors voted to form an association to lobby the state government for a more equitable funding model for country libraries. NSWMPLA emerged from the Metropolitan Chief Librarians' Committee that had previously been the Sydney Chief Librarians' Committee. It was an association that provided professional support to the network through its working parties and publications.

NSWPLA was based largely on the constitution of PLNSW, as one of the main reasons for the amalgamation was to engage metropolitan councillors to add strength to the political voice for lobbying and advocacy – at that time a funding campaign prior to the 2015 NSW election.

NSWPLA is the only Australian state based library association that includes councillors in the structure of its Executive. Other state associations are professional organisations with a membership of library services rather than councils, reflecting the unique genesis of NSWPLA (through the formation of the CPLA). This point of difference provides NSWPLA with a closer affiliation with the 128 councils across NSW, and the advantage of the associated local government lobbying capacity to support political campaigns

Role

NSWPLA is the peak body for public libraries across NSW. The role of the Association is to:

- Advocate and lobby for the NSW public library network
- Initiate strategic partnerships
- Champion the public library cause
- Build trust and support
- Provide relevant information
- Foster cooperation and collaboration
- Strengthen the public library network

Membership

Full membership to the Association is open to all Local Government Councils in NSW that have adopted the NSW Library Act 1939. Whilst libraries and their services are a key focus of NSWPLA, it is Councils that are the members of the association. Councils provide the vast majority of funding for the provision of library services, and campaigning for better funding is a key role of NSWPLA. The Association currently enjoys 100% membership of NSW Councils, which provides a clear imprimatur for NSWPLA to represent the interests of NSW libraries as their recognised peak body.

Membership Representation

There are three levels of NSWPLA representation:

- Elected representatives: Councillors, who can lobby government and make political comment to strengthen advocacy campaigns. They are also a key to strengthening the partnership of the Association with Local Government New South Wales (LGNSW).
- Council Management representatives, who provide the link from the Association into Council and can inform council of the work of the Association.
- Library Managers, who provide the professional advice that forms the basis for the work of the Association.

The membership is key to the success of the Association.

Associate Membership

Associate Membership is open to any individual or organisation with an interest in the public library sector and community development.

NSWPLA Executive Structure

As outlined in the NSWPLA Constitution Part 3 Clause15, the Executive comprises of:

- President
- Two Vice Presidents
- Two Library Managers
- Secretary/Treasurer

The Executive is elected from the member representatives in accordance with Clause 15(1) of the constitution. The President and Executive Officer represent NSWPLA on the NSW Public Libraries Consultative Committee, a sub-committee of the Library Council of NSW.

Executive Priorities

Executive continues to focus on the strategic growth and development of the Association.

Key areas of attention are:

- Fostering higher levels of engagement and participation by metropolitan councillors who had little involvement in the previous Metropolitan Public Libraries Association, which was primarily a professional organisation for library managers until its merger with the NSW Country Public Libraries Association in 2014 to form NSWPLA.
- Maintaining the current 100% membership of the Association by NSW councils through representation of the Executive at all meetings of the 8 NSWPLA Zones.
- Strengthening the strategic alliance between NSWPLA and Local Government NSW to further political capacity of the Association.
- Activating the key strategies of the NSWPLA Strategic Plan 2021-2025, Identity, Advocacy and Connections:
 - Identity – Strengthen the NSWPLA identity so that it projects one voice to members, stakeholders and communities raising the profile of public libraries across NSW.
 - Advocacy – Public libraries offer vibrant spaces in which all community members can meet, learn and play. They provide essential community learning and social services to every community in NSW.
 - Connections – Create and facilitate opportunities for members and stakeholders to collaborate, cooperate, and share experiences, knowledge, and ideas to ensure that NSW libraries have the capacity to meet the future needs of members and communities.
- Better articulating the Association's value proposition to its membership under the key headings of Professional Development, Advocacy and Strategic Partnerships by including opportunities for our member councils and their staff:

Professional Development

- Annual SWITCH Conference
- Colin Mills Scholarship (biennial)
- Kath Knowles Emerging Leaders Award (biennial)
- Multicultural Excellence Awards (annual)
- Innovation and Outreach Services Awards (annual)
- Life Membership awards (annual)
- Recognition of retiring Library Managers (annual)

- The Reading Hour
- Summer Reading Club
- Provision of the Inclusion Resources Program for NSWPLA members
- Provision of the Basecamp electronic communications program to support more effective and inclusive interactions within NSWPLA Zones
- Provision of professional development support to staff of NSWPLA member councils to attend SLNSW offsite training opportunities

Advocacy

- Establishment and maintenance of a strong network of 8 geographic zones
- An Executive Committee that provides scope to include both elected and library manager representatives from across the state
- An Executive Officer who is employed to undertake a range of administrative, strategic, and support activities on behalf of the Executive Committee and broader membership
- Various campaigns as required including the Renew Our Libraries funding campaign

Strategic Partnerships

- Alliance with Local Government NSW
- State Library of NSW via representation on Public Libraries Consultative Committee
- Representation on the Australian Public Library Alliance (Sub Committee of Australian Library and Information Association)
- Membership of the Australian Libraries Copyright Council
- Membership of the Australian Library Suppliers Association

Executive Officer

NSWPLA contracts an Executive Officer to undertake the administration of the Association, including convening the annual SWITCH Conference. The Executive Officer role provides support to the Executive Committee and is a conduit between the Association and its members. There is an increasing focus on member services, acknowledging that NSWPLA members are the strength of the Association.

NSWPLA Zones

The Association comprises eight (8) zones across the state:

- Central East Zone
- Central West Zone
- North East Zone
- South East Zone
- South West Zone
- Sydney North Zone
- Sydney South Zone
- Sydney West Zone

Each zone consists of member Councils as follows:

Central East Zone

Central Coast Council
Cessnock City Council
Dungog Shire Council
Lake Macquarie City Council
Maitland City Council
Muswellbrook Shire Council
Newcastle City Council
Port Stephens Council
Singleton Shire Council
Upper Hunter Shire Council

Central West Zone

Bathurst Regional Council
Blayney Shire Council
Bogan Shire Council
Bourke Shire Council
Brewarrina Shire Council
Broken Hill City Council
Cabonne Shire Council
Central Darling Shire Council
Cobar Shire Council
Coonamble Shire Council
Cowra Shire Council
Dubbo Regional Council
Forbes Shire Council
Gilgandra Shire Council
Lachlan Shire Council
City of Lithgow Council
Mid-Western Regional Council

Moree Plains Shire Council
Narromine Shire Council
Oberon Council
Orange City Council
Parkes Shire Council
Walgett Shire Council
Warren Shire Council
Warrumbungle Shire Council
Weddin Shire Council

North East Zone

Armidale Regional Council
Ballina Shire Council
Bellingen Shire Council
Byron Shire Council
Clarence Valley Council
Coffs Harbour City Council
Glen Innes Severn Council
Gunnedah Shire Council
Gwydir Shire Council
Inverell Shire Council
Kempsey Shire Council
Kyogle Council
Lismore City Council
Midcoast Council
Liverpool Plains Shire Council
Nambucca Shire Council
Narrabri Shire Council
Port Macquarie– Hastings Council
Richmond Valley Council

Tamworth Regional Council
Tenterfield Shire Council
Tweed Shire Council
Uralla Shire Council
Walcha Council

South East Zone

Bega Valley Shire Council
Eurobodalla Shire Council
Goulburn Mulwaree Council
Kiama Municipal Council
Queanbeyan-Palerang Regional Council
Shellharbour City Council
Shoalhaven City Council
Snowy Monaro Regional Council
Upper Lachlan Shire Council
Wingecarribee Shire Council
Wollondilly Shire Council
Wollongong City Council
Yass Valley Council

South West Zone

Albury City Council
Balranald Shire Council
Berrigan Shire Council
Bland Shire Council
Carrathool Shire Council
Coolamon Shire Council
Cootamundra-Gundagai Regional Council
Edward River Council
Federation Council
Greater Hume Shire Council
Griffith City Council
Hay Shire Council
Hilltops Council
Junee Shire Council
Leeton Shire Council
Lockhart Shire Council
Murray River Council
Murrumbidgee Council
Narrandera Shire Council
Temora Shire Council
Snowy Valleys Council
Wagga Wagga City Council
Wentworth Shire Council

Sydney Northern

City of Ryde Council
Hornsby Shire Council
Hunters Hill Council
Ku-ring-gai Council
Lane Cove Council
Mosman Municipal Council
North Sydney Council
Northern Beaches Council
Willoughby City Council

Sydney Southern

Bayside Council
Burwood Council
City of Canada Bay
Canterbury-Bankstown Council
Georges River Council
Inner West Council
Randwick City Council
Strathfield Municipal Council
Sutherland Shire Council
Sydney City Council
Waverley Council
Woollahra Municipal Council

Sydney Western

Blacktown City Council
Blue Mountains City Council
Camden Council
Campbelltown City Council
City of Parramatta Council
Cumberland Council
Fairfield City Council
Hawkesbury City Council
The Hills Shire Council
Liverpool City Council
Penrith City Council

NSWPLA Zone Contacts

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Each Zone has a Chairperson and Secretary. The roles of the Chair and Secretary are pivotal to the success of the organisation and duties of the positions vary across the state depending on the zone requirements. In general, the Chair is the spokesperson for the Zone; is a strong advocate for libraries at local and state levels; works with the NSWPLA Executive on matters that require the input of the wider Association; and is a positive ambassador for the Zone, NSWPLA and libraries in general. The Secretary facilitates Zone meetings; acts as a contact and liaison point between the NSWPLA Executive and the Zone; provides information and support to the NSWPLA executive as required; represents libraries at the Zone level; and is also a strong advocate for the NSW public library network.

It imperative that Zone Presidents and Zone Secretaries are positive ambassadors for libraries within their electorates and zones, and across the wider library network supporting the purpose and values of NSWPLA.

Legislative Framework

NSW public libraries are managed by local authorities (Councils) that have adopted the Library Act 1939. The State Library provides a range of services to public libraries including support and consultancy, as well as being the conduit between the NSW public library network and the state government through the NSW Public Library Consultative Committee.

If the local authority has adopted the Act, and operates its library service in accordance with the requirement of the Act, it is eligible for a subsidy administered by the Library Council of New South Wales. By observing the principles the legislation embodies, local authorities may also be eligible for other financial assistance from the State Government's funding programs. Local Libraries receive State subsidies and Library Infrastructure grants approved by the Minister on the recommendation of the Library Council.

Amendments to the Library Act 1939, Section 10

The Library Amendment Act 1992 amended section 10 of the Library Act 1939. This section deals with the provisions in relation to public libraries. These amendments were introduced "to make further provisions with respect to the services to be provided free of charge by local libraries; and for related purposes". The amendments ensure that core educational and information services remain free of charge

Public Library Funding

NSW Councils receive funds from the State Government to support the provision of library services across the state in accordance with the Library Act 1939 (NSW), however funding gradually declined over the 38 year period 1980 - 2018. In 1980, state funding met 23.6% of the total cost of operating the 373 public libraries across NSW. By 2016/17 the state contribution had reduced to meet just 7.04% of library operating costs. This was the lowest per-capita contribution of all states in Australia. The level of State Government funding for NSW public libraries reached crisis point in 2017 because the ongoing attrition of state funding for libraries had been ignored by successive NSW governments, leaving local government to bear an ever increasing funding burden.

