Muswellbrook Shire Council

ORDINARY COUNCIL MEETING

BUSINESS PAPER

THURSDAY 27 APRIL 2023

MUSWELLBROOK SHIRE COUNCIL

P.O Box 122
MUSWELLBROOK
20 April 2023

Councillors,

You are hereby requested to attend the Ordinary Council Meeting to be held in Memorial Hall, 30 Ogilvie St, Denman NSW 2328 on **Thursday 27 April 2023** commencing at 6:00 pm.

Derek Finnigan
GENERAL MANAGER

Council Meetings

Meeting Principles

Council and committee meetings should be:

Transparent:	Decisions are made in a way that is open and accountable.
Informed:	Decisions are made based on relevant, quality information.
Inclusive:	Decisions respect the diverse needs and interests of the local community.
Principled:	Decisions are informed by the principles prescribed under Chapter 3 of the Act.
Trusted:	The community has confidence that councillors and staff act ethically and make decisions in the interests of the whole community.
Respectful:	Councillors, staff and meeting attendees treat each other with respect.
Effective:	Meetings are well organised, effectively run and skilfully chaired.
Orderly:	Councillors, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

Public Forums

The council may hold a public forum prior to each ordinary meeting of the council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to extraordinary council meetings and meetings of committees of the council.

To speak at a public forum, a person must first make an application to the council in the approved form. Applications to speak at the public forum must be received by no later than 9.00 am two (2) days prior to the day of the meeting before the date on which the public forum is to be held, and must identify the item of business on the agenda of the council meeting the person wishes to speak on, and whether they wish to speak ‘for’ or ‘against’ the item.

Approved speakers at the public forum are to register with the council any written, visual or audio material to be presented in support of their address to the council at the public forum, and to identify any equipment needs no more than 3 days before the public forum. The general manager or their delegate may refuse to allow such material to be presented.

Each speaker will be allowed 2 minutes to address the council. This time is to be strictly enforced by the chairperson.

Declarations of Interest

Statement of Ethical Obligations

Councillors are reminded of their oath or affirmation of office, made under section 233A of the NSW Local Government Act 1993, to undertake the duties of the office of Councillor in the best interests of the people of Muswellbrook Shire and Muswellbrook Shire Council and to faithfully and impartially carry out the functions, powers, authorities and discretions vested in them, under the Local Government Act 1993 or any other Act, to the best of their ability and judgment. Pursuant to the provisions of the Muswellbrook Shire Council Code of Meeting Practice and the Muswellbrook Shire Council Code of Conduct, Councillors are reminded of their obligations to disclose and appropriately manage conflicts of interest.

Section 451 of the Local Government Act requires that if a Councillor or Member of a Council or committee has a pecuniary interest in any matter before the Council or Committee, he/she must disclose the nature of the interest to the meeting as soon as practicable and must not be present at, or in sight of, the meeting, when the matter is being discussed, considered or voted on.

A pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of financial gain or loss (see sections 442 and 443 of the Local Government Act).

A non-pecuniary interest can arise as a result of a private or personal interest which does not involve a financial gain or loss to the councillor or staff member (eg friendship, membership of an association, or involvement or interest in an activity). A Councillor must disclose the nature of the interest to the meeting as soon as practicable.

Council's Model Code of Conduct now recognises two forms of non-pecuniary conflict of interests:

- Significant
- Less than significant

A Councillor must make an assessment of the circumstances and determine if the conflict is significant.

If a Councillor determines that a non-pecuniary conflict of interests is less than significant and does not require further action, they must provide an explanation of why it is considered that the conflict does not require further action in the circumstances.

If the Councillor has disclosed the existence of a significant non-pecuniary conflict of interests at a meeting they must not be present at, or in sight of, the meeting, when the matter is being discussed, considered or voted on.

Order of Business

2. Acknowledgement of Country 7
3. Civic Prayer 7
4. Apologies and Applications for a Leave of Absence 7
5. Confirmation of Minutes 7
6. Disclosure of any Pecuniary or Non-Pecuniary Interests 7
7. Mayoral Minute 7
8. Public Participation 7
9. Business Arising (From Previous Meetings) 7
10. Business (Specific Reports) 8

10.1. Planning and Environment 8
10.1.1. Rating Sub-Category Amendments 8
10.1.2. Muswellbrook Battery (BESS) revised Planning Agreement General Terms 15
10.1.3. Council Development Conflict of Interest Management Policy for ADOPTION 26
10.1.4. Monthly Report to Council - Planning, Environment and Regulatory Services 38
10.2. Community Infrastructure 51
10.2.1. Mount Pleasant Operations Access to Remove Underbores Section 138 Roads Act 1993 Approval 51
10.2.2. Improvements to the Sandy Creek Road/New England Highway Intersection 57
10.2.3. Denman to Sandy Hollow Water Pipeline Project - Council Funding Contribution 68
10.3. Property and Place 72
10.3.1. Major Projects Status Report 72
10.4. Corporate Services 82
10.4.1. Sustainable Water, Wastewater & Waste Environment Grants Policy POL35/1 for recommended rescission 82
10.4.2. DRAFT 2023/2024 Operational Plan - For Public Exhibition 90
10.4.3. 2023/24 Budget Estimates - For Public Exhibition 93
10.4.4. 2023/24 Revenue Policy - For Public Exhibition 98
10.4.5. 2023/24 Fees & Charges - For Public Exhibition 100
10.4.6. FY22 Local Government Performance Excellence Program Final Report 161
10.4.7. Appointment of General Manager's Performance Panel 268

10.4.8. Monthly Financial Report - March 2023 291
10.4.9. Report on Investments held as at 31 March 2023 307
10.4.10. Report on Council Grant Funding and Community Engagement....321
10.5. Community and Economy 326
11. Minutes of Committee Meetings....330
11.1. Event Steering Committee Meetings - 13 December, 2022 and 11 April, 2023 ...330
11.2. Finance Review Advisory Committee - 21 March, 2023....338
11.3. Sport and Recreation Committee - 29 March, 2023 341
11.4. Local Traffic Committee Meeting - 11 April 2023 347
12. Notices of Motion....352
12.1. Notice of Motion - Cr McNeill....352
13. Councillors Reports 354
14. Written Questions....354
15. Questions for Next Meeting 354
16. Adjournment into Closed Council....354
17. Closed Council....354
17.1. Tender 2021-2022-0499 - Design, Supply and Installation of Replacement Fluoride Dosing System at Muswellbrook Water Treatment Plant 354
17.2. Tender 2022-2023-0547 - Design, Construction and Installation of Bus Shelters Muswellbrook 354
17.3. Contract 2021-2022-0500 - Design and Construction of Denman Heritage Village - Variations....355
17.4. Options to Tender following EOI for Organics Processing 355
17.5. Bush Fire Protection Zones Northview Estate - Maintenance Requirements....355
17.6. Cleantech Ecosystem Development Grant....356
17.7. Outcome of Refinanced $1.64M General Fund Loan....356
17.8. Legal Matter....356
18. Resumption of Open Council 356
19. Closure 356

2. Acknowledgement of Country

3. Civic Prayer

4. Apologies and Applications for a Leave of Absence

5. Confirmation of Minutes

Ordinary Council Meeting held in 28 March, 2023

RECOMMENDATION

The Minutes of the Ordinary Council Meeting held on **28 March, 2023**, a copy of which has been distributed to all members, be taken as read and confirmed as a true record.

Moved: _____Seconded: _____

6. Disclosure of any Pecuniary or Non-Pecuniary Interests

7. Mayoral Minute

Nil

8. Public Participation

9. Business Arising (From Previous Meetings)

Nil

10. Business (Specific Reports)

10.1. Planning and Environment

10.1.1. Rating Sub-Category Amendments

Attachments:	1. Rating Appendix [**10.1.1.1** - 1 page]
Responsible Officer:	Sharon Pope - Director - Planning & Environment
Author:	Theresa Folpp (Development Compliance Officer)
Community Plan Issue:	*1 - Economic Prosperity*
Community Plan Goal:	*A dynamic Local economy with full employment for current and future residents in a diverse range of high value industries.*
Community Plan Strategy:	1.1.1 - Facilitate the expansion of and establishment of new industries and business.
	Not applicable

PURPOSE

To address an anomaly within Council's Revenue Policy 2022/2023 which places small scale energy generation in the same land rating category as the coal fired power stations and does not capture the rehabilitation phase of former coal fired power station sites.

OFFICER'S RECOMMENDATION

Council:

1. Supports, in principle, amendments to two rating subcategories: *Business – Power Generation* and *Business – Mine Rehabilitation*; and
2. Supports the next step of staff seeking legal advice on the proposed changes and notifying proposed changes as part of the 2024-25 budget process.

Moved: _____ Seconded: _____

BACKGROUND

This matter was reported to the 28 March 2023 Council meeting and deferred to enable Councillors to have a workshop on rate sub-categories.

Officers have recently been in discussions with proponents in relation to Planning Agreements (PA) for renewable energy State Significant Development proposed in the LGA.

The Proponent for a battery energy storage system has suggested that the payment of Council rates should be a sufficient contribution toward local road maintenance arising from the development, and that the planning agreement should focus on contributions toward the employment of environmental staff at Council and community and economic development activities that benefit the local community.

In response, Officers reviewed Council's Revenue Policy 2022/2023 to identify the nature of land rates that would be payable by renewable energy projects. Officers have identified that some of the rating sub-categories are inconsistent with Council's Community Strategic Plan and Operational Plan goals to diversify employment opportunities in the LGA and to encourage a transition of employment activities on mine and coal fired power station sites as closures occur. The adopted land rating sub-categories may create a disincentive for the development of renewable electricity and storage development in Muswellbrook Shire.

Currently, the Revenue Policy outlines the following sub-category:

> ***Business – Power Generation***
>
> *Council determines a sub-category for the category "Business" called "Business – Power Generation" for each parcel of rateable land valued as one assessment if it cannot be categorised as farmland, residential or mining and if its dominant use is as a centre of any of the following activities:*
>
> *a) the generation of, or capacity to generate, more than 5 megawatts of electricity; or*
> *b) the storage of, or capacity to store, more than 10 megawatts of electricity;*
>
> *and the land cannot be sub-categorised as 'Business – Mine Rehabilitation'.*

This sub-category essentially captures the majority (if not all) of the new renewable solar and battery projects within the shire.

Council's current Ordinary Rates as shown in the Revenue Policy are provided in **Table 1**.

Table 1 – Council's Ordinary Rates (source: 2022/2023 Revenue Policy)

Rates Categories	Rate (cents) 2022/2023	Base Rate ($)
General Residential - Mbrook & Denman	0.6905017	290
General Farmland	0.3237322	400
General Mining	1.3536251	15,000
General Business	1.28558374	250
General Residential	0.5074695	240
General Farmland - Irrigable	0.3882914	440
General Mining - Underground Coal Mining	2.4343808	15,000
General Business - Thomas Mitchell Drive	1.294636	275
General Business - Power Generation	9.0182913	25,000
General Business - Showground Release	0.2398414	250
General Mining - Metallurgical Coal Mining	2.4343808	15,000
General Business - Mine Rehabilitation	1.3536251	15,000

To determine the impact of the current rating scheme on electricity generating and storage development, Officers reviewed the Ordinary Rates for a typical Assessment Area with a land value of $400,000 across three different sub-category scenarios, as follows:

- Scenario A - Farming land (*General Farmland*) being used for a solar array (*General Business – Power Generation);*
- Scenario B - Mine buffer land/rehab land (*General Business - Mine Rehabilitation*) being used for solar array (*General Business – Power Generation)*; and
- Scenario C - Ausgrid land near substation (*General Business*) being used for the battery storage (*General Business – Power Generation)*.

A summary of the results is provided in **Table 2** with worked examples provided in

Appendix A.

Table 2 shows that where a renewable energy project is constructed, the rating sub-category for the site is likely to become Business - Power Generation and rates will increase significantly to the highest sub-category in the LGA.

Table 2 – Sub-category rate comparison for renewable energy generation on a site with a $400,000 land value

	Rates ($pa)	Rates ($pa)	
	Farmland - General	**Business – Power Generation**	**Actual Increase ($pa)**
A	1694.93	61,073.17	59,378.24
	Business – Mine Rehabilitation	**Business – Power Generation**	
B	20,414.50	61,073.17	40,658.67
	Business - General	**Business – Power Generation**	
C	5392.33	61,073.17	55,680.84

Individual renewable energy projects proposed in the LGA will generate or store less power than Liddell or Bayswater Power Stations are constructed to deliver, however the rating sub-category would apply equally to them all and is not reflective of their ability to pay or their impact on Council's delivery of services. The two Power Stations were built before legislation permitted the negotiation of planning agreements to capture the residual impacts of development on local communities. The higher land rates that the Power Stations pay is Council's approach to addressing these residual impacts.

General Business - Mine Rehabilitation Rating Sub-category

The *General Business - Mine Rehabilitation* sub-category applies to '*rehabilitation of land that is or has been disturbed by mining operations'*.

The current definition for this sub-category (provided below in the **Report** section), defines rehabilitation as the following:

a. the treatment or management of disturbed land or water for the purpose of establishing and maintaining a safe and stable environment; and

b. the design and construction of landforms as well as the establishment of sustainable ecosystems or alternative vegetation.

This definition could be reasonably applied to the rehabilitation of the Liddell and Bayswater Power Station sites which will be required after demolition, and any land encumbered by these works will not be available for other land uses for some time. The Liddell and Bayswater Power Station sites are similar in size, scale and nature to mining operations and are likely to generate similar traffic and social infrastructure impacts when in the demolition and rehabilitation phase.

CONSULTATION

The rate sub-categories were discussed briefly with the State Significant Development (SSD) Committee meeting held 13 March 2023.

Changes have been discussed with Council's Corporate Lawyer and Council's Financial Controller, who support the changes in principle and recommend formal review of the changes by an appropriate legal expert before inclusion in the 2024-25 FY budget.

REPORT

Rating Sub-category Amendments

Officers propose the following Rating Sub-category Amendments:

1. Amend the *Business – Power Generation* sub-category as follows (amendments are shown with shading:

   ***Business – Power Generation* (non-renewable)**

   Council determines a sub-category for the category "Business" called "Business – Power Generation (non-renewable)" for each parcel of rateable land valued as one assessment if it cannot be categorised as farmland, residential or mining and if its dominant use is as a centre of any of the following activities:

   a) the generation of, or capacity to generate, more than 5 megawatts of electricity; or

   b) the storage of, or capacity to store, more than 10 megawatts of electricity;

   and the land cannot be sub-categorised as 'Business – Mine Rehabilitation'.

   For the purpose of this sub-category "power generation (non-renewable)" means energy production from coal, natural gas, oil and nuclear energy resources or similar non-renewable resources.

As a result of this change, power generation from renewable resources would be rated as General Business.

2. Amend the *Business – Mine Rehabilitation* sub-category as follows (amendments are shown in with shading):

   Business – Mine & Power Generation (non-renewable) Rehabilitation

   Council determines a sub-category for the category "Business called "Business – Mine & Power Generation (non-renewable) Rehabilitation" for each parcel of rateable land valued as one assessment if it cannot be categorised as farmland, residential or mining and if its dominant use is as a centre of any of the following activities:

   a) the rehabilitation of land that is or has been disturbed by mining or power generation (non-renewable) operations

   For the purposes of this sub-category, "rehabilitation" includes:

   a. removal of buildings and infrastructure

   b. the treatment or management of disturbed land or water for the purpose of establishing and maintaining a safe and stable environment; and

   c. the design and construction of landforms as well as the establishment of sustainable ecosystems or alternative vegetation.

   For the purposes of this sub-category "mining operations" means operations carried out in the course of mining, "power generation (non-renewable)" means energy production from coal, natural gas, oil and nuclear energy resources.

Interactions with Planning Agreements

Officers propose that residual impacts (including Local Road Maintenance) from individual projects rated as '*Business – Power Generation (renewables)*' will be captured under the updated *Planning Agreement Policy* and its associated Residual Impact Analysis worksheet.

The Planning Agreement (PA) Residual Impact Analysis concept was introduced to the SSD

Committee on 13 March 2023 and is included in this Council Agenda as a separate report regarding the Muswellbrook Built Environment Sustainability Scorecard (BESS).

OPTIONS

Option 1:

Amend the two rating subcategories: Business – Power Generation and Business – Mine Rehabilitation as outlined in this report. This is the recommended options as the economics of renewable energy are different to coal fired power generation and the current rating sub-categories will potentially create a disincentive to renewable energy projects developing in the LGA.

Option 2:

Do-Nothing – This would mean that all electricity generating works or electricity storage facilities will be required to pay the same rate sub-category.

The "Do-Nothing" approach for Rating Sub-category Amendment 3 means that Power Stations within the shire, once the land cannot be sub-categorised as 'Business – Power Generation' i.e. once the power station stops generating electricity, the land will be categorised as *Business – General*.

CONCLUSION

As part of negotiations on planning agreements for renewable energy projects in the LGA, Officers have recently reviewed land rating sub-categories to determine whether separate contributions would be necessary for local road maintenance. This review revealed that smaller scale renewable energy projects would be in the highest rate sub-category in the LGA and paying comparable rates to the Liddell and Bayswater power stations.

Officers recommend changes to the sub-categories so that they are not a disincentive to renewable energy projects establishing in the LGA. Residual impacts from renewable energy projects would be addressed as part of the negotiation of planning agreements.

SOCIAL IMPLICATIONS

Nil.

FINANCIAL IMPLICATIONS

It is difficult to quantify the financial impacts of this change. While several renewable energy projects have been approved in the LGA, none have been constructed, so none are currently paying the Business – Power Generation rate sub-category. If that category acts as a disincentive, the LGA may miss the potential employment opportunities and the lift in rates to the General Business sub-category.

POLICY IMPLICATIONS

The outcomes of the rate sub-category review would inform the review of the Planning Agreement Policy.

STATUTORY IMPLICATIONS

Any change to the sub-categories will need to progress in accordance with the Local Government Act and Regulations.

LEGAL IMPLICATIONS

Council's Corporate Lawyer has been consulted and recommends that the next step in the review process be seeking advice from a suitable legal practitioner.

OPERATIONAL PLAN IMPLICATIONS

The soonest the rating sub-category amendments cold be introduced would be the 2024-25 Budget and Operational Plan.

RISK MANAGEMENT IMPLICATIONS

Nil.

Appendix A – Land rate comparison, worked example for Battery Energy Storage System on land with value of $400,000

	Farmland - General				Business - Power Generation					
Example (Assumes 1 Assessment Area)	Rate (cents)	Value ($)	Base Rate ($)	Total Rates ($)	Rate (cents)	Value ($)	Base Rate ($)	Total Rates ($)	Percentage Increase	Actual Increase ($pa)
Farming land (General Farmland) being developed	0.3237322	400,000	400	1694.93	9.0182913	400,000	25,000	61,073.17	3603%	59,378.24
	Business - Mining / Mine Rehabilitation (same amount for each category)				Business - Power Generation					
Mine buffer land/rehab land (General Business Mine Rehabilitation) being repurposed	1.3536251	400,000	15,000	20,414.50	9.0182913	400,000	25,000	61,073.17	299%	40,658.67
	Business - General				Business - Power Generation					
Ausgrid land near substation (General Business) being used for the BESS	1.28558374	400,000	250	5392.33	9.0182913	400,000	25,000	61,073.17	1133%	55,680.84

10.1.2. Muswellbrook Battery (BESS) revised Planning Agreement General Terms

Attachments:	1. Comparative residual analysis [**10.1.2.1** - 2 pages]
Responsible Officer:	Sharon Pope - Director - Planning & Environment
Author:	Theresa Folpp (Development Compliance 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. 6.2.1.2 - Seek funding opportunities to support the interests and aspirations of the Shire identified by the Community Strategic Plan and Delivery Program

PURPOSE

The purpose of the report is for Council to consider the revised general terms of Firm Power's Benefit Sharing Offer/Planning Agreement for the Muswellbrook Battery Energy Storage System (Muswellbrook BESS) (SSD-29704663).

OFFICER'S RECOMMENDATION

Council:

1. Notes the principles of the draft Community and Economic Development Fund Policy and the revised Planning Agreement Policy;
2. Supports the following key elements of the Muswellbrook Battery Energy Storage System (BESS) Planning Agreement:
    a. Based on the comparative residual impact of the BESS, accept the offer of contributions to the value of $200 per megawatt (MW) of installed capacity, provided every year of operation.
    b. Funds will be managed as part of Council's proposed Community and Economic Development Fund (CEDF), or in the interim where the CEDF is not in place, funds will be paid to Council, managed in accordance with the Environmental Planning and Assessment Act Regulations, and allocated via a committee involving Council, the Proponent and community.
    c. Expenditure of contributions will be in the following ratios: 15% Environmental Officer and 85% Community and Economic Development benefit.
    d. Contributions paid in the first five years of the Project will be considered for use in upgrading of the Northview Estate Play Space, subject to design, safety and maintenance considerations. The contributions may not be used to fund the already approved Play Space design under DA 2013-232.

Moved: _____ Seconded: _____

BACKGROUND

This matter was reported to the 28 March 2023 Council meeting where it was deferred to allow Councillors to participate in a workshop on the related matter of rating sub-categories.

Muswellbrook Battery Energy Storage System (BESS)

In late 2022, Firm Power lodged a State Significant Development (SSD) application and associated Environmental Impact Statement (EIS) for the Muswellbrook BESS (the Project) with Department of Planning and Environment (DPE).

During the exhibition of the EIS, Council staff requested a Planning Agreement as an alternative to a s.7.12 contribution.

On 23 November 2022, the Applicant provided draft General Terms for a Benefit Sharing Offer. This was discussed at the SSD Committee on 19 December 2022. Based on the recommendation of staff, the Committee resolved:

1. *Notes the draft General Terms of the Applicant's Benefit Sharing Offer;*
2. *Authorises staff to continue to negotiate with Firm Power to translate the Offer into a Planning Agreement to provide a monetary contribution along the principles established by the recent mining project approvals:*
    a. *The payment be calculated as CIV/100/MW/years with adjustments for CPI;*
    b. *That the annual instalments be spent in the following ratios: 15% Environmental Officers; 25% local road maintenance and 60% community & economic benefits.*
    c. *The instalments may be pooled with contributions from other projects and aggregated over several years to fund a specific project; and*
    d. *A panel comprising Muswellbrook Shire Council, the proponent, and members of the local community make recommendations to Council on the community and economic projects that are funded.*
3. *Supports a proposal from staff to prepare a Community and Economic Development Fund Policy (CEDF) for the consideration of Council, to better manage monetary contributions from State Significant Development projects.*

On 20 February 2023, Firm Power provided a revised "Benefit Sharing initiative", and asked that the Council reconsider the contribution amounts:

Voluntary Planning Agreement Outline

Contribution Amount

Contributions to the value of $200 per megawatt (MW) of installed capacity, provided every year. This amount would be available at year 0, year 5, year 10 and year 15 to cover the planned 20-year life of the project.

This $200/MW figure would be adjusted by the consumer price index (CPI) every five years.

This voluntary planning agreement would come into effect upon the realization of project construction, following project approvals, contracting and financing.

Administration

The community grant fund would be paid into and managed by the Muswellbrook Community and Economic Development Fund, which is currently in development.

The Fund is to be administered in line with the Environmental Planning and Assessment Regulation 2021, in particular Part 9 Infrastructure Contributions & Finance.

If the Muswellbrook Community and Economic Development Fund is not developed prior to the time required by the project, the community grant fund would be managed via e-grants and administered by the project.

The project owners would retain final veto rights for due diligence and compliance considerations.

The following table provides a comparison of the initial offer provided by the Applicant compared to the revised offer. A discussion is also provided below.

VPA Element	Initial Offer	Revised Offer
Contribution Amount	• A payment of $1,000 per MW (by nameplate capacity) installed and in commercial operations. • Paid on the date of the commencement of commercial operations and the 5th, 10th and 15th anniversary of the commencement of operation • Indexed to CPI annually on the anniversary of the date of commercial operations • Total value estimated to be $600k NPV	• Contributions to the value of $200 per megawatt (MW) of installed capacity, provided every year. • This amount would be available at year 0, year 5, year 10 and year 15 to cover the planned 20-year life of the project. • This $200/MW figure would be adjusted by the consumer price index (CPI) every five years. • This voluntary planning agreement would come into effect upon the realization of project construction, following project approvals, contracting and financing. • Total value estimated to be $600k NPV.
Administration	• Money is to be paid into a Communities Fund with grants to be administered through an online grants platform such as Smart e-Grants or Grants Guru and managed by a community panel which would include the proponent, Muswellbrook Shire Council and members of the local community. • The types of initiatives and recipients of funding under the Communities Fund would include: o Playground, park and amenities equipment o Education program or	• The community grant fund would be paid into and managed by the Muswellbrook Community and Economic Development Fund, which is currently in development. • The Fund is to be administered in line with the *Environmental Planning and Assessment Regulation 2021*. • If the Muswellbrook Community and Economic Development Fund is not developed prior to the time required by the project, the community grant fund would be managed via e-grants and administered by the project. • The project owners would retain final veto rights for due diligence and compliance considerations.

VPA Element	Initial Offer	Revised Offer
	scholarships targeting future employment in renewables via STEM Program	

REPORT

Planning Agreements for renewable energy projects

The NSW Government has not published guidelines to establish a consistent approach for payments by mines, quarries and energy generating development to compensate for residual impacts of development on local communities. Staff are aware that:

- Current negotiations with the Bowmans Creek wind farm project have reached an agreement where the project will pay a contribution calculated on CIV/MW/turbine/years of operation with the total contribution being 1% of CIV over the life of the project.
- The 'Large-scale Solar Energy Guideline' (DPE, 2022) states that the "total funding for benefit sharing (including planning agreements and any other programs facilitated by the applicant) should be between $200 and $300 per MW per annum (indexed to CPI) over the life of the development".
- The contributions to be paid by the recently approved Wallerawang BESS and Wellington BESS are 1,000 per megawatt (MW) of installed capacity, provided every five years.
- Council did not require a contribution from AGL for the Liddell BESS as we have an agreement that AGL contribute $3.5million toward employment diversification in the Shire as part of the closure of Liddell Power Station.
- Council's s7.12 Plan requires a contribution of 1% of CIV.

Firm Power have stated that "due to the nature of the project having a small footprint but large capital investment value, they do not consider a 1% CIV contribution appropriate".

The Shire is currently the location for several renewable energy projects, such as solar arrays, a wind farm proposal and battery energy storage. A pumped hydro project is in early planning phase, and the Shire is well located for green hydrogen production.

While each project will have its own unique residual impacts, it is also important to provide a consistent approach to Planning Agreement contributions. Staff have created a table that attempts to compare the residual social impacts, traffic generation and ongoing council staff involvement for the different forms of mining and renewable energy projects (see attachment A). This comparative residual impact table will be included in the revised Planning Agreement Policy that will be submitted to Council in the next few months.

The comparative residual impact analysis does support the claim by Firm Power that the BESS will have fewer residual impacts compared to alternative types of renewable energy projects.

Community and Economic Development Fund Policy

A Community and Economic Development fund (CEDF) Policy is currently being drafted. It will be similar to the CEDF recently adopted by Singleton Shire Council. Key principles include the following:

- Decisions on projects and initiatives to which the funds are allocated will be agreed and approved in accordance with the 'Muswellbrook Community and Economic Development Fund Deed'.
- The management structure will consist of a Joint Management Committee and a Joint

Management Team.

- The community would be invited to nominate potential projects for funding by the CEDF annually or biannually.
- The Joint Management Team will evaluate community nominated projects against a number of criteria including quantifying the short, medium and long-term benefits to the community, and ongoing maintenance costs.
- The Joint Management Team will evaluate and endorse funding proposals and make recommendations to the Joint Management Committee for approval.
- The Joint Management Committee will recommend funding proposals for final Council approval.
- The membership of the Joint Management Committee would comprise three members appointed by Council and one representative from each SSD project.

Planning Agreement Policy

Council's Planning Agreement (PA) Policy is currently being revised and will be presented to Council for consideration with the draft CEDF policy in the near future. Unfortunately, the timeframes given by DPE to deal with this current project require a decision prior to finalising the new Planning Agreement Policy. Key principles of the revised Policy include the following:

A. Where a development contribution is in the form of a monetary contribution, the contribution will generally be distributed to cover the costs of employing an Environmental Officer, Local Road Maintenance and Community and Economic Development.

B. As at the date of this report (and subject to change):

I) <u>For Wind Farms</u>

- Contributions will be calculated as 1% of (capex expenditure) but payable as $/MW of installed capacity per annum (indexed to CPI) over the life of the development (i.e., until the project is decommissioned).
- Include a clause regarding employment of apprentices from the Muswellbrook Local Government Area or surrounding local government areas.

II) <u>For Solar Arrays</u>

- Contributions will be calculated as 0.6% of (capex expenditure) but payable as $/MW of installed capacity per annum (indexed to CPI) over the life of the development (i.e., until the project is decommissioned).
- Include a clause regarding employment of apprentices from the Muswellbrook Local Government Area or surrounding local government areas.

III) <u>For Battery Energy Storage Systems</u>

- Contributions will be calculated as 0.4% of (capex expenditure) but payable as $/MW of installed capacity per annum (indexed to CPI) over the life of the development (i.e., until the project is decommissioned).

IV) F<u>or Pumped hydro on former open-cut mine or quarry sites</u>

- Contributions will be calculated 0.7% of (capex expenditure) but payable as a $/MW of installed capacity per annum (indexed to CPI) over the life of the development (i.e., until the project is decommissioned).
- Include a clause regarding employment of apprentices from the Muswellbrook Local Government Area or surrounding local government areas.

V) <u>For Pumped Hydro utilising underground mine workings</u>

- Contributions will be calculated 0.5% of (capex expenditure) but payable as a

$/MW of installed capacity per annum (indexed to CPI) over the life of the development (i.e., until the project is decommissioned).

- Include a clause regarding employment of apprentices from the Muswellbrook Local Government Area or surrounding local government areas.

VI) For Green Hydrogen production

- Contributions will be calculated 0.6% of (capex expenditure) but payable as a $/Kg of production per annum (indexed to CPI) over the life of the development (i.e., until the project is decommissioned).
- Include a clause regarding employment of apprentices from the Muswellbrook Local Government Area or surrounding local government areas.

VII) For other forms of Hydrogen production

- Contributions will be calculated1% of (capex expenditure) but payable as a $/Kg of production per annum (indexed to CPI) over the life of the development (i.e., until the project is decommissioned).
- Include a clause regarding employment of apprentices from the Muswellbrook Local Government Area or surrounding local government areas.

VIII) For Open Cut mining development:

- Contributions will be calculated 1% of (capex expenditure) but payable a cents/tonne of material transported to and from the site per annum (indexed to CPI) over the life of the development (i.e., until mine rehabilitation is complete).
- Include a clause regarding employment of apprentices from the Muswellbrook Local Government Area or surrounding local government areas.

IX) For Underground mining development:

- Contributions will be calculated 0.7% of (capex expenditure) but payable a cents/tonne of material transported to and from the site per annum (indexed to CPI) over the life of the development (i.e., until mine rehabilitation is complete).
- Include a clause regarding employment of apprentices from the Muswellbrook Local Government Area or surrounding local government areas.

X) For Quarries

- Contributions will be calculated using a cents/tonne of material transported to and from the site as the preferred option.
- The Contribution will be higher where the site is accessed from local roads as compared to State Roads.

Muswellbrook BESS - Planning Agreement Discussion

Contribution Amount

The Revised Offer is a contribution of $200/MW of installed capacity, per annum. The estimated Capital Investment Value (CIV) of the Project is $157 million. A contribution for 1% of CIV would equate to $78,500pa.

The initial offer and revised offer is 0.4% of the CIV. Based on an analysis of residual impacts the BESS this is considered acceptable.

Annual Payments

The revised offer offers contributions paid every five years (and subject to CPI increases every 5 years). From a budget preparation, invoicing and project management perspective, it is the

preference of Council's Finance staff that an annual contribution be received.

The Project will be required to report installed capacity, either in an Annual Report or directly to Council Officers (as requested to DPE in Council's response to the Submissions Report).

Administration

The revised offer allows for funds to be managed via the proposed CEDF (consistent with Officers' request), unless the CEDF is not developed prior to the time required for the Project. If the Muswellbrook Community and Economic Development Fund is not developed prior to the time required by the project, the community grant fund would be managed via e-grants and administered by the Proponent. The project owners also wish to retain final veto rights for due diligence and compliance considerations.

Planning Agreement contributions are a form of compensation to the local community toward residual impact of the development. Council's experience with the Ridgeland Mine project is that the management of community benefit funds by private companies is not regulated to the same degree as councils, so staff do not recommend that Council accept the request by Firm Power.

Staff recommend that funds be managed as part of the proposed Community and Economic Development Fund (CEDF), or in the interim where the CEDF is not in place, funds be paid to Council, managed in accordance with the Environmental Planning and Assessment Act Regulations, and allocated via a committee involving Council, the Proponent and community.