NSWPLA launched its Renew Our Libraries Campaign in early August 2018 in partnership with Local Government NSW, NSW councils, their libraries and communities. NSW Labor had already committed to a \$50m increase in state funding at its election campaign launch in March 2018. The Liberal Party pledged a \$60m pledge by the end of August 2018, to be rolled out over the next term of government (2019-20 to 2022-23). Renew Our Libraries continued until the state election in May 2019 and relaunched in August 2019 with phase two of the campaign, focusing on the future sustainability of library funding through cost of living indexation and protection via inclusion of the new funding arrangements in library legislation.

As a result of the Renew Our Libraries funding campaign, the NSW Library Act 1939 legislates that

\$2.85 per capita will be provided (by 2022/23) to each NSW Council to support its library services. Although this part of the funding formula is not indexed to population growth or the consumer price index (CPI), lobbying is currently underway to index and protect the funding (as discussed above).

Significantly, libraries have become a recognised default access point for online state, federal and often private enterprise services for communities across the state. With a 373-strong network of libraries across the state that all provide internet access, it is not surprising that libraries have assumed this role. In effect, public libraries are subsidising access and support to online services for a broad range of government and non-government enterprises in the absence of any financial contribution for staffing or infrastructure. Accordingly, the problem for NSW communities is that as online services grow and the capacity of libraries to meet the demand for online support diminishes, people who are socially, financially and/or digitally disadvantaged find themselves further isolated from online services.



Contact

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For more information go to:
NSWPLA.ORG.AU

NSW Public Libraries
Association

**11.5.4. Muswellbrook Regional Arts Centre Management Policy MSC051E for ADOPTION****Attachments:**

1. Attachment 1 Muswellbrook Regional Arts Centre Management Policy MSC051E [11.5.4.1 - 7 pages]
2. Attachment 2 Aims and Objectives of Muswellbrook Regional Arts Centre rec [11.5.4.2 - 2 pages]
3. Attachment 3 Muswellbrook Shire Art Collection Deaccessioning Policy reco [11.5.4.3 - 4 pages]
4. Attachment 4 Muswellbrook Shire Art Collection Management Policy recommen [11.5.4.4 - 9 pages]

Responsible Officer:

Shaelee Welchman - Director - Community & Economy

Author:

Elissa Emerson (Muswellbrook Regional Arts Centre Director), Madeleine St John (Business Improvement Officer), Chloe Wuiske (Business Improvement 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:

- 6.2.5 - Implement a comprehensive and targeted business improvement program.
- 6.2.5.2 - Develop and review policies in accordance with statutory operational requirements.

PURPOSE

To submit for Council's consideration the attached *Muswellbrook Regional Arts Centre Management Policy* for adoption, which has completed 28 days of public exhibition, and to recommend the rescission of the three outdated Art Galley Policies.

OFFICER'S RECOMMENDATION

Council:

1. ADOPTS the attached *Muswellbrook Regional Arts Centre Management Policy*; and
2. RESCINDS the three superseded Art Gallery Policies:
 - i) *Aims and Objectives of Muswellbrook Regional Arts Centre*;
 - ii) *Muswellbrook Shire Art Collection Deaccessioning Policy*; and
 - iii) *Muswellbrook Shire Art Collection Management Policy*.

Moved: _____ **Seconded:** _____



BACKGROUND

The *Muswellbrook Regional Arts Centre Management Policy MSC051E* (the Policy) (Attachment 1) is a new policy developed to provide a framework for the delivery of the Muswellbrook Regional Arts Centre's functions. The Policy supersedes all existing gallery policies and, if adopted by Council, it is recommended that the following three superseded policies be rescinded by Council:

- I. *Aims and Objectives of Muswellbrook Regional Arts Centre* (Attachment 2);
- II. *Muswellbrook Shire Art Collection Deaccessioning Policy* (Attachment 3); and
- III. *Muswellbrook Shire Art Collection Management Policy* (Attachment 4).

CONSULTATION

Manex

Manager Community Services

Arts Centre Director

Business Improvement Officer(s)

Audit, Risk & Improvement Committee

Community via public exhibition on Council's website 27 July 2023 to 24 August 2023

REPORT

At the 25 July 2023 Ordinary Council Meeting, Council endorsed the *DRAFT Muswellbrook Regional Arts Centre Management Policy* to be placed on Public Exhibition, via Council's website for a period of 28 days.

The Policy was exhibited on Council's website from 27 July 2023 to 24 August 2023.

No submissions were received by Council during the submission period.

The Policy was also reviewed by Council's Audit, Risk and Improvement Committee and while not subject matter experts, the committee members confirmed the policy seems appropriate and reasonable.

OPTIONS

Council may:

1. Resolve to adopt the attached *Muswellbrook Regional Arts Centre Management Policy* and rescind the three outdated policies:
 - I. *Aims and Objectives of Muswellbrook Regional Arts Centre*,
 - II. *Muswellbrook Shire Art Collection Deaccessioning Policy*, and
 - III. *Muswellbrook Shire Art Collection Management Policy*; or
2. Request amendments to the attached *Muswellbrook Regional Arts Centre Management Policy* prior to adoption and rescind the three outdated policies:
 - I. *Aims and Objectives of Muswellbrook Regional Arts Centre*,
 - I. *Muswellbrook Shire Art Collection Deaccessioning Policy*, and
 - II. *Muswellbrook Shire Art Collection Management Policy*.

CONCLUSION

It is recommended that Council adopts the attached *Muswellbrook Regional Arts Centre Management Policy* and rescinds the three superseded Art Gallery Policies.



SOCIAL IMPLICATIONS

Nil known.

FINANCIAL IMPLICATIONS

Nil known.

POLICY IMPLICATIONS

The Art Galley Policies were reviewed in line with Council's Policy Management Framework. The adoption of one Art Gallery policy and the rescission of the three outdated policies will improve accessibility of policy information for the Art Gallery.

STATUTORY IMPLICATIONS

Nil known.

LEGAL IMPLICATIONS

Nil known.

OPERATIONAL PLAN IMPLICATIONS

6.2.5.2 Develop and review policies in accordance with statutory and operational requirements.

RISK MANAGEMENT IMPLICATIONS

Nil known.

WASTE MANAGEMENT IMPLICATIONS

Nil known.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Public exhibition of the Policy on Council's website from 27 July 2023 to 24 August 2023 provided the Community with an opportunity to make submissions. No submissions were received by Council during the submission period.



**muswellbrook
shire council**

Muswellbrook Regional Arts Centre Management Policy

MSC051E

Authorisation Details

Authorised by:		Internal/External:	External
Date:		Minute No:	
Review timeframe:	4 years	Review due date:	
Department:	Community Services		
Document Owner:	Arts Centre Director		
Community Strategic Plan Goal	4. A culturally rich and diverse Community with strong identities, history and sense of belonging		
Community Strategic Plan Strategy	4.3 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		
Delivery Program	4.3.2 Deliver an arts program		

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1 Policy Objective

The purpose of this policy is to provide a framework for the delivery of Muswellbrook Regional Arts Centre's functions. Policy objectives include:

- Ensuring organisational excellence in gallery management in accordance with national standards for Australian Museums and Galleries; and
- Delivery of best practice in collection management, exhibitions, and public programming.

2 Risks being addressed

This policy mitigates the potential risk of improper acquisition and deaccessioning of artworks, inadequate care and preservation of artworks, and poor exhibition and program planning.

3 Scope

This policy applies to the functions underpinning gallery service delivery: collection management, exhibitions, and public programming.

4 Policy Statement

The mission of Muswellbrook Regional Arts Centre is to cultivate social engagement in arts and culture through the delivery of relevant and enriching contemporary visual arts programming. This policy guides the design and delivery of gallery services in support of this mission.

4.1 Collections

Objectives

The objectives of collection management for the Arts Centre are to:

- Develop a collection of works of art with an emphasis on the collecting focuses.
- Appropriately care for and conserve a regionally significant visual arts asset.
- Showcase a collection of works of art in meaningful ways that engage and connect with diverse audiences.

Principles

Muswellbrook Shire Council commits itself to the following principles:

- Accountability and transparency - The policy provides a framework for the transparent and relevant acquisition and deaccessioning of works of art to and from the collections.
- Providing museological standards of management, care, and conservation to ensure preservation of the collection of works of art.

4.1.1 Acquisitions

i) Collecting focus

The Arts Centre aims to collect Post War Australian works of art of all regions with an emphasis on:

- Paintings.
- Works on Paper.
- Ceramics.
- Photography.
- Works of art by artists associated with the Upper Hunter Region.

ii) **Criteria for acquisition**

The Arts Centre will only acquire a work of art for the collection if the work of art is:

- Relevant to, and informs, the collection including one of the collecting focuses.
- Unencumbered to allow an unconditional right to retain custody and control in perpetuity.
- Unencumbered to allow the legal and equitable title to transfer to Muswellbrook Shire Council.
- Able to be cared for and stored appropriately by the Arts Centre.
- Of gallery / museum quality and in a good state of preservation.
- Not a duplicate of a work of art already in the collection.
- Being acquired primarily for public display.

iii) **Authorisation for acquisition**

Pursuant to the Instrument of Sub-Delegation to the Arts Centre Director, the Director has the authority to:

- Authorise the acquisition of works of art, subject to the available budget.
- Accept gifts under the Tax Incentives for the Arts Scheme (Cultural Gifts Program).

4.1.2 Deaccessioning

i) **Criteria for deaccessioning**

The Arts Centre may only deaccession works of art if it is established that the work of art:

- Is inconsistent with this policy or was erroneously included in the collection.
- Has no clear legal and equitable title.
- Has been lost or stolen.
- Has its authenticity proven to be in question.
- Is damaged or suffered serious deterioration in condition.
- Is an obvious duplication or repetition of the work of art already in the collection.

ii) **Engaging with artists and donors**

Subject to the criteria for deaccessioning, the Arts Centre will not deaccession:

- A work of art by a living artist without first making a reasonable attempt to engage with the artist.
- A work of art donated or bequeathed to the Arts Centre without first making a reasonable attempt to engage with any relevant donor.

Exclusions include works of art that:

- Have been donated through the Australian Government's Cultural Gifts Program, where a work of art will not be returned to the donor, as the donor has already received the benefit of a tax deduction for the donation.

iii) **Recommendation and approval for deaccessioning**

Pursuant to the Instrument of Sub-Delegation to the Arts Centre Director, the Director has the authority to:

- Determine works of art to be considered for deaccessioning from the collection with a full report on the reason for disposal submitted to Council.

iv) **Methods of disposal**

Following deaccession, a work of art may be disposed of by various means, including sale, gift, and destruction. If works of art are approved for disposal through private sale or public auction, the proposed use of funds must be documented prior to sale.

4.1.3 Loans

i) **Authorisation for loans**

Pursuant to the Instrument of Sub-Delegation to the Arts Centre Director, the Director has the authority to:

- Approve the loan of work from the collection of works of art, where the loan is subject to the terms and conditions of Council's outgoing loan agreement.
- Authorise the loan of work from the Max Watters Collection in accordance with the Deed of Trust.