Distribution of Funds

The Applicant has stated that the project is not expected to have notable surplus impacts that cannot be mitigated via the consent conditions for the SSD. During the operations phase, there will be people and vehicles visiting the site, which will largely remain unmanned, similar to a substation. All impacts to roads during construction will be handled via a dilapidation study, and road maintenance during and post construction will be a condition of consent from the Department of planning. The project does not expect to have ongoing reporting environmental obligations.

The Shire is currently home to several mines, quarries and power stations, and is now part of the Hunter Renewable Energy Zone – so renewable energy projects, such as solar arrays, wind farms, battery energy storage, pumped hydro project and green hydrogen production are anticipated. Council's experience is that the cumulative impact of these projects on the environment, the community and Council's operations is significant. For example, Council employs an officer full-time to coordinate Council's responses to SSD projects. There would not be many rural or regional council areas in the State that manage so many SSD projects. While the Shire does benefit from employment and economic opportunities that arise, so do many nearby council areas, and the wider region, which do not host and manage the impacts of the projects. Nor does the Council receive development application fees (these go to the NSW Government). Accordingly, it benefits the ratepayers of the Shire to offset some of these costs through Planning Agreement contributions.

Following the initial discussions of the PA funding ratios, Officers undertook a review of the land rating applicable for different categories of land. The purpose of the review was to determine the reasonability of applying a 25% Local Road Maintenance charge under a PA if a proponent is required to pay rates on a property.

In the case of the Muswellbrook BESS, it is understood that the land will be leased from the owner, Ausgrid (currently rated *General – Business*).

In comparison to other projects, the Residual Impact Analysis shows that a BESS will have minimal traffic impacts after construction compared to a range of other SSD activities. These

traffic movements would be commensurate with many other business premises.

Officers recommend that annual instalments be spent in the following ratios: 15% Environmental Officer and 85% Community Economic Development Fund.

Nomination of a Project for Initial Five-Year Funding

The Proponent has requested that the initial five-year funding payment under the VPA be contributed toward the Northview Estate Play Space (Play Space), subject to assessment under the CEDF.

The Play Space is approved under development application (DA) 2013-232 and the proponent for DA 2013-232, Tindale Pty Ltd, is required to develop the Play Space in accordance with approved plans dated 20 December 2022 (Play Space Approved Plans).

Council Officers advise that no part of the PA funds for the Muswellbrook BESS should be used to develop the Play Space elements required to be provided by the subdivision.

Officers recommend that contributions for the first five years of the Project for the upgrade of the Northview Estate Play Space be considered, however design, safety and maintenance aspects of the upgrade are still unknown and will be assessed in accordance with the CEDF Fund. The VPA contributions may not be used to fund the already approved Play Space design under DA 2013-232.

OPTIONS

Option 1: Contributions will be calculated as 0.4% of (capex expenditure) payable as $200/MW of installed capacity per annum (indexed to CPI) over the life of the development (i.e., until the project is decommissioned) with the division of any Contribution using the ratios of 15% for the employment of an Environmental Officer and 85% for Community Economic Development Fund is the recommended option. This is the preferred option as it reflects the residual impacts of the development and the proposed land rating category for the site.

Option 2: Contributions will be calculated as 0.4% of (capex expenditure) payable as $200/MW of installed capacity per annum (indexed to CPI) over the life of the development (i.e., until the project is decommissioned) with the division of any Contribution using the ratios of 15% for the employment of an Environmental Officer, 25% for local road maintenance and 60% for Community Economic Development Fund.

Option 3: Contributions will be calculated as 1% of (capex expenditure) payable as $500/MW of installed capacity per annum (indexed to CPI) over the life of the development (i.e., until the project is decommissioned) with the division of any Contribution using the ratios of 15% for the employment of an Environmental Officer, 25% for local road maintenance and 60% for Community Economic Development Fund. This is not the recommended option as the contribution rate plus land rates payable will likely mean the project is not economically viable and does not reflect the residual impacts the project is likely to generate.

SOCIAL IMPLICATIONS

A Planning Agreement is intended to offset any negative impacts on the community that are not addressed by the conditions of consent (these are usually focused on environmental impacts) but are not of sufficient scale to warrant refusal of the project.

FINANCIAL IMPLICATIONS

Contributions will allow Council to complete projects that advance community strategic

goals.

POLICY IMPLICATIONS

Staff are working on a Community & Economic Development Fund Policy and revising the Planning Agreement Policy for consideration by Council in 2023 to make the desired outcomes of a Planning Agreement negotiation process more consistent and transparent in the future.

STATUTORY IMPLICATIONS

Not applicable.

LEGAL IMPLICATIONS

Nil.

Comparative Residual Impact

The following table provides a comparative residual impact assessment. The lower the score, the less residual "adverse" impact.

	Mine	Quarry	Wind Farm	Pumped Hydro	Green Hydrogen	Solar Arrays	BESS
Visual Impact	10	7	7	5	5	6	3
Noise	7	6	5	4	4	0	2
Traffic Generation	8	7	6	6	7	4	3
Local Economic Benefit	2	4	6	4	2	6	10
Airborne Pollutants	8	5	2	3	3	1	2
Light Pollution	7	5	5	5	5	1	1
Local Biodiversity	9	6	6	5	3	6	1
Emergency Services	5	4	7	4	7	5	5
Staff Resources	10	10	8	7	7	7	7
Water Consumption	9	6	4	9	10	2	1
Impact to Agriculture Productivity	7	4	3	2	3	5	1
Contamination	8	6	2	2	4	3	3
Impacts to Local Landfill	7	4	9	2	2	7	7
Total	97	74	70	58	62	53	46

Assessment of Impacts

Visual Impact: Will impact be restricted to a few adjoining properties or will it be seen from many vantage points including public places. Will the cumulative visual impact of a number of similar types of projects be limited or extensive. After closure and rehabilitation, is there permanent visual impact or minimal visual impact. Does impact include disrupting historic landscapes, sense of place and/or Aboriginal cultural landscapes.

Noise: Will impact be restricted to a few adjoining properties or will it affect properties for some distances, including public places. Will the cumulative noise impact of a number of similar types of projects be limited or extensive. Is the noise regular or intermittent. Is the noise dull/background or noticeable even if of short duration e.g., blasts, rock crushing.

Traffic Generation: Will operational traffic be limited, mainly light vehicles, or regular with medium to high volumes including heavy vehicles.

Local Economic Benefit: Will the project result in regular employment opportunities for local residents. Will the project create opportunities for traineeships and apprenticeships for local youth. Will the project result in the establishment of supporting secondary businesses and purchases from local businesses. Will the project create demand for new long-term housing.

Airborne Pollutants: Will impact be restricted to a few adjoining properties or will it affect properties for some distances, including public places and schools. Will the cumulative impact of airborne pollutants from a number of similar types of projects be limited or extensive. Is the airborne pollution regular or intermittent.

Light Pollution: Will impact be restricted to a few adjoining properties or will it affect properties for some distances, including public places.

Local Biodiversity: Will the project result in nett loss of native vegetation in the Shire for the life of the project or permanently. Will the impact be limited to a small area or more extensive area. Will the impact increase the distance between patches of native vegetation of a similar plant community type (i.e. corridor values and movement impacted). Is the vegetation lost likely to be habitat for threatened or endangered animal species.

Emergency Services: Will the development generate the potential need for bush fire fighting resources and personnel. Can paramedics readily access the site to assist injured workers

Staff Resources: Will there be an ongoing chance for modifications to the development post-approval e.g. rapidly changing technology; complex type of development where full infrastructure needs or changes could not be anticipated initially. Are annual reports required to monitor compliance. Will the community (including new residents) reach out to Council to understand the nature of the approval or to lodge complaints. Will staff attend subsequent CCC meetings.

Water Consumption: Will the project result in a long-term permanent impact on water availability in the local catchment impacting the water sharing regime and employment diversification.

Impacts to Agricultural Productivity: does the project require large portions of contiguous land disrupts rural activities and reduces supporting rural industries and professions e.g. large animal vets.

Contamination: After closure and rehabilitation, is there a risk of permanent contamination impacts that will disrupt future potential use of the site or parts of the site.

Impacts to Local Landfill: Will the project result in a high proportion of project elements being disposed of in local waste management facilities i.e. project components are unable to be recycled and/or large-scale recycling technology is not yet available.

10.1.3. Council Development Conflict of Interest Management Policy for ADOPTION

Attachments:	1. Council Development Conflict of Interest Management Policy MSC35E (1) [**10.1.3.1** - 9 pages]
Responsible Officer:	Sharon Pope - Director - Planning & Environment
Author:	Sharon Pope (Director - Planning & Environment), Madeleine St John (Busines 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:	6.1.3 - Enhance Council's communication with the community to build awareness and understanding of Council's activities and community needs.
	Not applicable

PURPOSE

To present the *Council Development Conflict of Interest Management Policy* to Council for adoption following public notification.

OFFICER'S RECOMMENDATION

Council ADOPTS the attached *Council Development Conflict of Interest Management Policy.*

Moved: _____ Seconded: _____

BACKGROUND

Recent changes have been made to the Environmental Planning and Assessment Regulation 2021 that require councils to adopt a policy on how Council will manage any potential conflicts of interest that may arise when Council is the proponent of development.

The NSW Ombudsman identified in its report: *An inherent conflict of interest councils as developer and regulator* (December 2020) that councils' dual role as the applicant or developer (whether lodged by or on behalf of the council), landowner, or otherwise holds a commercial interest in the land, as well as the consent authority and regulator, creates an inherent potential for conflicts of interest that needs to be appropriately managed.

The Department of Planning and Environment (DPE), along with Local Government NSW (LGNSW) and other key agencies, have developed a response to the Ombudsman's concerns. This includes changes to the *Environmental Planning and Assessment Regulation 2021* to require councils to:

a. have a policy that sets out how they propose to manage any potential conflicts of interest that may arise in these circumstances,

b. consider this policy before determining any development applications that are council-related,

c. publicly communicate any management approach(es) that the council proposes to implement (if any) for each development by publishing a management statement, together with the development application when it is exhibited.

d. Council-related development applications need to be exhibited for at least 28 days.

Council applications lodged after the 3rd April 2023 are unable to be determined until a policy is in place.

Council staff prepared the *Council Development Conflict of Interest Management Policy* (see attachment 1) to comply with the guideline prepared by DPE. It has also been expanded to capture the management of conflict for Part 5 matters and to address Code of Conduct related issues.

At the Ordinary Meeting of Council held at Muswellbrook on 28 February 2023, Council endorsed the Policy for Public Exhibition via Council's website for a period of 28 days.

CONSULTATION

MANEX has reviewed the policy.

Council endorsed public exhibition.

The Policy was exhibited on Council's website from 2 March 2023 to 29 March 2023.

REPORT

No submissions were received by Council during the submission period.

The following amendments have been made to the Policy:

- The word 'Leadership' has been removed from section "Risks Being Addressed" as this was a typographical error.
- The definition of Senior Staff Development has been updated as it included a typographical error.
- The policy type was amended to external, and the review timeframe was updated to four years to align with Council's policy framework.

OPTIONS

Council may:

1. Resolve to adopt the Council Development Conflict of Interest Management Policy;
2. Request amendments to the Council Development Conflict of Interest Management Policy and undertake another round of public exhibition.

CONCLUSION

The Policy sets out how Council intends to manage the environmental review process when Council, Councillors or Senior Staff of Council apply for development approval. It is recommended that the Policy be adopted.

SOCIAL IMPLICATIONS

Nil known.

FINANCIAL IMPLICATIONS

Nil known.

POLICY IMPLICATIONS

If adopted, this will become a new Policy for staff to implement.

The Code of Conduct provides sufficient guidance for managing conflict for staff below the senior staff level.

STATUTORY IMPLICATIONS

Environmental Planning and Assessment Act 1979

Environmental Planning and Assessment Regulation 2021

LEGAL IMPLICATIONS

It will not be legally possible for a council-related development application to be determined by the consent authority (including the Land and Environment Court on appeal) unless:

- The council has adopted a conflict-of-interest policy; and
- The council considers the policy in determining the application.

OPERATIONAL PLAN IMPLICATIONS

6.2.5.2 - Review the policy management framework.

RISK MANAGEMENT IMPLICATIONS

Nil known.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Public exhibition of the Policy on Council's website from 2 March 2023 to 29 March 2023 provided the Community with an opportunity to make submissions. No submissions were received by Council during the submission period.

Council Development Conflict of Interest Management Policy

MSC35E

Authorisation Details

Authorised by:		**Internal/External:**	External
Date:		**Minute No:**	
Review timeframe:	4 years	**Review due date:**	
Department:	Planning, Environment & Regulatory Services		
Document Owner:	Director Planning and Environment		

This document is a controlled document. Before using this document, check it is the latest version by referring to Council's EDRMS and ensuring you are using the Last Approved Version. Printed or downloaded versions of this document are uncontrolled.

(02) 6549 3700 council@muswellbrook.nsw.gov.au Campbell's Corner 60–82 Bridge Street Muswellbrook NSW 2333
PO Box 122 Muswellbrook 2333 muswellbrook.nsw.gov.au muswellbrook shire council ABN 86 864 180 944

Table of Contents

1. Policy Objective....3
2. Risks being addressed....3
3. Scope....3
   3.1 Exclusions....4
4. Definitions....4
5. Policy Statement....5
   5.1 Management Approach for Applications under Part 4 of the Act....5
   5.2 Management Approach for Applications under Part 5 of the Act where Council is the determining authority....7
6. Delegations, Regulation and Enforcement....9
7. Legislation....9
8. Associated Council Documentation....9

   Details History....9

1. Policy Objective

This Policy aims to increase transparency, establish principles, and manage potential conflict of interest(s) with development applications and Part 5 projects relating to Council property, or where Council, Councillors or senior staff of Council are the applicant.

2. Risks being addressed

The *Model Code of Conduct* under the *Local Government Act* contains provisions:

- Clauses 3.13 and 3.14 impose obligations on Councillors and Council staff members to ensure that development assessment decisions are properly made, that any occasion for suspicion of improper conduct in the course of exercising development assessment functions is avoided and that no action, statement or communication conveys any suggestion of willingness to improperly provide concessions, preferential or unduly unfavorable treatment;
- Clause 5.28 provides that, in dealing with Council in a personal capacity, a Councillor or Council staff member must not expect or request preferential treatment or engage in any action that could lead members of the public to believe that such treatment is being sought; and
- Clause 5.29 requires that, in dealing with council in a personal capacity, a Councillor or Council staff member must undertake those dealings in a manner consistent with the manner in which other members of the community deal with the council.

The *Environment Planning and Assessment Regulation 2021* contains provisions for development activities undertaken by public authorities. Development activities undertaken by public authorities typically involve road work, drainage work, development of public recreation areas and the like. Where they are not classified as Major Infrastructure Projects, these activities are still subject to an environmental assessment but do not require development consent. They are assessed under Part 5, Division 5.1 of the Act.

From 1 July 2022, the Guideline for Division 5.1 assessments became operational, with obligations for publishing certain Review of Environmental Factor (REF) documents for Division 5.1 activities on the NSW Planning Portal.

The Environmental Planning and Assessment Amendment (Conflict of Interest) Regulation 2022 was introduced to amend the Environmental Planning and Assessment Regulation 2021 in respect to approvals for development applications proposed by councils on their own land. The Regulation takes effect from 3 April 2023. Staff involved in the assessment for the application must document the proposed management approach for the proposal in a statement that is published on the NSW Planning Portal. This Policy sets out the Management Approach.

3. Scope

This policy applies to:

- Council related development;
- Council projects that will be assessed under Part 5 of the Environmental Planning and Assessment Act;
- Councillor related development;
- Senior staff related development.

3.1 Exclusions

Generally, a Management Strategy as described in Schedule 1 Section 30B of the Environmental Panning and Assessment Regulation 2021 will not be required for the following types of applications:

- Commercial fit outs and minor changes to a building façade.
- Internal alterations or additions to buildings that are not a heritage item.
- Advertising signage.
- Minor building structures projecting from a building façade over public land (such as awnings, verandas, bay windows, flagpoles, pipes, and services).
- Development where council might receive a small fee for the use of their land.

4. Definitions

Term	Definition
Council	Refers to Muswellbrook Shire Council.
Application	An application for consent under Part 4 of the Act to carry out development and includes an application for a complying development certificate and an application to modify a development consent.
Council Related Development	Development for which the council is the applicant developer (whether lodged by or on behalf of council), the landowner, or has a commercial interest in the land the subject of the application, where it will also be the regulator or consent authority.
Councillor	A current elected member of Muswellbrook Shire Council
Councillor related Development	Development for which the Councillor is the applicant developer (whether lodged by or on behalf of the Councillor), the landowner, or has a commercial interest in the land the subject of the application, where Council will be the regulator or consent authority.
Senior Staff	The General Manager, Deputy General Manager, Director of Environment and Planning, Director Community & Economy, Director Property and Place and Director Corporate Services or similar positions in the Council organisational structure.
Senior Staff Related Development	Development for which Senior Staff are the applicant developer, landowner, or have a commercial interest in the land the subject of the application.

Development process	Application, assessment, determination, and enforcement.
Qualified External Third Party	A qualified and practicing town planner, urban planner or urban designer: • working for another council, or • who is a registered environmental assessment practitioner; or • who is registered with the Planning Institute of Australia, or • in the case of Building Certificate, a registered certifier.
The Act	The Environmental Planning and Assessment Act 1979.
Council Land	Community land, operational land and crown land under trust management of Council.

5. Policy Statement

5.1 Management Approach for Applications under Part 4 of the Act

5.1.1 When Council is the Applicant

Applications with a capital investment value of less than $1million:

- Will be publicly notified for a minimum of 28 days;
- Will be assessed by qualified Council Staff; and
- Will be determined by Council staff with appropriate delegations unless:
  - more than two unique objections are received, then the application will be determined by Council; or
  - more than 10 unique objections are received, then assessment of the application will be peer reviewed by a qualified external third party before the application is determined by Council.

Applications with a capital investment value of more than $1million and less than $5million:

- Will be publicly notified for a minimum of 28 days;
- Will be assessed by qualified external third party; and
- Are to be determined by Council staff with appropriate delegations, unless:
  - more than two unique objections are received, then the application will be determined by Council; or

- more than 10 unique objections are received, then the assessment will be peer reviewed by a qualified external third party before the application is determined by Council.

Applications with a capital investment value of more than $5million:

- Will be publicly notified for a minimum of 28 days;
- Will be assessed by qualified Council Staff or a qualified external third party; and
- Will be determined by the Regional Planning Panel.

Applications for Building Certificates.

- Will be assessed by qualified Council Staff;
- The assessment will be peer reviewed by a qualified external third party; and
- Upon receipt of the outcomes of the review by the qualified external third party, will be determined by the Director Environment and Planning.

Enforcement matters

- Non-conformances with approvals or legislation will be assessed by qualified Council Staff;
- The assessment will be peer reviewed by a qualified external third party; and
- Upon receipt of the outcomes of the review by the qualified external third party, enforcement actions will be taken by the Director Environment and Planning.

5.1.2 When Councillors or Senior Staff are the Applicant.

Applications with a capital investment value of less than $1million:

- Will be assessed by qualified Council Staff; and
- Will be determined by Council staff with appropriate delegations.

Applications with a capital investment value of more than $1million and less than $2million:

- Will be assessed by qualified Council Staff; and
- Will be determined by Council.

Planning applications with a capital investment value of more than $2million:

- Will be assessed by a qualified external third party (the cost of the external assessment will be met by Council); and
- Will be determined by Council.

Applications for Building Certificates.

- Will be assessed by qualified Council Staff;
- Will be determined by the Director Environment and Planning, or if they are conflicted, by the General Manager.

Enforcement matters

- Non-conformances with approvals or legislation will be assessed by qualified Council Staff;
- The assessment will be peer reviewed by a qualified external third party; and
- Upon receipt of the outcomes of the review by the qualified external third party, enforcement actions will be taken by the Director Environment and Planning, or if they are conflicted, by the General Manager.

5.2 Management Approach for Applications under Part 5 of the Act where Council is the determining authority.

When the project Review of Environmental Factors (REF) identifies no significant impacts and the CIV is below $1million

- The REF will be prepared by Council staff who are suitably skilled, qualified and experienced, or by a qualified external third party.
- The REF is to show evidence of consultation with affected stakeholders and adjoining property owners and how feedback has been addressed through design or mitigation of impacts.
- Council staff are required to document that they are satisfied that the assessment has been prepared, or reviewed and certified, by a person suitably qualified in environmental impact assessment as well as evidence that any technical studies have been prepared by suitably qualified technical specialists.
- Council staff who are suitably skilled, qualified and experienced, or a qualified external third party, who did not prepare the REF, will:
  - determine the proposal and produce a decision statement.
  - The decision statement and REF will be published on the NSW Planning Portal.

When the project Review of Environmental Factors (REF) identifies no significant impacts and the CIV is above $1million and below $10million

- The REF will be prepared by a qualified external third party.
- The REF is to show evidence of consultation with affected stakeholders and adjoining property owners and how feedback has been addressed through design or mitigation of impacts.
- Council staff who are suitably skilled, qualified and experienced, or a qualified external third party, who did not prepare the REF, will:
  - document that they are satisfied that the assessment has been prepared, or reviewed and certified, by a person suitably qualified in environmental impact assessment as well as evidence that any technical studies have been prepared by suitably qualified technical specialists.
  - determine the proposal and produce a decision statement.
  - The decision statement and REF will be published on the NSW Planning Portal.

When the project Review of Environmental Factors (REF) identifies no significant impacts and the CIV is over $10million

- The REF will be prepared by a Registered Environmental assessment Practitioner (REAP) as defined in the Environmental Planning and Assessment Regulation 2021 and the Registered Environmental Assessment Practitioner Guidelines.

- Council staff who are suitably skilled, qualified and experienced, or a qualified external third party, who did not prepare the REF, will:
  - document that they are satisfied that the assessment has been prepared, or reviewed and certified, by a person suitably qualified in environmental impact assessment as well as evidence that any technical studies have been prepared by suitably qualified technical specialists.
  - determine the proposal and produce a decision statement.
  - The decision statement and REF will be published on the NSW Planning Portal.

When the project Review of Environmental Factors (REF) identifies significant impact on Biodiversity i.e. If a Species Impact Statement (SIS) or Biodiversity Assessment Report (BDAR) is required.

- The REF will be prepared by a Registered Environmental Assessment Practitioner (REAP) as defined in the Environmental Planning and Assessment Regulation 2021 and the Registered Environmental Assessment Practitioner Guidelines.
- Council staff who are suitably skilled, qualified and experienced, or a qualified external third party, who did not prepare the REF, will:
  - document that they are satisfied that the assessment has been prepared, or reviewed and certified, by a person suitably qualified in environmental impact assessment as well as evidence that any technical studies have been prepared by suitably qualified technical specialists.
  - Seek advice feedback Council's State Significant Development Committee, or Council.
  - determine the proposal and produce a decision statement.
  - The decision statement and REF will be published on the NSW Planning Portal.

Where the projects requires an Environmental Impact Statement (EIS) due to significant impacts other than, or in addition to, biodiversity

- The REF will be prepared by a Registered Environmental Assessment Practitioner (REAP) as defined in the Environmental Planning and Assessment Regulation 2021 and the Registered Environmental Assessment Practitioner Guidelines.
- Council staff who are suitably skilled, qualified and experienced, or a qualified external third party, who did not prepare the REF, will:
  - document that they are satisfied that the assessment has been prepared, or reviewed and certified, by a person suitably qualified in environmental impact assessment as well as evidence that any technical studies have been prepared by suitably qualified technical specialists.
  - Prepare a report to Council for a decision.
  - On the basis of Council's decision will produce a decision statement.
  - The decision statement and REF will be published on the NSW Planning Portal.

6. Delegations, Regulation and Enforcement

The Director of Environmental and Planning and the General Manager are responsible for actions under this policy.

7. Legislation

Environmental Planning and Assessment Act 1979 and associated Regulations
Local Government Act 1993 and associated Regulations

8. Associated Council Documentation

Code of Conduct

Details History

Version No.	Date changed	Modified by	Amendments/Previous adoption details
1	8.02.2023	Director Planning and Environment	Document drafted. Public exhibition 2 March to 29 March 2023.
2	11.04.2023	Business Improvement Officer	Word 'Leadership' removed from section Risks Being Addressed. Definition of Senior Staff related development amended. Policy type amended to external, and review timeframe updated to four years.

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

Attachments:	Nil
Responsible Officer:	Sharon Pope - Director - Planning & Environment
Author:	Kelly Lynch (Administration Officer), 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 (1/3/2023-10/04/2023)

DA No.	DESCRIPTION	PROPERTY	VALUE
2023/027	Ancillary Development - Carport	2C Ironbark Road Muswellbrook	$11,877
2023/009	Manufactured Home and Associated Structures	554 Muscle Creek Road Muscle Creek	$569,950
2023/007	Single Storey Dwelling	28 Stockyard Parade Muswellbrook	$807,860
2023/001	Demolition of Shed and Construction of Shed and Awning	30 Bimbadeen Drive Muswellbrook	$12,000
2022/152	Alterations and Additions to Dwelling	2 Paxton Street Denman	$32,000
2022/143	Shed	9A Grey Gum Road Denman	$65,000
2022/145	Change of Use & Dwelling Alterations and Additions	47 Wanaruah Circuit Muswellbrook	$12,000

DA No.	DESCRIPTION	PROPERTY	VALUE
2022/144	Construction of a Single Storey Dwelling	Kingfisher Court Muscle Creek	$575,715
2022/137	Inground Fibreglass Swimming Pool and Associated Safety Barriers	5 Paxton Street Denman	$36,905
2022/122	Subdivision of One (1) Lot into Two (2) Lots	59 Tindale Street Muswellbrook	$20,000
2021/58	Organics Recycling Facility	252 Coal Road Muswellbrook	$3,850,000

TOTAL = 11

Schedule 2: Development Applications Currently Being Assessed As at 10/04/2023

DA No.	DESCRIPTION	PROPERTY	VALUE
2023/39	Shed with attached awning	188 Skellatar Stock Route Muswellbrook	$19,465
2023/35	Change of use to allow for the ground floor operation of a food bank.	75 Bridge Street Muswellbrook	-
2023/36	Construction of Single Storey Dwelling with Attached Garage	5 Stockyard Parade Muswellbrook	$579,540
2021/139/2	S4.55(1A) Modification - Alterations and Additions- Educational establishment	57 Maitland Street MUSWELLBROOK NSW 23	-
2023/34	Ancillary Development - Shed	12 Lou Fisher Place Muswellbrook	$22,000
2023/17	Replace Existing Retaining Wall	4 Doyle Street Muswellbrook	$53,369
2019/0 30/3	S4.55 (1A)Modification - Minor amendments to plans Minor amendments to ensure DA approved plans are consistent with construction certificate plans.	28-32 Maitland Street Muswellbrook	-
2023/032	Demolition of damaged shed and construction of new shed and awning	8 Koombahla Street Muswellbrook	$141,020

DA No.	DESCRIPTION	PROPERTY	VALUE
2023/033	Strata Subdivision of one (1) Lot into two (2) Lots	1 Finnegan Crescent Muswellbrook	$9,500
2023/029	Dwelling House	6 Stable Close Muswellbrook	$538,860
2023/028	Dwelling House	27 Stockyard Parade Muswellbrook	$597,955
2018/054/8	S4.55 (1A) Modification - Tertiary Education Establishment and Food and Drink Premises - in regard to conditions requiring lot consolidation.	140 Bridge Street Muswellbrook	-
2023/030	Shed	43 Stockyard Parade Muswellbrook	$16,110
2023/031	Alterations & Additions to Existing Dwelling to Create a Dual Occupancy with Swimming Pool	84 Palace Street Denman	$400,000
2023/014	Storage Complex - 103 self storage units and 12 open storage bays	Turner Street Denman	$3,555,527
2022/007/2	S4.55 (2) Modification - Ancillary Shed	10 Ted Clay Street Muswellbrook	-
2023/025	Construction of new single storey dwelling with attached garage	20 Stockyard Parade Muswellbrook	$528,515
2023/021	Shed over existing slab	3 Osborn Avenue Muswellbrook	$34,242
2023/024	Shed	36 Hunter Terrace Muswellbrook	$52,985
2023/023	Shed	5 Mussel Street Muswellbrook	$18,600
2023/022	Strata subdivision of land with existing duplex dwelling	5 Wattle Street Muswellbrook	$10,000
2023/020	Construction of a Single Storey Dwelling	11 Herdsmen Close Muswellbrook	$579,265
2023/016	Dwelling House	16 Martindale Street Denman	$457,383
2023/013	Carport	4 Goruk Close Muswellbrook	$10,000

DA No.	DESCRIPTION	PROPERTY	VALUE
2022/121	Dual Occupancy and Strata Subdivision	12 Bimbadeen Drive Muswellbrook	$675,000
2023/018	Dwelling House	Rouchel Gap Road McCullys Gap	$785,294
2023/012	Ancillary Development - Shed	40 Sowerby Street Muswellbrook	$20,000
2023/011	Single Storey Dwelling	69 Stockyard Parade Muswellbrook	$669,210
2023/010	Construction of a Single Storey Dwelling	65 Stockyard Parade Muswellbrook	$652,385
2023/006	Single storey dwelling	45 Virginia Street Denman	$539,815
2023/005	Change of use - Home Occupation	22 Roger Street Muswellbrook	$3,000
2023/004	Alterations and additions to commercial (Veterinary Hospital)	14 Aberdeen Street Muswellbrook	$181,650
2022/148	Construction of a Shed (Farm Building)	400 Yarrawa Road Denman	$52,000
2020/131/2	S4.55 (1A) Modification - Dwelling Additions and Swimming Pool	104 Osborn Avenue Muswellbrook	$198,000
2023/002	Ancillary Development - Shed. Demolishing existing garden shed	4 Towarri Street Muswellbrook	$29,858
2022/116	Farm Building	Golden Hwy Sandy Hollow	$24,139
2022/153	Two (2) lot Subdivision	53 Ford Street Muswellbrook	-
2022/154	Multi dwelling housing - Five (5) single storey dwellings	47 Osborn Avenue Muswellbrook	$1,550,000
2022/140	Change of Use - Industrial Development	12 Carramere Road Muswellbrook	$2,200,000
2022/151	Residential Shed	60 Stockyard Parade Muswellbrook	$40,000
2022/149	Single Storey Dwelling	56 Stockyard Parade Muswellbrook	$527,100

DA No.	DESCRIPTION	PROPERTY	VALUE
2022/129	Home Based Hair & Beauty Business	100 Yarrawa Deviation Rd Yarrawa	$5,000
2012/184/2	S4.55(1A) Modification of Development Determination - Condition 1	31 Strathmore Road Muswellbrook	-
2022/132	Sixty Eight (68) Lot Subdivision and Child Care Center	9036 New England Highway Muswellbrook	$6,705,835
2022/124	Shed for Community Facility	17-19 Maitland Street Muswellbrook	$182,720
2022/128	Single Storey Dwelling	60 Stockyard Parade Muswellbrook	$426,445
2022/109	Ancillary Development - Garage	9 Aberdeen Street Muswellbrook	$73,507
2022/118	Ancillary Development - Shed	7 Shaw Crescent Muswellbrook	$48,300
2022/107	Single Storey Attached Dual Occupancy & Two (2) Lot Strata Subdivision	48 Finnegan Crescent Muswellbrook	$702,182
2017/018/3	S4.55 (1A) Modification - Modification to Outdoor Gaming Area and Car Park Arrangement	15 Sydney Street Muswellbrook	-
2019/005/2	S4.55 (1A) Modification - Revised Caravan Park Site Layout	9080 New England Highway Muswellbrook	-
2022/100	Dual occupancy	67A Queen Street Muswellbrook	$540,000
2022/095	Staged Demolition of Existing Buildings and Construction of New Grandstand and Amenities.	3 Wilkinson Avenue Muswellbrook	$9,455,600
2022/092	Subdivision of One (1) Lot into One Hundred & Ninety Four (194) Residential Lots	Almond Street Denman	$18,284,734
2022/080	Remediation and Earthworks	Coal Road Muswellbrook	$2,516,829
2022/045	Manufactured Home and Associated Structures	120 Yarraman Road Muswellbrook	$417,100

DA No.	DESCRIPTION	PROPERTY	VALUE
2002/205/9	S4.55 (1A) Modification - Changes in Rehabilitation Framework	Muscle Creek Road Muscle Creek	-
2022/030	Steel Framed Deck 7 Internal Fit Out	93A Hill Street Muswellbrook	$30,000
2021/137	Change Of Use to Educational Facility	820 Rosemount Road Denman	-
2021/129	Animal Boarding & Training Facility	1949 Martindale Road Martindale	$33,338,800
2021/073	Temporary use of the land for receival and dismantling of rail wagons with off-site disposal	18 Strathmore Road Muswellbrook	$50,000
2020/102	Hotel Accommodation (Royal Hotel)	10 Ogilvie Street Denman	$20,000
2020/083	Subdivision of one lot (1) into three (3)	60-62 Palace Street Denman	$10,000
2020/007	Additions and Alterations to existing Hotel	184 Bridge Street Muswellbrook	$110,000
2019/053	Subdivision of Two (2) Lots into Seventy Five (75) Lots	9027 New England Highway Muswellbrook	$4,875,600
2023/041	Steel Frame Industrial structure	12 Wallarah Road Muswellbrook	$100,000
2023/040	Steel frame Industrial Structure	4 Wallarah Road Muswellbrook	$100,000
2022/147	Change of Use - Tyre Recycling Facility	12 Carramere Road Muswellbrook	$2,200,000
2017/100/2	S4.55(2) Modification - Continuation of use - Shooting Range	Dolahentys Road McCullys Gap	-

Total = 69

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 (2022/2023)

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan 23	Feb 23	Mar 23
Applications Received (new installation)	3	0	0	0	0	3	2	0	2	0	0	0	2
Applications Approved (new installation)	2	1	0	0	2	2	0	0	0	1	0	0	0
Inspections (new system)	2	0	1	0	0	0	0	0	2	1	0	0	7
Inspections (existing system)	7	0	18	39	1	1	0	0	1	1	0	2	0

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.

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan 23	Feb 23	Mar 23
Applications Received (new businesses)	1	0	0	1	3	3	7	1	1	3	3	13	10
Inspections (new businesses)	0	0	0	3	1	0	8	1	3	1	1	2	2
Inspections (existing businesses)	10	1	12	13	0	0	0	0	5	0	15	3	4
Reinspections	2	1	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 (2021/2022)

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan 23	Feb 23	Mar 23
Total Sites Inspected	8	7	6	9	0	0	0	23	19	17	17	15	12
Total non-compliant and educated	0	0	0	0	0	0	0	0	0	0	0	0	0
Total compliance after education	0	0	0	0	0	0	0	23	19	0	0	15	12
Total Penalty Notices Issued	0	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

13 Month Analysis (2021/2022)

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan 23	Feb 23	Mar 23
Total Investigations	4	6	5	3	3	7	1	0	1			4	7
Total Clean up by Council - insufficient evidence	4	6	5	3	2	7	1	0	1			0	0
Total Clean Up by individual	0	0	0	0	1	0	0	0	0			1	6
Total Penalty Notices Issued	0	0	0	0	1	0	0	0	0			0	0
Court Attendance Notice Issued	0	0	0	0	0	0	0	0	0			0	0
Still under investigation	0	0	0	0	0	0	0	0	0			3	1

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

13 **Month Analysis (2022-23) – as at 5/4/2023**

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan 23	Feb 23	Mar 23	Total
Applications for Compliance Certs.	1	7	3	1	5	3	3	5	3	1	2	3	38
Total compliance inspections (not inc. finals for OCs)	2	4	0	24	18	17	9	4	10	5	11	8	112
Initial Inspections	2	3	0	18	11	8	8	1	7	1	3	5	67
Re-inspections	0	1	0	6	7	9	1	3	3	4	8	3	45
Compliance Certs / Occ. Certs issued	4	4	1	5	13	7	2	3	1	1	1	7	49
Fees invoiced	$150	$1400	$4986	$2845	$2486	$3863	$477	$1050	$1263	$363.64	$700	$863.64	$20,597.28

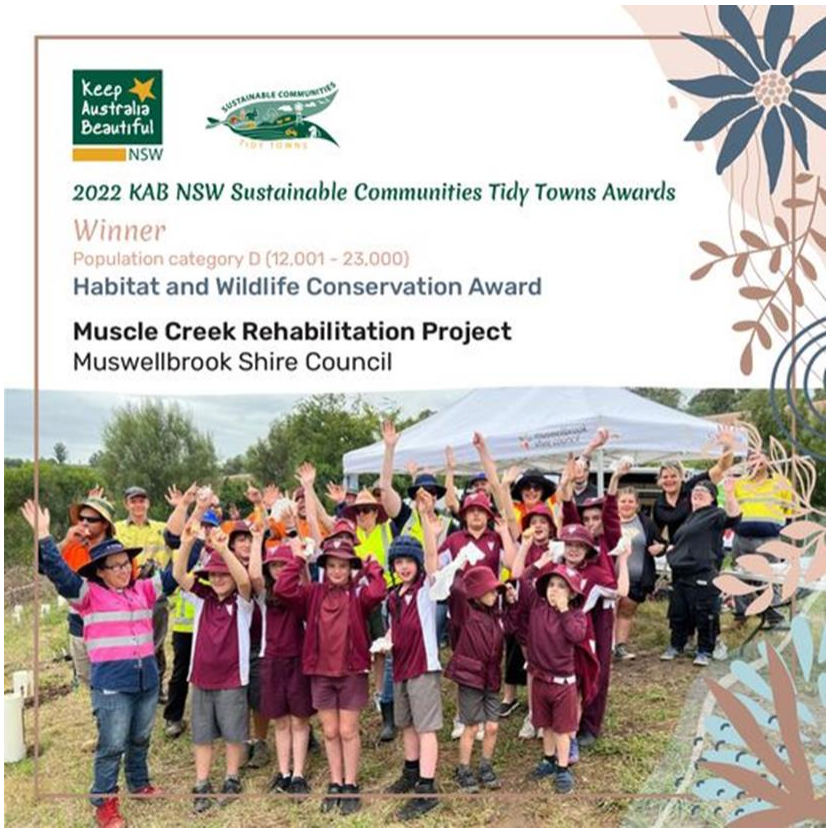
Total Pools in Council's SPR = 972

Current Compliance = 28%

SUSTAINABILITY UPDATE - 23 February to 22 March 2023

Keep Australia Beautiful Habitat and Wildlife Conservation Award

The Sustainability was acknowledged again for the great work done on revegetation along Muscle Creek with the support of many community groups and residents.



Sustainable Rock'n the Brook

Council's Sustainability Unit implemented some sustainable event initiatives at Rockn the Brook. People placed containers into the purple lidded bins and these were used by Muswellbrook Netball Association for fundraising. Portable water refill stations were also in place and well used on such a hot day.

Sustainability staff have been trying to implement more sustainable events initiatives at community events, especially those run by Council.

Muswellbrook South Public School Tree Planting Event

Students from the Muswellbrook South Public School Green Team planted 120 plants along Muscle Creek as part of Muswellbrook Shire Council's Rehabilitation of Muscle Creek for Community and Environmental Benefit Project. This project has been assisted by the NSW Government through its Environmental Trust.



Plants for Local Native Wildlife in Care

An area on Denman Golf Course has been set aside so that wildlife carers in our area can harvest plants for native wildlife that are being cared for. Muswellbrook Shire Council, WIRES (NSW Wildlife Information Rescue & Education Service Inc.) and St Joseph's Primary School, Denman planted 300 native seedlings on Thursday. Thanks to Denman Golf Club for their support.

Council is also working with WIRES to erect more signs to warn drivers about wildlife and to provide people with information about what to do if they come across injured wildlife.

Muswellbrook Show

Great to meet the locals at the Muswellbrook Show. Reece the Recycler, Max the Minimiser and Gene the Gardener were there to educate people about waste. The ice cold water refill station provided water to attendees.



Garbage Truck Visit to Muswellbrook Preschool

To help celebrate Clean Up Australia Day recently the kids and staff at Muswellbrook Preschool Kindergarten had some special visitors. Max the Minimiser, Reece the Recycler and Gene the Gardener were joined by Billy the garbage truck driver and assistant Jesse

from JR Richards & Sons, Warrior Disability Services, and staff from Muswellbrook Shire Council's Sustainability Unit. Everyone learnt about how the garbage is collected, what goes into which bin and a new song and dance about waste.



Puppet Show at Muswellbrook Preschool

Muswellbrook Shire Council's Sustainability Unit and Warrrior Disability Services are performed 12 puppet shows at Muswellbrook Preschool to help teach the students about sustainability.

Schools and Community Clean Up Australia

On Wednesday 1st March, a group of 30 people from business and community groups attended Clean Up Australia day activities organised by Warrior Disability Services in Simpson Park. Students from Muswellbrook High were also in attendance.

On Friday 3rd March Council staff attended schools in Denman and Muswellbrook to assist them with their Clean Up. 120 year 7 Muswellbrook High School students cleaned up around their school. St Joseph's students cleaned up Palace Street and their school surrounds whilst Stage 3 Denman Public students headed to the Denman Skate Park with the remaining students cleaning their school grounds.

On Sunday 5th March 15 people from business and community groups including BHP, Denman Lions and 1st Denman Scout Group removed hundreds of kilos of rubbish from streets and bushland in Denman. The Scouts manned the BBQ and BHP made sure everyone had an ice-cold soft drink at the completion of the Clean Up.



Polly Farmer Visit to Sustainability Hub

Another enjoyable activity with the Polly Farmer Foundation team at the Sustainability Hub in Muswellbrook. Late last year the students sowed native seeds into trays and recently they potted on the seedlings that had spouted. Soon they will be able to plant them into the natural area along Muscle Creek.

Sustainable Futures – Muswellbrook

The popularity of the Sustainable Futures – Muswellbrook Facebook page continues to grow. It has now received 1,643 page likes and 1,767 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.

Rehabilitation of Muscle Creek Project

Maintenance and weed control works have continued as part of the Rehabilitation of Muscle Creek Project. This has also involved preparing for erosion control and tree planting activities in March 2023. This project will finish at the end of June. This project has been assisted by the NSW Government through its Environmental Trust.

Muscle Creek – AGL Muscle Creek Walkway Project

Work continues for the development of 6 augmented reality (AR) experiences along the Muscle Creek walking loop. Maintenance work for the recently planted 1500 native seedlings continues. This work has many challenges as the steep slopes do not allow for mulch and makes getting water to plant roots more difficult.

10.2. Community Infrastructure

10.2.1. Mount Pleasant Operations Access to Remove Underbores Section 138 Roads Act 1993 Approval

Attachments:	1. MACH Energy Draft Special Conditons removal of Underbores Project [**10.2.1.1** - 3 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

The report seeks Council's approval of a section 138 permit under the Roads Act 1993 for the MACH Energy Mount Pleasant Mine Project to allow access to Bengalla Road and Old Bengalla Road for removal of underbores in the Rail Corridor.

OFFICER'S RECOMMENDATION

Council delegates to the General Manager authority to sign the Section 138 Roads Act 1993 approval generally in accordance with the special conditions set out in the attachment to this report.

Moved: _____ Seconded: _____

BACKGROUND

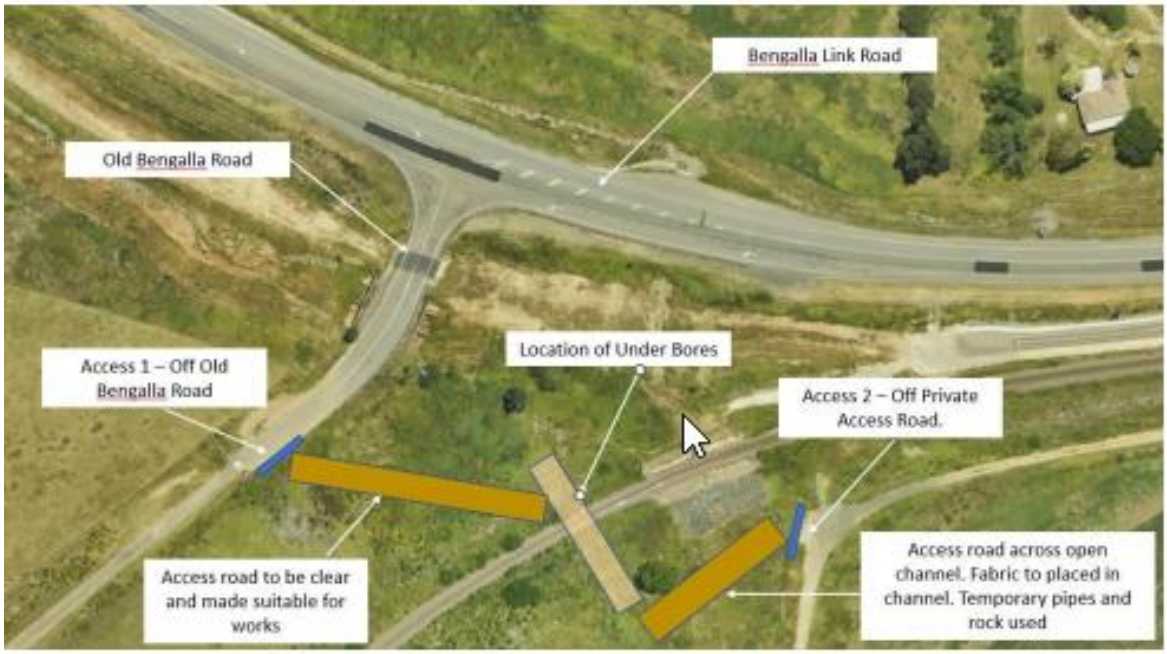
MACH Energy Australia (MACH) seeks approval to access Bengalla Road and Old Bengalla Road for the removal of steel sleeve underbores previously installed within the rail corridor associated with their Project Approval.

CONSULTATION

Roads Drainage & Technical Services team.

REPORT

MACH Energy is planning to remove underbores previously installed under the rail corridor on the southern side of Bengalla Road. To gain access to the site to undertake the work, MACH Energy are proposing to use a private access road off Bengalla Road and construct a temporary access off Old Bengalla Road as shown on the aerial below.



The duration of the works will be from late April to late July (approximately 12 weeks) pending weather conditions during this time. There will be minimal disruption to the road users of both roads.

OPTIONS

Council may decide to:

- Approve the delegation to the General Manager to issue this consent for works under Section 138 of the Roads Act 1993 with the conditions recommended by staff; or
- Request modifications to the conditions; or
- Refuse the delegation.

CONCLUSION

The report provides information in relation to a section 138 *Roads Act 1993* application. It is recommended that Council approves the delegation to the General Manager to issue this consent for works under Section 138 of the Roads Act 1993 with the conditions recommended by staff.

SOCIAL IMPLICATIONS

It is anticipated that there will be minimal disruption to traffic on Bengalla Road and Old Bengalla Road.

FINANCIAL IMPLICATIONS

The cost of all works undertaken will be the responsibility of the applicant. Council will cover its costs through the s138 *Road Act 1993* fees.

Ongoing Operational and Maintenance Costs Implications Associated with Capital Project

1. ***Financial Implications – Capital***

   Not applicable

2. Financial Implications – Operational

The application is subject to fees payable by the applicant.

POLICY IMPLICATIONS

Not applicable.

STATUTORY IMPLICATIONS

Council is the Roads Authority under the *Roads Act 1993* and is acting within its powers.

LEGAL IMPLICATIONS

Council is the Roads Authority under the *Roads Act 1993* and is acting within its powers.

OPERATIONAL PLAN IMPLICATIONS

Not applicable.

RISK MANAGEMENT IMPLICATIONS

Works are required to comply with all relevant standards, for example, the Transport for NSW guideline 'Traffic Control at Work Sites'.

WASTE MANAGEMENT IMPLICATIONS

Not applicable.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

MACH Energy will advise the community via their newsletter and any affected residents will be notified prior to construction works commencing.

Schedule of Details

1. The Works	Access is required off Bengalla and Old Bengalla Road to remove underbores within the road corridor.	
2. The Site	Bengalla Road, Old Bengalla Road.	
3. Estimated Cost of the Works	$ N/a (GST inclusive)	[Clause 6.1(e)]
4. Estimated Council Costs	Plan Approval $ 1,100.00 (No GST) Construction Observation & Traffic Control Plans $ 2,502.36 (No GST) Final Acceptance (WAE review etc) N/a (No GST) Total $ 3,602.36 (No GST)	[Clause 6.1(f)]
5. Defects Liability Period	12 weeks	[Clause 8.4]
6. Consent Holder's Representative	Name…… …Richard Bailey…..……. Position…… General Manager Operation……. Mobile Phone… 0417 412 962…….. Office Phone……..… …….. Email richard.bailey@machenergyaustralia.com.au .. Facsimile……..……..	[Clause 14.3]
7. Council's Representative	Name……Kellie Scholes…… Position……Manager Roads Drainage & Technical Services……... Mobile Phone… 0407 252 142 ……..…… Office Phone… 02 6549 3756…….. Email …… Kellie.scholes@muswellbrook.nsw.gov.au…… Facsimile……02 6549 3701……..	[Clause 14.3]

Draft Special Conditions MPO Rail Salvage Project

1. Prior to commencement of any salvage activity, all proposed temporary construction and permanent accesses are to be located, designed and constructed to meet minimum requirements of Muswellbrook Shire Council's rural property access drawing 0041/1 revision A dated 16/7/2012 unless otherwise agreed by Council. Accesses are to be secured to prevent the general public accessing the sites outside of construction hours. Approved accesses are to be in accordance with those stipulated in Annexure A to the Underbore Salvage Project s.138 application.

2. All constructed temporary accesses are to be removed and decommissioned upon completion of construction, boundary fencing reinstated and all areas of disturbances within the road reserve to be re-established to AUS-SPEC standard including topsoiling, grass seeding, reshaping of table drains and scour protection where required to Council's satisfaction. Any detriment to the line marking at the location of the accesses are to be reinstated to the original if not better condition before the commencement of the Project.

3. Standard hours of operation are:
    - 7:30am to 5:00pm Monday to Friday;
    - 7:30am to 1:00pm on Saturdays; and
    - No work to occur on Sundays or Public Holidays,

    unless otherwise agreed with Council. See also Condition 6 School Bus times.

4. Any works impacting public roads will require a Traffic Guidance Scheme (TGS). All TGS plans are to be developed as per RMS "Traffic Control at Worksites Conditions" and to be accepted by Council prior to use. Any changes to the TGS's will require submission to council prior to the implementation of the changes. MACH Energy are to coordinate with other adjacent Section 138 *Roads Act 1993* permit holders for access requirements and coordination of TGS's, (if applicable) to Council's satisfaction.

5. Time frames: A schedule of works will be provided to Council in the form of a Gantt chart detailing individual key work activities associated with the overall work project and completion of work stages, specifically, where this work impacts Council's road reserve. This is to be updated every 4 weeks and made available to Council. A liaison meeting should be scheduled as required.

6. School bus times Construction traffic is not to operate on Bengalla Road during the school bus times. School bus times are to be confirmed by the applicant in consultation with the relevant bus companies.

7. Inclement weather: Council as the road authority reserves the right to automatically suspend or decrease the construction traffic activity in the event of heavy or prolonged rain affecting their roads. Construction traffic movements are not permitted on public roads when fog conditions prevail and sight distances are compromised.

8. The consent Holder is to advise Council's Technical Officer, Roads & Drainage on 0418 110010 seven days prior to commencing work to confirm inspections regime.

9. The Consent Holder is to advise directly affected residents and property owners of the program of Works that may affect access etc. at least one week in advance, and incorporate reasonable access needs for those properties.
10. The occupation of the Road should be undertaken in a safe manner, with adequate dust control.

11. The Consent Holder shall check for other services and is responsible for any damage to services and Council Infrastructure. Dial before you dig 1100.

12. The Consent does not constitute approval of any environmental impacts and the Consent Holder is responsible for any such impacts and any approval that may be required in relation to the Works.

13. The Consent Holder must ensure that mud and dust from the Works is not carried on to the Road. It is recommended that a device (from the Soil Management book) be used to remove such materials prior to entering the roads.

14. This Consent is not valid until all fees listed on the Schedule of Details have been paid to Council.

15. Council reserves the right to reconsider and review the special conditions relating to the movement of construction vehicles on public roads.

10.2.2. Improvements to the Sandy Creek Road/New England Highway Intersection

Attachments:	1. Sandy Creek Road NEH Intersection Improvements [**10.2.2.1** - 8 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.
	Not applicable

PURPOSE

To submit for Council's information the proposed plans provided by Transport for NSW for improvements to the Sandy Creek Road/New England Highway intersection.

OFFICER'S RECOMMENDATION

Council:

1. NOTES the information provided in the report.
2. Delegates to the General Manager to provide written comments to Transport for NSW including, but not restricted to, the following aspects of the design:
   a. confirm the required queue lane length for the northbound turning lane based on traffic modelling (including predicated Bypass construction traffic movements);
   b. if a Safer by Design process has been applied to the design; and
   c. requests modifications to the proposed design to mitigate any noncompliance if the queue lane modelling determines additional queue lane length is required.

Moved: _____ **Seconded:** _____

BACKGROUND

Transport for NSW (TfNSW) has proposed early works to be undertaken prior to the commencement of the construction of the Muswellbrook by-pass. Design plans have been provided for proposed improvements to the Sandy Creek Road/New England Highway intersection, for Council's review and support. TfNSW has advised that the upgrade to this intersection will be undertaken as a safety precaution to improve access during construction of the bypass

CONSULTATION

Transport for NSW

Roads Drainage & Technical Services

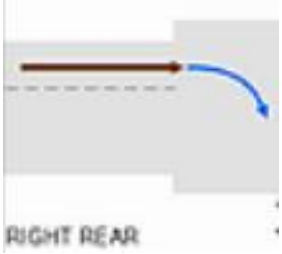
REPORT

Transport for NSW has provided drawings for improvements intended to be made to the intersection of the New England Highway and Sandy Creek Road, north of Muswellbrook. The design intent is to provide a left hand (deceleration) turn lane for southbound traffic movements and formalise right turning arrangements for northbound traffic movements, thereby improving capacity of the intersection within the constraints of the site.

Council has identified the limited queue length (northbound) for the right turn movement into Sandy Creek Road off the New England Highway. It is not confirmed if the length of the turning lane, queue length/storage length, has been determined based on traffic data and intersection performance, or if the length of the turning lane is solely based on the space available. The close proximity of the rail crossing also impacts the vehicle movement (especially heavy or longer vehicles) using the turn into Sandy Creek Road as there is limited road length between the New England Highway and the rail corridor at this location. When the crossing is closed during train movements, the available queue length for traffic turning right into Sandy Creek Road off the New England Highway is restricted. This could be problematic if this intersection is used by construction traffic during the construction of the bypass.

It is acknowledged that the site is constrained to the north by the bridge over Sandy Creek and to the south by the drainage culvert near the Hunter Belle Cheese Café. These constraints limit the opportunity to modify the existing road pavement without also widening these major structures. The existence of a large drainage culvert under the highway near the Hunter Belle Cheese Café restricts the opportunity to provide a longer queue length for right turn vehicles due to the width of the highway at this point. It is presumed that the culvert would need to be extended and possibly private land resumed to accommodate the required road width to facilitate a longer queue length. It is recommended Council requests Transport for NSW to provide further information as to the basis for the design and to consider amendments to the design such as extending the culvert to allow for more storage for right turn vehicles into Sandy Creek Road.

Transport for NSW Crash Data shows the following 5 crashes in the table below recorded at the intersection since 2013. All crashes involved “right rear” collision of northbound vehicles waiting to turn right into Sandy Creek Road. The provision of the right turn lane will assist to alleviate this type of crash. However, if there is insufficient storage combined with the rail crossing being in use then the risk of this type of crash is still foreseeable. This would support the request to TfNSW to consider increasing the storage capacity of the right turn lane.



Reporting year	Crash ID	Data source	Degree of crash	No killed	No seriously injured	No moderately injured	No minor injured	Street of crash	Street type	Distance	Direction	Identifying feature	Identi
2018	1189531	Police investigated	Moderate Injury			1		NEW ENGLAND	HWY	0	Right on the spot	SANDY CREEK	RD
2019	1221085	Police investigated	Moderate Injury			2		NEW ENGLAND	HWY	0	Right on the spot	SANDY CREEK	RD
2020	1228332	Self reported	Moderate Injury			1		NEW ENGLAND	HWY	0	Right on the spot	SANDY CREEK	RD
2021	1267244	Self reported	Non-casualty (towaway)					NEW ENGLAND	HWY	0	Right on the spot	SANDY CREEK	RD

TfNSW has advised that they have taken it on themselves to upgrade this intersection as a safety precaution to improve access during construction of the bypass and that the upgrade is not part of the original scope of works, nor that it is required.

OPTIONS

1. Council accepts the proposal as outlined in the plans and provides written confirmation to TfNSW accordingly;
2. Council requests TfNSW to:;
   i) confirm the required queue lane length for the northbound turning lane based on traffic modelling (including predicated Bypass construction traffic movements),
   ii) asks if a Safer by Design process has been applied to the design; and
   iii) requests modifications to the proposed design to mitigate any noncompliance if the queue lane modelling determined requires additional length.

CONCLUSION

It is recommended that Council provides comment based on Option 2 above.

SOCIAL IMPLICATIONS

There will be disruption to traffic during the construction of the proposed improvements to the intersection.

FINANCIAL IMPLICATIONS

The cost of the works is to be funded by Transport for NSW

POLICY IMPLICATIONS

Not applicable.

STATUTORY IMPLICATIONS

Not applicable.

LEGAL IMPLICATIONS

Not applicable.

OPERATIONAL PLAN IMPLICATIONS

Not applicable.

RISK MANAGEMENT IMPLICATIONS

The safer by design process is a method of assessing designs to achieve being able to design out safety issues on road improvement works.

WASTE MANAGEMENT IMPLICATIONS

Not applicable.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Not applicable.

GDA 2020

MUSWELLBROOK SHIRE COUNCIL

HW9 - NEW ENGLAND HIGHWAY

SANDY CREEK ROAD INTERSECTION IMPROVEMENTS

3.047km TO 3.243km NORTH OF MUSWELLBROOK INTERSECTION IMPROVEMENTS

ROAD DESIGN

ISSUED FOR CONSTRUCTION



LOCALITY PLAN

MAP DATA ©2022 GOOGLE

PART INDEX

PART	CODE	NAME
1	GE	GENERAL (2 SHEETS)
	RD	ROAD ALIGNMENT AND DETAIL (4 SHEETS)
	RC	ROAD CROSS SECTIONS (2 SHEETS)

CONTROLLED COPY

ACCEPTED FOR CONSTRUCTION

THIS DRAWING MAY BE PREPARED IN COLOUR AND MAY BE INCOMPLETE IF COPIED

50mm ON A3 SIZE ORIGINAL

DRAWING FILE LOCATION / NAME
C:\Data\Worksets\N2022015 HW9 SANDY CK RD INTERSECTION IMPROVEMENT\Standards\Sheet Borders\A3_Cover .dgn

PLOT DATE / TIME 11/11/2022 8:46:13 AM
PLOT BY lbagster

CLIENT

PREPARED BY
INFRASTRUCTURE & PLACE
TECHNICAL SERVICES - NORTHERN

DESIGNED
SIGNED
NAME LEX BAGSTER
TITLE ROAD DESIGNER IN TRAINING
DATE 11/11/2022

REVIEWED/VERIFIED
SIGNED
NAME DAVID JOHNSON
TITLE LEAD ROAD DESIGN MANAGER
DATE 11/11/2022

TFNSW PROJECT MANAGER
NAME ALEXANDER ROSNELL
TITLE PROJECT MANAGER

VALIDATION AND ACCEPTANCE OF THESE DRAWINGS AND THE DESIGN SHOWN THEREON IS TO BE CARRIED OUT UNDER SEPARATE PROCESS

MUSWELL BROOKSHIRE COUNCIL
HW9 - NEW ENGLAND HIGHWAY
SANDY CREEK ROAD INTERSECTION IMPROVEMENTS
3.047km TO 3.243km NORTH OF MUSWELLBROOK

A3

RMS PROJECT No. P.0061986
DESIGN PROJECT No. SF2022/075944
RMS REGISTRATION No. DS2022/000648
PART 1
ISSUE STATUS ISSUED FOR CONSTRUCTION
EDMS No. qA6709684
SHEET No. GE-0001
ISSUE A

© Transport for NSW

GENERAL NOTES

1. THESE NOTES SHOULD BE READ IN CONJUNCTION WITH OTHER ENGINEERING DRAWINGS, SPECIFICATIONS AND WRITTEN INSTRUCTIONS. ALWAYS REFER TO TECHNICAL SPECIFICATIONS FOR CLARIFICATION AND DETAILS.
2. ALL CONSTRUCTION MATERIALS AND WORKMANSHIP SHALL BE IN ACCORDANCE WITH THE RELEVANT SPECIFICATION FOR THE WORKS TOGETHER WITH THE REQUIREMENTS OF ALL RELEVANT CODES OF PRACTICE REFERRED TO THEREIN AND THE REQUIREMENTS OF ALL STATUTORY AUTHORITIES.
3. LEVELS AND CONTOURS ARE IN METRES (m) AND DIMENSIONS ARE IN MILLIMETERS (mm) UNLESS NOTED OTHERWISE (UNO). SCALES AND SCALE BARS ARE FOR A3 SIZE DRAWINGS
4. ALL LEVELS ARE TO AHD DATUM.
5. ALL COORDINATES ARE AS PER CO-ORDINATE SYSTEM STATED IN TITLE BLOCK.
6. ALL STATIONS AND RADII ARE IN METRES.
7. ALL LOCATIONS, ORIENTATION AND LEVELS SHALL BE VERIFIED ON SITE BEFORE COMMENCING ANY WORK. REFER DISCREPANCIES TO THE PRINCIPAL. DO NOT OBTAIN DIMENSIONS FROM SCALING.
8. THE CONTRACTOR SHALL ENSURE ACCESS IS AVAILABLE TO PROPERTIES AT ALL TIMES DURING CONSTRUCTION.
9. THESE DRAWINGS ARE BASED ON GROUND FEATURES AS AT THE DATE OF SURVEY 28/08/2017.

STORMWATER DRAINAGE

1. THE DOCUMENTED DRAINAGE SYSTEM IS DETAILED ONLY FOR NORMAL AUSTROADS TRAFFIC LOADING CONSTRUCTION VEHICLE REQUIREMENTS SHALL BE THE CONTRACTOR'S RESPONSIBILITY.
2. UNSUITABLE FOUNDING MATERIAL FOR PIPES AND STRUCTURES SHALL BE REMOVED OR IMPROVED IN ACCORDANCE WITH THE RELEVANT SPECIFICATIONS AND TO THE PRINCIPAL'S SATISFACTION.
3. REINFORCEMENT EXPOSED IN MODIFICATION OF PRECAST COMPONENTS SHALL BE PROTECTED WITH THE APPROVED METHOD OF COVER REPLACEMENT TO THE PRINCIPAL'S SATISFACTION.
4. WHERE NOTED ON THE PLANS BATTERS ARE TO BE RECONTOURED AROUND DRAINAGE LINES
5. EXISTING DRAINAGE CULVERTS DEPICTED AS REMAINING MUST BE CHECKED BY THE CONTRACTOR FOR CONDITION. THE CONTRACTOR IS TO UNDERTAKE A CONDITION SURVEY. FOR DETAILS OF GUARDFENCE, HEADWALLS AND SO KERB REFER TO MODEL DRAWINGS.

SAFETY BARRIERS

1. BARRIER TO BE INSTALLED AS PER RMS MODEL DRAWINGS LISTED IN THE SUPPLEMENTARY DRAWING INDEX, OR TO MANUFACTURES SPECIFICATIONS.
2. ANY CHANGES TO PRODUCTS LISTED IN THE BARRIER SCHEDULES ARE TO BE MADE IN CONSULTATION WITH THE DESIGNER.

UTILITIES

1. THE UTILITY INFORMATION SHOWN IN THE DRAWINGS IS SCHEMATIC ONLY AND IS INTENDED TO ACCENTUATE THE PRESENCE OF PUBLIC UTILITY SERVICES ALONG THE PROJECT LENGTH. ACTUAL LOCATIONS SHOULD BE VERIFIED PRIOR TO CONSTRUCTION.
2. IN ORDER TO AVOID DAMAGE TO THE SERVICES THE CONTRACTOR SHALL BE RESPONSIBLE FOR CO-ORDINATING THE WORKS ADJACENT TO ANY SERVICE WITH THE RELEVANT UTILITY AUTHORITY IN ACCORDANCE WITH THE AUTHORITY REQUIREMENTS.
3. THE CONTRACTOR SHALL CO-ORDINATE WITH THE RELEVANT UTILITY AUTHORITIES AND THE PRINCIPAL WITH RESPECT TO ANY TEMPORARY DIVERSIONS NECESSARY FOR CONSTRUCTION STAGING WORKS.

LANDSCAPING

1. ALL DISTURBED AREAS TO BE STABILISED WITH 100mm TOPSOIL LAYER AND HAND SEEDED. REFER TO SPECIFICATION R178 FOR DETAILS.