4.2 Exhibitions

Objectives

The objectives of exhibitions for the Arts Centre are to:

- Create awareness and appreciation of, and facilitate meaningful connections with, art.
- Develop, program, and manage high-quality, diverse, and accessible exhibitions.

Principles

Muswellbrook Shire Council commits itself to the following principles:

- Accountability and transparency - The policy provides a framework for the transparent programming of exhibitions.
- Exhibition management practices that ensure sound planning, financial, and risk management principles.
- Delivering exhibitions that meet museological standards and ethics in relation to content, interpretation, display, and access.

4.2.1 Exhibition Programming

i) **Criteria for exhibitions**

The Arts Centre will program exhibitions in accordance with the following criteria:

- Quality – presents considered, conceptually sound ideas; represents innovative approaches, as well as excellence in contemporary art.
- Value – engages and challenges audiences; contributes to Council's strategies and goals.
- Reach – facilitates meaningful connections with the arts; delivers outcomes relevant to the needs of audiences.
- Viability – achievable outcomes; sound planning, including appropriate timeline and effective use of resources; Public liability insurance up to \$20 million where required to activate on-site.

Exclusions include exhibition proposals that:

- Present a conflict of interest, including proposals from employees of Muswellbrook Shire Council. In the case of extenuating circumstances, such inclusion is determined by the Arts Centre Director with the Manager Community Services.

4.3 Programs

Objectives

The objectives of programs for the Arts Centre are to:

- Encourage arts practice and creative engagement between artist, community, and place.
- Deliver high-quality, diverse, and accessible programs.

Principles

Muswellbrook Shire Council commits itself to the following principles:

- Accountability and transparency - The policy provides a framework for the transparent scheduling of programs.
- Programming practices that ensure sound planning, financial, and risk management principles.
- Delivering programs that contribute to the long-term cultural development of the community.
- Providing opportunities for the creative and professional development of artists.
- Delivering programs that facilitate equity of access.

5 Delegations

Pursuant to section 378 of the LG Act, the General Manager of the Muswellbrook Shire Council sub-delegates specific authorities and responsibilities to the Arts Centre Director in relation to acquisition, deaccessioning, and loans of artworks.

Roles	Responsibilities
Arts Centre Director	<ul style="list-style-type: none"> • Authorise the acquisition of works of art, subject to the available budget. • Accept gifts under the Tax Incentives for the Arts Scheme (Cultural Gifts Program). • Determine works of art to be considered for deaccessioning from the collection with a full report on the reason for disposal submitted to Council. • Approve the loan of work from the collection of works of art, where the loan is subject to the terms and conditions of Council's outgoing loan agreement. • Authorise the loan of work from the Max Watters Collection in accordance with the Deed of Trust.

6 Dispute resolution

The General Manager is the interpreter of this policy.

7 Related Documents

7.1 Legislation and Guidelines

[National Standards for Australian Museums and Galleries](#)

7.2 Policies and Procedures

Not applicable.

7.3 Other Supporting Documents

Not applicable.

8 Version History

This section identifies authors who reviewed the Policy and the date that it became effective.

Version No.	Date changed	Modified by	Amendments/Previous adoption details
1	13/07/2023	Arts Centre Director	Public exhibition of draft policy 27/07/2023-24/08/2023.



A30/1

POLICY REGISTER

Subject: Aims and Objectives of Muswellbrook Regional Arts Centre

	<i>Current</i>	<i>Previous</i>	<i>Prior</i>	<i>Prior</i>
Minute No:	813	792	383	762
Meeting Date:	5.6.2000	11.12.95	8.5.89	14.10.85

POLICY

a) As an Arts Centre

1. The **Muswellbrook Shire Collection** is mainly held in the Muswellbrook Regional Arts Centre. Parts of the Collection will be displayed from time to time in accordance with Exhibition Programmes.
2. The Arts Centre provides a programme of exhibitions in the gallery spaces with the following aims:
 - (a) to encourage and stimulate local artists;
 - (b) to provide a varied, balanced and interesting presentation of the visual arts;
 - (c) to serve an educational role in the community in relation to the arts;
 - (d) to concentrate on presenting works of the highest possible quality;
 - (e) to encourage enjoyment and appreciation of the arts by the general public. (Artworks in sculpture, printmaking, painting, photography and crafts should be included periodically).
 - (f) To encourage participation in the Centre's activities from a broad cross section of the community and proactively seek participation from minority groups eg youth, Aboriginal and Torres Strait Islanders.
3. The Arts Centre should be used for lectures, performances and events that will foster the arts.
4. The Arts Centre's activities should work to encourage development of the arts in the Region and Australia.

Muswellbrook Shire Council

5. The Director will submit monthly reports and proposed programmes to the General Manager for recommendation to Council.
6. Council should maintain membership of the Museum and Galleries Foundation of NSW Ltd and call upon the expertise of its staff and members for advice and assistance.
7. Local Artists should be invited to exhibit in at least two exhibitions per year.
8. The **Max Watters Collection** will be housed in the Muswellbrook Regional Arts Centre. The Max Watters Gallery will be permanently available for a changing exhibition of part of the Watters Collection.

b) As a Multi Purpose Centre

The Regional Arts Centre is to be promoted and used on a commercial basis for a wide range of activities including conference, convention, weddings, birthday parties etc.

Muswellbrook Shire Council



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Muswellbrook Shire Art Collection Deaccessioning Policy

A 30/3

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Preamble

Deaccessioning is the process of selling or otherwise disposing of works from the collection for the purposes of rationalising that collection.

It should occur rarely, if at all, and it must never be undertaken for any reason other than the rationalisation of the collections.

The major danger of deaccessioning, apart from the very real risk of disposing of a work which future generations might value, is that it undermines public confidence in the Arts Centre and may discourage further gifts or donations. People give to Arts Centres in perpetuity and they give money in the confident expectation that it will be wisely spent.

The time may come in the future, particularly given the nature of the existing collection, when it is decided to dispose of some works. A deaccessioning policy will guide this complex and difficult process.

Policy

1. Works being considered for deaccessioning should be presented to the Council with a full report on the reason for disposal. The reason might be that the work is in irretrievably bad condition, that it is not considered to be of museum quality, that it is out of place in the collection but important to another public collection, that the work has already been destroyed, lost or stolen. (In these last instances, the deaccessioning process must be completed even though the work has already gone. The Arts Centre's records must show that the work has left the collection for whatever reason).
2. The Council must formally agree to deaccession that work. In the case of works that are lost, stolen or destroyed that will be the end of the matter and the records can record the deaccessioning, provided the Director can satisfy the Council that all reasonable steps have been taken to recover the work.
3. In all other cases, there should be a cooling-off period of at least two months before the proposal is put to the Council a second time.
4. If the work is to be sold, other public institutions should be given first option. In many cases however, a work not wanted by the Arts Centre may not be wanted by any other institution either.
5. If sold on the open market, the sale should be handled by an independent agent and Arts Centre staff, Councillors and Staff of Council and members of the Cultural Committee and Arts Centre Management Committee must be forbidden to purchase it.
6. All proceeds from the sale should be put towards the purchase of other works of art for the collection.
7. If the work was originally donated to the Council or purchased with donated funds, the permission of the donor or of his or her relatives should be sought. Works subsequently purchased with the proceeds of the sale should be catalogued as the gift of the original donor. If the original donor (or his or her descendants) cannot be convinced to agree to the deaccessioning the work must be kept.
8. If, for whatever reason, the Council decides to accept a gift of work of art that it does not want in the collection, such works can, with the permission of the donor, be registered as assets in the same way that furniture and fittings are, and may be sold at a later date. These works should not be formally accessioned. Any work subsequently purchased with the proceeds of such a sale should be registered as the gift of the original donor and, if possible, should be approved by the original donor.

9. Any sale of deaccessioned works must proceed in full public knowledge of their origins. There must be no suggestion of secrecy.
10. In general, the work of living artists (especially local living artists) should not be sold as this will tend to depress the market value of that artist's work. However, an exchange with the artist for a more important or more appropriate work is acceptable.
11. The Council must keep a permanent record of the deaccessioned work and the date of and reason for its disposal.

Authorisation Details

Authorised by:	Council
Minute No:	813
Date:	5 June 2000
Review timeframe:	
Department:	Community Services
Document Owner:	Carolyn O'Brien

Details History

Version No.	Date changed	Policy type	Modified by	Amendments made
1	11/12/1995			New policy approved, minute no 792.
2	5/06/2000		Carolyn O'Brien	Amendments approved, minute no 813.



**muswellbrook
shire council**

Muswellbrook Shire Art Collection Management Policy

Policy No A30/2

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Policy Objective

One of the major aims of the Muswellbrook Shire Council in creating the Muswellbrook Shire Art Collection was stated in the minutes of the Muswellbrook Municipal Council in 1958. The then, Festival of the Valley Art Prize (now the Muswellbrook Art Prize) was first established as an acquisitive prize. The collection's aim was;

"to foster the interest in and understanding of art in the Upper Hunter Valley area and to play a part, however modest, in the promotion of art and the encouragement of artists generally, throughout Australia, the prize winning works to form the nucleus of a Muswellbrook Municipal Council Collection"

Since 1958 artworks ranging from drawings to sculptures have been acquired for the Muswellbrook Shire Art Collection via acquisitive prizes (currently for ceramics, painting, photography and works on paper), donations (both outright & under the Commonwealth Cultural Gifts Program), permanent loan and direct purchase.

The Muswellbrook Shire Art Collection is recognized across Australia as one of the most important collections of Australian contemporary art practice in a Regional Art Gallery and is a major attraction for Muswellbrook Shire and the Upper Hunter Region.

This policy outlines the Muswellbrook Shire Council Art Collection management, acquisition and deaccessioning.

Policy Statement

General

- 1) The permanent collection is recognised as belonging to the people of the Muswellbrook Shire and shall be administered by the Muswellbrook Shire Council.
- 2) Works in the collection will be stored and displayed under professional supervision in the Muswellbrook Regional Art Centre. Selected works will be displayed on a rotation basis in acceptable positions in the Muswellbrook Shire Council Administration Centre and the Muswellbrook Branch of the Upper Hunter Regional Library. Works from the Muswellbrook Regional Arts Centre will only be removed by professional Muswellbrook Regional Arts Centre staff. These works must be in a stable and hardy condition. Condition Reports are to be made prior to all loans and on the return of artworks from loan.
- 3) All works in the collection will be catalogued, researched and photographed adequately and in common with the general practice of collecting institutions in Australia. The catalogue shall be known as the Muswellbrook Regional Arts Centre Collections Catalogue and include the provenance of both the Muswellbrook Shire Art Collection and the Max Watters Collection.
- 4) Part of the permanent collection shall be on display in the Muswellbrook Regional Arts Centre from time to time in accordance with the annual Exhibition Programme.

- 5) The physical condition of the works will be monitored and arrangements will be made for appropriate conservation and restoration as part of a repair programme.

The Collection

6) The collection shall comprise of five (5) main categories:

- a) Post War Australian paintings;
- b) Post War Australian works on paper;
- c) Post War Australian ceramics ;
- d) Post War Australian photography;
- e) Post War Upper Hunter Region artworks;

Aboriginal & Torres Strait Islander artworks which will reflect the development of contemporary indigenous art and culture in the Hunter Valley and surrounding regions.