PAVEMENT MARKING, ROAD FURNITURE & SIGN POSTING

1. THESE DRAWINGS ARE TO BE READ IN CONJUNCTION WITH THE SPECIFICATION.
2. REFER TO R.M.S. STANDARD DRAWINGS FOR SAFETY BARRIER DETAILS, UNLESS SPECIFIED OTHERWISE.
3. FOR DETAILS OF SAFETY BARRIER DELINEATORS REFER R.M.S. STANDARD DRG OR MANUFACTURERS DETAIL.
4. SIGN POSTS PLACED WITHIN THE CLEAR ZONE WITHOUT SAFETY BARRIER PROTECTION SHALL BE FRANGIBLE.
5. FOR DETAILS OF PAVEMENT MARKINGS, SIGN POSTS AND SIGN SUPPORT STRUCTURES REFER TFNSW GUIDELINES, STANDARD DRGS, RELEVANT AUSTRALIAN SPECIFICATION AND DRG'S BY OTHERS.
6. ALL PERMANENT PAVEMENT MARKINGS SHALL BE IN WATERBORNE PAINT UNLESS NOTED OTHERWISE.
7. GUIDE POST / DELINEATOR SPACING IS 60m UNO.

THIS DRAWING MAY BE PREPARED IN COLOUR AND MAY BE INCOMPLETE IF COPIED
0 5 10 15 20 25 30 35 40 45 50mm ON A3 SIZE ORIGINAL

ACCEPTED FOR CONSTRUCTION

DRAWING FILE LOCATION / NAME: C:\Data\Worksets\N2022015 HW9 SANDY CK RD INTERSECTION IMPROVEMENT\dgn\07-Drawing Production\Plan and Profile\P-PLAN-01-GE.dgn				DESIGN LOT CODE: N2022015		DESIGN MODEL FILE(S) USED FOR DOCUMENTATION OF THIS DRAWING: DESI FINAL		PLOT DATE / TIME: 11/11/2022 12:44:01 PM	PLOT BY: lbagster	CLIENT: NSW GOVERNMENT Transport for NSW	MUSWELLBROOK SHIRE COUNCIL HW9 - NEW ENGLAND HIGHWAY SANDY CREEK ROAD INTERSECTION IMPROVEMENTS GENERAL NOTES — A3
EXTERNAL REFERENCE FILES	REV	DATE	AMENDMENT / REVISION DESCRIPTION	WVR No.	APPROVAL	SCALES ON A3 SIZE DRAWING	DRAWINGS / DESIGN PREPARED BY	TITLE	NAME		RMS REGISTRATION No.: DS2022/000648 — PART: 1
	01	26/08/2022	ISSUED FOR CONSTRUCTION	-	DJ		INFRASTRUCTURE & PLACE TECHNICAL SERVICES - NORTHERN	DRAWN	L.BAGSTER		
								DRG CHECK	B.STEVENS		
								DESIGN	L.BAGSTER		
								DESIGN CHECK	B.STEVENS		
						CO-ORDINATE SYSTEM: MGA ZONE 56 (GDA94) — HEIGHT DATUM: AHD		DESIGN MNGR	D.JOHNSON		
								PROJECT MNGR	A.ROSNELL		ISSUE STATUS: ISSUED FOR CONSTRUCTION — EDMS No.: qA6709684 — SHEET No.: GE-0002 — ISSUE: A

© Transport for NSW

HORIZONTAL ALIGNMENT REPORT - MC00							
POINT	CHAINAGE	EASTING	NORTHING	ELEVATION	ELEMENT	LENGTH	BEARING
START	2990	302347.003	6430735.274	0			36°00'17.5"
CC		302126.964	6430895.170		R = -272.000	86.054	
CS	3076.054	302385.830	6430811.669	0			17°52'40.6"
					SPIRAL	40	
ST	3116.054	302396.227	6430850.284	0			
					STRAIGHT	57.552	13°39'54.1"
TS	3173.605	302409.823	6430906.207	0			13°39'54.1"
					SPIRAL	40	
SC	3213.605	302418.405	6430945.267	0			09°50'43.1"
CC		302122.823	6430996.564		R = -300.000	29.683	
END	3243.288	302422.027	6430974.716	0			04°10'34.8"
REPORT DATE: Wednesday, 24 August 2022							

Survey Control Mark Register - HV4217 - MGA Zone 56

MX Mark ID	Mark	Type	MGA Grid Coordinates		Combined Scale Factor	MGA		Source	AHD	AHD		Source	Date	Project Impact
			Easting	Northing		Class	Order			Class	Order			
SS132689	State Survey Mark	302341.378	6430711.939	1.000056	E	U	SCIMS	154.112	L	L3	RMS	7/9/2017		
PM34486	Permanent Mark	301326.455	6429659.714	1.000056	B	2	SCIMS	149.370	LB	L2	SCIMS	7/9/2017		
PM34711	Permanent Mark	301270.617	6429536.592	1.000056	B	2	SCIMS	155.802	LC	L3	SCIMS	7/9/2017		
PM34712	Permanent Mark	301273.449	6429553.482	1.000056	B	2	SCIMS	154.968	LC	L3	RMS	7/9/2017		
PM34713	Permanent Mark	302059.276	6430485.917	1.000056	C	3	SCIMS	153.557	LB	L2	SCIMS	7/9/2017		
PM34714	Permanent Mark	302068.531	6430495.978	1.000056	C	3	SCIMS	153.823	L	L3	RMS	7/9/2017		
SS132688	State Survey Mark	302405.653	6430845.338	1.000056	C	3	SCIMS	151.349	C	3	RMS	7/9/2017		
SS159441	State Survey Mark	301915.389	6430293.370	1.000056	C	3	SCIMS	152.187	C	3	RMS	7/9/2017		

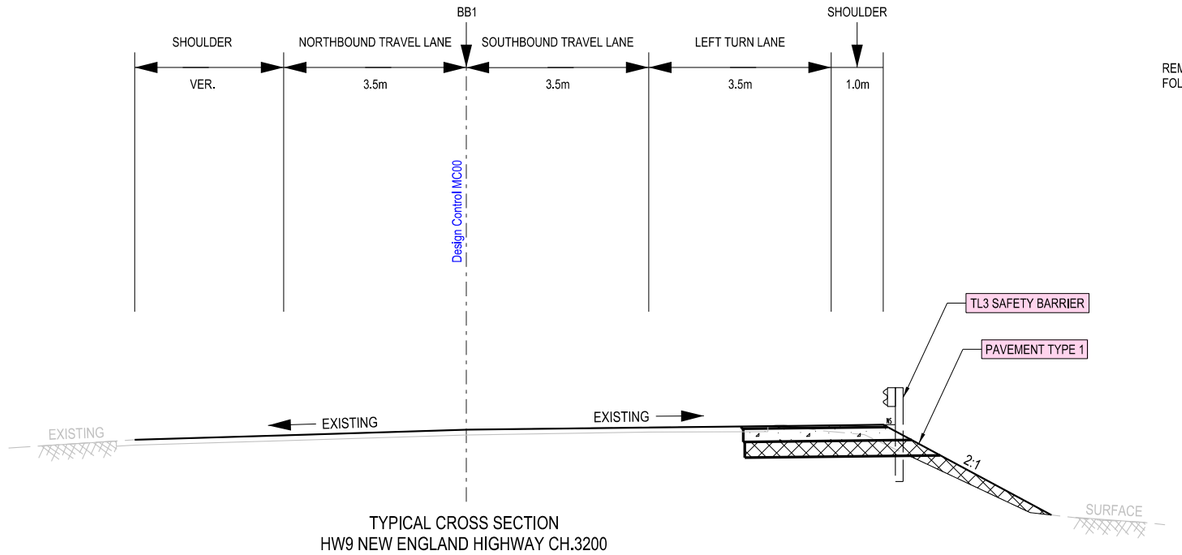
THIS DRAWING MAY BE PREPARED IN COLOUR AND MAY BE INCOMPLETE IF COPIED

50mm ON A3 SIZE ORIGINAL

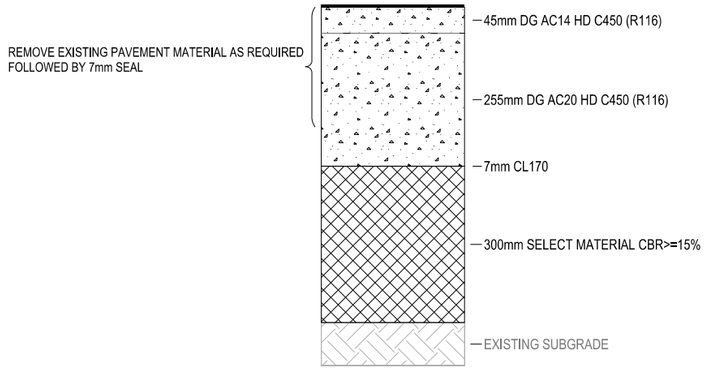
ACCEPTED FOR CONSTRUCTION

DRAWING FILE LOCATION / NAME: C:\Data\Worksets\N2022015 HW9 SANDY CK RD INTERSECTION IMPROVEMENT\dgn\07-Drawing Production\Plan and Profile\P-PLAN-03-RD.dgn				DESIGN LOT CODE: N2022015		DESIGN MODEL FILE(S) USED FOR DOCUMENTATION OF THIS DRAWING: DESI FINAL		PLOT DATE / TIME: 11/11/2022 12:44:01 PM	PLOT BY: lbagster	CLIENT	MUSWELLBROOK SHIRE COUNCIL HW9 - NEW ENGLAND HIGHWAY SANDY CREEK ROAD INTERSECTION IMPROVEMENTS ALIGNMENT PLAN AND SURVEY SCHEDULE	A3	
EXTERNAL REFERENCE FILES	REV	DATE	AMENDMENT / REVISION DESCRIPTION	WVR No.	APPROVAL	SCALES ON A3 SIZE DRAWING	DRAWINGS / DESIGN PREPARED BY	TITLE	NAME	NSW GOVERNMENT Transport for NSW			
	01	26/08/2022	ISSUED FOR CONSTRUCTION	-	DJ		INFRASTRUCTURE & PLACE TECHNICAL SERVICES - NORTHERN	DRAWN	L.BAGSTER				
								DRG CHECK	B.STEVENS				
								DESIGN	L.BAGSTER				
								DESIGN CHECK	B.STEVENS				
						CO-ORDINATE SYSTEM: MGA ZONE 56 (GDA94)	HEIGHT DATUM: AHD	DESIGN MNGR	D.JOHNSON		RMS REGISTRATION No.: DS2022/000648		PART: 1
								PROJECT MNGR	A.ROSNELL		ISSUE STATUS: ISSUED FOR CONSTRUCTION	EDMS No.: qA6709684	SHEET No.: RD-0001	ISSUE: A

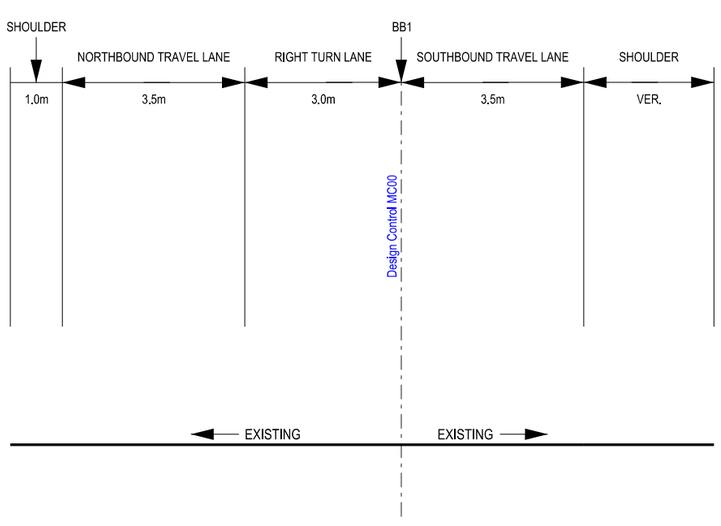
© Transport for NSW



TYPICAL CROSS SECTION
HW9 NEW ENGLAND HIGHWAY CH.3200
PAVEMENT WIDENING



PAVEMENT TYPE 1 - FULL DEPTH ASPHALT PAVEMENT
(CH.3134 TO CH.3243)



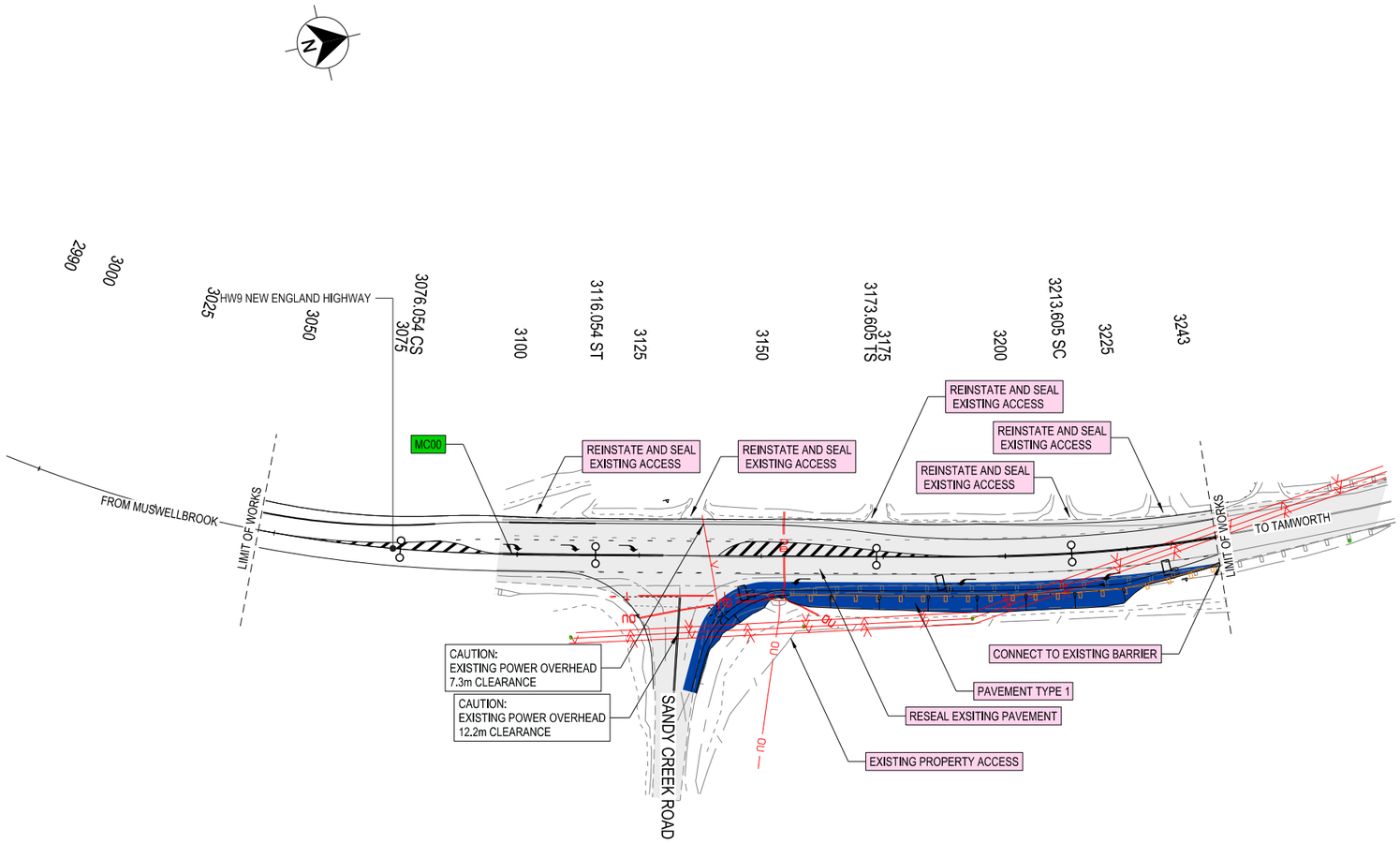
TYPICAL CROSS SECTION
HW9 NEW ENGLAND HIGHWAY CH.3100
LINE MARKING

ACCEPTED FOR CONSTRUCTION

THIS DRAWING MAY BE PREPARED IN COLOUR AND MAY BE INCOMPLETE IF COPIED
150mm ON A3 SIZE ORIGINAL

DRAWING FILE LOCATION / NAME: C:\Data\Worksets\N2022015 HW9 SANDY CK RD INTERSECTION IMPROVEMENT\dgn\07-Drawing Production\Plan and Profile\P-PLAN-03-RD.dgn				DESIGN LOT CODE: N2022015		DESIGN MODEL FILE(S) USED FOR DOCUMENTATION OF THIS DRAWING: DESI FINAL		PLOT DATE / TIME: 11/11/2022 12:44:01 PM	PLOT BY: lbagster	CLIENT: NSW GOVERNMENT Transport for NSW	MUSWELLBROOK SHIRE COUNCIL HW9 - NEW ENGLAND HIGHWAY SANDY CREEK ROAD INTERSECTION IMPROVEMENTS TYPICAL CROSS SECTIONS — A3
EXTERNAL REFERENCE FILES	REV	DATE	AMENDMENT / REVISION DESCRIPTION	WVR No.	APPROVAL	SCALES ON A3 SIZE DRAWING	DRAWINGS / DESIGN PREPARED BY	TITLE	NAME		
	01	26/08/2022	ISSUED FOR CONSTRUCTION	-	DJ	0 10 20 30 40 SCALE 1:1000m	INFRASTRUCTURE & PLACE TECHNICAL SERVICES - NORTHERN	DRAWN	L.BAGSTER		
								DRG CHECK	B.STEVENS		
								DESIGN	L.BAGSTER		
								DESIGN CHECK	B.STEVENS		RMS REGISTRATION No. DS2022/000648 — PART 1
								DESIGN MNGR	D.JOHNSON		
						CO-ORDINATE SYSTEM: MGA ZONE 56 (GDA94)	HEIGHT DATUM: AHD	PROJECT MNGR	A.ROSNELL		ISSUE STATUS: ISSUED FOR CONSTRUCTION — EDMS No.: qA6709684 — SHEET No.: RD-0002 — ISSUE: A

© Transport for NSW



LEGEND

- MC00 — DESIGN CONTROL CALLOUT
- XXXX — CONSTRUCTION CALLOUT
- XXXX — UTILITY CALLOUT
- EXISTING PAVEMENT
- OVERHEAD POWER LINE
- NO. — TEST PIT

NOTES

1. ALL WORKS TO BE CARRIED OUT IN ACCORDANCE WITH CURRENT RMS QA SPECIFICIATIONS AND AUSTRALIAN STANDARDS UNLESS OTHERWISE STATED.
2. CONTRACTOR TO CONFIRM LOCATION OF ALL SERVICES, DRAINAGE WORKS AND UNDERGROUND INFRASTRUCTURE PRIOR TO COMMENCING WORK. CONTRACTOR TO ENSURE ADOPTED METHOD OF CONSTRUCTION AND PROPOSED WORKS WILL AVOID DAMAGE TO ALL SERVICES AND DRAINAGE WORKS, INCLUDING CLEARANCES TO OVERHEAD POWER LINES.
3. ALL DIMENSIONS ARE IN METRES UNLESS NOTED OTHERWISE. ALL LEVELS, METERAGES, CHAINAGES AND CO-ORDINATES ARE EXPRESSED IN METRES
4. ACCESS TO PROPERTIES TO BE MADE AVAILABLE BY THE CONTRACTOR AT ALL TIMES DURING CONSTRUCTION.
5. PAVEMENT AREAS EXCLUDE PAVEMENT UNDER KERBS AND VERGES. REFER TO SHEET (PAVEMENT TYPICAL DETAILS SHEET) FOR DETAILS.
6. REFER TO SHEET RD-0002 FOR PAVEMENT PROFILES.

ACCEPTED FOR CONSTRUCTION

THIS DRAWING MAY BE PREPARED IN COLOUR AND MAY BE INCOMPLETE IF COPIED
50mm ON A3 SIZE ORIGINAL

DRAWING FILE LOCATION / NAME	DESIGN LOT CODE	DESIGN MODEL FILE(S) USED FOR DOCUMENTATION OF THIS DRAWING	PLOT DATE / TIME	PLOT BY	CLIENT
C:\Data\Worksets\N2022015 HW9 SANDY CK RD INTERSECTION IMPROVEMENT\dgn\07-Drawing Production\Plan and Profile\P-PLAN-03-RD.dgn	N2022015	DESI FINAL	11/11/2022 12:44:01 PM	lbagster	NSW GOVERNMENT Transport for NSW

EXTERNAL REFERENCE FILES	REV	DATE	AMENDMENT / REVISION DESCRIPTION	WVR No.	APPROVAL
	01	26/08/2022	ISSUED FOR CONSTRUCTION	-	DJ

SCALES ON A3 SIZE DRAWING: 0 10 20 30 40 — SCALE 1:1000m

CO-ORDINATE SYSTEM: MGA ZONE 56 (GDA94) | HEIGHT DATUM: AHD

DRAWINGS / DESIGN PREPARED BY: INFRASTRUCTURE & PLACE TECHNICAL SERVICES - NORTHERN

	NAME
DRAWN	L.BAGSTER
DRG CHECK	B.STEVENS
DESIGN	L.BAGSTER
DESIGN CHECK	B.STEVENS
DESIGN MNGR	D.JOHNSON
PROJECT MNGR	A.ROSNELL

MUSWELLBROOK SHIRE COUNCIL
HW9 - NEW ENGLAND HIGHWAY
SANDY CREEK ROAD
INTERSECTION IMPROVEMENTS
DETAIL PLAN
HW9 - NEW ENGLAND HIGHWAY - MC00 CH.3047.000 TO CH.3243.000

A3

RMS REGISTRATION No. DS2022/000648 — PART 1

ISSUE STATUS: ISSUED FOR CONSTRUCTION | EDMS No.: qA6709684 | SHEET No.: RD-0003 | ISSUE: A

© Transport for NSW



LEGEND

- MC00 — DESIGN CONTROL CALLOUT
- XXXX — CONSTRUCTION CALLOUT
- XXXX — UTILITY CALLOUT
- EXISTING PAVEMENT
- OVERHEAD POWER LINE
- NO. — TEST PIT

NOTES

1. ALL WORKS TO BE CARRIED OUT IN ACCORDANCE WITH CURRENT RMS QA SPECIFICIATIONS AND AUSTRALIAN STANDARDS UNLESS OTHERWISE STATED.
2. CONTRACTOR TO CONFIRM LOCATION OF ALL SERVICES, DRAINAGE WORKS AND UNDERGROUND INFRASTRUCTURE PRIOR TO COMMENCING WORK. CONTRACTOR TO ENSURE ADOPTED METHOD OF CONSTRUCTION AND PROPOSED WORKS WILL AVOID DAMAGE TO ALL SERVICES AND DRAINAGE WORKS, INCLUDING CLEARANCES TO OVERHEAD POWER LINES.
3. ALL DIMENSIONS ARE IN METRES UNLESS NOTED OTHERWISE. ALL LEVELS, METERAGES, CHAINAGES AND CO-ORDINATES ARE EXPRESSED IN METRES
4. ACCESS TO PROPERTIES TO BE MADE AVAILABLE BY THE CONTRACTOR AT ALL TIMES DURING CONSTRUCTION.
5. PAVEMENT AREAS EXCLUDE PAVEMENT UNDER KERBS AND VERGES. REFER TO SHEET (PAVEMENT TYPICAL DETAILS SHEET) FOR DETAILS.
6. REFER TO SHEET RD-0002 FOR PAVEMENT PROFILES.

ACCEPTED FOR CONSTRUCTION

THIS DRAWING MAY BE PREPARED IN COLOUR AND MAY BE INCOMPLETE IF COPIED
50mm ON A3 SIZE ORIGINAL

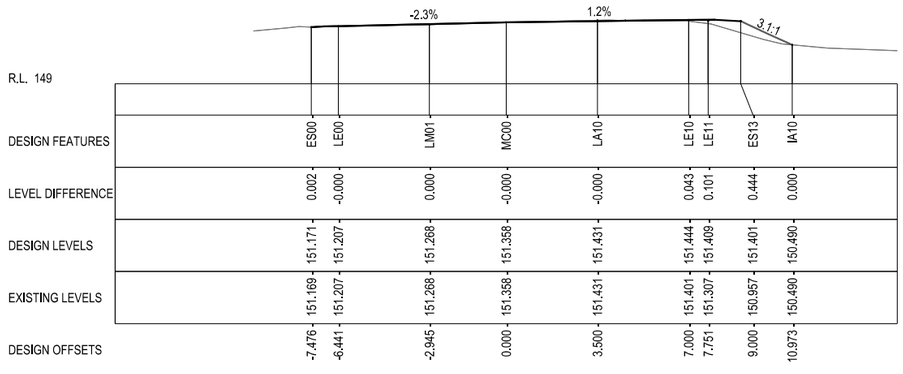
DRAWING FILE LOCATION / NAME: C:\Data\Worksets\N2022015 HW9 SANDY CK RD INTERSECTION IMPROVEMENT\dgn\07-Drawing Production\Plan and Profile\P-PLAN-03-RD - Copy.dgn				DESIGN LOT CODE: N2022015		DESIGN MODEL FILE(S) USED FOR DOCUMENTATION OF THIS DRAWING: DESI FINAL		PLOT DATE / TIME: 11/11/2022 12:44:01 PM	PLOT BY: lbagster	CLIENT: NSW GOVERNMENT Transport for NSW	MUSWELLBROOK SHIRE COUNCIL HW9 - NEW ENGLAND HIGHWAY SANDY CREEK ROAD INTERSECTION IMPROVEMENTS DETAIL PLAN HW9 - NEW ENGLAND HIGHWAY - MC00 CH.3047.000 TO CH.3243.000
EXTERNAL REFERENCE FILES	REV	DATE	AMENDMENT / REVISION DESCRIPTION	WVR No.	APPROVAL	SCALES ON A3 SIZE DRAWING	DRAWINGS / DESIGN PREPARED BY	TITLE	NAME		
	01	26/08/2022	ISSUED FOR CONSTRUCTION	-	DJ	0 10 20 30 40 SCALE 1:1000m	INFRASTRUCTURE & PLACE TECHNICAL SERVICES - NORTHERN	DRAWN	L.BAGSTER		
								DRG CHECK	B.STEVENS		
								DESIGN	L.BAGSTER		
								DESIGN CHECK	B.STEVENS		
								DESIGN MNGR	D.JOHNSON		
						CO-ORDINATE SYSTEM: MGA ZONE 56 (GDA94) HEIGHT DATUM: AHD		PROJECT MNGR	A.ROSNELL		

A3

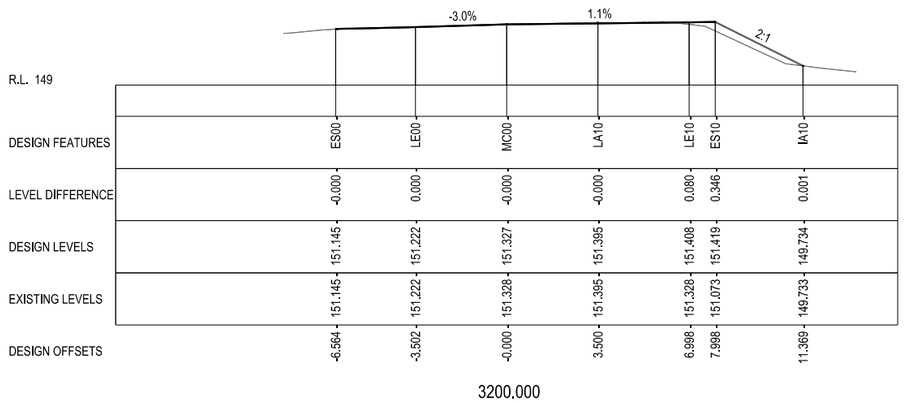
RMS REGISTRATION No. DS2022/000648 — PART 1

ISSUE STATUS: ISSUED FOR CONSTRUCTION | EDMS No. qA6709684 | SHEET No. RD-0004 | ISSUE A

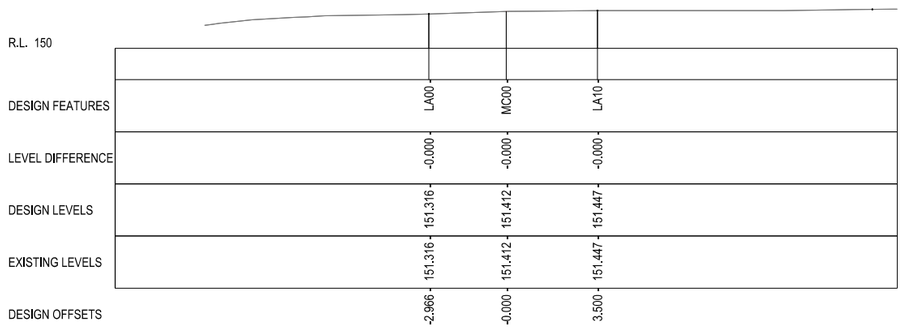
© Transport for NSW



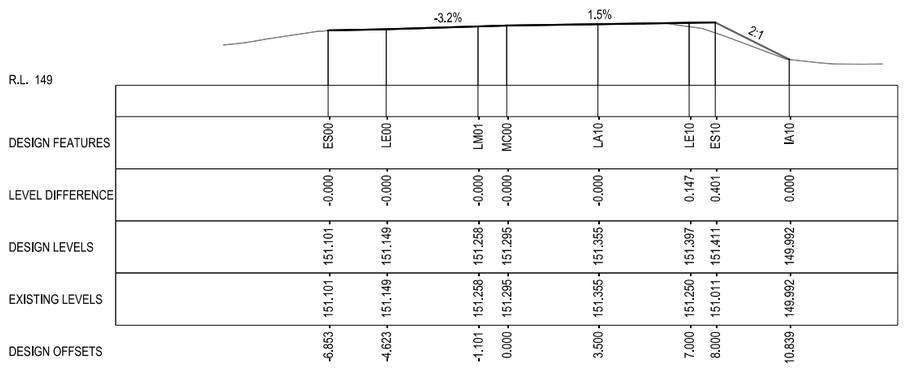
3150.000



3200.000



3137.000



3175.000

ACCEPTED FOR CONSTRUCTION

THIS DRAWING MAY BE PREPARED IN COLOUR AND MAY BE INCOMPLETE IF COPIED
50mm ON A3 SIZE ORIGINAL

DRAWING FILE LOCATION / NAME: C:\Data\Worksets\N2022015 HW9 SANDY CK RD INTERSECTION IMPROVEMENT\dgn\07-Drawing Production\Plan and Profile\P-PLAN-04-RC.dgn				DESIGN LOT CODE: N2022015	DESIGN MODEL FILE(S) USED FOR DOCUMENTATION OF THIS DRAWING: DESI FINAL	PLOT DATE / TIME: 11/11/2022 12:44:01 PM
EXTERNAL REFERENCE FILES	REV	DATE	AMENDMENT / REVISION DESCRIPTION	WVR No.	APPROVAL	SCALES ON A3 SIZE DRAWING
	01	26/08/2022	ISSUED FOR CONSTRUCTION	-	DJ	0 2 4 6 8 SCALE 1:200m
CO-ORDINATE SYSTEM: MGA ZONE 56 (GDA94)	HEIGHT DATUM: AHD					

DRAWINGS / DESIGN PREPARED BY: INFRASTRUCTURE & PLACE TECHNICAL SERVICES - NORTHERN

PLOT BY	lbagster
TITLE	NAME
DRAWN	L.BAGSTER
DRG CHECK	B.STEVENS
DESIGN	L.BAGSTER
DESIGN CHECK	B.STEVENS
DESIGN MNGR	D.JOHNSON
PROJECT MNGR	A.ROSNELL

CLIENT: NSW GOVERNMENT Transport for NSW

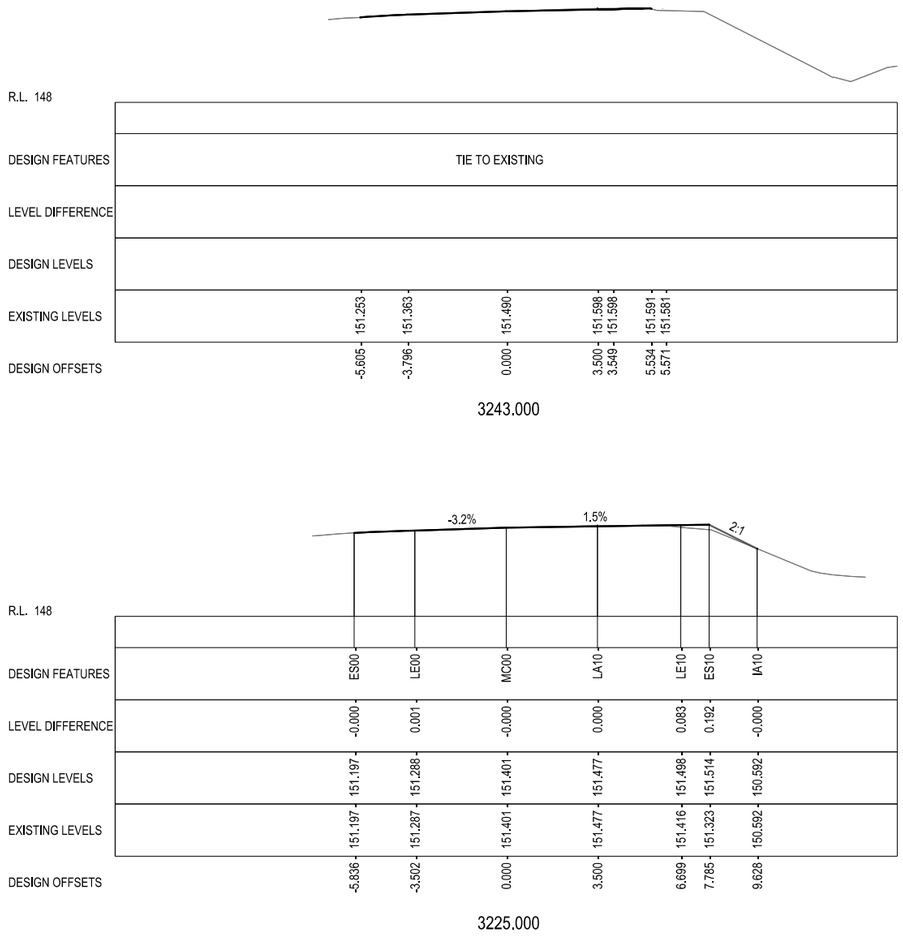
MUSWELLBROOK SHIRE COUNCIL
HW9 - NEW ENGLAND HIGHWAY
SANDY CREEK ROAD
INTERSECTION IMPROVEMENTS
CROSS SECTION
HW9 - NEW ENGLAND HIGHWAY - MC00 CH.3137.000 TO CH.3200.000

A3

RMS REGISTRATION No. DS2022/000648 | PART 1

ISSUE STATUS	EDMS No.	SHEET No.	ISSUE
ISSUED FOR CONSTRUCTION	qA6709684	RC-0001	A

© Transport for NSW



ACCEPTED FOR CONSTRUCTION

THIS DRAWING MAY BE PREPARED IN COLOUR AND MAY BE INCOMPLETE IF COPIED
0 5 10 15 20 25 30 35 40 45 50mm ON A3 SIZE ORIGINAL

DRAWING FILE LOCATION / NAME: C:\Data\Worksets\N2022015 HW9 SANDY CK RD INTERSECTION IMPROVEMENT\dgn\07-Drawing Production\Plan and Profile\P-PLAN-04-RC.dgn	DESIGN LOT CODE: N2022015	DESIGN MODEL FILE(S) USED FOR DOCUMENTATION OF THIS DRAWING: DESI FINAL	PLOT DATE / TIME: 11/11/2022 12:44:01 PM; PLOT BY: lbagster
CLIENT: NSW GOVERNMENT Transport for NSW	MUSWELLBROOK SHIRE COUNCIL HW9 - NEW ENGLAND HIGHWAY SANDY CREEK ROAD INTERSECTION IMPROVEMENTS CROSS SECTION HW9 - NEW ENGLAND HIGHWAY - MC00 CH.3225.000 TO CH.3243.000	A3	

EXTERNAL REFERENCE FILES	REV	DATE	AMENDMENT / REVISION DESCRIPTION	WVR No.	APPROVAL
	01	26/08/2022	ISSUED FOR CONSTRUCTION	-	DJ

SCALES ON A3 SIZE DRAWING: 0 2 4 6 8 SCALE 1:200m

CO-ORDINATE SYSTEM: MGA ZONE 56 (GDA94) HEIGHT DATUM: AHD

DRAWINGS / DESIGN PREPARED BY: INFRASTRUCTURE & PLACE, TECHNICAL SERVICES - NORTHERN

TITLE	NAME
DRAWN	L.BAGSTER
DRG CHECK	B.STEVENS
DESIGN	L.BAGSTER
DESIGN CHECK	B.STEVENS
DESIGN MNGR	D.JOHNSON
PROJECT MNGR	A.ROSNELL

RMS REGISTRATION No.: DS2022/000648 PART: 1

ISSUE STATUS: ISSUED FOR CONSTRUCTION | EDMS No.: qA6709684 | SHEET No.: RC-0002 | ISSUE: A

© Transport for NSW

10.2.3. Denman to Sandy Hollow Water Pipeline Project - Council Funding Contribution

Attachments:	Nil
Responsible Officer:	Derek Finnigan - General Manager
Author:	Derek Finnigan (General Manager)
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. 5.1.4.1 - Capital works programmes prioritised to demonstrate continual improvement in community infrastructure.

PURPOSE

To submit for Council's consideration a request to allocate funds from Council's s64 Developer Contributions Reserve as Council's financial contribution to the Denman to Sandy Hollow water pipeline construction project.

OFFICER'S RECOMMENDATION

Council approves:

1. $7,000,000 funding to be allocated from Council's s64 Developer Contributions Reserve as Council's financial contribution to the Denman to Sandy Hollow water pipeline project; and
2. Council continues to seek grant funding sufficient to enable Council's $7,000,000 funding contribution to be returned to the s64 Developer Contributions Reserve.

Moved: _____ Seconded: _____

BACKGROUND

A report, entitled '9.4.9 Denman to Sandy Hollow Water Pipeline Project' was submitted to the 22 November 2022 Ordinary Council Meeting. Council's resolution in relation to the report was:

9.4.9 *Denman to Sandy Hollow water pipeline project*

16.1 *RESOLVED on the motion of Cr B. Woodruff and Cr J. Drayton that:*

Council:

1) Delegates to the Acting General Manager authority to execute a Funding Deed with The Treasurer as the Minister administering section 8(a) of the Restart NSW Fund Act 2011 (NSW) for the Denman to Sandy Hollow pipeline project;

2) Authorises the expenditure of Council funds in the amount of

$9,575,318.77 towards the Project;

3) Endorses obtaining a loan for the amount of $9,575,318.77.

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

Against: *Nil.*

An internal Major Project Governance team, composed of senior staff members, has been formed to consider and provide assistance to the designated project managers for major projects. The Major Project Governance team considers and provides advice relating to, but not limited to:

- procurement;
- financial management, including project insurance and budget and expenditure management;
- risk management;
- work health and safety; and
- legal issues, potential and actual.

Meetings of the Major Project Governance team have been held to consider, amongst a range of project risk management matters, the funding of Council's required contribution to the Denman to Sandy Hollow water pipeline project. In the current economic environment, it is considered that the securing of a loan to fund Council's financial contribution to the project does not provide sufficient economic benefit to Council. The report requests Council's consideration of allocating $7,000,000 from Council's s64 Developer Contributions Reserve as Council's financial contribution to the Denman to Sandy Hollow water pipeline project.

CONSULTATION

Mayor Steve Reynolds

Asset Manager Water & Wastewater

Major Project Governance team

REPORT

In September 2020, the New South Wales Government conditionally awarded Muswellbrook Shire Council an $18,898,200 grant to assist funding the construction of a potable water pipeline (the 'Pipeline') from Denman to Sandy Hollow (the 'Project'). The grant funding was subject to the fulfilment of a number of conditions that were to be satisfied prior to the grant funding being released. The grant funding conditions included:

1. **Council collaborating with the NSW Department of Planning and Environment – Water (DPE – Water) to ensure inclusion of the Project in Council's Integrated Water Cycle Management (IWCM) Strategy, and Council adopting the preferred scenario as outlined in the IWCM.**

   Council has satisfied this funding condition. The IWCM Strategy was adopted by Council at the 27 July 2021 Ordinary Council Meeting, and concurrence was received from DPE – Water on 23 December 2021.

2. **Council obtaining all applicable planning and regulatory approvals necessary for the Project to proceed.**

   This funding condition has been satisfied. Any additional planning and regulatory approvals relevant to the Project will be obtained during the Project's delivery phase.

3. **Council securing the required water volume and licence to enable the Project to proceed.**

   This funding condition has been satisfied.

4. **Council securing a binding agreement with FJT Australia for development of the site, including a commitment to accept water from the Pipeline.**

   This funding condition has been satisfied.

In compliance with Council's Resolution for report '9.4.9 Denman to Sandy Hollow Water Pipeline Project' made at the 22 November 2022 Ordinary Council Meeting, a Funding Deed has been entered into between Council and The Treasurer as the Minister administering section 8(a) of the Restart NSW Fund Act 2011 (NSW) acting for and on behalf of the Crown in relation to the Growing Local Economies (GLE) grant funding for the Denman to Sandy Hollow water pipeline project.

A condition of the GLE grant funding is that Council provides $5,053,000 funding as a financial contribution to the project. It is proposed that Council allocates $7,000,000 from the s64 Developer Contributions Reserve towards the project. The additional funding amount is considered necessary due to increased construction costs experienced across the construction industry and to provide a suitable contingency for the project. It is also recommended that Council continues to seek grant funding that will enable Council to return the $7,000,000 funding amount to the s64 Developer Contributions Reserve.

Developer contributions levied under Section 64 of the Local Government Act 1993 are upfront payments levied to recover part of the water and sewer costs relating to existing and planned infrastructure such as treatment plants, pumping stations, reservoirs, and trunk mains.

Section 64 of the Local Government Act 1993 provides:

64 Construction of works for developers

Division 5 of Part 2 of Chapter 6 of the Water Management Act 2000 applies to a council exercising functions under this Division in the same way as it applies to a water supply authority exercising functions under that Act.

OPTIONS

Council may decide to allocate or not allocate $7,000,000 from the s64 Developer Contributions Reserve as Council's financial contribution towards the Denman to Sandy Hollow water pipeline project.

CONCLUSION

Accessing Council's s64 Developer Contributions Reserve will enable Council to invite tenders for the construction of the Denman to Sandy Hollow water pipeline. Should Council be successful in securing additional grant funding, this will enable Council's $7,000,000 financial contribution to be returned to the s64 Developer Contributions Reserve.

SOCIAL IMPLICATIONS

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

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

FINANCIAL IMPLICATIONS

Ongoing Operational and Maintenance Costs Implications Associated with Capital Project

1. ***Financial Implications – Capital***

   Council will receive a grant funding contribution of $18,898,200 from the Growing Local Economies NSW Government grant programme for the Denman to Sandy Hollow water pipeline project.

   Council's funding contribution of $7,000,000 will be allocated from the s64 Developer Contributions Reserve to Revenue General Ledger Number 5530.0492.853

   Expense General Ledger Number 5310.0492.504 will be allocated to record expenditure associated with the project.

2. ***Financial Implications – Operational***

   Costs associated with the operation and maintenance of the pipeline are intended to be recovered from industrial and commercial users of the pipeline.

POLICY IMPLICATIONS

Tenders for the design and construction of the Denman to Sandy Hollow water pipeline project will be called in compliance with Council's Procurement Policy, the Local Government Act 1993, and the Local Government (General) Regulation.

STATUTORY IMPLICATIONS

Local Government Act 1993

Local Government (General) Regulation

LEGAL IMPLICATIONS

Nil identified.

OPERATIONAL PLAN IMPLICATIONS

The submission of the report complies in principle with item 5.4.1 of the Operational Plan: 'Capital works programmes prioritised to demonstrate continual improvement in community infrastructure'.

RISK MANAGEMENT IMPLICATIONS

The primary risk associated with utilising Council's s64 Developer Contributions Reserve for Council's financial contribution towards the Denman to Sandy Hollow water pipeline project is that there is no guarantee grant funding will be made available to enable Council to return the $7,000,000 amount to reserve.

WASTE MANAGEMENT IMPLICATIONS

Nil at this stage of the project.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Community information will be provided throughout the project. This will include a public information session to be held at the Sandy Hollow Community Hall in the fourth quarter of 2022-23.

10.3. Property and Place

10.3.1. Major Projects Status Report

Attachments:	1. CURRENT 2022-2023 - CI Capital Works Hybrid [**10.3.1.1** - 8 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.
	Not applicable

PURPOSE

To provide Council with the monthly Major Projects Status Report.

OFFICER'S RECOMMENDATION

Council NOTES the report.

Moved: _____ Seconded: _____

BACKGROUND

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

CONSULTATION

Respective project managers.

REPORT

The Major Projects Status Report is attached for the information of Councillors as at 20 April 2023.

Each iteration of the report is reviewed to improve the communication of status updates against Council's Delivery Program and 2022 – 2023 Operational Plan.

The spreadsheet is a working document with new projects added and updated as details are confirmed.

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 2022 – 2023 Operational Plan*

RISK MANAGEMENT IMPLICATIONS

Risk implications are considered and assessed for major projects.

WASTE MANAGEMENT IMPLICATIONS

Project plans require discrete waste management plans.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Subject to the type and scale of the project, Council consults and provides communication and media updates 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 20 APRIL 2023
MULTIPLE YEAR PROJECTS											
2019 Special Rate Variation											
TBA	**Stormwater Drainage Projects**	**C**	3540.1404.504	**$300,000**	**$615,188**	TBA					Drainage in Denman is considered to be a high priority project and may be considered for this funding.
Olympic Park											
2019-2020-0417	**Olympic Park Amenities and Grandstand**	**D & C**	3710.7824.504	**$8,150,000**	**$2,248,033**	Existing Cover to $2M	Jan-21	Dec-24	Jan-21		*2022-23 Operational Plan Action: 1.4.1.2 Seek development approval for grandstand and amenities design for Olympic Park* . Development Application has been submitted with the Regional Planning Panel. Approval is not expected until April 2023. Planned completion date has been amended to reflect anticipated approval. **Funding for Stage 2 Grandstand $5.5m confirmed and awaiting Funding Agreement.** The Olympic Park Development Advisory Committee is meeting monthly. Event management plan being arranged to address outstanding planning issues in responding to the Regional Planning Panel.
2021-2022-0520	**Olympic Park Field Improvements**	**D & C**	3710.1405.504	**$1,500,000**	**$990,316**	Existing Cover to $2M	Jul-22	Dec-24	Jul-22		*2022-23 Operational Plan Action:1.4.1.1 Commence Olympic Park field improvements.* Draft drainage and irrigation designs have been completed. **Council to give consideration to request alignment of multiple grant funding sources for Olympic Park Projects from funding bodies.** Discussion has been held with NSW Sport regarding funding alignment and the Development Advisory Committee has supported funding alignment. Council has written to the new NSW Minister for Sport and Office of Sport - Infrastructure Grants.
TBA	**Olympic Park Projects**	**D**	3710.1405.504	**TBD**	**$171,301**	Existing Cover to $2M	Jul-22				Design for Olympic Park Funds to be allocated for investigation and design of other precinct stages including precinct landscape design.
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		*2022-23 Operational Plan Action: 4.2.1.1 Begin precinct enabling works, and 4.2.1.2 Review design value management options for theatre and community hall.* The project was reported to the 28 September 2021 Ordinary Council Meeting. Tender negotiations with preferred tenderer, as resolved at 28 September 2021 Ordinary Council meeting, did not result in award of tender. The development application was withdrawn in October to address planning issues raised for resubmission. Engaging consultant to prepare alternative concept design for Possum Gully Culvert relocation to cater for the Civic Precinct. It is planned that the concept will be communicated with ARTC to seek feedback. Development Application is being prepared for demolition of Bridge Street buildings to be lodged following concept design of pocket park being endorsed by Council at the May 2023 Ordinary Council meeting.
2020-2021-0463	**Regional Entertainment and Conference Centre**	**D & C**	3690.5433.504	**TBD**	**$6,208,018**	TBA	Oct-21	Dec-26	Oct-21		*2022-23 Operational Plan Action: 4.2.1.1 Begin precinct enabling works, and 4.2.1.2 Review design value management options for theatre and community hall.* The project was reported to the 28 September 2021 Ordinary Council Meeting. Tender negotiations with preferred tenderer, as resolved at 28 September 2021 Ordinary Council meeting, did not result in award of tender. The development application was withdrawn in October 2022 to address planning issues raised for resubmission. The Regional Entertainment Centre Development Advisory Committee are meeting monthly. They have considered a preliminary proposal on the location of the Regional Entertainment Centre in the centre of the CBD town block. Staff have commenced discussions with the Principal Design Consulting regarding changes in design and relodgement of the development application. The architect is preparing a return brief.
Other											
TBA	**Civic Precinct (Town Square)**	**D & C**	3690.5498.504	**$14,500,000**	**$3,404,981**	Council insured	Oct-21	Jun-26	Oct-21		*2022-23 Operational Plan Action: 1.4.1.3 Develop Pocket Park design for the Muswellbrook Town Centre.* Planning for demolition and scoping of the Pocket Park has commenced. **Funding of $10.5m confirmed a waiting Funding Agreement.** Development Application is being prepared for demolition of Bridge Street buildings to be lodged following concept design of pocket park being endorsed by Council. It is anticipate this will be reported to 23 May Ordinary Council meeting.
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		Deed for Heritage items executed. Design and Construction tender awarded. Steel has been erected and roofing and insulation are currently underway, to be completed in three weeks. Timbers from William Bridge, Martindale have tested positive to arsenic and lead and not suitable for use. Alternate options for timber costed at $35,000. Further report is being provided to the 27 April 2023 Ordinary Council meeting.
2019-2020-0404	**Hunter Beach**	**D & C**	3920.5904.504	**$3,173,029**	**$3,128,232**	Contractor insured	Jul-22	Feb-22	Aug-22	Apr-23	Awaiting power connection for lights and BBQ facilities.
2020-2021-0443	**MSC Depot Construction**	**D &C**	3910.5939.504	**$200,000**	**$200,000**	Council insured	Jul-21	Dec-23	Jul-21		*2022-23 Operational Plan Action: 6.3.1.1 New Works Depot – tender for works called* . Preliminary budget estimate has being prepared for the new proposed location at the Waste Management Facility. Architect and civil engineer coordinating designs to finalise concept and costs estimate. Concept and cost estimate reported to December 2022 Ordinary Council Meeting. **Resources for Regions Round 9 funding announced of $4.8M**. Review of civil design is underway.

2020-2021-0452	**Muswellbrook Animal Shelter**	**C**	3910.5887.504	**$3,191,041**	**$1,206,134**	Council Insured	Feb-21	Mar-23	May-21		Building works materially complete. Hunter River stormwater discharge construction is complete. Currently, the construction of the community garden(sustainability hub), car parks, landscaping, external painting and rendering along with other finishing works are progressing.
2019-2020-0413	**Muswellbrook Indoor Sport Centre**	**D & C**	3910.5844.504	**$1,242,452**	**$1,205,944**	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 Tenders for a detailed design early 2023 and concurrent land acquisition with Crown Land. RFQ for Principal Design Consultant with Procurement being finalised.
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		Donald Horne Building nearing completion. Loxton House works were placed on hold following structural works for design and tender review. The café design is progressing to accommodate the Blue Flame Restaurant. Staged OC process underway.
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 being refined for development application modification.
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 for tender issue. Major tenant reviewing specification for advice in assisting in meeting needs of centre. Tenders to be called.
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. Major works to date included the warm shell to attract Best & Less tenancy to the Marketplace. Future significant works include the relocation of Blue Flame restaurant to the Donald Horne Building.
PLANNING, COMMUNITY AND CORPORATE SERVICES											
N/A	**General Building Renewal Programme**	**C**	3910.5819.504	**$250,000**	**$250,000**	Existing Cover to $2M	Oct-22	Jun-23			Report endorsed September 2022 Ordinary Council Meeting. Request for Quote are out and activation of some projects contingent on grant funding will now commence.
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.
TBA	**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.
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		A part funding allocation towards providing universally accessible pathways (including soft and hard landscaping) in accordance with NSW heritage requirements in the education precinct connecting Tertiary Education Centre 1, Loxton House, Donald Horne Building, Muswellbrook Library, and precinct car parking. Soft and hard landscaping are progressing. **Reallocation of Resources for Regions Round 7, $2,850,318. Includes Public Domain Works, Loxton House Refurbishment, Hill St Construction, Part Bridge Street Footpath, Bridge Street Median, Marketplace Public Car Park, and Marketplace laneway.** Loxton House Development Application (DA) modification package being finalised. Architectural plans being modified to suit changes to occupy a commercial real estate tenant in Loxton House and returning tenants.
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 auspicing 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 for review with tender to be advertised in coming weeks.
TBA	**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. Geotechnical investigations and tender documents preparation underway. Tenders closed 3 March 2023 and is expected to be reported to the 23 May 2023 Ordinary Council meeting.
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.**
2019-2020-0406	**Muswellbrook Aquatic Centre Upgrade**	**C**	3700.5442.504	**$6,500,000**	**$1,515,153**	Contractor insured	Mar-20	Mar-21	Mar-20	Aug-22	Aquatic Centre officially opened Saturday 17 September 2022. Incomplete works being undertaken and defects being addressed.
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.
TBA	**Adventure Playground - Wollombi Rd (Pump Track)**	**I, D & C**	3710.7831.504	**$480,000**	**$480,000**	TBA	Jan-23	Jun-23			Tenders to be called for design and construct contract early 2023. Tender being prepared.

TBA	**Kayuga Rural Fire Station**	**D & C**	3860.5415.504	**$650,000**	**$591,293**	Existing Cover to $2M	Dec-21	Mar-23	Dec-21		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.
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.
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			Works being delivered by Council's Building team. Delays have been experienced due to trade shortages and the nature of works.
TBA	**Muswellbrook Indoor Sports Centre Upgrade**	**C**	3910.5950.504	**$148,050**	**$120,493**	Existing Cover to $2M	Jul-21	Dec-22			Works being delivered by Council's Building team. Delays have been experienced due to trade shortages and the nature of works. Insulation 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. Request for Quote are out and activation of some projects contingent on grant funding can now commence. General Recreation projects are underway. Guttering at Highbrook is complete, CCTV has been awarded. Recreation Needs Study Draft nearing finalisation. Denman Tennis Courts Lighting Quotes received and awarded.
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		Street tree applications have been received and programmed for planting during Autumn.
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	Jan-23		Applications have closed and were reported January 2023 Council meeting. Successful applicants have been advised and payments have been advised.
N/A	**Cemetery General Programme**	**C**	3722.5297.504	**$90,000**	**$90,000**	Existing Cover to $2M	Jul-22	Sep-22			First stage of concrete path works complete. Stage 2 awaiting quotations to progressed
N/A	**Sport and Recreation Small Capital Grants**	**C**	3710.5482.504	**$25,000**	**$25,000**	Existing Cover to $2M	Oct-22	Feb-23			Applications closed and reported January 2023 Council meeting. Letters advising successful applicants have been sent, awaiting acceptance from clubs.
ROADS AND DRAINAGE											
TBA	**Bridges Renewal Program**	**I**	3530.4131.504	**$95,000**	**$42,281**	Existing Cover to $2M	Aug-21	Jun-23	Jul-22	Mar-23	This project is complete. Following the level 3 assessment of Bell St Bridge over Muscle Creek a prioritised program of works has been prepared. Works will be undertaken in accordance with this program to the limit of the available budget. The programmed works have included geotechnical testing and assessment of the abutments, and monitoring of the movement of the bearings. The geotechnical testing and assessment have been completed and a report issued. The baseline system has been installed to monitor the bridge movement.
TBA	**Bell Street Bridge**	**I**	Not assigned		**$679,000**	Existing Cover to $2M					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. 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	**$343,527**	**$343,527**	Existing Cover to $2M	Mar-22	Jun-23	Aug-22		An in-kind source of funding for the upgrade of the Bus Stop in Tindale St has been provided through development in the street. Tender documents have been prepared for the design and installation of the shelters and are currently being advertised. Tenders close 31 March 2023 to be reported to 27 April 2023 Council meeting.
TBA	**Drainage Devices Program**	**I**	3540.4065.504	**$150,000**	**$150,000**	Existing Cover to $2M	Feb-22	Jun-22			Program and concept design reported to Council and incorporated into Lorne Street works.
TBA	**Footpath & Cycleway Renewals**	**C**	3500.4072.504	**$150,000**	**$150,000**	Existing Cover to $2M	Aug-22	Jun-23	Aug-22		A prioritised program was reported and endorsed by Council July 202. This program of work has commenced with work in Maitland St Muswellbrook. Work on this program will continue in 2023.
TBA	**Heavy Patching Programme**	**C**	3500.4035.504	**$500,000**	**$500,000**	Existing Cover to $2M	Aug-22	Apr-22	Aug-22		A prioritised program was reported and endorsed by Council July 2022 with nominated sites now being constructed to the limit of funding available.
TBA	**Kerb & Gutter Replacement**	**C**	3560.4065.504	**$150,000**	**$150,000**	Existing Cover to $2M	Aug-22	Dec-22	Aug-22	Oct-22	A prioritised program was reported and endorsed by Council July 2022 with100% of works now complete to the limit of available funding.
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**	**C**	TBA		**$1,412,582**	Council & Contractor insured	Jul-23	Oct-24			**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 applied for additional funding under the Disaster Recovery Fund R1. Council has applied for additional funding under the Disaster Recovery Fund R1. Once the sources of funding to supplement the R4R R9 funding are confirmed this project will be reported to Council. Tender Documents are being prepared. tender.
TBA	**New Footpath & Cycleway**	**C**	3500.4073.504	**$250,000**	**$250,000**	Existing Cover to $2M	Feb-23	Jun-23			Prioritised program reported to Council for endorsement July 2022 with footpath priorities Maitland St and Turtle St Denman. Work has commenced to link the path to the new Signals at Thompson St. A grant application was submitted to the Active Transport program for the Turtle St footpath project. Work on this project will be put on hold until confirmation on the success of this application has been provided by Transport for NSW.
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.
2022-2023-0555	**Regional Road Renewal Programme**	**C**	3502.4135.504	**$614,000**	**$614,000**	Council & Contractor insured	Nov-22	Apr-23			Design for the rehabilitation of a section of Bylong Valley Way 5.9km to 6.6km has been prepared. A tender for the construction was advertised and Tenders received. Work will be programmed pending Council acceptance of Tender. This matter reported to the March meeting of Council and works to commence in May.
TBA	**Oakleigh Bridge Replacement**	**C**	3530.4434.504	**$543,988**	**$543,588**	Council & Contractor insured	Dec-22	Apr-23	Dec-22	Mar-23	The Tender was awarded at the November 2022 meeting of Council. The works are 95% complete.
	Resources for Regions - Round 5			**$8,542,556**	**$8,143,687**						
TBA	Edderton Road Safety Upgrade	**C**	3500.4257.504	**$2,508,232**	**$2,427,544**	Council & Contractor insured	Nov-20	Apr-22	Feb-21	Dec-21	Construction is complete.
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 have suspended due to Contractual issues. Final asphalting was undertaken late January. The contractor demobilised from the site in late January. A post construction inspection has occurred and defects and outstanding works identified. The electrical works have not been completed so the commissioning of the lights can not occur until these works are undertaken. Council staff are preparing options for delivery of the project and commissioning of the lights failing the contractors return to the site.
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.
TBA	Wilkinson St Bridge	**C**	3530.5888.504	**$2,740,901**		**Council & Contractor insured**	44166	**44682**	44494	**44986**	Project is complete.
	Resources for Regions - Round 6			**$1,108,627**							
TBA	Ridgelands Road	**C**	3500.4303.504	**$388,385**		Council & Contractor insured	Oct-22	Jan-23	Oct-22	Dec-22	The works are now complete. Council is currently acquitting this grant.
TBA	Heavy Patching Programme	**C**	3500.4306.504	**$66,352**		Council & Contractor insured	Aug-21	Mar-22	Aug-21	Oct-21	Project Complete. Council is currently acquitting this grant.
TBA	Nandowra / Dartbrook Rd	**D&C**	3500.4421.504	**$403,732**		Council & Contractor insured					This is an Upper Hunter Shire Council project. Project is complete.
TBA	Bylong Valley Way	**D&C**	3500.4422.504	**$250,158**		Council & Contractor insured	Jul-21	Jun-22	Jul-21	Aug-21	Project Complete.
	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		Construction of the Council Carpark off Hill St Muswellbrook commenced 20 March 2023. The works will involve earthworks to reduce the grades within the carpark where possible, construction of retaining walls, new kerb and gutter and improved access from pedestrians and vehicles. In addition Council are investigating the installation of an EV charging station within the carpark. Concrete works complete and EV provisions installed. Asphalt is booked for the first week of May. Landscaping will be undertaken following.
2022-2023-0552	**Hill St Road Reconstruction**	**C**	3500.4590.504	**$600,000**	**$600,000**	Council & Contractor insured	Apr-23	Aug-23			Tenders for the construction have been finalised and reported to the February meeting of Council. The accepted contractor is currently undertaking project preliminaries and will establish on site early April. Works have commenced on site with clearing and profiling of pavement undertaken.
TBA	**Road Resealing Program**	**C**	3500.4030.504	**$892,655**	**$892,655**	Existing Cover to $2M	Dec-22	Apr-23	Sep-22	Mar-23	Road Sealing Program is complete.

TBA	**Roads to Recovery Programme**	**I**	3500.2068.504	**$577,898**	**$577,898**	TBA	Jan-22	Dec-22			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		Project preliminaries such as geotechnical investigation, site survey and completion of a review of environmental factors for the project were completed. The design and construct tender was awarded to Waeger Constructions. The design of the bridge is complete. The submitted program has construction on site commencing site establishment 20 March 2023 and completion July 2023. The existing bridge removed 27 March 2023. Pile driving completed with works to construct substructure commencing.
TBA	**Rural Roads Regravelling**	**C**	3500.4055.504	**$300,628**	**$300,628**	Existing Cover to $2M	Aug-22	Jun-23	Aug-22	Mar-23	The annual program is now complete.
TBA	**Safety Audit Ridgelands Road**	**I**	3500.4270.504	**$47,272**	**$47,272**	Council insured					Works completed.
TBA	**Safety Device Renewal**	**C**	3590.4145.504	**$135,000**	**$135,000**	Existing Cover to $2M	Jan-23	Jun-23	Oct-22		A prioritised program was endorsed by Council at the July 2022 Ordinary Council meeting. This program is ongoing. Safety fencing was installed in Rutherford Road and Guardrail replacement is programmed for Carl st Muswellbrook and pending availability of funding Sandy Creek road.
TBA	**Sandy Creek Rd Curve Improvements**	**C**	3500.2066.504	**$246,506**	**$246,506**	Contractor insured	Jun-21	Dec-21	Jun-21	Sep-21	Works completed. This grant is being acquitted.
	Victoria Street	**I**		**$721,433**	**$721,433**		Oct-23	Dec-23			Grant funding accepted from Fixing Local Roads Round 4.
TBA	**Widden Valley Rd pavement rehabilitation**	**C**	3500.4424.504	**$553,397**	**$553,397**	Existing Cover to $2M	Aug-21	Oct-21	Aug-21	Jun-22	Works completed.
	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 funding for an amount of $1,045,000 to complete the project is currently being sought through the Natural Disaster Relief Funding sources.
TBA	**Yarrawa Rd (Fixing Local Roads)**	**I**	3500.2780.504	**$4,931,278**	**$4,931,278**	Council & Contractor Insured	September	Jun-22	Oct-21	Nov-22	This project is complete. The Grant is currently being acquitted.
SEWER CAPITAL BUDGET											
TBA	**Access and Security Improvements**	**D&C**	6340.4475.504	**$155,000**	**$155,000**	TBA	Jul-22	Sep-22	Jul-22	Sep-22	Security improvements across Council's assets. Fencing upgrade works carried out at a number of pumping station sites. PS- 5 fencing was completed and handed over to the operations team.
TBA	**Mains Renewal And Replacement**	**I,D&C**	6310.4340.504	**$589,431**	**$589,431**	TBA	Jan-23	Jun-23	Jul-22	Apr-22	Aberdeen Sewer Main replacement is in design stage. Lining of Doyle, Hill, Turanville, Wilson and George streets projects in design stage. Execution is planned in June 2023 completion by October 23.
TBA	**Solar Array**	**I**	6310.4493.504	**$1,800,000**	**$1,800,000**	Existing Cover to $2M	Jul-22	Jun-23	Jul-22		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..
TBA	**Sewer Operational Contingency**	**I,D&C**	6340.4494.504	**$150,000**	**$150,000**	Existing Cover to $2M	Jul-22	Jun-23	Jul-22	Apr-23	Contingency budget available to replace equipment and improve systems that have been impacted by the floods over the past year. Purchase orders were committed for the following equipment: a spare critical pneumatic valve positioner for the RWTW, a replacement motor and spare critical motor for the extraction fan for MSPS4 odour control system and a new control panel for the odour control system for MSPS4 (critical replacement since replacement parts are obsolete). In addition to the above purchases, final payment claim was made to Aurecon Australasia Pty Ltd for the RWTW project and critical proximity sensors were purchased and replaced for the damaged sensors on the RWTW grit bins. UPS upgrade at the RWTW, replacement of pump at MSPS10, purchase of butterfly valve wafers (100mm, 150mm, 200 mm) and spare valve for RWTW. Upgraded variable speed drive for the decanter in the bioreactor - Denman Sewer Treatment. Purchased two sets of pre-filter screens for the odour control systems at MSPS 4 and MSPS 5. Purchased two spare valve wafers for the RWTW as part of the critical spares inventory. Upgraded UPS for the RWTW server. Chlorine storage Level transmitter upgrade works at the RWTW. Replaced Denman decanter shower reuse pump. Replacement of proximity sensor at the RWTW dewatering sludge press. Upgrade to Denman Bio Reactor Aeration Infrastructure. Major overhaul of two return-activated sludge pumps at the RWTW.
TBA	**System Plant Asset Renewals**	**I, D & C**	6340.4488.504	**$650,000**	**$650,000**	Existing Cover to $2M	Jul-22	Jun-23	Jul-22		The construction of a septage receival facility at the Muswellbrook recycled water treatment works is completed. Denman Sewer treatment plant dewatering/desludging of ponds is the main priority and dewatering system design and investigation is in process. Project planned to start by Jan 23 and completion by October 23. Smoke testing of sewer main and manholes is at investigation stage to stop ingress of storm water in sewer system. Muswellbrook Sewer Pump station 8 pipe works and valves are replaced . The works were awarded in July 2022 and completed in Aug 22. The electric panel is in the process of design and execution is likely to commence in May 23. Aerator at Denman Sewer treatment plant is design and in in process of procurement and fabrication, project completion is by June 2023. 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 2023.