The Muswellbrook Shire Art Collection shall not exclude other categories or media subject to their relevance to the existing Muswellbrook Shire Art Collection.

Where ever possible artworks which relate to the artworks already acquired by the Muswellbrook Regional Arts Centre shall also be acquired as long as these artworks will develop the representation of the artists in the Muswellbrook Shire Art Collection and/or enable the Muswellbrook Regional Arts Centre to expand upon themes or the development of an artist's career or skills in their chosen media.

The Muswellbrook Shire Art Collection shall also include catalogued research material such as

- a) Artist Files (physical and digital files held on each artist represented in the Muswellbrook Shire Art Collection);
- b) Artist Archives (personal papers etc. held on specific artists in the Muswellbrook Shire Art Collection);
- c) Muswellbrook Regional Arts Centre Research Library (books, periodicals, catalogues etc. relating to the artists and time period of the Muswellbrook Shire Art Collection as well as the arts in the Upper Hunter Region, Australia and the World in general)

Loans

- 7) Loans of works from Muswellbrook Shire Art Collection are subject to the Muswellbrook Regional Arts Centre Manager's approval and compliance with certain conditions (e.g. costs for travel, crating, insurance etc.), being met and agreed with by the borrower and Muswellbrook Regional Arts Centre. All institutions applying for the loan of artworks from the Muswellbrook Shire Art Collection must be able to demonstrate that they comply with the current International Museum Standards for display and climate control.

Acquisitions

8) All acquisitions must be acquired within the available budget and approved by the General Manager or through his delegation and reported to the Muswellbrook Shire Council in the next available Corporate Policy and Planning meeting.

9) Acquisitions in all categories must be considered to be:

- a) Of good quality;
- b) Appropriate to the Muswellbrook Shire Art Collection;
- c) In good physical condition;
- d) A beneficial addition to the Muswellbrook Shire Art Collection

10) The Muswellbrook Shire Art Collection will be developed in the following manner:

Works will be acquired by – (subject to conditions in 9 above)

- a) Muswellbrook Art Prize – the winning works to become part of Muswellbrook Shire Art Collection;
- b) Muswellbrook Photographic Award – the winning work to become part of the Muswellbrook Shire Art Collection;
- c) Gifts (donations);
- d) Term or Permanent Loans;
- e) Purchases made on behalf of the Muswellbrook Shire Council by the General Manager or his delegated staff member.

11) When purchasing an artwork the following matters will be considered.

- a) The acquiring of a valuable asset for Muswellbrook Shire;
- b) Increasing the aesthetic pleasure and education of the community;
- c) Acquiring a collection of valuable historical and artistic significance;
- d) Assisting local artists;
- e) Supporting the Arts in Australia

12) Funds voted by Muswellbrook Shire Council for acquisitions may be used to purchase works of particular significance to the collection in accordance with this policy. These funds may, where appropriate, be placed in an “Acquisitions Restricted Asset Account” to permit the accumulation of funds for major purchases.

- 13) Muswellbrook Shire Council must be able to obtain a clear and valid title to all works it accepts into its collection, not necessarily including copyright, which may legally be retained, if so desired, by the artist.
- 14) The Council will accept gifts under the Tax Incentives for the Arts Scheme (Cultural Gifts Program) which fulfils the requirements of the Muswellbrook Shire Art Collection Policy and the Muswellbrook Shire Council will comply with all regulations governing that Scheme.
- 15) The Muswellbrook Shire Art Collection will not acquire any works of art from members of the Muswellbrook Regional Arts Centre staff or of the Muswellbrook Shire Councilors where that staff or Councilor is the work's author without the Muswellbrook Regional Arts Centre Manager having first acquired the permission of the General Manager and with respect to clauses 10. & 11. of this policy (A30/2).
- 16) The Muswellbrook Shire Council may refuse to accept any work which bears any unreasonable or inappropriate restrictions on either its display or storage and where acceptance of any reasonable restrictions occur, the Council will honour those restrictions.
- 17) The Muswellbrook Shire Council will be mindful of any Australian or International law or covenant which restricts or governs the acquisition of cultural material.
- 18) It should be noted that this policy (A30/2) also applies to the Max Watters Collection which has (since 1989) and shall be housed with the Muswellbrook Shire Art Collection except where the Deed of Trust for the Max Watters Collection differs from this policy and shall have preference over this policy. It should be noted that all works from the Max Watters Collection must be identified as such in the Collections Catalogue and when on display.
- 19) It should be noted that the Denman Arts and Crafts Collection became part of the Muswellbrook Shire Art Collection in 1989, following the amalgamation of the two Councils. All artworks from the Denman Arts and Crafts Collection must be identified as such in the Collections Catalogue and when on display.

Deaccessioning

- 20) Deaccessioning is the process of selling or otherwise disposing of works from the collection for the purposes of rationalising that collection. It should occur rarely, if at all, and it must never be undertaken for any reason other than the rationalisation of the collections. The major danger of deaccessioning, apart from the very real risk of disposing of a work which future generations might value, is that it undermines public confidence in the Arts Centre and may discourage further gifts or donations. People give to Collections in perpetuity and they give money in the confident expectation that it will be wisely spent.

- 21) Works being considered for deaccessioning, removal from the collection should be presented to the Council with a full report on the reason for disposal.

The reason might be that the work is in irretrievably bad condition, that it is not considered to be of museum quality, that it is out of place in the collection but important to another public collection, that the work has already been destroyed, lost or stolen. (In these last instances, the deaccessioning process must be completed even though the work has already gone. The Arts Centre's records must show that the work has left the collection for whatever reason).

- 22) The Council must formally agree to deaccession that work. In the case of works that are lost, stolen or destroyed that will be the end of the matter and the records can record the deaccessioning, provided the Director can satisfy the Council that all reasonable steps have been taken to recover the work.

- 23) In all other cases, there should be a cooling-off period of at least one month before the proposal is put to the Council a second time.

- 24) If the work is to be sold, other public institutions should be given first option. In many cases however, a work not wanted by the Arts Centre may not be wanted by any other institution either.

- 25) If sold on the open market, the sale should be handled by an independent agent and Arts Centre staff, Councilors and Staff of Council and members of the Cultural Committee and Arts Centre Management Committee must be forbidden to purchase it.

- 26) All proceeds from the sale should be put towards the purchase of other works of art for the collection.

- 27) If the work was originally donated to the Council or purchased with donated funds this does not exclude the work from deaccessioning however, the permission of the donor or of his or her relatives should be sought. Works subsequently purchased with the proceeds of the sale should be catalogued as the gift of the original donor. If the original donor (or his or her descendants) cannot be convinced to agree to the deaccessioning the work must be kept.

- 28) If, for whatever reason, the Council decides to accept a gift of work of art that it does not want in the collection, such works can, with the permission of the donor, be registered as assets in the same way that furniture and fittings are, and may be sold at a later date. These works should not be formally accessioned. Any work subsequently purchased with the proceeds of such a sale should be registered as the gift of the original donor and, if possible, should be approved by the original donor.

- 29) Any sale of deaccessioned works must proceed in full public knowledge of their origins. There must be no suggestion of secrecy.

30) In general, the work of living artists (especially local living artists) should not be sold as this will tend to depress the market value of that artist's work. However, an exchange with the artist for a more important or more appropriate work is acceptable.

31) The Council must keep a permanent record of the deaccessioned work and the date of and reason for its disposal.

Additional Funding

32) Council may seek grants, sponsorship, donations or bequests from the Federal or State Governments, private companies, philanthropic organisations, the public and individuals to assist with the acquisition of important works for the Muswellbrook Shire Art Collection.

33) Gifts to the Muswellbrook Shire Art Collection are tax deductible under the Tax Assessment Act of 1936.

34) Donations of artworks to the Muswellbrook Shire Art Collection may be made under the Australian Government's Cultural Gifts Program. For this the Muswellbrook Regional Arts Centre is endorsed as a Deductible Gift Recipient (DGR) Public Art Gallery for the purposes of subsection 30-15(1), item 4 of the *Income Tax Assessment Act 1997*.

Legislation

List any legislation that is applicable

Associated Council Documentation

Governance Policy (C44/1)

Aims and Objectives of Muswellbrook Regional Arts Centre (A30/1)

Authorisation Details

Authorised by:	Council
Minute No:	158
Date:	13/07/2015
Review timeframe:	July 2019
Department:	Corporate & Community Services
Document Owner:	Carolyn O'Brien

Details History

Min No.	Date changed	Amendments made
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762	14/10/1985	
283	08/05/1989	
792	11/12/1995	
813	05/06/2000	



11.5.5. Community Services

Attachments:	Nil
Responsible Officer:	Shaelee Welchman - Director - Community & Economy
Author:	Kim Manwarring (Manager Community Services), Archit Bele (Aquatic Centre Manager), Elissa Emerson (Muswellbrook Regional Arts Centre Director), Susanne Tobin (Administration Officer), Lauren Allan (Head Librarian), Rosslyn Thomson (Community Partnerships Officer), Stephen Wright (Records Officer)
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

The Muswellbrook and Denman Branches were attended by **2,964** during August with Library spaces being utilised for Community & School groups and study.

Increasing and maintaining library memberships

Muswellbrook and Denman libraries registered **39 new members**.

Providing opportunities that increase community literacy, both physical and digital

Home Library:

The Muswellbrook Shire Libraries currently delivers personally selected books, DVDs and Audio books to homebound customers each fortnight. During the month of August this service conducted **2 deliveries** and delivered **360 items**.

Library Promotions and Online Engagement:

Over the past month the library has had **6,323** post views on Facebook. Throughout the month the library has created and shared a number of video shorts to assist library patrons to find events, access library online resources and promote new and featured items to the library collection.

Collections:

During August the library added **132 new items** to the physical collections. Over the month the library loaned **6,761 physical items** and **481 digital loans**.

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

Program Type		
Type	No. of Programs	Attendance
Literacy and lifelong learning	29	651
Informed and connected citizens	2	32
Digital Inclusion	6	24
Personal development and wellbeing	4	22
Stronger and more creative communities	11	66
Economic and workforce development	0	0
TOTAL	52	795

Current Exhibits:

Visitors of Muswellbrook Library during August have enjoyed viewing the current exhibits within the Library foyer.

Close To Home by Jennifer Stuerzl

On display until October

Jennifer Stuerzl is Muswellbrook-born artist, with her family still resident in the region. Jennifer will be hosting a school holiday art workshop for Children aged 5-12 years at Muswellbrook Library on Tuesday 3rd October

Pup!-Art - 'Well Heeled'

On display until October 16

A Muswellbrook Shire Council Community Services art project celebrating the 10th anniversary of the Blue Heeler Film Festival. This project aims to cultivate a vibrant atmosphere of community solidarity and positivity. Groups were given a white fiberglass life-size Blue Heeler sculpture as a canvas for their creativity, and a goal to create a one-of-a-kind design that reflects their unique contributions within the Muswellbrook Shire.

Children and Young Adult Programs

The Library celebrated Book Week this month with a series of Story time and Baby Rhyme sessions. The Library visited St Nicholas Early Education, Goodstart, Muswellbrook Preschool and Educare and students of Pacific Brook and Denman Public School visited our library branches. These sessions were attended by **323 children**.

Book Week theming continued throughout the month with a total of **602 Children** attending programs throughout the month.

Denman Library continued Intergenerational story time sessions with students from St Joseph's Primary School and Denman Multi-purpose centre sharing games, reading and art activities.



Adults Programs:

Muswellbrook Library hosted an In Conversation event with Chris Masters and Ryan Butta during August with 40 attendees listening to discussion around Chris' latest book, Journalism, truth telling and war crimes.

The first group of participants for Tech Savvy Seniors commenced training this month. This funded program is designed to provide skills development in basic computing across a five week program. Additional intakes will be occurring in November, February and April.

All regular adult events including Book Club, Brain Training, Coffee & Craft, Tech help and Home Library continued in August. Denman Library received a visit from residents of the Denman Hospital Multipurpose Centre with 10 residents participating in craft, conversation and brain training activities.

COMMUNITY PARTNERSHIPS

- Attendance and participation in the following **networks** – Upper Hunter Community Service Interagency, Upper Hunter Youth Network Meeting
- Maintain, responded and distribute emails to the **Upper Hunter Community Services Interagency**
- Attended and participated in the following meetings – Hunter Beach Renaming, Upper Hunter Homeless Support, MSC Aboriginal Cultural Heritage meeting
- **Partnered** with Councils Community Services Officer – Partnership and Upper Hunter Youth Services on the **Pup Art Community Art Project**
- Conducted the Evaluation Interviews for the **Wanaruah/ Wonnarua/ Wanarruwa Language Course** (Social Cohesion Grant) in partnership with Arts Upper Hunter
- Completed the Social Cohesion Grant - Final Report Acquittal and completed the Program Logic for DCJ
- Mentored a **Muswellbrook High School Student** and a TAFE Student on their work experience/placement.

PARTNERSHIPS & ENGAGEMENT

- Planning is well underway with the **UoN Festival Team** and the **Community Partnerships Officer** to deliver the 10th Annual Blue Heeler Film Festival. More information on how to enter can be found on <http://www.blueheelerfilmfestival.com.au/>
- The **Blue Heeler Film Festival Awards** night will be held at the Denman Memorial Hall on the 28 October commencing at 6pm, tickets are currently available <https://www.eventbrite.com.au/e/705961589117?aff=oddtcreator> invitations will soon be sent out to official guests.
- A significant amount of work has occurred this month towards **The Great Cattle Dog Muster** and participation on the Committee and preparation for the set up and pack down of Council equipment as well as the hosting of the Council sponsored activity Bluey & Bingo.
- **The Pup Art Community Art Project** has been a highly successful community art project which has happened alongside the **Great Cattle Dog Muster** and the **Blue Heeler Film Festival**. The project involved numerous community groups across the Shire who created a cattle dog sculpture that reflected the groups aspirations and dreams. The project has been embraced by **businesses** in the main street who displayed the sculptures in their windows during the **Great Cattle Dog Muster** weekend.
- **Muswellbrook Visitor Information Centre** is open Mondays due to the availability of



volunteers and staff.

- For the month of **August** this centre has had a total of 50 people go through the doors seeking tourist information **65%** were from another State and the remaining were local tourist.
- **Denman Visitor Information Centre** continues to be staffed by local volunteers and is being well utilised by visitors from all over Australia.

MUSWELLBROOK REGIONAL ARTS CENTRE

- **'A Field Guide to abstraction in the Muswellbrook Collections'** opened on Saturday the 9 September to a small but enthusiastic gathering, the exhibition is open until the 28 October.
- Other exhibitions include **'Nocturne: Prelude to the Night'** by the Muswellbrook and District Camera Club and **'Flurries'** this is a new series of works by Hannah Kay, **'Oh, the Places You'll Go!'** in the Ramp Gallery are works inspired by the Dr Seuss book by the Children of Goodstart Early Learning Centre.
- **The Viola Bromley Art Prize** is now open for local Artists, The Viola Bromley Art Prize is a celebration of local artists and art across the disciplines of painting, works on paper, sculpture and photography, with winning acquisitive works, awarded \$1,500 each, joining the **Muswellbrook Shire Art Collection**.

MUSWELLBROOK FITNESS & AQUATIC CENTRE – MUSWELLBROOK & DENMAN

- Learn to Swim enrolments have increased to **350 students** attending lesson. Additionally, **Holiday Intensive Learn to Swim** (25th September-6th October) will have close to **80 spots** available.
- **Squads** will be introduced for the first time at the aquatic centre in the month of October. The aims will be enhancing athletes' skills, readiness, and personal growth to excel in swimming at various levels of competition.
- Works at **Denman Aquatic Centre** has begun and will be completed on time before the season starts.
- **Additional Aqua Aerobics classes** will be offered during the summer season.



12. Minutes of Committee Meetings

12.1. Olympic Park Precinct Development Advisory Committee - 26 June, 2023 and 5 September, 2023

Attachments:	<ol style="list-style-type: none">1. Minutes - Olympic Park Precinct Development Committee - 26/06/2023 [12.1.1 - 2 pages]2. Minutes - Olympic Park Precinct Development Committee - 5/09/2023 [12.1.2 - 2 pages]
Responsible Officer:	Matthew Lysaught - Director Property & Place
Author:	Matthew Lysaught (Director Property & Place)
Community Plan Issue:	6 - <i>Community Leadership</i>
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 provide Council the Minutes of meetings of the Olympic Park Precinct Development Advisory Committee held on 26 June 2023 and 5 September 2023.

OFFICER'S RECOMMENDATION

The minutes for the Olympic Park Precinct Development Committee meeting held on 26 June 2023 and 5 September 2023 be NOTED.

Moved: _____ **Seconded:** _____

REPORT

The Director Property and Place reports that the Olympic Park Precinct Development Committee met on 26 June 2023 and 5 September 2023.

The Minutes of the meeting are attached for the information of the Councillors.

MINUTES OF THE OLYMPIC PARK PRECINCT DEVELOPMENT ADVISORY COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD VIA TEAMS/THE LOXTON ROOM, ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON MONDAY 26 JUNE 2023 COMMENCING AT 6.00PM

PRESENT: Cr A. Barry (Chair), Cr G. McNeill, Mr D. Finnigan (General Manager), Mr M. Lysaught (Director - Property & Place), Mr J. Marco (Muswellbrook Junior Rugby League), Mr G. Mather (Muswellbrook Senior Rugby League), Mr P. Benkovic (Muswellbrook Touch Association), Mr T. McTaggart (Olympic Park Tennis Club), Ms P. King (Park Tennis Club) and Mr R. Hartin.

IN ATTENDANCE: Nil

1 Acknowledgement of Country

The Acknowledgement of Country was read by Cr Barry.

2 Apologies

RECOMMENDED on the motion of Mr Paul Benkovic and Mr Gus Mather that:

The apologies for inability to attend the meeting submitted by Mr Adam Greentree, Mr Matthew Jeans and Mr Troy Martin be ACCEPTED.

3 Confirmation of Minutes of Previous Meeting

RECOMMENDED on the motion of Mr Paul Benkovic and Mr Gus Mather that:

The Minutes of the Olympic Park Precinct Development Advisory Committee Meeting held on **8 May, 2023**, a copy of which has been distributed to all members, be taken as read and confirmed as a true record.

4 Disclosure of Any Pecuniary and Non-Pecuniary Interests

Nil.

5 Business Arising

5.1 Olympic Park Action List

RECOMMENDED on the motion of Mr John Marco and Mr Russell Hartin that:

The Committee NOTED the report

6 Business

6.1 Olympic Park Management Plans

RECOMMENDED on the motion of Mr Gus Mather and Mr John Marco that:

The Olympic Park Development Advisory Committee recommends submitting:

1. The Olympic Park Plan of Management to Crown Land, NSW Department of Planning and Environment for review; and
2. The Olympic Park Plan of Management and event management documents to the Hunter and Central Coast Regional Planning Panel.



3. Amendment to the categorisation for the far Field 3 from Park to Sportsground.

7 Closed Committee

Nil.

8 Date of Next Meeting

TBD

9 Closure

The meeting was declared closed at 7.26pm.

Mr D. Finnigan
General Manager

Cr A. Barry
Chairperson

MINUTES OF THE OLYMPIC PARK PRECINCT DEVELOPMENT ADVISORY COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD VIA TEAMS/THE LOXTON ROOM, ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON TUESDAY 5 SEPTEMBER 2023 COMMENCING AT 5:30PM.

PRESENT: Cr A. Barry (Chair), Cr G. McNeill, Mr D. Finnigan (General Manager), Mr M. Lysaught (Director - Property & Place), Mr J. Marco (Muswellbrook Junior Rugby League), Mr G. Mather (Muswellbrook Senior Rugby League), Mr P. Benkovic (Muswellbrook Touch Association), Mr T. McTaggart (Olympic Park Tennis Club), Mr M. Jeans (Muswellbrook Amateur RSL Swimming Club), Mr R. Hartin and Mr D. Layzell (Member for Upper Hunter).

IN ATTENDANCE:

1 Acknowledgement of Country

The Acknowledgement of Country of Country was read by Cr Barry.

2 Apologies

RECOMMENDED that the apologies for inability to attend the meeting submitted by Troy Martin, Pam King and Adam Greentree be ACCEPTED.

3 Confirmation of Minutes of Previous Meeting

RECOMMENDED on the motion of Paul Benkovic and Gus Mather that:

The Minutes of the Olympic Park Precinct Development Advisory Committee Meeting held on **26 June 2023**, a copy of which has been distributed to all members, be taken as read and confirmed as a true record.

4 Disclosure of Any Pecuniary and Non-Pecuniary Interests

Cr S. Reynolds - Declared a non-pecuniary interest. Cr Reynolds advised the Committee that he videos sporting games for Paul Benkovic.

5 Business Arising

5.1 Olympic Park Action List

RECOMMENDED on the motion of Cr G. McNeill and Tony McTaggart that:

The Committee NOTES the report.

6 Business

6.1 Olympic Park Development Application Status Report

RECOMMENDED on the motion that:

1. The General Manager draft a letter to the Regional Planning Panel to express the urgency of a decision in relation to Councils Olympic Park Submission as well as the financial impact;
2. The Committee NOTES the report.



6.2 Olympic Park Plan of Management

RECOMMENDED on the motion of Tony McTaggart and Gus Mather that:

The Committee NOTE the report.

6.3 Olympic Park Event Management Plans

RECOMMENDED on the motion of John Marco and Russell Hartin that:

The Committee NOTES the report.

8 Date of Next Meeting

10 October 2023

9 Closure

The meeting was declared closed at 6:50PM.

.....
Mr D. Finnigan
General Manager

.....
Cr A. Barry
Chairperson



12.2. State Significant Development Committee - 14 August, 2023 and 11 September, 2023

Attachments:	1. MINUTES - State Significant Development Committee - 14/08/2023 [12.2.1 - 2 pages] 2. MINUTES - State Significant Development Committee - 11/09/2023 [12.2.2 - 2 pages]
Responsible Officer:	Sharon Pope - Director - Planning & Environment
Author:	
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:	1.2.1 - Facilitate the diversification of the Shire's economy and support growth of existing industry and business enterprise

PURPOSE

To inform Council of a meeting of the State Significant Development Committee held on 14 August, 2023 and 11 September, 2023.