TBA	**Transportation System Improvements**	**I, D & C**	6340.4485.504	**$81,939**	**$81,939**	Existing Cover to $2M	Jan-23	Feb-23	Jan-23	Apr-23	Project valve installation to cater for emergency break of recycle water main from dam in ARTC corridor (near railway line) was completed in start Feb2023. Also valve, manhole and collapsed sewer has been completed.
WATER CAPITAL BUDGET											
N/R	**Asbestos Removal, Earth Work and Security**	**C**	5310.4575.504	**$155,000**	**$155,000**	Existing Cover to $2M	Jul-22	Jun-23	Jul-22	Apr-23	Funding is used to carry out earthwork asbestos removal for water main projects. The projects include Bligh Street East earth removal, Turanville, Forbes and Lorne Streets. Bligh Street works are completed.
TBA	**Denman to Sandy Hollow Pipeline**	**D & C**		**$28,473,519**				Jul-24			Funding Deed executed. Land aqusition, preparation of tender documentation and review of environmental factors are in process. Geo technical investigation contract was awarded and will be completed by End of March.
TBA	**Mains Renewal And Replacement**	**I, D & C**	5320.4340.504	**$748,278**	**$748,278**	Council & Contractor insured	Jul-22	Mar-23	Jul-22	Mar-23	Contract for the water main replacement program has been awarded. Under this program, water mains in Lorne St., Forbes St. and Turanville Ave were completed in September 2022. Bligh Street West/ East water main replacement were completed in Dec 2022 . Replacement of the Bligh Lane water main was completed in March 2023.
TBA	**Replacement of Water Meters**	**C**	5320.4376.504	**$78,000**	**$78,000**	Council insured	Jul-22	Jun-23	Jul-22		Ongoing ageing water meter replacement programme.
TBA	**System Plant Asset Renewals**	**I, D & C**	5340.4400.504	**$891,376**	**$700,000**	Council & Contractor insured	Jul-22	Jun-23	Jul-22	Apr-23	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.
TBA	**Upgrade Fluoride Dosing System**	**I, D & C**	5310.4577.504	**$346,461**	**$346,461**	TBA	Oct-22	Jun-23	Jul-22		Tender Submissions were received and reviewed. A report has been submitted to April 2023 Closed Council Meeting for Councillors approval of selected tenderer. The project is expected to extend into Q1 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	**$117,394**	**$117,394**	Existing Cover to $2M	Jul-22	Jun-23	Jul-22		Programme being prepared.
TBA	**Water Operations Contingency Project**	**I**	5340.4406.504	**$117,686**	**$117,686**	Existing Cover to $2M	Jul-22	Jun-23	Jul-22	Apr-23	Contingency budget available to replace equipment and improve systems that have been impacted by the floods over the past year. Replacement of the electrical cables for the Denman River Pump1, a higher dose rate coagulant pump for the MWTP, a portable UVA laboratory meter (to test for dissolve organics in the raw water), four filter differential pressure transmitters for MWTP and a replacement Watson-Marlow coagulant dosing for DWTP were purchased in this quarter. Further to the above purchases, a new UF membrane module was purchased to replace a damaged module at the Denman Water Treatment Plan, a macrolite media recirculating pump was purchased to replaced a failing, existing pump at the Sandy Hollow Water Treatment Plant and a critical spare helical gearmotor was purchased for the lime auger at the Muswellbrook Water Treatment Plant. Denman River Pump required a new motor and refurbishment after flood damage. A spare transfer pump was purchased for polymer dosing at the MBK WTP. Replacement of critical differential pressure transmitters were purchased for MBK WTP. Damaged UPS was replaced for the Ford Street Raw water pumping station, MBK Water Treatment. Critical spares were purchased for the clarifier de-sludging valves. A platform was fabricated for access to the Denman Raw Water Screen when river levels impeded access to clean the Denman River Screens during heavy rain events. A new isolation valve was installed for the clarifier sludge drain line into evaporation pond 1 at MBK WTP. Replaced the lime dosing lines in the MBK WTP. Funded the Denman River Intake Assessment Report for the Betterment Infrastructure Grant Application. Replaced the non-return valve at Bimbadeen Drinking Water Booster Pump Station.
TBA	**Water Stop Valve Replacement Programme**	**I, D & C**	5320.4379.504	**$285,627**	**$250,000**	Existing Cover to $2M	Oct-22	Jun-23	Oct-22	Dec-22	The funds were utilised for water main and valves replacement projects in Bligh Street east and Flanders Avenue. The project was completed in De c2022.
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 determined rock can be ripped to design depth. Preparing for DA lodgement.
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 is being prepared for April Council meeting.

PROJECTS 1 JANUARY 2023 - 30 JUNE 2023		Updated 22 March 2023				
PROJECT MANAGER	**PROJECT**					
Project Manager	**JANUARY**	**FEBRUARY**	**MARCH**	**APRIL**	**MAY**	**JUNE**
Project Manager - Roads & Drainage	CBD Stage 7 Design (Footpath & Laneway)	CBD Stage 7 Design (Footpath & Laneway)	CBD Stage 7 Design (Footpath & Laneway)	CBD Stage 7 Design (Footpath & Laneway)	CBD Stage 7 Design (Footpath & Laneway)	CBD Stage 7 Design (Footpath & Laneway)
	Pocket Park Design	Pocket Park Design	Pocket Park Design	Pocket Park Design		
	Hill St Car Park (adjacent to Marketplace)	Hill St Car Park (adjacent to Marketplace)	Hill St Car Park (adjacent to Marketplace)	Hill St Car Park (adjacent to Marketplace)		
	Baerami Creek & Dry Creek Causeway Design and Construction	Baerami Creek & Dry Creek Causeway Design and Construction	Baerami Creek & Dry Creek Causeway Design and Construction	Baerami Creek & Dry Creek Causeway Design and Construction	Baerami Creek & Dry Creek Causeway Design and Construction	Baerami Creek & Dry Creek Causeway Design and Construction
		Design and Implementation of Bus Shelters	Design and Implementation of Bus Shelters	Design and Implementation of Bus Shelters	Design and Implementation of Bus Shelters	Design and Implementation of Bus Shelters
Project Manager - Roads & Drainage	Thompson St Signalisation	Thompson St Signalisation				
		Rosebrook Bridge	Rosebrook Bridge	Rosebrook Bridge	Rosebrook Bridge	Rosebrook Bridge
	Oakleigh Bridge	Oakleigh Bridge	Oakleigh Bridge			
			Rainbow Culverts Construction, Sandy Creek Rd	Rainbow Culverts Construction, Sandy Creek Rd	Rainbow Culverts Construction, Sandy Creek Rd	Rainbow Culverts Construction, Sandy Creek Rd
			Bylong Valley Way REPAIR Programme	Bylong Valley Way REPAIR Programme	Bylong Valley Way REPAIR Programme	Bylong Valley Way REPAIR Programme
			Hill Street Reconstruction	Hill Street Reconstruction	Hill Street Reconstruction	Hill Street Reconstruction
				New Footpath Construction Programme	New Footpath Construction Programme	New Footpath Construction Programme
			Heavy Patching Programme	Heavy Patching Programme	Heavy Patching Programme	
		Merton St Stomwater Drainage Design	Merton St Stomwater Drainage Design	Merton St Stomwater Drainage Design	Merton St Stomwater Drainage Design	
Project Manager - Property & Building Services	TEC II (Donald Horne building)	TEC II (Donald Horne building)				
	Aquatic Centre - Close Out	Aquatic Centre - Close Out				
	CBD Demolition Development Approval (Pocket Park)	CBD Demolition Development Approval (Pocket Park)	CBD Demolition Development Approval (Pocket Park)	CBD Demolition Development Approval (Pocket Park)	CBD Demolition Development Approval (Pocket Park)	CBD Demolition Development Approval (Pocket Park)
	Loxton House DA	Loxton House DA				
	Regional Entertainment Centre Design Review	Regional Entertainment Centre Design Review	Regional Entertainment Centre Design Review	Regional Entertainment Centre Design Review	Regional Entertainment Centre Design Review	Regional Entertainment Centre Design Review
	Town Centre Staging (External PM Support)	Town Centre Staging (External PM Support)	Town Centre Staging (External PM Support)	Town Centre Staging (External PM Support)	Town Centre Staging (External PM Support)	Town Centre Staging (External PM Support)
Project Manager - Property & Building Services	Denman Heritage Village Construction	Denman Heritage Village Construction	Denman Heritage Village Construction	Denman Heritage Village Construction	Denman Heritage Village Construction	Denman Heritage Village Construction
	Muswellbrook Indoor Sports & Youth Centre Detailed Design	Muswellbrook Indoor Sports & Youth Centre Detailed Design	Muswellbrook Indoor Sports & Youth Centre Detailed Design	Muswellbrook Indoor Sports & Youth Centre Detailed Design	Muswellbrook Indoor Sports & Youth Centre Detailed Design	Muswellbrook Indoor Sports & Youth Centre Detailed Design
	Denman Netball Courts Design & Construction	Denman Netball Courts Design & Construction	Denman Netball Courts Design & Construction	Denman Netball Courts Design & Construction	Denman Netball Courts Design & Construction	Denman Netball Courts Design & Construction
		Adventure Playground Wollombi Road Design & Construction	Adventure Playground Wollombi Road Design & Construction	Adventure Playground Wollombi Road Design & Construction	Adventure Playground Wollombi Road Design & Construction	Adventure Playground Wollombi Road Design & Construction
	General Recreation Programme	General Recreation Programme	General Recreation Programme	General Recreation Programme	General Recreation Programme	General Recreation Programme
	Olympic Park Amenities & Grandstand - Post DA approval.	Olympic Park Amenities & Grandstand - DA	Olympic Park Amenities & Grandstand - DA	Olympic Park Amenities & Grandstand - DA	Olympic Park Amentities & Grandstand - Construction	Olympic Park Amentities & Grandstand - Construction
Project Manager - Property & Building Services		Victoria Park Facilities Upgrade	Victoria Park Facilities Upgrade	Victoria Park Facilities Upgrade	Victoria Park Facilities Upgrade	Victoria Park Facilities Upgrade
	Muswellbrook Indoor Sports Centre Upgrade	Muswellbrook Indoor Sports Centre Upgrade	Muswellbrook Indoor Sports Centre Upgrade	Muswellbrook Indoor Sports Centre Upgrade	Muswellbrook Indoor Sports Centre Upgrade	
	Denman Indoor Sports Centre Upgrade	Denman Indoor Sports Centre Upgrade	Denman Indoor Sports Centre Upgrade	Denman Indoor Sports Centre Upgrade	Denman Indoor Sports Centre Upgrade	Denman Indoor Sports Centre Upgrade
Project Manager - Property & Building Services	General Building Programme	General Building Programme	General Building Programme	General Building Programme	General Building Programme	General Building Programme
	Public buildings accessibility Programme (incl. CWA footpath)	Public buildings accessibility Programme (incl. CWA footpath)	Public buildings accessibility Programme (incl. CWA footpath)	Public buildings accessibility Programme (incl. CWA footpath)	Public buildings accessibility Programme (incl. CWA footpath)	Public buildings accessibility Programme (incl. CWA footpath)
Project Manager - Works	Development of new Muswellbrook Cemetery Concept	Development of new Muswellbrook Cemetery Concept	Development of new Muswellbrook Cemetery Concept	Development of new Muswellbrook Cemetery Concept	Development of new Muswellbrook Cemetery Concept	Development of new Muswellbrook Cemetery Concept
Project Manager - Works	Solar Array at Muswellbrook Recycled Water Treatment Plant	Solar Array at Muswellbrook Recycled Water Treatment Plant				
	MSC Depot Development Approval	MSC Depot Development Approval	MSC Depot Development Approval	MSC Depot Development Approval	MSC Depot Development Approval	
Project Manager - Works		Simpson Park Playground	Simpson Park Playground	Simpson Park Playground	Simpson Park Playground	Simpson Park Playground
						MSC Depot Development Approval
Project Manager - Community Infrastructure	Muswellbrook Animal Shelter	Muswellbrook Animal Shelter	Muswellbrook Animal Shelter	Muswellbrook Animal Shelter		
	RFS Sign Installation	RFS Sign Installation	RFS Sign Installation			
	Town Centre Enabling Works	Town Centre Enabling Works	Town Centre Enabling Works	Town Centre Enabling Works	Town Centre Enabling Works	Town Centre Enabling Works
				Marketplace Lift Construction Tender		
					Olympic Park Amentities & Grandstand - Construction	Olympic Park Amentities & Grandstand - Construction
Project Manager - Community Infrastructure	Hunter Beach	Hunter Beach	Hunter Beach			
	Muscle Creek and Possum Gully Catchment Study	Muscle Creek and Possum Gully Catchment Study	Muscle Creek and Possum Gully Catchment Study			
	Possum Gully Realignment	Possum Gully Realignment	Possum Gully Realignment	Possum Gully Realignment	Possum Gully Realignment	Possum Gully Realignment
Project Manager Water & Wastewater	Denman to Sandy Hollow Water Pipeline	Denman to Sandy Hollow Water Pipeline	Denman to Sandy Hollow Water Pipeline	Denman to Sandy Hollow Water Pipeline	Denman to Sandy Hollow Water Pipeline	Denman to Sandy Hollow Water Pipeline

			Solar Array at Muswellbrook Recycled Water Treatment Plant	Solar Array at Muswellbrook Recycled Water Treatment Plant	Solar Array at Muswellbrook Recycled Water Treatment Plant	Solar Array at Muswellbrook Recycled Water Treatment Plant
Project Manager - EXTERNAL	Kayuga RFS Station	Kayuga RFS Station	Kayuga RFS Station	Kayuga RFS Station	Kayuga RFS Station	Kayuga RFS Station
	Denman Childrens Centre	Denman Childrens Centre	Denman Childrens Centre	Denman Childrens Centre	Denman Childrens Centre	Denman Childrens Centre
	Campbells Corner Development Approval	Campbells Corner Development Approval	Campbells Corner Development Approval	Campbells Corner Development Approval	Campbells Corner Development Approval	Campbells Corner Development Approval
			Restaurant fitout at Donald Horne Buidling.	Restaurant fitout at Donald Horne Buidling.	Restaurant fitout at Donald Horne Buidling.	Restaurant fitout at Donald Horne Buidling.
Project Manager - EXTERNAL	Loxton House Refrubishment & Fitout	Loxton House Refrubishment & Fitout	Loxton House Refrubishment & Fitout	Loxton House Refrubishment & Fitout	Loxton House Refrubishment & Fitout	Loxton House Refrubishment & Fitout

10.4. Corporate Services

10.4.1. Sustainable Water, Wastewater & Waste Environment Grants Policy POL35/1 for recommended rescission

Attachments:	1. Pol S35 1 Sustainable Water Wastewater and Waste Environment Grants [**10.4.1.1** - 5 pages]
Responsible Officer:	Derek Finnigan - General Manager
Author:	Chloe Wuiske (Business Improvement Officer), Madeleine St John (Busines 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 - Review the policy management framework.

PURPOSE

To recommend to Council the rescission of the Sustainable Water, Wastewater & Waste Environment Grants Policy.

OFFICER'S RECOMMENDATION

Council RESCINDS the Sustainable Water, Wastewater & Waste Environment Grants Policy.

Moved: _____ Seconded: _____

BACKGROUND

A review of Council's policies is currently in progress to ensure all policies are viable and, where applicable, identify policies recommended for rescission.

The *Sustainable Water, Wastewater & Waste Environment Grants Policy – Pol 35/1* (attachment 1) was adopted by Council on 10 November 2014, via Council's receipt of the minutes of the Native Vegetation & Tree Committee on 27 October 2014 as follows.

Ordinary Council Meeting minutes 10 November 2014:

5.1 Sustainable water, wastewater and waste environmental grants

RECOMMENDED on the motion of Clrs Rush and Phelps that:

Council:

1. *support the concept of sustainable water, wastewater and waste environmental grants of $1,000 to $10,000 (unleveraged) and $10,000 to $25,000 (matched on a dollar for dollar and/or in kind basis);*
2. *administer approved grants utilising annual allocation of $100,000 from the capital works budget within the Water Fund. Any surplus funds would roll- over to the following year;*

3. *seek legal advice to confirm the use of Water/Sewer Funds for this purpose; and,*
4. *review the performance of the grants scheme on an annual basis, to ensure probity and efficacy and to identify potential improvements.*

Native Vegetation & Tree Committee meeting minutes 27 October 2014:

13.5 Native vegetation and tree committee - 27/10/2014

474 RESOLVED on the motion of Crs Scholes and Phelps that:

The Minutes of the Native Vegetation and Tree Committee Meeting held on Monday 27 October 2014 be received and the recommendations contained therein ADOPTED.

CONSULTATION

MANEX

REPORT

Following consultation with Manex, and on the basis that Council has not identified an annual allocation of $100,000 from the capital works budget within the Water Fund to the grants, the *Sustainable Water, Wastewater & Waste Environment Grants Policy* has been identified as not viable and is recommended for RESCISSION by Council.

OPTIONS

Council may:

1. Rescind the *Sustainable Water, Wastewater & Waste Environment Grants Policy*, as recommended;
2. Retain the *Sustainable Water, Wastewater & Waste Environment Grants Policy*, and allocate annual funding for the grants.

CONCLUSION

It is recommended that Council rescinds the *Sustainable Water, Wastewater & Waste Environment Grants Policy*.

SOCIAL IMPLICATIONS

Nil known.

FINANCIAL IMPLICATIONS

A decision by Council to retain the *Sustainable Water, Wastewater & Waste Environment Grants Policy* will have an annual budgetary impact of up to $100,000 from the capital works budget within the Water Fund.

POLICY IMPLICATIONS

A review of Council policies has been conducted to identify outdated policies and recommend their rescission.

STATUTORY IMPLICATIONS

Nil known.

LEGAL IMPLICATIONS

Nil known.

OPERATIONAL PLAN IMPLICATIONS

6.2.5.2 - Review the policy management framework.

RISK MANAGEMENT IMPLICATIONS

Recommendations in this report mitigate Council's governance risk.

WASTE MANAGEMENT IMPLICATIONS

Nil known.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Nil known.

muswellbrook shire council

Sustainable Water, Wastewater & Waste Environment Grants Policy

Pol 35/1

Authorisation Details:

Authorised by:	Native Vegetation & Tree Committee
Minute No:	
Date:	27 October, 2014
Review timeframe:	
Department:	
Document Owner:	Phil Redan

Details History:

Version No.	Date changed	Modified by	Amendments made
1			

This document is a controlled document. Before using this document, check it is the latest version by referring to the Controlled Document Register. Unless otherwise shown, printed or downloaded versions of this document are uncontrolled.

POLICY OBJECTIVE

SUSTAINABLE WATER, WASTEWATER and WASTE ENVIRONMENT GRANTS

POLICY OBJECTIVE

The objectives of this Policy are to:

1. Support the community to undertake activities that improve environmental management within the catchment of any waterway used, or partly used, as a water source by Muswellbrook Water Muswellbrook;
2. Support the effective implementation of the Muswellbrook Shire Council's Delivery and Operational Plans and sustainable water, wastewater and waste environmental priorities;
3. Encourage the development or provision of community based environmental services and programs; and
4. Encourage innovative and creative projects / initiatives in Muswellbrook

1. POLICY STATEMENT

1.1. Muswellbrook Shire Council may provide fully funded Grants of between $1,000 and $10,000 to individuals, groups, businesses or organisations to undertake local environment projects which help improve environmental management, within the Shire.

1.2. Muswellbrook Shire Council may provide matched Grants of between $10,000 and $25,000 to individuals, groups, businesses or organisations, to undertake projects that improve the environmental management of a property, business or residence within the catchment of any waterway used, or partly used, as a water source by Muswellbrook Water, within the Shire.

1.2.1. Recipients must, as a minimum, match the Shire's contribution towards a project on a dollar-for-dollar basis. Council will consider volunteer time contributions as having monetary equivalent value, adjusted periodically commencing at $20/ hour. However Council does not recognise staff costs as a component of the applicant's contribution towards a project;

1.2.2. In-kind support matching 10% of the Shire Council's contribution will be considered for applications from Not-For-Profit organisations, to assist with establishment expenses.

1.3. Funds will be allocated based on which proposals best demonstrate delivery of policy objectives and endorsed annual priorities.

1.4. Grant funding will not be provided for general operating costs, overheads or loan payments; works undertaken prior to formal notification of the outcome of an application for a Grant; or proposals that may have an adverse effect on public health, safety, the environment or heritage.

2. ELIGIBILITY

To be eligible for a Grant the applicant must:

2.1. Offer a project / service in Muswellbrook Shire Council;
2.2. Have a valid Australian Business Number or are an incorporated body;
2.3. Have the prior written approval of the owner/ tenant where the application involves work on private property;
2.4. Have all appropriate insurances;
2.5 Have no outstanding debts with Council;
2.6. Be compliant in all property matters;
2.7 Be able to obtain all relevant approvals for the proposed work;
2.8. Be able to meet relevant Work Health and Safety requirements;
2.9. Be unable to reasonably fund the works themselves.

Council will not consider applications from:

2.10. Land owned or subject to acquisition by a mining company;
2.11. Applicants whose proposal is outside the Shire;
2.12. Government departments or agencies;
2.13. Proponents who are required to undertake works as a result of an order or penalty.

3. SELECTION CRITERIA

All applications for a Grant will be assessed against the following:

3.1. The extent to which the proposal contributes towards the achievement of the Policy objectives;

3.2. The extent to which the proposal contributes towards the annual environment priorities endorsed by Council;

3.3. The extent to which the project plan and budget is realistic and provides value for money;

3.4. Demonstrated capacity to undertake all aspects of the project including evaluating and documenting the results;

3.5. Anticipated community benefit;

3.6. Improved opportunities for wider public appreciation / understanding of the environment or environmental sustainability; and

3.7. Extent to which partnering and other funding sources have been explored and, where possible, secured.

In addition to the above criteria, applications for a matched Grant will be assessed against the following:

3.8. Demonstrated ability and commitment from the applicant to successfully implement the project;

3.9. The extent to which the proposal passes on knowledge and / or skills to the community; and

3.10. Demonstrated long term sustainability of the project or its outcomes, after Council funding ceases. If relevant the proponent must indicate whether there is a need to maintain works, beyond establishment, and how it proposes to do so.

4. SUPPORTING DOCUMENTATION

4.1. Applications must clearly explain the proposal and how it addresses the objectives of this policy and include any appropriate supporting information.

4.2. Applications must provide a project plan outlining:

4.2.1. A detailed project budget. The budget must include itemised costs, how the grant money and applicant contribution will be spent and other funding sources. Quotes for identified work / items should be provided; and

4.2.2. A detailed project plan. The project plan must include phasing and milestones necessary to complete all aspects of the proposal.

4.3. Applicants undertaking work that requires statutory approvals or permits must provide details of these to Muswellbrook Shire Council. It is the responsibility of applicants to obtain any necessary approvals.

5. APPROVAL PROCESS

5.1. All applications will be competitively assessed against the criteria outlined in clause 3 of the Policy.

5.2. Applications for Fully Funded Grants, up to the value of $10,000 will be determined by the General Manager in accordance with Delegated Authority

5.3. All applications for a Matched Environment Grant of above $10,000 will be collated into an assessment report, recommending those applications proposed for approval and those recommended for refusal, to be presented to Council for determination.

5.4. A determination by the General Manager or Council shall be final.

5.5. All applicants will be advised of the decision in writing.

5.6 Where a Council approved Grant Recipient is unable to implement a project in accordance with the approved funding agreement the General Manager is authorised to consider and determine approval or refusal of a variation to the project or project timeline only where the variation is reasonably appropriate and does not have a material impact on the approved project outcome. All material variations requested must be referred to Council for consideration or the funding may be forfeited.

6. POST-APPROVAL REQUIREMENTS

6.1. All successful applicants will be required to enter into a written agreement with Muswellbrook Shire Council. This agreement will seek permission from the grant recipient to publicise the grant in various media.

6.2. Grant payments shall be made as reimbursements for payment already made and work certified as complete (funds are not provided in advance). Council

may negotiate staged payments at its discretion. Such payments may include a mobilisation payment. In some circumstances; a portion of the grant amount may be retained for payment on completion of the project.

6.3. Applicants are required to provide Muswellbrook Shire Council with evidence of expenditure (receipts for payment) when submitting a claim for payment of their Grant.

6.4. Applicants receiving funds must acknowledge Muswellbrook Shire Council grant contribution in any associated publicity.

CONCLUSION

Council has an opportunity to develop a grants process which will attract collaboration between Community and Council interests, engaging people and developing capabilities through tangible grant project conception and implementation. Such projects are well regarded by community and can attract favourable publicity.

SOCIAL IMPLICATIONS

Grants of this nature help develop community capabilities and a sense of ownership for projects. Participating Council staff relish facilitating projects which develop and leverage community capabilities. This builds individual, organisational and community motivation and confidence. Ideally grants promote a sense of accomplishment often serving as 'seeding projects' which can evolve to larger sustainable projects, which can attract external funding.

FINANCIAL IMPLICATIONS

Grant applications are competitive and subject to evaluation against selection criteria. Limits are proposed for individual grants, to encourage diversity and broad community involvement.

STATUTORY IMPLICATIONS

As the proposed funds may derive from the Water, Sewer and Waste Reserves there must be a demonstrable connection to sustainable water, wastewater or waste environmental benefits and Operational Plan objectives.

LEGAL IMPLICATIONS

Providing appropriate practices are observed there appear to be no legal implications, but it would be prudent to obtain advice from the Office of Local Government.

OPERATIONAL PLAN IMPLICATIONS

The proposed grants program is an innovation which supports Council's vision of sustainability and Operational Plan objectives.

RISK MANAGEMENT IMPLICATIONS

There are minimal risks with grants because of the quantum of funds and suggested eligibility, selection criteria, documentation, approval and post-approval procedures.

10.4.2. DRAFT 2023/2024 Operational Plan - For Public Exhibition

Attachments:	Nil
Responsible Officer:	Derek Finnigan - General Manager
Author:	Amy Cox (Corporate Planning and Reporting Officer)
Community Plan Issue:	*6 - Community Leadership*
Community Plan Goal:	Collaborative and responsive leadership that meets the expectations and anticipates the needs of the community.
Community Plan Strategy:	6.2.1 - Maintain a strong focus on financial discipline to enable Council to properly respond to the needs of the communities it serves.

PURPOSE

This report details the proposed timetable and procedure for the public exhibition and adoption of the Draft 2023/2024 Operational Plan.

OFFICER'S RECOMMENDATION

Council endorses the Draft 2023/2024 Operational Plan for public exhibition for a period of at least 28 days, with details of all public submissions, received by close of the exhibition period, reported to Council for consideration.

Moved: _____Seconded: _____

BACKGROUND

Annually, pursuant to section 405 of the New South Wales Local Government Act 1993, Council is required to prepare an Operational Plan outlining the activities to be undertaken for the following financial year. A draft Operational Plan must be placed on public exhibition for at least 28 days and, after consideration of any submissions, the final draft must be adopted prior to the beginning of the financial year.

CONSULTATION

Councillors

MANEX

REPORT

Council is required to place the DRAFT 2023/2024 Operational Plan on public exhibition for at least 28 days.

The DRAFT 2023/2024 Operational Plan is attached under separate cover.

The following timetable is suggested for the public exhibition and endorsement of the 2023/2024 Operational Plan:

Thursday 27 April 2023	–	Council Meeting seeking endorsement for the public exhibition of the Draft 2023/2024 Operational Plan;
Friday 28 April 2023	–	Draft 2023/2024 Operational Plan publicly exhibited via

Council's website and in hard copy at Council's Administration Centre and libraries; until 26 May 2023;

– Draft 2023/2024 Operational Plan public exhibition promoted on Council's Facebook page and via direct email to Council's 500+ community engagement database;

Friday 26 May 2023 – Draft 2023/2024 Operational Plan public exhibition period closes;

Tuesday 27 June 2023 – Council Meeting to consider submissions and determine the 2023/2024 Operational Plan.

OPTIONS

Under Section 405 of the New South Wales *Local Government Act, 1993* Council is required to place its annual Draft Operational Plan on public exhibition for at least 28 days.

CONCLUSION

It is recommended that the Draft 2023/2024 Operational Plan be placed on public exhibition for 28 days, with details of all public submissions, received by close of the exhibition period, reported to Council for consideration at an ordinary meeting scheduled for 27 June 2023.

SOCIAL IMPLICATIONS

Nil identified.

FINANCIAL IMPLICATIONS

The DRAFT 2023/2024 Operating and Capital Budget, Revenue Policy, Fees and Charges will be tabled in a separate report seeking Council's endorsement for public exhibition at the 23 May 2023 Ordinary Meeting.

POLICY IMPLICATIONS

Nil identified.

STATUTORY IMPLICATIONS

Section 405 of the *Local Government Act, 1993* details Council's obligations to prepare a plan (its ***operational plan***) that is adopted before the beginning of each year, detailing the activities to be engaged in by the council during the year as part of the delivery program covering that year which includes a statement of the council's revenue policy for the year covered by the operational plan.

The Draft Operational Plan must be placed on public exhibition for a period of at least 28 days. During the period of public exhibition, the council must have for inspection at its office (and at such other places as it may determine) a map that shows those parts of its area to which each category and sub-category of the ordinary rate and each special rate included in the draft operational plan applies.

LEGAL IMPLICATIONS

Nil identified.

OPERATIONAL PLAN IMPLICATIONS

The Draft Operational Plan is required to be prepared each year and placed on public exhibition for a period of at least 28 days.

RISK MANAGEMENT IMPLICATIONS

Nil identified.

10.4.3. 2023/24 Budget Estimates - For Public Exhibition

Attachments:	Nil
Responsible Officer:	Derek Finnigan - General Manager
Author:	Josh Hogan (Acting Chief Financial Officer)
Community Plan Issue:	*6 - Community Leadership*
Community Plan Goal:	Collaborative and responsive leadership that meets the expectations and anticipates the needs of the community.
Community Plan Strategy:	6.2.1 - Maintain a strong focus on financial discipline to enable Council to properly respond to the needs of the communities it serves.

PURPOSE

To provide to Council the draft 2023-24 Operational and Capital Budgets to be placed on public exhibition.

OFFICER'S RECOMMENDATION

Council APPROVES placing the draft 2023-24 Operational and Capital budgets on public exhibition for a period of 28 days.

Moved: _____ Seconded: _____

CONSULTATION

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

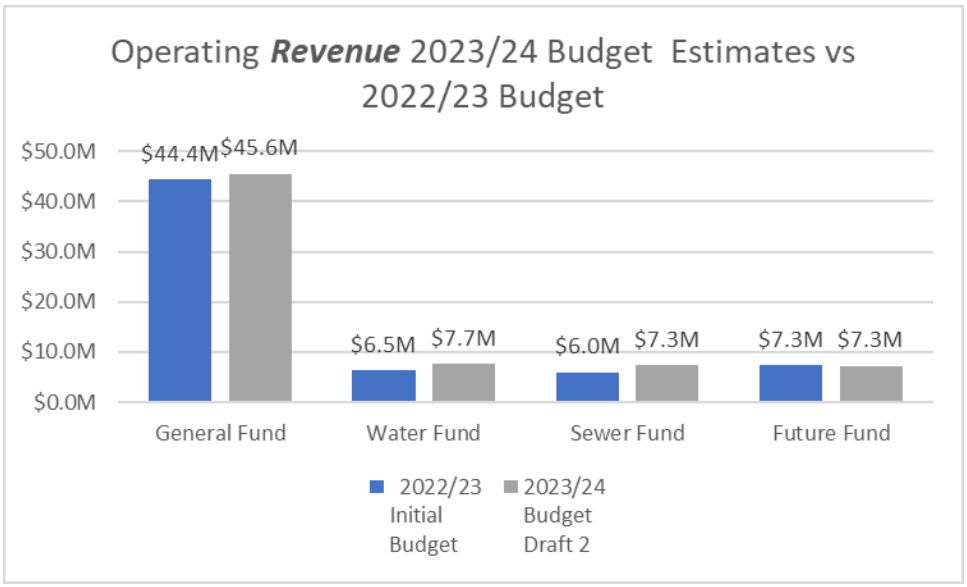
REPORT

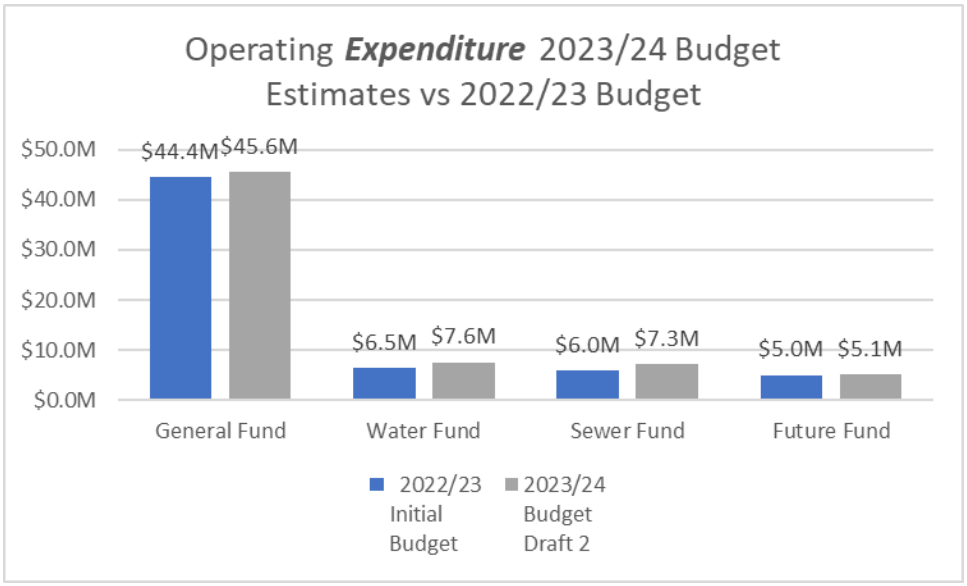
Budget 2023/24 Operating Estimates Overview

The 2023/24 Budget Estimates have been developed through a "Bottom-Up" collaborative process, starting with initial submissions from each of the Budget Owners (Directors and Managers). Historical trends, economic influences, evolving service delivery requirements and other high-level assumptions have been considered during the budget development process.

Like most organisations, Council is facing a range of economic pressures, including rising electricity and fuel prices, as well as wider inflationary pressures. The first draft of the General Fund 2023/24 Budget Estimates, including the submissions from all Budget Owners, showed a significant deficit. Muswellbrook Shire Council Financial Management Policy states that Council should not hold a budget with a deficit result, so extensive further consultation between Budget Owners, Finance and MANEX has been undertaken to revise the Estimates to achieve a General Fund break-even bottom-line result.

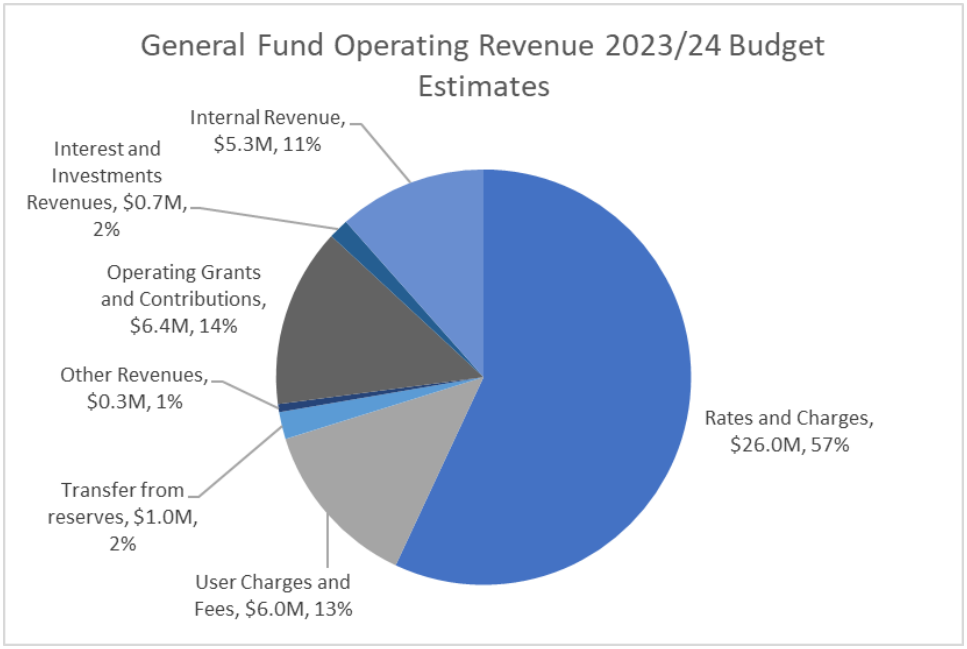
Comparison of 2023/24 Budget Estimates Revenue and Expenditure vs 2022/23 Budget:



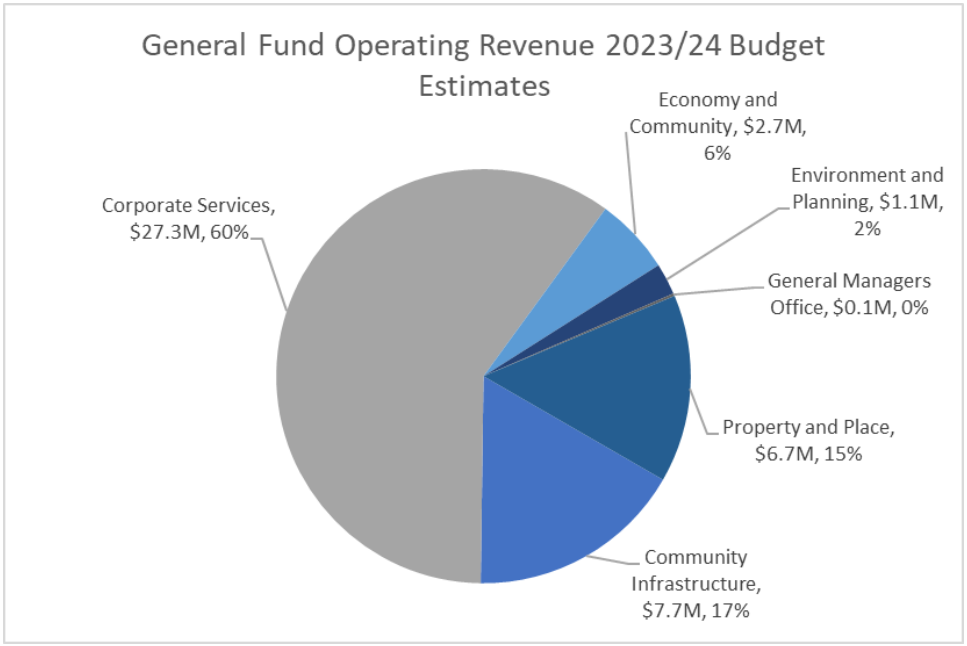


General Fund Operating Revenue – 2023/24 Budget Estimates

- By Account Group



- By Directorate



Note:

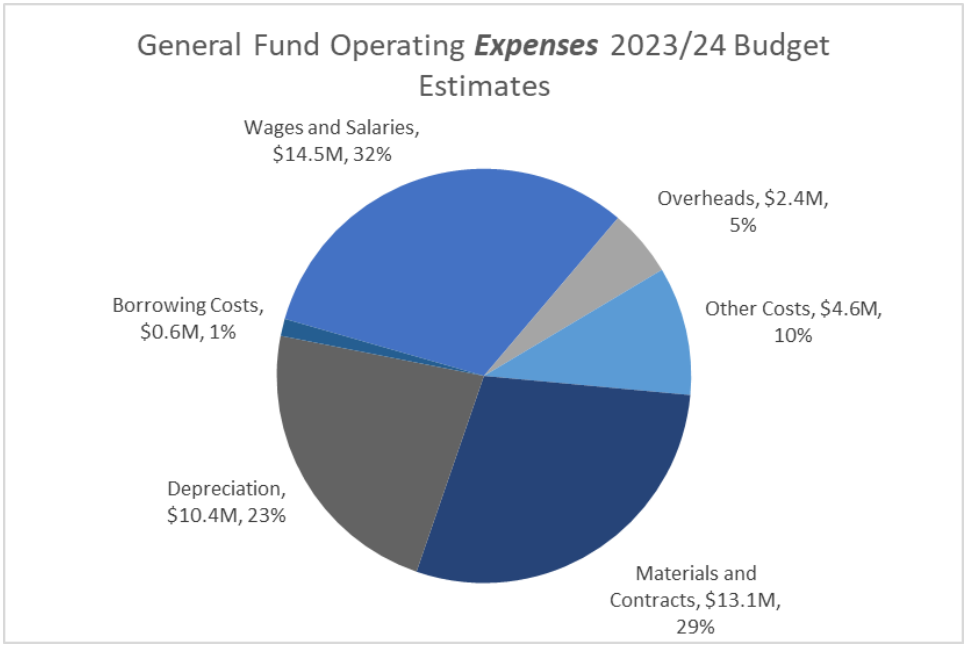
Corporate Services: Includes Land Rates and investment income

Property & Place: Include Roads & Drainage, Recreation and Property & Building Services

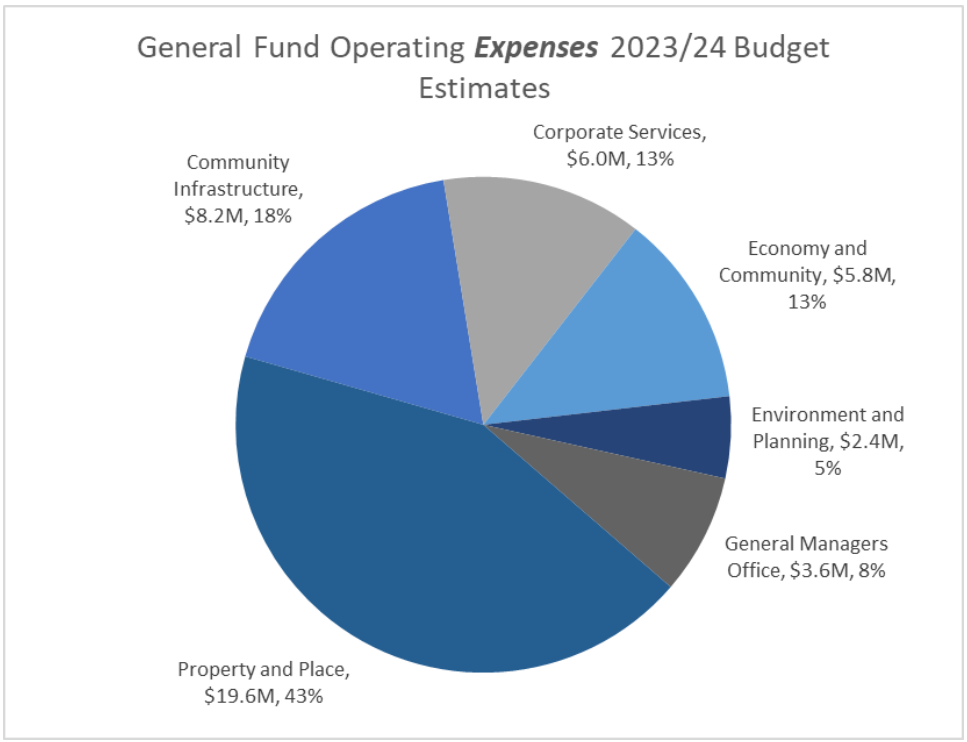
Community Infrastructure: Includes Waste Management

General Fund Operating Expenditure – 2023/24 Budget Estimates

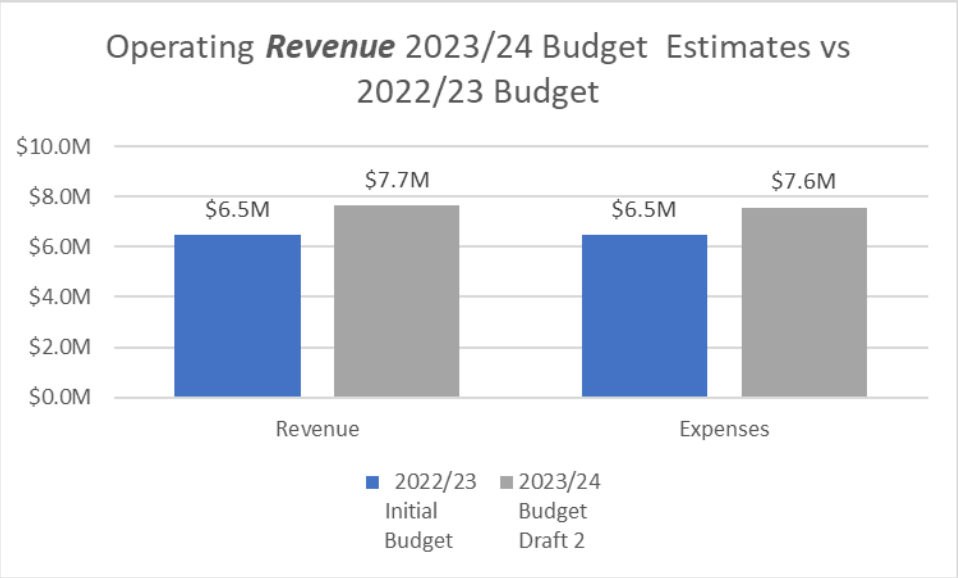
- By Account Group



- By Directorate



Water Fund:



Historically the Water and Sewer Funds fees & charges have not been sufficient to cover optimal operations, maintenance and asset-renewal costs. After close consultation between the Water and Sewer management team, Finance and MANEX, management proposes

Please see attached report for further details.

Budget 2023/24 Capital Estimates Overview

The Budget 2023/2024 Capital Estimates Overview will be available as a separate document..

10.4.4. 2023/24 Revenue Policy - For Public Exhibition

Attachments:	Nil
Responsible Officer:	Derek Finnigan - General Manager
Author:	Josh Hogan (Acting Chief Financial Officer)
Community Plan Issue:	*6 - Community Leadership*
Community Plan Goal:	Collaborative and responsive leadership that meets the expectations and anticipates the needs of the community.
Community Plan Strategy:	6.2.1 - Maintain a strong focus on financial discipline to enable Council to properly respond to the needs of the communities it serves.

PURPOSE

To provide sufficient information for Council to endorse the attached Revenue Policy, allowing for a 28-day public exhibition period.

OFFICER'S RECOMMENDATION

Council APPROVES the placing of the draft 2023/24 Revenue Policy on public exhibition.

Moved: _____ **Seconded:** _____

BACKGROUND

Each year, Council is required to place the Revenue Policy on public exhibition for a period of 28-days prior to endorsement. The Revenue Policy sets out the approach Council will take in setting rates in the Shire and the amounts applicable to each land category.

CONSULTATION

The draft Revenue Policy is to be placed on public exhibition.

CONSULTATION WITH COUNCILLOR SPOKESPERSON

General Manager

Director Environment & Planning

Director Property & Place

Financial Controller

Corporate Lawyer

Finance Committee

REPORT

Each year, Council is required to place the Revenue Policy on public exhibition for a period of 28-days prior to endorsement. The Revenue Policy sets out the approach Council will take in setting rates in the Shire and the amounts applicable to each land category.

The 2023/24 Revenue Policy for public exhibition will be provided as a separate document.

OPTIONS

Endorse the Revenue Policy to be put on public exhibition for a period of 28-days.

CONCLUSION

The making of Rates and Annual charges is an administrative function usually undertaken as part of

the adoption of the Integrated Planning and Reporting (IP&R) document suite.

SOCIAL IMPLICATIONS

There are no social implications.

FINANCIAL IMPLICATIONS

The resolutions to make the rates will enable Council to collect the rates revenue of $35.0M as budgeted in the 2023/2024 Operational Plan and Budget.

POLICY IMPLICATIONS

This report implements existing policy decisions.

STATUTORY IMPLICATIONS

The statutory requirements relating to the making and levying of rates are included in sections 493 to 607 of the Local Government Act 1993. In addition, the Office of Local Government published a guidance document titled “Council Rating and Revenue Raising Manual” and this document is available to be viewed on the OLG website.

LEGAL IMPLICATIONS

Council must pass a resolution to make the rates before it can levy rates and charges on properties each year. The resolutions must be passed by 31 July each year which is the last date that a Council can “make” a rate or charge for the new 2023/2024 financial year.

OPERATIONAL PLAN IMPLICATIONS

The report raises the revenues as budgeted for in the Operational Plan and Budget.

RISK MANAGEMENT IMPLICATIONS

The form of the resolutions has been structured to ensure compliance with Council’s legal requirements.

10.4.5. 2023/24 Fees & Charges - For Public Exhibition

Attachments:	1. The Fees And Charges Report 2023-24 Updated 180423 [**10.4.5.1** - 60 pages]
Responsible Officer:	Derek Finnigan - General Manager
Author:	Josh Hogan (Acting Chief Financial Officer)
Community Plan Issue:	*6 - Community Leadership*
Community Plan Goal:	Collaborative and responsive leadership that meets the expectations and anticipates the needs of the community.
Community Plan Strategy:	6.2.1 - Maintain a strong focus on financial discipline to enable Council to properly respond to the needs of the communities it serves.

PURPOSE

To provide sufficient information for Council to endorse the attached 2023/24 Fees & Charges schedule, allowing for a 28-day public exhibition period before formal adoption in June.

OFFICER'S RECOMMENDATION

Council resolves to place the 2023/24 Fees & Charges schedule on Public Exhibition for a period of 28 days.

Moved: _____ **Seconded:** _____

CONSULTATION

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

REPORT

Each year, Council is required to place the 2023/24 Fees & Charges Report on public exhibition for a period of 28 days prior to endorsement. The report sets out the amounts applicable for services chargeable by Council.

muswellbrook shire council

FEES & CHARGES 2023/24

Table Of Contents

Muswellbrook Shire Council 9
Administration 9
Administration Centre Room Hire 9
Councillors Room 9
Loxton House 9
Weidmann Room 9
Banners 9
Business Paper 9
Copy of Council Business Paper, Late Items & Minutes 9
Cemetery Fees 9
Right of Burial Fees 9
Certificates 10
Credit Card Payments 10
Dishonoured Payments 10
Enquiry Fee 10
Environmental Services Fees and Charges 10
Event Equipment Hire 10
Stage 10
Inflatable Outdoor Cinema Screen package 10
Sound Equipment Package 10
Equipment Hire - Set Up/Pack Down 10
Chair/Table Hire 10
MSC Branded Popup Marquee Hire 10
Visitors Information Centre - Photocopying 11
Government Information (Public Access) Act 2009 (GIPA) 11
Photocopying/Printing 11
Document Scanning 11
All Council Properties 11
Muswellbrook Regional Art Centre 11
Hall Hire 12
Denman Memorial Hall 12
Indoor Sports Centre Complex - Denman 12
Indoor Sports Centre - Muswellbrook 12
Muswellbrook Regional Art Centre 13
Private Functions 13
During Art Centre Hours 13
Outside Art Centre Hours 13
Senior Citizens Centre 13
Stan Thiess Centre 13
Muswellbrook Shire Libraries 13
Seminar Room 13
Library Meeting Room 1 13
Library Meeting Room 2 (Community Room) 14
Denman Library Community Room 14
Local Studies Room 14
STEM Innovation Room Hire 14
Casual Hirer's Insurance 14

continued on next page ...

Table Of Contents [continued]

Private Works 14
Property - Transfer Listing 15
Public Gates/Grid 15
Roads 15
Occupancy Fees - Work Zones 15
Rural Areas - per m2 15
Residential - per m2 15
Tourist Area and/or Industrial Area - per m2 15
CBD - per m2 15
Other 15
Assessment fee further to above charges 16
S138 Roads Act - Road Opening Permit 16
Works Enabling Deed 16
Closure of a Public Road 16
Restricted Access (Over size/ Over mass) Vehicle Approval 16
Contribution for new Kerb and Gutter/Footpaths (Policy - K 10/1) 16
Shows and Events - at council grounds and facilities 17
Security Bonds 17
Sporting Fees 17
Casual Hirer 17
Regular Users - per registered player - per season 17
Aquatic Centres 18
Muswellbrook and Denman 18
Turnstile 18
20 Visit Pass 18
Year Pass 18
6 month Pass 18
School Groups 18
Pool Space Hire 18
Swimming Club 19
Learn to Swim 19
School Learn to Swim 19
Private Lessons 19
Swim Fitness 19
10 Visit Pass 19
20 Visit Pass 19
Other 19
Denman Only Season Pass 19
Muswellbrook Fitness Centre 20
Gym 20
Gym - 20 Visit Pass 20
Gym Direct Debit 20
Gym & Swim Direct Debit 20
Upfront 1 month Gym 20
12 months Upfront Gym 20
12 months Upfront Gym & Swim 20
Muswellbrook Shire Libraries 20

continued on next page ...

Table Of Contents [continued]

Borrowers 20
Binding Documents (A4 only) 21
Holds and Reservations 21
Laminating 21
Digital Readers 21
Lost and Damaged Material 21
Overdues 21
Photocopying 21
Scanning 21
Waste Management Facilities 21
Special Wheelie Bin Collection Fees 22
Collection of Wheelie Bin other than Scheduled Collection 22
Replacement of Damaged/Lost Wheelie Bin 22
Disposal Fees - Muswellbrook Waste and Recycling Facility 22
Mixed Waste 22
Domestic recyclables - Muswellbrook Shire origin only 22
Bricks & Concrete 22
Green Waste 23
Whitegoods 23
Scrap Metal 23
Community Recycling Centre 23
Tyres - off Rims 23
Tyres - on Rims 24
Excavated Natural Material (Clean Soil) 24
Timber, Timber Pallets 24
Dead Animals (RSPCA Exempt) 24
Asbestos 25
Mattress Recycling 25
Products & Services 25
Issue of Weighbridge Certificate 25
Recovered Goods 25
Garden Products 26
Disposal Fees - Denman Transfer Station (Domestic Waste Only) 26
Domestic Mixed Waste 26
Domestic Recyclable Materials - Muswellbrook Shire origin only 26
Domestic Green Waste 26
Whitegoods 27
Scrap Metal 27
Waste Oil 27
E-Waste 27
Tyres - off Rims 27
Tyres - on Rims 27
Water and Sewer Fees and Charges 27
Water Connection Fees 27
New Services (no existing service pipe) 27
New Services (connect to existing service pipe) 27
Other Services 27
Reconnection (following disconnection) normal working hours 27
Backflow Prevention 28

continued on next page ...

Table Of Contents [continued]

Water Meter Testing 28
Test Fee 28
Transfer location at owners request 28
Water Flow/Pressure Investigation 28
Water Sales 28
Tanker Sales (per kilolitre) 28
Hire of Metered Hydrant 28
Bulk Water Filling Stations 28
Water Management Act Approval 28
Sewerage Fees 29
Provision of New Sewer Junction 29
Sewer and Water Headworks 29
Trade Waste Applications 29
Environmental Services Fees and Charges - Fees associated with development 29
Development Application 29
General Fees 29
DA Subdivision Fees 30
Designated Developments (in addition to fees above) 30
Prelodgement Meeting 30
Construction Certificate 30
Other Construction Certificates 30
Subdivision/Roads and Drainage 30
Modification of Construction Certificate 31
Subdivision - Resubmission 31
Other 31
Occupation Certificate 31
Complying Development Fee 31
General Fees 31
Modification of Complying Development Certificate Application 32
Resubmission 32
Other 32
Compliance Inspections (Construction Stages) 32
Planning Reform Fund Fee 32
Integrated Development and Concurrence Fee 32
Long Service Levy 33
Planning Proposals 33
Stage 1: Lodgement 33
Stage 2: Gateway Determination 33
Other 33
Variation to Development Consent 33
Section 4.55 (1) Modification 33
Section 4.55 (1a) Modification 33
Section 4.55 (2) - other modifications 33
If the original estimated cost of the development was: 34
Request for Review of Determination of a DA 34
If the original estimated cost on the DA was: 34
Advertising Fees 34
Giving Notice - Other 34

continued on next page ...

Table Of Contents [continued]

Subdivision Certificate Application Fees 35
Naming of New Roads 35
Water and Sewerage Connection Fees 35
Planning Certificates 35
Sewer Drainage Plan 35
Building Certificates 36
Fire Safety 36
Shows and Events 36
Request for Property Information 36
Planning Portal Record Processing Fee (hard copy or digital records) 36
Council Certificate Advice 36
Environmental Products 36
Rural Addressing 37
Swimming Pool Certificates 37
Environmental Health Inspections 37
Food Act 37
Public Health Act 38
Skin Penetration Premises 38
Regulated Premises, Public Swiming Pool and Spa Inspections (water quality) 38
Boarding Houses 38
Section 68 of the LOCAL GOVERNMENT ACT 38
Approval To Burn 38
Water Carters 38
Caravan Parks 38
On-site Sewage Management 39
Application Charges 39
Modify On-site Sewage Management System 39
Approval to Operate 39
Inspection of On-site Sewage Management 39
Use of Footpaths and Road Reserves 39
Approvals Under Section 125 Roads Act 39
Approvals Under Section 138 Roads Act 39
Trade Waste Fees 39
Trade Waste Applications 39
Liquid Trade Waste Applications 40
Applications 40
Annual Trade Waste Fee (annual inspections) 40
Trade Waste Usage Charge 40
Excess Mass Charges for Category 3 Discharges - per kg 40
Non-Compliance Excess Mass Charges 41
Non-Compliance pH Charge 41
Regulatory Services 42
Companion Animals 42
Lifetime registration 42
Impounding Fees 42
Animal Adoption 42
Dogs 42
Cats 42
Rescue Agencies 42

continued on next page ...

Table Of Contents [continued]

Surrender Fee 42
Declared Dangerous Dogs Fees 42
Stock Impounding 43
Impounded Vehicles 43
General Impounding Fee (all other impoundments) 43
Cat Trap Hire - Feral Cats Only 43
Development Contributions 43
Urban Subdivision or Dwelling - Medium Density 43
Muswellbrook 43
Denman 44
Rural Lot or Dwelling 44
South Muswellbrook Commercial Development 44
Tourist Development 44
West Denman 44
Open Space Recreational Sporting Facilities 44
Community Facilities 44
Stormwater Management 44
Transport Facilities 45
Plan Management Administration 45
Development Contributions (Section 7.12) 45
Estimated cost of development 45
Development Contributions - Extractive Industries (Section 7.11) 45
Sam Adams Accommodation 45

Explanation Table

Columns

Fee (excl. GST)	Fee (excl. GST) (23/24)
GST	GST Amount (23/24)
Fee (incl. GST)	Fee (incl. GST) (23/24)
Description	Description & Detail
Fee Type	Fee Types

Classifications

Fee Types

A	This is a fee charged under relevant legislation. The details of the legislation and section are contained under the heading of the various types of fees. Council is unable to vary the amount of these fees. (Section 610)
B	Is generally an indicative fee which is recommended by the Local Government and Shires Association of NSW and Department of Local Government to maintain a comparative fee for all Councils (relates to property and zoning certificates). (Section 609)
C	These fees are for the hire of Council premises and facilities. They have generally been reviewed by Council Committees and also by Council's Consultant Valuer to gain the current market value for lease properties on the commercial market.
D	These are fees and charges generally for documents and minor services provided by the Council. In most cases, the amount fixed represents a minimal fee designed to cover the cost of materials and other fixed costs in providing the information.
E	This fee sets out to try and recover the full cost of the goods and services provided.
n/a	Not applicable

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Muswellbrook Shire Council

Council's Annual Revenue Policy (Fees and Charges) provides a fee exemption for local registered charities for the casual use of Council's facilities subject to the discretion of the General Manager. The payment of deposit bonds and other charges are still required where applicable. To qualify, an organisation must provide evidence of its registration with the Australian Charities and Non-for-Profits Commission and 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

Administration

Administration Centre Room Hire

Councillors Room

Per Hour	$53.64	$5.36	$59.00	E
Per Day - 8 Hours	$389.09	$38.91	$428.00	E

Loxton House

Per Hour	$53.64	$5.36	$59.00	E
Per Day - 8 hours	$389.09	$38.91	$428.00	E

Weidmann Room

Per hour	$133.64	$13.36	$147.00	E
Per Day - 8 Hours	$243.18	$24.32	$267.50	E

Banners

Installation of Banners (not for profit)	$360.00	$0.00	$360.00	E
Cleaning and Storage, installation & removal (once only payment)	$599.50	$0.00	$599.50	E

Business Paper

Copy of Council Business Paper, Late Items & Minutes

12 Months Service	$444.00	$0.00	$444.00	E
6 Months Service	$226.50	$0.00	$226.50	E

Cemetery Fees

Right of Burial Fees

Council Policy C10/2

General Cemetery – Purchase of 2.4 x 1.2m plot	$476.82	$47.68	$524.50	E
Lawn Cemetery – Purchase of 2.4 x 1.2m plot	$1,731.36	$173.14	$1,904.50	E
Columbarium – Purchase of one niche	$243.18	$24.32	$267.50	E
Columbarium – Installation of plaque and ashes	$121.64	$12.16	$133.80	E
Memorial Wall – Installation of plaque	$63.18	$6.32	$69.50	E
Bronze Plaque	Charged separately at cost plus 10%			E

continued on next page ...

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Right of Burial Fees [continued]

Permission to erect structure (e.g. headstone, slab, and concrete kerbing etc.)	$85.50	$0.00	$85.50	D

Certificates

Section 603 Certificate LGA 1993	$90.00	$0.00	$90.00	A

Credit Card Payments

Merchant Fee Recovery			0.84%	E

Dishonoured Payments

Dishonoured Direct Debits, returned to Council	$13.00	$0.00	$13.00	E
Dishonoured Cheques, returned to Council	$13.00	$0.00	$13.00	E

Enquiry Fee

As provided in Section 608(2) of the LGA 1993 and subject to the provision of the LG Act and Privacy and Personal Information Protection Act

Giving information	$19.50	$0.00	$19.50	E
Plus Hourly Charge	$47.00	$0.00	$47.00	

Environmental Services Fees and Charges

For Health, Building, Planning, Environmental and Regulatory Issues please See Separate Section at End of Document

Event Equipment Hire

Stage

2.4m x 1.2m Panel

Inflatable Outdoor Cinema Screen package

6m Inflatable Outdoor Cinema Screen Package	$389.09	$38.91	$428.00	
Includes: 6m inflatable outdoor cinema screen, HD digital projector, speakers (2), cordless microphones (2), ground tarp, all ground stakes, tie down rachets and electronic cabling/leads				

Sound Equipment Package

Equipment Hire - Set Up/Pack Down

Chair/Table Hire

Trestle Table 750 x 1800mm	$15.45	$1.55	$17.00	
White Plastic Chair	$6.36	$0.64	$7.00	E

MSC Branded Popup Marquee Hire

Marquee 3m x 3m	$53.64	$5.36	$59.00	E
Marquee 3m x 4m	$160.45	$16.05	$176.50	E
Marquee 4m x 8m	$291.82	$29.18	$321.00	E

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type
Visitors Information Centre - Photocopying				
B/W- A4	$0.27	$0.03	$0.30	E
Colour - A4	$0.64	$0.06	$0.70	E
B/W - A3	$0.64	$0.06	$0.70	E
Colour - A3	$0.91	$0.09	$1.00	E
Government Information (Public Access) Act 2009 (GIPA)				
A 50% reduction in fees will be granted to holders of Pensioner Health Benefits Cards. Further details are set out in FOI Procedures Manual (Section 2.14)				
Application Fee (includes 1 hour processing)	$30.00	$0.00	$30.00	A
Processing Fee	$30.00	$0.00	$30.00	A
Photocopying/Printing				
Photocopying and Printing services also available at Upper Hunter Regional Library Service branches at Muswellbrook and Denman				
B/W – A4	$0.36	$0.04	$0.40	E
Colour – A4	$0.91	$0.09	$1.00	
B/W – A3	$1.00	$0.10	$1.10	
Colour – A3	$1.82	$0.18	$2.00	E
B/W – A1	$11.09	$1.11	$12.20	E
Colour – A1	$14.82	$1.48	$16.30	E
B/W – A0	$16.36	$1.64	$18.00	E
Colour – AO	$19.91	$1.99	$21.90	E
Document Scanning				
A1 and A0	$4.55	$0.45	$5.00	
All Council Properties				
Bond (refunded after inspection). Except shows and events (see Shows & Events Listing)	$562.00	$0.00	$562.00	
Cleaning Charge – minimum (2 hours if not left clean)	$155.45	$15.55	$171.00	
Cleaning charge – per hour thereafter	$63.27	$6.33	$69.60	E
Key Deposit (refundable)	$75.00	$0.00	$75.00	E
Muswellbrook Regional Art Centre				
Muswellbrook Art Prize – Painting	$40.91	$4.09	$45.00	D
Muswellbrook Art Prize – Works on Paper	$22.73	$2.27	$25.00	D
Muswellbrook Art Prize - Ceramics	$22.73	$2.27	$25.00	D
Viola Bromley Art Prize	$18.18	$1.82	$20.00	D
Mullins Conceptual Photography Prize	$22.73	$2.27	$25.00	
Online Store Flat Rate Shipping	$9.09	$0.91	$10.00	E
Commission on Sale of Works			35%	D
Gallery Membership - Per Person	$45.45	$4.55	$50.00	C

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Hall Hire

Community or non profit organisations who make a series of bookings that are not for commercial purpose, and pay in advance may be charged proportionate hourly rates and receive a 25% discount.