OFFICER'S RECOMMENDATION

The minutes for the State Significant Development Committee meeting held on 14 August, 2023 and 11 September, 2023 be NOTED.

Moved: _____ **Seconded:** _____

REPORT

The Director Environmental and Planning Services reports that the State Significant Development Committee met on 14 August, 2023 and 11 September, 2023.

The minutes of the meeting are attached for the information of the Councillors.

**RECORD OF PROCEEDINGS OF THE STATE SIGNIFICANT DEVELOPMENT
COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE
LOXTON ROOM, ADMINISTRATION CENTRE, 60-82 BRIDGE STREET,
MUSWELLBROOK ON Monday 14 August 2023 COMMENCING AT 4:05PM.**

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

IN ATTENDANCE: Cr D. Marshall, Mr D. Finnigan (General Manager), Ms S. Pope (Director – Planning & Environment), Mrs S. Welchman (Director - Community & Economy), Ms T. Folpp (Development Compliance Officer), Mr S. Bennett (PRM) - left meeting at 4.35pm and Mr C. Nixon (Mytilineos) - left meeting at 4.35pm; Ms C. Evans (Snr Development Planner - OX2) - joined meeting at 4.35pm-5:20pm and Mr M. Cronin (Project Lead Renewables - Idemitsu) - joined meeting at 4.35pm-5:20pm.

1 Acknowledgement of Country

The Acknowledgement of Country was read by Cr B. Woodruff.

2 Apologies

RESOLVED that the apology for inability to attend the meeting submitted by Cr S. Reynolds, Cr G. McNeill and Cr J. Lecky be ACCEPTED.

3 Confirmation of Minutes of Previous Meeting

Nil

4 Disclosure of Any Pecuniary and Non-Pecuniary Interests

Nil

5 Business Arising

Nil

6 Business

6.1 Upper Hunter Solar Farm - Project Introduction

Mr S. Bennett and Mr Cameron Nixon submitted a project introduction for Upper Hunter Solar Farm.

The information contained in this report was noted.

Mr Bennett and Mr Nixon left meeting at 4.35pm.

6.2 Muswellbrook Solar Farm - Project Update

Ms C. Evans and Mr M. Cronin submitted a project update presentation for Muswellbrook Solar Farm.

The information contained in this report was noted.

Mr Evans and Mr Cronin left the meeting at 5.20pm.



6.3 Bowmans Creek Wind Farm - IPC Meeting Council Representation

The information contained in this report was noted.

6.4 State Significant Development - Activities Summary

The information contained in this report was noted.

7 Date of Next Meeting

11 September 2023

8 Closure

The meeting was declared closed at 5:40PM.

Mr D. Finnigan
General Manager

Cr B. Woodruff
Chairperson

**MINUTES OF THE STATE SIGNIFICANT DEVELOPMENT COMMITTEE MEETING OF
THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM,
ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON MONDAY
11 SEPTEMBER 2023 COMMENCING AT 4:00PM.**

PRESENT: Cr S. Reynolds (Chair), Cr G. McNeill and Cr R. Scholes.

IN ATTENDANCE: Cr L. Dunn, Cr D. Marshall, Mr D. Finnigan (General Manager), Ms S. Pope (Director – Planning & Environment), Ms T. Folpp (Development Compliance Officer), Ms T. Jolly (Planning Assistant), Mr S. Galway, Ms M. Cleary, Mr H. Johnston and Mr M. Cronin.

1 Acknowledgement of Country

The Acknowledgement of Country was read by Cr S. Reynolds.

2 Apologies

RESOLVED on the motion of Cr R. Scholes and Cr G. McNeill that:

The apology for inability to attend the meeting submitted by Cr J. Lecky and Cr B. Woodruff be ACCEPTED.

3 Confirmation of Minutes of Previous Meeting

RESOLVED on the motion of Cr R. Scholes and Cr G. McNeill that:

The Minutes of the State Significant Development Committee Meeting held on **14 August 2023**, a copy of which has been distributed to all members, be taken as read and confirmed as a true record.

4 Disclosure of Any Pecuniary and Non-Pecuniary Interests

Cr G. McNeill - Declared an insignificant non-pecuniary interest in Item 6.1 and 6.5. Cr G. McNeill advised Council that his employer is a partner in the Bells Mountain Geotechnical Investigations and that AGL and Liddell closure and rehabilitation plan are mentioned in the Activities Summary.

5 Business Arising

Nil

6 Business

6.1 Bells Mountain Geotechnical Investigations - Project Briefing

RECOMMENDED on the motion of Cr R. Scholes and Cr S. Reynolds that:

The information contained in this report be noted.

6.2 Muswellbrook Solar Farm - Council Submission on Environmental Impact Statement

RECOMMENDED on the motion of Cr G. McNeill and Cr R. Scholes that:

The issues identified by Staff be included in Council's submission on Muswellbrook Solar Farm (SSD-46543209).



6.3 Bowmans Creek Wind Farm - IPC Meeting Council Representation

RECOMMENDED on the motion of Cr R. Scholes and Cr G. McNeill that:

The information contained in this report be noted.

6.4 Hills of Gold Wind Farm - IPC Meeting Council Representation

RECOMMENDED on the motion of Cr G. McNeill and Cr R. Scholes that:

The information contained in this report be noted.

6.5 State Significant Development - Activities Summary

RECOMMENDED that:

The information contained in this report be noted.

8 Date of Next Meeting

9 October, 2023

9 Closure

The meeting was declared closed at 5:16pm.

.....
Mr D. Finnigan
General Manager

.....
Cr S. Reynolds
Chairperson



12.3. Finance Review Advisory Committee - 15 August, 2023

Attachments:	1. MINUTES - Finance Review Advisory Committee - 15/08/2023 [12.3.1 - 2 pages]
Responsible Officer:	Derek Finnigan - General Manager
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

To inform Council of a meeting of the Finance Review Committee held on 15 August 2023.

OFFICER'S RECOMMENDATION

The minutes for the Finance Review Committee meeting held on 15 August 2023 be NOTED.

Moved: _____ **Seconded:** _____

REPORT

The Acting Chief Financial Officer reports that the Finance Review Committee met on 15 August 2023.

The minutes of the meeting are attached for the information of the Councillors.

**MINUTES OF THE FINANCE ADVISORY COMMITTEE MEETING OF THE
MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION
CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON TUESDAY 15 AUGUST 2023
COMMENCING AT 4:00PM.**

PRESENT: Cr S. Reynolds (Chair), Cr J. Lecky, Cr L. Dunn, Cr R. Scholes,
Mr D. Finnigan (General Manager), Mr J. Hogan (Acting Chief
Financial Officer).

IN ATTENDANCE: Cr A. Barry and Cr D. Marshall

1 Acknowledgement of Country

The Acknowledgement of Country was read by Cr R. Scholes.

2 Apologies

RESOLVED on the motion of Cr L. Dunn and Cr L. Dunn that:

The apology for inability to attend the meeting submitted by Cr R. Mahajan be
ACCEPTED.

3 Confirmation of Minutes of Previous Meeting

RESOLVED on the motion of Cr L. Dunn and Cr J. Lecky that:

The Minutes of the Finance Review Advisory Committee Meeting held on 18 July
2023, a copy of which has been distributed to all members, be taken as read and
confirmed as a true record.

4 Disclosure of Any Pecuniary and Non-Pecuniary Interests

Nil

5 Business Arising

Nil

6 Business

6.1 Final Operating and Capital Budget Carryovers 2023-2024

RESOLVED on the motion of Cr R. Scholes and Cr L. Dunn that:

The Finance Review Advisory Committee NOTES the final Operating and
Capital Carryover projects for carry over to 2023-24.

6.2 Monthly Financial Report - July 2023

RESOLVED on the motion of Cr L. Dunn and Cr A. Barry that:

Council notes the Financial Reports for the month ending 31 July 2023.



6.3 Report on Investments held as at 31 July 2023

RESOLVED on the motion of Cr R. Scholes and Cr J. Lecky that:

The Finance Review Advisory Committee NOTES Council's Investments as at 31 July 2023.

7 Date of Next Meeting

19 September 2023

8 Closure

The meeting was declared closed at 4:15PM.

Mr D. Finnigan
General Manager

Cr S. Reynolds
Chairperson



12.4. Industrial Closures Committee - 16 August, 2023

Attachments:	1. MINUTES - Industrial Closures Committee - 16/08/2023 [12.4.1 - 4 pages]
Responsible Officer:	Shaelee Welchman - Director - Community & Economy
Author:	Shaelee Welchman (Director - Community & Economy)
Community Plan Issue:	1 - Economic Prosperity
Community Plan Goal:	<i>A dynamic Local economy with full employment for current and future residents in a diverse range of high value industries.</i>
Community Plan Strategy:	1.2.1 - Facilitate the diversification of the Shire's economy and support growth of existing industry and business enterprise

PURPOSE

To inform Council of a meeting of the Industrial Closures Committee held on 16 August, 2023.

OFFICER'S RECOMMENDATION

The minutes for the Industrial Closures Committee meeting held on 16 August, 2023 be NOTED.

Moved: _____ Seconded: _____

REPORT

The Director Community and Economy reports that the Industrial Closures Committee met on 16 August, 2023.

The minutes of the meeting are attached for the information of the Councillors.

MINUTES OF THE INDUSTRIAL CLOSURES COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD VIA TEAMS/THE LOXTON ROOM, ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON WEDNESDAY 16 AUGUST 2023 COMMENCING AT 4:00PM.

PRESENT: Cr B. Woodruff (Chair), Cr R. Scholes, Mr M. Kelly (Mbk Chamber of Commerce), Mr B. O'Kane (Muswellbrook Coal) and Mr A. Lancey (Mt Arthur).

IN ATTENDANCE: Mr D. Finnigan (General Manager), Ms S. Welchman (Director - Community & Economy), Ms S. Pope (Director - Planning & Environment) and Ms F. Wilton (Economic Development Officer).

1 Acknowledgement of Country

The Acknowledgement of Country was read by Cr B. Woodruff.

2 Apologies

RECOMMENDED on the motion of Cr R. Scholes and Cr B. Woodruff that:

The apologies for inability to attend the meeting submitted by Cr S. Reynolds, Cr J. Drayton, Mr W. Jordan, and Mr D. Layzell be ACCEPTED.

3 Confirmation of Minutes of Previous Meeting

RECOMMENDED on the motion of Mr M. Kelly and Cr R. Scholes that:

The Minutes of the Industrial Closures Committee Meeting held on 3 November 2023, a copy of which has been distributed to all members, be taken as read and confirmed as a true record.

4 Disclosure of Any Pecuniary and Non-Pecuniary Interests

Nil

5 Business Arising

5.1 Committee Membership

RECOMMENDED on the motion of Mr M. Kelly and Cr R. Scholes that:

the Committee investigate and review the Committee Terms of Reference and Membership.

6 Business

6.1 BHP Mt Arthur Update

Mr A. Lancey provided an update on BHP Mt Arthur 12 months on from the closure announcement, including:

- A number of internal and external engagements starting with a workforce briefing in late July; meeting with the Hunter Business Chamber in August along with a couple of other business chambers and external engagements with community in the coming weeks.
- The Employee Engagement Program also known as "Tomorrow Together" has kicked off, with one-on-one conversations with all the workforce.



- The approval around the 2026 current expiry and the modification/EIS will be lodged on 22 September 2023.
- This modification will introduce the concept of alternative post mining land use but won't be seeking approval for any particular scenario at this stage.

Mr Kelly inquired if there had been any interest in other uses of the land?

Mr A. Lancey advised there had been growing interest. They expect the process that would need to be followed where those potential proponents would need to get to the point where they are in the position of lodge their own Development Application in relation to a particular land use opportunity. BHP are trying to continue the engagement with government around what the process will look like and it is still fairly early days. Conceptually people are starting to reach out both through government and directly to BHP around some of the concepts they've introduced. BHP are also commissioning some studies around pumped hydro around the major mining void. Work is being commissioned directly by BHP, however there has been interest in that particular project but they've not made any decision about how that will progress. There had some preliminary conversation with government so next step would more than likely be to progress with a little more rigor just trying to close out technical pre-feasibility to understand if there are any fatal flaws before talking to council and community.

Cr Scholes raised the question around how the department views the transition from mine closure plan and beyond that?

Mr Lancey advised that they have a current commitment and the modification will propose a new "base case" in accordance with the existing closure plan and that they are not seeking to deviate away from that base case. So, essentially the EIS document will have the base case committed to, but it will also have an appendix which talks to these potential alternative land uses, recognising that they will be subject to future approval applications on their own merits.

Ms Welch asked how BHP Mt Arthur see the Industrial Closures Committee assisting with achieving the alternative land use outcome?

Mr Lancey advised that whilst a really good question, he would need to explore this further with Council through a process that works well for both parties.

RECOMMENDED on the motion of Cr R. Scholes and Mr M. Kelly that:

The information contained in this report be noted.

6.2 Muswellbrook Coal Company Update

Mr B. O'Kane provided an update on Muswellbrook Coal including:

- Mining finished in November 2022, processing coal finished in December 2022 which was a trigger for the EA workforce to be made redundant;
- Coal haulage finished in March 2023 and railings finished in April 2023 which was the end of Muswellbrook Coal as an operating mine.
- Since then, there is only 6 Muswellbrook Coal employees left on site
- The washing and crushing plants have both been demolished in recent times
- Last month Theiss commenced work on site as the contractor to undertake the bulk earthworks for the rehabilitation
- Will be about a 2 year process for Theiss to complete the rehabilitation of what was referred to as "Pit One" which was last active pit that they were mining



- There are currently 2 projects gaining traction around future land use activity. The first one being pumped-hydro which is a joint venture with AGL and is currently in feasibility stage at the moment. The next stage will be detailed design and working through all environmental approvals that are required. The 2nd project is a solar farm in partnership with OX2. The EIS study has been lodged and will be on public exhibition shortly with a final decision around mid next year.
- Experiencing a lot of the same issues that BHP are starting to encounter. Uncertainty around the planning process and which government department takes ownership of this.

RECOMMENDED on the motion of Mr M. Kelly and Cr R. Scholes that:

The information contained in this report be noted.

6.3 AGL Liddell and Bayswater Update

Ms S. Pope provided an updated on AGL Liddell and Bayswater:

- AGL are still progressing their SSD application for demolition and rehabilitation of the Liddell site;
- Main issues raised by the EPA were in relation to the asbestos lined pipes and the fact that there seems to be multiple places on the site that might end up with asbestos;
- Liddell lake came up that no further contamination happens and how that is eventually addressed with Bayswater closing;
- The contract for demolition of the structure have already been let and people been engaged;
- Working on the first stage demolition of dropping the cooling towers and stacks. This needs to be done prior to removing any other structures as they protect the switching yard. Once this has been done they are looking at crushing a lot of the concrete and using it to build the flat level area for the new battery installation that has been approved;
- Talking to Council and Department of Planning about lodging an amendment to the LEP which would allow them to seek development approval for a couple of uses on the former Liddell site and one on the Bayswater site so they can reuse ash and not put it into the ash dam. However because of the current zonings it will end up in either the regional or state significant category.

Cr R. Scholes inquired whether the asbestos and the issues they were having with the Department/EPA still like idea of dropping the asbestos where they originally planned to drop on top of the dam?

Ms S. Pope advised that the asbestos was not being placed in the dam and that instead a borrow pit was being created and the asbestos would be placed in that. Ms Pope also advised that the EPA had reviewed all options and did not just go for what seemed to be the easier option. Ms Pope also advised that if they are going to have a site for disposal of asbestos, why aren't they proposing to dig up some of the other sites that exist and relocated all into one spot.

RECOMMENDED on the motion of Cr R. Scholes and Mr M. Kelly that:

The information contained in this report be noted.



6.4 Muswellbrook Shire Council Economic Development Update

Ms S. Welch provided an update on the Muswellbrook Shire Council Economic Development update:

- Since the opening of the Donald Horne building in the last month or so there have been 350 people come through that facility;
- From those 350 odd people there have been lots of connections and outcomes from those initial engagements;
- Nearly 4000 jobs that will be directly impacted in terms of mining closures from Idemitsu and Liddell earlier this year, Dartbrook, Mount Arthur and Mangoola in 2030, Bayswater in 2035 and the other mines in 2040-2050;
- 40% of all jobs in the LGA are in mining and electricity generation and 70% of our GRP comes from those two industries as well;
- Huge income disparity between wages between males and females in the LGA;
- 5000 out of the 10000 jobs in Muswellbrook, more than half of those live and work in Muswellbrook. Only 20% of those people that live and work in Muswellbrook work in the mines;
- For every mining job that is lost, it impacts another 0.82 job in the shire. Almost one for one.

RECOMMENDED on the motion by Mr M. Kelly and Cr R. Scholes that:

The information in this report be noted.

6.5 Draft Community, Environment and Economic Development Fund Policy and Deed

RECOMMENDED on the motion of Cr R. Scholes and Mr M. Kelly that:

1. Committee notes the draft Muswellbrook Community, Environment, and Economic Development Fund (CEEDF) Policy and CEEDF Deed.
2. Committee notes that engagement on the draft Policy and Deed with Parties who currently have Planning Agreements with Council for State Significant Development projects in the shire will be arranged and feedback considered prior to finalisation of the Policy and Deed.

7 Member Updates

Nil

8 Date of Next Meeting

19 October 2023

9 Closure

The meeting was declared closed at 5:38pm.

Mr D. Finnigan
General Manager

Cr B. Woodruff
Chairperson



12.5. Local Traffic Committee - 12 September, 2023

Attachments:	1. MINUTES - Local Traffic Committee - 12/09/2023 [12.5.1 - 2 pages]
Responsible Officer:	Derek Finnigan - 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 12 September 2023.

OFFICER'S RECOMMENDATION

The minutes for the Local Traffic Committee meeting held on 12 September 2023 be accepted and the recommendations contained therein be ADOPTED by Council.

Moved: _____ **Seconded:** _____

REPORT

The Manager Roads, Drainage and Technical Services reports that the Local Traffic Committee met on 12 September 2023.

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 12 SEPTEMBER 2023 COMMENCING AT 2.00PM.

PRESENT: Cr M. Bowditch (Chair), Cr D. Marshall, Ms B. Haverboek, Ms K. Scholes.

IN ATTENDANCE: Mrs I. Williams

1 Acknowledgement of Country

The Acknowledgement of Country was read by Cr M. Bowditch.

2 Apologies

RECOMMENDED on the motion of Cr M. Bowditch and Ms K. Scholes that: The apologies for inability to attend the meeting submitted by Mr M. Kelly and Snr Const. A. Sweeney be ACCEPTED.

3 Confirmation of Minutes of Previous Meeting

RECOMMENDED on the motion of Cr M. Bowditch and Ms K. Scholes that:

The Minutes of the Local Traffic Committee Meeting held on **9 May, 2023**, a copy of which has been distributed to all members, be taken as read and confirmed as a true record.

4 Disclosure of Any Pecuniary and Non-Pecuniary Interests

Nil.

5 Business Arising

Marketplace Carpark

The Committee was advised that the Marketplace carpark works have been completed and signage will be installed in the next 2 weeks to reflect the vehicle circulation of the top carpark with "No Entry" signs to be placed on the top access way.

6 Business

6.1 Muswellbrook South Public School Parking Restrictions Osborne Avenue

A report was submitted to the Committee to recommend the extension of the "No Parking" and "No Stopping" zones in Osborne Avenue, Muswellbrook.

RECOMMENDED that:

Council uses its delegated authority to:

1. Extend the "No Parking 8:00am to 9:30am and 2:30pm to 4:00pm School Days" zone to incorporate an additional 4 car parking spaces west of the existing no parking zone; and
2. Extend the "No Stopping 8:00am to 9:30am and 2:30pm to 4:00pm School Days" zone to match the no parking zone;

VOTE: Unanimous Support



6.2 Woodlands Ridge School Bus Run

A report was submitted to the Committee to advise of a request to change the location of the school bus stop on Woodlands Ridge Road.

RECOMMENDED that:

Council:

1. takes no action to change the current location of the school bus stops on Woodlands Ridge Road for the reasons outlined in the report;
2. Install "School Bus Route" Signs along Woodlands Ridge Road; and
3. The resident be advised accordingly.

VOTE: Unanimous Support

7 Closed Committee

Nil

8 Date of Next Meeting

TBC

9 Closure

The meeting was declared closed at 2:35pm.

.....
Cr M. Bowditch
CHAIR



12.6. Events Steering Committee Meeting - 12 September, 2023

Attachments:	1. MINUTES - Events Steering Committee - 12 September 2023 [12.6.1 - 2 pages]
Responsible Officer:	Shaelee Welchman - Director - Community & Economy
Author:	Shaelee Welchman (Director - Community & Economy)
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:	4.3.1 - Develop and implement a program of Shire events to engage more locals and attract more visitors

PURPOSE

To inform Council of a meeting of the Events Steering Committee held on 12 September, 2023.

OFFICER'S RECOMMENDATION

The minutes for the Events Steering Committee meeting held on 12 September, 2023 be NOTED.

Moved: _____ **Seconded:** _____

REPORT

The Director Community and Economy reports that the Events Steering Committee met on 12 September, 2023.

The minutes of the meeting 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 Tuesday
12 September 2023 COMMENCING AT 4:30PM.**

PRESENT:	Cr S. Reynolds (Chair), Cr D. Douglas, Cr J. Drayton and Cr D. Marshall
IN ATTENDANCE:	Cr G. McNeill, Mr D. Finnigan (General Manager), Cr J. Lecky, Ms S. Welchman (Director - Community & Economy), Ms F. Wilton (Economic Development Officer) and Ms K. Manwarring (Manager - Community Services)

1 Acknowledgement of Country

The Acknowledgement of Country was read by Cr D. Douglas.

2 Apologies

Nil

3 Confirmation of Minutes of Previous Meeting

RESOLVED on the motion of Cr D. Douglas and Cr D. Marshall that:

The Minutes of the Events Management Steering Committee Meeting held on **8 August 2023**, a copy of which has been distributed to all members, be taken as read and confirmed as a true record.

4

Disclosure of Any Pecuniary and Non-Pecuniary Interests

Ms S. Welchman declared a conflict of interest in relation to Item 6.2 as she is a member on the Board of Muswellbrook Race Club.

5 Business Arising

Nil

6 Business

6.1 Australia Day 2024 Community Awards Criteria and Guidelines

RESOLVED on the motion of Cr S. Reynolds and Cr D. Marshall that:

The Events Committee:

- i. Endorses the 2024 Australia Day Award categories, criteria, and guidelines.
- ii. Endorses the 2024 Australia Day Award nomination period is between 9 October - 30 November 2023.



- iii. Recommend Australia Day Nominations Committee representatives to the Mayor
- iv. Include the Norfolk Agricultural Award in the 2024 Australia Day Award categories

6.2 2023 - 2024 Events Calendar

RESOLVED on the motion of Cr S. Reynolds and Cr J. Drayton that:

- The Events Steering Committee write to the Muswellbrook Race Club about potentially changing the Muswellbrook Cup Race Day back to the same day as Melbourne Cup.
- The Events Steering Committee notes the regional events calendar.

7 Closed Committee

Nil

8 Date of Next Meeting

10 October 2023

9 Closure

The meeting was declared closed at 5:08PM.

Mr D. Finnigan
General Manager

Cr S. Reynolds
Chairperson



12.7. Grants Review Committee - 14 September, 2023

Attachments:	1. Minutes - Grants Review Committee - 14/09/2023 [12.7.1 - 2 pages]
Responsible Officer:	Shaelee Welchman - Director - Community & Economy
Author:	Shaelee Welchman (Director - Community & Economy)
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:	6.2.1 - 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 a meeting of the Grants Review Committee held on 14 September, 2023.

OFFICER'S RECOMMENDATION

The minutes for the Grants Review Committee meeting held on 14 September, 2023 be NOTED.

Moved: _____ **Seconded:** _____

REPORT

The Director Community and Economy reports that the Grants Review Committee met on 14 September, 2023.

The minutes of the meeting are attached for the information of the Councillors.

**MINUTES OF THE GRANTS REVIEW COMMITTEE MEETING OF THE
MUSWELLBROOK SHIRE COUNCIL HELD VIA TEAMS/THE LOXTON ROOM,
ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON
WEDNESDAY, Thursday 14 September 2023 COMMENCING AT 4:00PM.**

PRESENT: Cr S. Reynolds (Chair) and Cr L. Dunn.

IN ATTENDANCE: Cr D. Marshall, Cr G. McNeill, Cr J. Lecky, Cr R. Scholes, Mr D. Finnigan (General Manager), Mr J. Hogan (Acting Chief Financial Officer), Ms S. Welchman (Director - Community & Economy), Mr M. Lysaught (Director - Property & Place), Mr M. Leman (Innovation Coordinator), Mr I. Skaines (Grants & Community Engagement Advisor) and Mr P. Chandler (Technical Officer - Recreation & Property).

1 Acknowledgement of Country

The Acknowledgement of Country was read by Cr Reynolds.

2 Apologies

RESOLVED on the motion of Cr S. Reynolds and Cr L. Dunn that:

The apology for inability to attend the meeting submitted by Cr D. Douglas be
ACCEPTED.

3 Confirmation of Minutes of Previous Meeting

RESOLVED on the motion of Cr L. Dunn and Cr S. Reynolds that:

The Minutes of the Grants Review Committee Meeting held on **8 March 2023**, a copy of which has been distributed to all members, be taken as read and confirmed as a true record.

4 Disclosure of Any Pecuniary and Non-Pecuniary Interests

Nil

5 Business Arising

Nil

6 Business

6.1 Report on Council Grant Funding and Community Engagement

RESOLVED on the motion of Cr S. Reynolds and Cr L. Dunn that:

The Grants Review Committee:

1. Notes the information contained in this report and;
2. Approves Council applying for funding under the Precinct Commonwealth Regional Precincts and Partnership Program for:



- a) Stream 1: Planning for the Muswellbrook Gateway Precinct, New England Highway, and the Industrial Start-up Hub, Glen Munro Road.
- b) Stream 2: Stage 2 - Wollombi Road Precinct

8 Date of Next Meeting

Next Meeting Date – to be determined

9 Closure

The meeting was declared closed at 4:30PM

Mr D. Finnigan
General Manager

Cr S. Reynolds
Chairperson



13. Notices of Motion

13.1. Transition from Hydrocarbon-based Industries

Attachments: Nil

Responsible Officer: Derek Finnigan - General Manager

Councillor McNeill has indicated his intention to move the following motion at the next Ordinary Council Meeting, as follows:

MOTION

Council collaborates with Singleton council and proposes to request a meeting with State and Federal Ministers and industry experts to discuss and formulate an economic roadmap for our Local Government Areas (LGAs) regarding the impending forced transition from hydrocarbon-based industries. This is recognised as an imminent threat as thermal power stations and coal mines reach the end of their lives. I would suggest the agenda include, but not be limited to, the establishment or relocation of government departments within/to our LGAs. The discussion should also include the expansion of renewable energy projects, as appropriate, in our LGAs.

Fifty percent or greater of the additional revenue raised by mining, inside our LGA's, resulting from the State Governments recently announced 2.5% mining royalty increase is to be allocated proportionally to our LGAs to fund this transition.

Moved: _____ **Seconded:** _____

RESPONSE BY GENERAL MANAGER

Council senior staff currently conduct regular meetings with Singleton Council and Upper Hunter Shire Council to discuss, amongst other things, the streamlining of planning processes to facilitate the release of mining land for economically valuable reuse, and also to consider the consistency of Voluntary Planning Agreements across the three upper Hunter Councils regarding renewable energy projects. This motion assists to reinforce the need to provide an appropriate level of resourcing to our Shire so that Muswellbrook Shire can prepare for the future in a thoughtful, strategic, and timely manner.



14. Councillors Reports

15. Written Questions

15.1. Monitoring and Maintenance of Council's Trees and Shrubs Assets - Newly Planted and Semi-Established

Attachments: Nil

Responsible Officer: Derek Finnigan - General Manager

Cr McNeill has asked the following question with notice for the Council meeting on 26 September 2023, as follows:

I would like to formally request a report to council that deals with how council is currently managing the above assets, as well as how it plans to manage them going into what is predicted to be an extremely hot & dry summer. Could the report also include specific information as listed below:

1. *How does council currently monitor and manage new plantings.*
2. *If monitoring occurs, what does it involve?*
3. *Does council measure the success of new plantings (less than 1 year old)? If so, what is the rate of survival? Is there a benchmark / expectation? Do staff have a view on how we are faring? If it is below expectation is there a view on why? Are many just planted and at the mercy of the weather due to budget restraints?*
4. *Is the health of newly established trees and shrubs (between 1 & 2 yrs. old) monitored? If so, what are the triggers for additional watering? Is there a prescribed regime for watering when conditions are harsh? If not, can this be considered?*
5. *What is the current budget allocation for watering? Is there capacity in this budget to ensure all plantings, new & newly established are adequately watered under an extreme EL Nino event?*

MOTION

The information contained in the report be noted.

Moved: _____ **Seconded:** _____

RESPONSE BY GENERAL MANAGER

In relation to the management of trees, staff intend to return the Tree Policy for Council's consideration at Council's October 2023 Ordinary Council meeting. This follows the report to Council at the August meeting about the Plane Trees in Henry Dangar Drive. The return of the Policy will clearly describe the circumstances where tree removal matters are reported to Council.

As part of this report, staff will include further information on Council's monitoring and maintenance of Council's plantings.

It appears likely we will experience a dry summer, so a more challenging period is ahead for establishing plantings compared to recent years of heavy rainfall. Further, Council's resources are such that because we are managing living assets, the outcomes will not always be perfect, with some plantings dying and then not replaced due to a variety of factors. However, the intent is a genuine commitment to ensure Council's plantings survive



and flourish.

An audit of Council's planting sites and a review of maintenance scheduling is currently being carried out and will be reported to the 24 October 2023 Ordinary Council Meeting.

In summary, Council's new plantings other than garden beds can be separated into two general areas: Street Trees and Natural Areas.

Street Trees

- Street Trees planted are 100 Litre in size and, while not tube stock, they do require a period of establishment and this length of required time can vary.
- Approx 170 street trees, for example, have been planted this calendar year and these are monitored and watered.
- Once planted, Council will water to establishment (enough roots to stay alive) at a minimum once a week and inspected each time by Council's Tree Officer.
- Further, under Council's Street Tree Program, the residents also by requesting a street tree are volunteering to water and look after the street trees
<https://www.muswellbrook.nsw.gov.au/street-tree-program/>
- The trees are selected from Council's Preferred Species List which has a matrix that identifies the most suitable street tree within several inputs or constraints, including, for example, overhead power lines, exposure, and origin.

Natural Areas

- When Council engages a contractor for a project, for example, Hunter Beach, typically included is a maintenance period, including watering, of 3 months with 80% retention of plantings included in the specification.
- Likewise, when Council undertakes the plantings, we have a watering programme for establishment of 3 months, and then periodic inspections following and supplementing rainfall where required.
- Natural Areas plantings are inherently, though, the 'survival of the fittest', as there is no ongoing reliable supply of water or an irrigation system, however there are a number of actions taken to increase the chances of survival including:
 1. plants are grown from locally sourced seed to ensure that they are suitable for the area;
 2. before planting, seedlings are removed that look compromised, and are nurtured in the nursery for planting later;
 3. plantings include a 20% buffer to factor in the loss and retention of plants; and
 4. water saving crystals and fertiliser are used when planting to help survival.
- In the past 12 months, Council has established a Technical Officer – Natural Areas position, and a key responsibility of this role is to be the asset manager of natural areas. Council has been successful in recruiting to this role an officer with approximately 20 years of experience with the NSW National Parks and Wildlife Service, who is developing a small team of staff with an interest in natural areas. It is a growing area of Council, and the recent community survey supports resourcing this work.



16. Questions for Next Meeting

17. 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.

18. 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: _____

18.1. 2023-2024-0572 – Restaurant Fit-out Donald Horne Building Request for Quote

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.

18.2. Project 2023-2024-0578A Processing of FOGO - Tender Evaluation Plan

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.



18.3. Regional Procurement Tender T162324HUN - Linemarking

This report is CONFIDENTIAL under the provisions of Section 10A(2)(d) of the Local Government Act 1993, as it relates to commercial information of a confidential nature that would, if disclosed: (i) prejudice the commercial position of the person who supplied it, or (ii) confer a commercial advantage on a competitor of the council, or (iii) reveal a trade secret.

Council considers that discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

18.4. Regional Procurement Contract T152324HUN - Traffic Control

This report is CONFIDENTIAL under the provisions of Section 10A(2)(d) of the Local Government Act 1993, as it relates to commercial information of a confidential nature that would, if disclosed: (i) prejudice the commercial position of the person who supplied it, or (ii) confer a commercial advantage on a competitor of the council, or (iii) reveal a trade secret.

Council considers that discussion of the matter in an open meeting would be, on balance, contrary to the public interest.



19. Resumption of Open Council

20. Closure

Date of Next Meeting: 24 October, 2023