Denman Memorial Hall

Hire of Hall (hourly rate)	$48.64	$4.86	$53.50	C
Daily Hire - 8 Hours	$315.91	$31.59	$347.50	C
Half-Day Hire - 4 Hours	$165.45	$16.55	$182.00	C

Indoor Sports Centre Complex - Denman

Regular Group bookings available

Per Day (Whole Facility) - 8 hours	$313.18	$31.32	$344.50	C
Per Half-Day (Whole Facility) - 4 hours	$172.27	$17.23	$189.50	C
Up to 4 hours				
Basketball Court (per hour) – Casual Hire	$47.73	$4.77	$52.50	C
Basketball Court (per hour) – User Groups	$33.18	$3.32	$36.50	C
Squash Courts (per court, per hour) – Casual Hire	$23.18	$2.32	$25.50	C
Squash Courts (per court, per hour) – User Groups	$17.55	$1.75	$19.30	C
Tennis Courts (per court, per hour) – Day – Casual Hire	$16.53	$1.65	$18.18	C
Tennis Courts (per court, per hour) – Day – User Groups	$13.64	$1.36	$15.00	C
Tennis Courts (per court, per hour) – Night – Casual Hire	$23.36	$2.34	$25.70	C
Tennis Courts (per court, per hour) – Night – User Groups	$34.09	$3.41	$37.50	C
Mezzanine Floor Area (per hour) – Day	$17.55	$1.75	$19.30	C
Mezzanine Floor Area (per hour) – Night	$23.36	$2.34	$25.70	C
Playgroups & community groups (maximum 3 hours)	$27.27	$2.73	$30.00	C

Indoor Sports Centre - Muswellbrook

Per Day (Whole Facility) - 8 hours	$313.18	$31.32	$344.50	C
50% discount for local schools for whole centre day hire				
Per Half-Day (Whole Facility) - 4 hours	$172.27	$17.23	$189.50	C
School Groups (half day, per student) - 4 hours	$3.91	$0.39	$4.30	C
Basketball Court (one court) – Casual Hire - Per Hour	$46.82	$4.68	$51.50	C
Basketball Court – (two court, per hour) – Casual Hire	$82.73	$8.27	$91.00	C
Basketball Court (one court) – User Groups - Per Hour	$33.18	$3.32	$36.50	C
Basketball Court – (two court, per hour) – Users Group	$54.55	$5.45	$60.00	C
Individual Practice (per hour) – Casual Hire	$21.36	$2.14	$23.50	C
Gymnasium Only (per hour)	$17.55	$1.75	$19.30	C
Meeting Room (small, per hour)	$21.36	$2.14	$23.50	C
Canteen Hire (per hour)	$21.36	$2.14	$23.50	C
Table Hire	$6.82	$0.68	$7.50	C
Chair Hire	$2.45	$0.25	$2.70	C

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Muswellbrook Regional Art Centre

Private Functions

Free to Not for profit and charity groups			FREE	n/a

During Art Centre Hours

Gallery Hire Hourly Base Rate	$68.18	$6.82	$75.00	C
Hourly Rate Per Person	$5.00	$0.50	$5.50	C
Refundable Security Deposit			10% of hire fee	C

Outside Art Centre Hours

Free to not for profit and charity groups			FREE	C
Gallery Hire Hourly Base Rate	$77.73	$7.77	$85.50	C
Hourly Rate Per Person	$7.73	$0.77	$8.50	C
Refundable Security Deposit			10% of hire fee	C

Senior Citizens Centre

Per Day - 8 Hours	$267.27	$26.73	$294.00	C
Per Half Day - 4 Hours	$155.64	$15.56	$171.20	E

Stan Thiess Centre

Multi purpose Building including Public toilets and Kiosk Area
Community or non profit organisations who book for a series of sessions and pay in advance receive a 25% discount

Per Day - 8 Hours	$267.27	$26.73	$294.00	C
Per Half-Day - 4 Hours	$155.45	$15.55	$171.00	C
Additional Hours	$34.09	$3.41	$37.50	C
Playgroups & community groups (maximum 3 hours)	$27.27	$2.73	$30.00	C

Muswellbrook Shire Libraries

Seminar Room

Per Hour	$74.55	$7.45	$82.00	C
Up to 3 hours	$223.18	$22.32	$245.50	C
1 day during Business Hours	$297.73	$29.77	$327.50	C
Cancellations within 24 hours (50% of quoted fee) - per hour	$37.27	$3.73	$41.00	C
Cancellations within 24 hours (50% of quoted fee) - Up to 3 hours	$111.36	$11.14	$122.50	E
Cancellations within 24 hours (50% of quoted fee) - 1 Day during Business hours	$148.86	$14.89	$163.75	
Cleaning Fee	$61.82	$6.18	$68.00	E

Library Meeting Room 1

Free for Members - up to 3 hours

Library Members - Up to 3 Hours			FREE	
Up to 3 hours – Visitor & Business use	$9.55	$0.95	$10.50	C

continued on next page ...

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Library Meeting Room 1 [continued]

1 Day during Business Hours	$69.55	$6.95	$76.50	C
Cancellations within 24 hours (50% of quoted fee) - Up to 3 hours	$4.77	$0.48	$5.25	
Cancellations within 24 hours (50% of quoted fee) - 1 Day during Business hours	$34.77	$3.48	$38.25	E

Library Meeting Room 2 (Community Room)

Community Organisations - Up to 3 Hours			FREE	
Business Users - Per Hour	$34.55	$3.45	$38.00	C
Business Users - Up to 3 Hours	$104.55	$10.45	$115.00	C
1 Day During Business Hours	$139.09	$13.91	$153.00	C
Cancellations within 24 hours (50% of quoted fee) - per hour	$17.27	$1.73	$19.00	E
Cancellations within 24 hours (50% of quoted fee) - Up to 3 hours	$52.27	$5.23	$57.50	E
Cancellations within 24 hours (50% of quoted fee) - 1 Day during Business hours	$69.55	$6.95	$76.50	E

Denman Library Community Room

Community Organisations - Up to 3 Hours			FREE	C
Business Users - Per Hour	$34.55	$3.45	$38.00	C
Business Users - Up to 3 Hours	$104.55	$10.45	$115.00	C
1 Day During Business Hours	$139.09	$13.91	$153.00	C

Local Studies Room

1 Day During Business Hours	$148.64	$14.86	$163.50	C

STEM Innovation Room Hire

Per Hour	$74.55	$7.45	$82.00	E
Up to 3 Hours	$223.18	$22.32	$245.50	E
1 Day during Business Hours	$297.73	$29.77	$327.50	
Cancellations within 24 hours (50% of quoted fee) - per hour	$37.27	$3.73	$41.00	E
Cancellations within 24 hours (50% of quoted fee) - Up to 3 hours	$111.36	$11.14	$122.50	E
Cancellations within 24 hours (50% of quoted fee) - 1 Day during Business hours	$148.86	$14.89	$163.75	
Cleaning Fee	$61.82	$6.18	$68.00	E

Casual Hirer's Insurance

Insurance for Casual Hire of Council facilities			$25.00 Including GST Casual Hirer's are responsible for the first $1000 (excess) of any claim, in the case of any loss or damage.	E

Private Works

Section 67 LGA 1993

Labour costs			Labour costs (including on-costs) plus 40% + 10% GST	E

continued on next page ...

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Private Works [continued]

Plant costs	Plant costs (including on-costs) plus 40% + 10% GST			E
Stores and materials costs	Stores and materials costs (including on-costs) plus 40% + 10% GST			E

Property - Transfer Listing

Annual Listing	$193.50	$0.00	$193.50	D
Monthly Listing	$27.00	$0.00	$27.00	D

Public Gates/Grid

Application – Roads Act 1993 – Div. 2 Part 9	$379.00	$0.00	$379.00	E
Inspection	$379.00	$0.00	$379.00	E
2 inspections included				
Additional reinspection	$193.50	$0.00	$193.50	E

Roads

Occupancy Fees - Work Zones

Work zones and temporary structures within Road Reserves

Rural Areas - per m2

First 15 weeks	$1.20	$0.00	$1.20	E
15 to 30 weeks	$1.80	$0.00	$1.80	E
Over 30 weeks	$3.60	$0.00	$3.60	E

Residential - per m2

First 15 weeks	$1.80	$0.00	$1.80	E
15 to 30 weeks	$3.60	$0.00	$3.60	E
Over 30 weeks	$7.20	$0.00	$7.20	E

Tourist Area and/or Industrial Area - per m2

First 15 weeks	$3.60	$0.00	$3.60	E
15 to 30 weeks	$7.20	$0.00	$7.20	E
Over 30 weeks	$14.40	$0.00	$14.40	E

CBD - per m2

First 15 weeks	$7.20	$0.00	$7.20	E
15 to 30 weeks	$11.40	$0.00	$11.40	E
Over 30 weeks	$23.40	$0.00	$23.40	E

Other

Fee			Subject of quote	E

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type
Assessment fee further to above charges				
Fee	$624.00	$0.00	$624.00	E
S138 Roads Act - Road Opening Permit				
Footways	$188.00	$0.00	$188.00	E
Residential Driveway Crossing with Existing K & G	$188.00	$0.00	$188.00	E
Residential Driveway Crossing with no Existing K & G	$385.50	$0.00	$385.50	E
Rural driveway crossing	$456.50	$0.00	$456.50	E
Commercial Driveway Crossing	$456.50	$0.00	$456.50	E
Activities on Road Reserves	$188.00	$0.00	$188.00	E
Stock on Road Reserves (grazing)	$82.00	$0.00	$82.00	E
Road Restoration – (Bitumen Surface)			As per quote	E
Design by Council – Driveways or other Infrastructure			As per quote	E
Third Party Works Impacting Road Reserves			As per quote	E
Works Enabling Deed			As per quote	E
Works Enabling Deed				
Major works on road reserves- for projects undertaken through development and/or where assets are transferred to Council.	As per quote, Labour cost (including on-costs) plus 10% GST			E
Closure of a Public Road				
Additional Costs: All additional costs to Council such as but not limited to Fees to NSW Land Registry Services, Valuations, Survey, Legal, Search and other fees are to be paid by the applicant.				
Preliminary Investigation Fee	$977.00	$0.00	$977.00	E
Roads Act 1993 Part 4 Standard 9 hours				
Processing Fee for closure	$1,988.50	$0.00	$1,988.50	E
Standard 20 hours				
Additional Costs	Additional hours in excess of the maximum hours stated will be charged at $70.00/hr (plus GST)			E
All additional costs to Council such as but not limited to Fees to NSW Land Registry Services, Valuations, Survey, Legal, Search and other fees are to be paid by the applicant.				
Restricted Access (Over size/ Over mass) Vehicle Approval				
Local Government Act 1993, Roads Act 1993, Div 2, Pt 3, Heavy Vehicle National Law				
Permit fee			As prescribed by NHVR	n/a
Local Government Act 1993, Roads Act 1993, Div 2, Pt 3, Heavy Vehicle National Law				
Route assessment – as per 3rd party quote			As per quote	E
Plus administration fee	$199.00	$0.00	$199.00	E
Review of route assessment	$324.00	$0.00	$324.00	E
Observation if required (Additional fee apply for over 4 hours)	$385.50	$0.00	$385.50	E
Contribution for new Kerb and Gutter/Footpaths (Policy - K 10/1)				
Construction cost of Kerb & Gutter per 1.m	$374.00	$0.00	$374.00	E

continued on next page ...

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type
Contribution for new Kerb and Gutter/Footpaths (Policy - K 10/1) [continued]				
Construction cost of Footpath per sq.m	$326.00	$0.00	$326.00	E
Shows and Events - at council grounds and facilities				
Events on Council grounds – Day & Night - 24 Hours	$1,201.36	$120.14	$1,321.50	E
1 Day Hire				
Events on Council grounds – Day or Night - 12 Hours	$812.27	$81.23	$893.50	E
Subsequent hire per day				
Refundable deposit	$1,021.36	$102.14	$1,123.50	E
*Subject to condition inspection				
Security Bonds				
Traffic Management Bond Administration Fee	$286.00	$0.00	$286.00	E
Security Bond - For Damage to Public Infrastructure	For occupation < 1 week, minimum $2,000 Each For occupation > 1 week, to be quoted			E
Plant & Equipment Occupation (Standing Plant) within Road Reserve including CBD Bond	$2,000.00	$0.00	$2,000.00	E
Note this is different from physical works on the road reserve				
Works on Road Reserve - Located within CBD - General Bond	$10,000.00	$0.00	$10,000.00	E
This Bond is applied where works require the use of heavy plant, equipment and or scaffolding within the road reserve within the CBD				
Works within Road Reserve - Location other than CBD - General Bond	$2,000.00	$0.00	$2,000.00	E
This bond may be applied where works require the use of heavy plant, equipment and or scaffolding within the road reserve outside of the CBD.				
Large events and large events within Olympic Park and Ogilvie Street Denman	$2,000.00	$0.00	$2,000.00	E
This bond may be applied where a bump in and out requires the use of large vehicles/forklifts etc. and/or where there is a possibility of Council assets being damaged.				
Sporting Fees				
Casual Hirer				
Booking – minimum 2 hours	$156.64	$15.66	$172.30	E
Field Hire – Per Day	$364.55	$36.45	$401.00	C
Field Hire – Per Half-Day	$313.18	$31.32	$344.50	C
Canteen Hire	$125.45	$12.55	$138.00	C
Regular Users - per registered player - per season				
Seniors (18 years and over)	$40.00	$4.00	$44.00	C
Use of Sporting Fields, Parks & Reserves by Fitness Trainers – 12 month Licence Agreement	$549.55	$54.95	$604.50	C
Extra charge for lighting if used - $50.00				
Use of Sporting Fields, Parks & Reserves by Fitness Trainers – 6 month Licence Agreement	$364.55	$36.45	$401.00	C

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Aquatic Centres

Muswellbrook and Denman

Turnstile

Single Entry (all)	$4.55	$0.45	$5.00	D
Five years and under (swimming)	$1.82	$0.18	$2.00	D
Concession	$4.09	$0.41	$4.50	D
Family Up to 2 adults and 5 Children)	$16.82	$1.68	$18.50	D
Spectator Fee	$1.82	$0.18	$2.00	D
Swim/Sauna/Spa (combo entry) Adult	$11.82	$1.18	$13.00	E
Swim/Sauna/Spa (combo entry) Concession	$9.09	$0.91	$10.00	E
Shower Fee	$1.82	$0.18	$2.00	E

20 Visit Pass

Aquatic Centre (20 entries)	$77.73	$7.77	$85.50	D
Aquatic Centre Concession (20 entries)	$58.18	$5.82	$64.00	D
Adult Visit Spa Sauna (20 entries)	$136.36	$13.64	$150.00	
Adult Visit Spa Sauna Concession (20 entries)	$109.09	$10.91	$120.00	E

Year Pass

Pass Access to Both Facilities including Sauna/Spa

Adult Pass	$363.64	$36.36	$400.00	D
Concession	$318.18	$31.82	$350.00	D
Family	$727.27	$72.73	$800.00	D
Up to 2 adults and 5 children				

6 month Pass

Adult Pass	$227.27	$22.73	$250.00	D
Concession	$181.82	$18.18	$200.00	D
Family	$436.36	$43.64	$480.00	D

School Groups

School Groups (>1 hour)	$3.64	$0.36	$4.00	D
Supervising staff, carers and trainers			No Charge	D
Group Booking – per child	$10.00	$0.00	$10.00	E

Pool Space Hire

Hire of Pool Lane	$29.09	$2.91	$32.00	D
Exclusive Hire of Indoor Pool (8 hours)	$3,285.00	$328.50	$3,613.50	D
Each additional hour	$306.36	$30.64	$337.00	D
Exclusive hire of Outdoor Pool (8 hours)	$1,799.55	$179.95	$1,979.50	D
Each additional hour	$306.36	$30.64	$337.00	D

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type
Swimming Club				
Swim Club Juniors under 18 years old				
Training nights and club events	$3.64	$0.36	$4.00	D
Learn to Swim				
Booked per term payable in advance – non refundable	$18.50	$0.00	$18.50	D
Private Lessons – 1 person per class	$53.50	$0.00	$53.50	D
Booked per term, payable in advance - non refundable				
School Learn to Swim				
Private Lessons				
Price vary depending on the number of weeks per term. Class times and day are determined after your application has been received				
Swim Fitness				
Adult – Non Member Single	$16.82	$1.68	$18.50	D
Adult – Member Single	$12.27	$1.23	$13.50	D
Child up to 16 years – Non Member Single	$11.36	$1.14	$12.50	D
Child up to 16 years – Member Single	$7.27	$0.73	$8.00	D
10 Visit Pass				
Program Activities / 10 Visit Pass				
Aqua Aerobics/Zumba – Member	$95.45	$9.55	$105.00	E
Active Over 50s	$63.64	$6.36	$70.00	E
20 Visit Pass				
Adult Swim Fit – Member	$194.55	$19.45	$214.00	E
Adult Swim Fit – Non Member	$262.73	$26.27	$289.00	E
Child Swim Fit – Member	$130.45	$13.05	$143.50	E
Child Swim Fit – Non Member	$204.09	$20.41	$224.50	E
Other				
Giant inflatable	$227.27	$22.73	$250.00	D
Pool Room Hire – per hour	$45.45	$4.55	$50.00	D
Pool Room Hire – per day	$318.18	$31.82	$350.00	D
Denman Only Season Pass				
Adult Pass	$163.64	$16.36	$180.00	E
Concession	$118.18	$11.82	$130.00	E
Family	$295.45	$29.55	$325.00	

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type
Muswellbrook Fitness Centre				
Gym				
Gym Joining Fee	$40.91	$4.09	$45.00	
Gym single entry	$18.18	$1.82	$20.00	D
Gym concession/student	$15.00	$1.50	$16.50	D
Gym - 20 Visit Pass				
Gym (20 entries)	$200.00	$20.00	$220.00	C
Gym Concession (20 entries)	$154.55	$15.45	$170.00	C
Gym Direct Debit				
This Fee is a fortnightly Direct Debit				
Adult	$33.18	$3.32	$36.50	D
Concession	$26.36	$2.64	$29.00	D
Family	$59.09	$5.91	$65.00	D
Gym & Swim Direct Debit				
This Fee is a fortnightly Direct Debit				
Adult	$43.64	$4.36	$48.00	D
Concession	$34.09	$3.41	$37.50	D
Family	$70.00	$7.00	$77.00	D
Upfront 1 month Gym				
Adult	$72.73	$7.27	$80.00	D
Concession	$63.64	$6.36	$70.00	D
Family	$127.27	$12.73	$140.00	D
12 months Upfront Gym				
Adult	$845.45	$84.55	$930.00	D
Concession	$668.18	$66.82	$735.00	D
Family	$1,545.45	$154.55	$1,700.00	D
12 months Upfront Gym & Swim				
Adult	$1,045.45	$104.55	$1,150.00	D
Family	$2,091.36	$209.14	$2,300.50	E
Muswellbrook Shire Libraries				
Borrowers				
Membership			FREE	D

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type
Binding Documents (A4 only)				
Up to 65 Sheets	$6.82	$0.68	$7.50	E
Up to 120 sheets	$9.09	$0.91	$10.00	E
Up to 240 sheets	$12.27	$1.23	$13.50	E
Holds and Reservations				
Within Muswellbrook Shire Libraries			Nil	E
Inter Library Loan Requests	$6.36	$0.64	$7.00	E
Inter Library Loan Requests (pensioners and school students)	$3.18	$0.32	$3.50	E
Local Inter-Library Loan	$3.18	$0.32	$3.50	E
ILRS Charges passed on when Library charged per request	$28.50	$0.00	$28.50	E
ILRS Charges passed on for Electronic Delivery	$16.82	$1.68	$18.50	E
Laminating				
60 x 95mm pouch	$1.36	$0.14	$1.50	E
216mm x 303mm pouch (A4)	$2.73	$0.27	$3.00	E
203 x 426mm pouch (A3)	$5.00	$0.50	$5.50	E
Digital Readers				
Technology Hire (e-readers, tablets, Daisy readers)			FREE	n/a
Replacement Fee	$520.91	$52.09	$573.00	E
Lost and Damaged Material				
Processing Fee	$7.50	$0.00	$7.50	E
Borrowers Card	$2.50	$0.00	$2.50	E
Overdues				
1st Notice and Final Notice	$4.50	$0.00	$4.50	E
Photocopying				
B/W – A4	$0.27	$0.03	$0.30	E
Colour – A4	$0.64	$0.06	$0.70	E
B/W – A3	$0.64	$0.06	$0.70	E
Colour – A3	$0.91	$0.09	$1.00	E
Scanning				
Per Scan – 10 pages or less	$0.91	$0.09	$1.00	E
Per Scan – more than 10 pages	$1.82	$0.18	$2.00	E

Waste Management Facilities

Muswellbrook Waste Management Facility, Denman Transfer Station.

Where applicable, disposal fees are inclusive of the NSW Waste & Environment Levy at the Regional Levy Area rate for the current financial year, as required by the Protection of the Environment Operations (Waste) Regulation 2014.

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Special Wheelie Bin Collection Fees

Collection of Wheelie Bin other than Scheduled Collection

Wheelie bins need to be placed at the kerbside by 6am for collection. If your bin is out late, you may request a special collection, the following fees apply.

Replacement of Damaged/Lost Wheelie Bin

Red Lid Bin	$74.00	$0.00	$74.00	E
Yellow Lid Bin	$90.00	$0.00	$90.00	E
Green Lid Bin	$90.00	$0.00	$90.00	E
Reinstatement of Removed Bin Due to Contamination	$45.00	$0.00	$45.00	E

Disposal Fees - Muswellbrook Waste and Recycling Facility

Mixed Waste

General solid waste (putrescible & non-putrescible)				E

	Cost	GST	Total
Gate fee	260.00	26.00	286.00
NSW Waste Levy	94.00	00.00	94.00
Total Price	354.00	26.00	**380.00**

Domestic recyclables - Muswellbrook Shire origin only

Commingled Recyclables	FREE for glass, plastic bottles, steel and aluminium cans, paper and cardboard, plastic containers only.	n/a

- Plastic bottles and food containers
- Glass bottles
- Paper and cardboard
- Aluminium cans
- Steel cans

Bulk Corrugated Cardboard				E

	Cost	GST	Total
Gate fee	1.82	0.18	2.00
NSW Waste Levy	94.00	0.00	94.00
Total Price	95.82	0.18	**$96.00**

Bricks & Concrete

Steel reinforced concrete per tonne				E

	Cost	GST	Total
Gate fee	260.00	26.00	286.00
NSW Waste Levy	94.00	0.00	94.00
Total Price	354.00	26.00	**$380.00**

continued on next page ...

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Bricks & Concrete [continued]

Clean concrete or rubble, non-reinforced, per tonne				E
	Cost	**GST**	**Total**	
Gate fee	141.82	14.18	156.00	
NSW Waste Levy	94.00	0.00	94.00	
Total Price	235.82	14.18	**250.00**	

Green Waste

Green waste per tonne				E
	Cost	**GST**	**Total**	
Gate fee	91.82	9.17	101.00	
NSW Waste Levy	94.00	0.00	94.00	
Total Price	185.82	9.17	**195.00**	
Green Waste consists of branches, grass, leaves, plants, loppings, tree trunks, tree stumps and similar materials and includes any mixture of those materials.				

Whitegoods

Refrigerators, freezers & air conditioners	$40.91	$4.09	$45.00	E
Refrigerators, freezers & air conditioners with CFC degassing certificate	FREE if proof of CFC gas capture by an accredited service provider is supplied.			E

Scrap Metal

Scrap Metal recycling			FREE	E
Car Bodies - ID required	$51.82	$5.18	$57.00	E

Community Recycling Centre

Household Problem Wastes - domestic quantities only			FREE	E

- Gas bottles (including propane)
- Fire extinguishers
- Paint (water or oil based)
- Waste motor or cooking oil
- Fluorescent tubes and globes
- Aerosol cans
- Electronic items
- Household batteries
- Smoke detectors
- Automotive batteries

Tyres - off Rims

Passenger Tyre (or smaller)	$9.55	$0.95	$10.50	E
Light Truck or 4WD Tyre	$15.45	$1.55	$17.00	E
Truck Tyre	$27.27	$2.73	$30.00	E
Tractor Tyre	$54.55	$5.45	$60.00	E
Earthmoving Tyre	$159.09	$15.91	$175.00	E

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Tyres - on Rims

Passenger Tyre (or smaller)	$18.18	$1.82	$20.00	E
Light Truck or 4WD Tyre	$22.73	$2.27	$25.00	E
Truck Tyre	$45.45	$4.55	$50.00	E

Excavated Natural Material (Clean Soil)

Clean soil, per tonne or part thereof		Cost	GST	Total	E
	Gate fee	14.55	1.45	16.00	
	NSW Waste Levy	94.00	0.00	94.00	
	Total Price	108.55	1.45	**110.00**	

Virgin excavated natural materials means natural (such as clay, gravel, sand, soil or rock fines) that has been excavated or quarried from areas that are not contaminated with manufactured chemicals, or with process residues, as a result of industrial, commercial, mining or agricultural activities and that does not contain sulfidic ores or soils, or any other waste, and, includes excavated natural material as may be approved from time to time by a notice published in the *NSW Government Gazette.*

Timber, Timber Pallets

Treated timber – contaminated, painted or mixed with other materials (per tonne)		Cost	GST	Total	E
	Gate fee	260.00	26.00	286.00	
	NSW Waste Levy	94.00	0.00	94.00	
	Total Price	354.00	26.00	**380.00**	
Clean Wood Waste		Cost	GST	Total	E
	Gate fee	91.82	9.18	101.00	
	NSW Waste Levy	94.00	0.00	94.00	
	Total Price	185.82	9.18	**$195.00**	

Wood Waste means timber offcuts, wooden crates, wooden packaging, wooden pallets, wood shavings and similar materials, and includes any mixture of those materials but does not include wood treated with chemicals such as copper chrome arsenate (CCA), high temperature creosote (HTC), pigmented emulsified creosote (PEC) and light organic solvent preservative (LOSP).

Dead Animals (RSPCA Exempt)

Dog/Cat		Cost	GST	Total	E
	Gate fee	20.34	2.02	22.36	
	NSW Waste Levy	5.64	0.00	5.64	
	Total Price	25.98	2.02	**28.00**	

continued on next page ...

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Dead Animals (RSPCA Exempt) [continued]

Sheep/Goat				E
		Cost	**GST**	**Total**
	Gate fee	40.34	4.02	44.36
	NSW Waste Levy	5.64	0.00	5.64
	Total Price	45.98	4.02	**50.00**
Horse/Cattle (by prior arrangement)				E
		Cost	**GST**	**Total**
	Gate fee	97.10	9.70	106.80
	NSW Waste Levy	28.20	0.00	28.20
	Total Price	125.30	9.70	**135.00**
Booking required 24hrs notice				
Native Animals			FREE	n/a

Asbestos

Asbestos wrapped and labelled – per tonne, booking required				E
		Cost	**GST**	**Total**
	Gate fee	178.18	17.82	196.00
	NSW Waste Levy	94.00	0.00	94.00
	Total Price	272.18	17.82	**290.00**
Abestos means the fibrous form of those minerals silicates tha belong to the serpentine or amphibole groups of rock-forming minerals, inlcuding actinolite (brown asbestos), anthophyllite, chrysotile (white asbestos), crocidolite (blue asbestos) and tremolite. Asbestos waste means any waste that contains asbestos.				
Asbestos burial per tonne (loads over 1 tonne, once per day)	$209.09	$20.91	$230.00	E

Mattress Recycling

Mattress or base, per each item				E
		Cost	**GST**	**Total**
	Gate fee	35.78	3.58	39.36
	NSW Waste Levy	5.64	0.00	5.64
	Total Price	41.42	3.58	**45.00**

Products & Services

Issue of Weighbridge Certificate

Vehicles up to and including 3 Tonne	$28.18	$2.82	$31.00	E
Each Tonne over 3 Tonne	$2.82	$0.28	$3.10	E

Recovered Goods

Reuse Shop items			Prices as marked	E

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Garden Products

Garden Improver 15kg bag	$5.45	$0.55	$6.00	E
Processed garden organics - pasteurised mulch	$40.91	$4.09	$45.00	E
Pasteurised Mulch is recycled garden organics which have been processed to achieve pasteurisation.				
Processed garden organics - matured compost	$54.55	$5.45	$60.00	E
Matured Compost is recycled organics pasteurised and matured, that has passed laboratory testing against the specifications outlined in the Australian Standard AS4454.				
Processed clean timber - woodchip mulch	$106.82	$10.68	$117.50	E
Woodchip Mulch is clean timber waste shredded into woodchips.				

Disposal Fees - Denman Transfer Station (Domestic Waste Only)

Domestic Mixed Waste

		Cost	GST	Total	
Cars, Station Wagons and wheelie bins	Gate fee	11.24	1.12	12.36	E
	NSW Waste Levy	5.64	0.00	5.64	
	Total Price	16.88	1.12	**18.00**	
Vans, utilities, trailers		**Cost**	**GST**	**Total**	E
	Gate fee	38.00	3.80	41.80	
	NSW Waste Levy	28.20	0.00	28.20	
	Total Price	66.20	3.80	**70.00**	

Domestic Recyclable Materials - Muswellbrook Shire origin only

Commingled Recyclables - domestic quantities only	FREE	n/a

- Plastic bottles and food containers
- Glass bottles
- Paper and cardboard
- Aluminium cans
- Steel cans

Domestic Green Waste

		Cost	GST	Total	
Cars, Station Wagons and wheelie bins	Gate fee	9.42	0.94	10.36	E
	NSW Waste Levy	5.64	0.00	5.64	
	Total Price	15.06	0.94	**16.00**	
Vans, utilities, trailers		**Cost**	**GST**	**Total**	E
	Gate fee	28.91	2.89	31.80	
	NSW Waste Levy	28.20	0.00	28.20	
	Total Price	57.11	2.89	**$60.00**	

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type
Whitegoods				
Refrigerators, freezers and air conditioners	$40.91	$4.09	$45.00	E
Refrigerators, freezers and air conditioners with CFC degassing certificate	FREE if proof of CFC gas capture by an accredited service provider is supplied.			E
Scrap Metal				
Scrap Metal, domestic quantities only			FREE	E
Waste Oil				
Domestic quantities only			FREE	E
E-Waste				
Domestic quantities only			FREE	E
Tyres - off Rims				
Denman - limit of 5 per transaction				
Passenger Tyre (or smaller)	$9.55	$0.95	$10.50	E
Light Truck or 4WD Tyre	$15.45	$1.55	$17.00	E
Tyres - on Rims				
Denman - limit of 5 per transaction				
Passenger Tyre (or smaller)	$18.18	$1.82	$20.00	E
Light Truck or 4WD Tyre	$22.73	$2.27	$25.00	E

Water and Sewer Fees and Charges

Water Connection Fees

New Services (no existing service pipe)

New services (no existing service pipe)			Commercial Rate	E

New Services (connect to existing service pipe)

20mm water meter complete with dual check valve	$423.50	$0.00	$423.50	E
25mm water meter complete with dual check valve	$638.54	$0.00	$638.54	E
Rural Water Connection (Conditions Apply)			Commercial Rate	E

Other Services

Disconnection of Water Meter at Service (service capped)	$285.72	$0.00	$285.72	E
Disconnection of Water Service at Main	$1,099.19	$0.00	$1,099.19	E

Reconnection (following disconnection) normal working hours

Reconnection of Water Meter at Service (following disconnection)	$381.36	$0.00	$381.36	E
Removal of water restriction device on water meters	$201.08	$0.00	$201.08	E

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Backflow Prevention

Backflow prevention devices on existing commercial/industrial services

Water Meter Testing

Local Government (General) Regulation 2005. Section 158

Special Reading Fee	$175.66	$0.00	$175.66	E

Test Fee

If meter not reading correctly - Test fee is refundable.

Test Fee – 20, 25 and 32mm service @ 4 Flow Rates	$527.29	$0.00	$527.29	E
Test Fee – 20, 25 and 32mm service @ 6 Flow Rates	$555.24	$0.00	$555.24	E
Test Fee – 40mm service @ 4 Flow Rates	$610.60	$0.00	$610.60	E
Test Fee – 40mm service @ 6 Flow Rates	$638.55	$0.00	$638.55	E
Test Fee – 50mm and greater			Commercial Rate	E

Transfer location at owners request

Includes raising service

Transfer location at owners request (includes raising service) – Residential/Industrial/Commercial			Commercial Rate	E

Water Flow/Pressure Investigation

Fire Flow Investigation	$655.21	$0.00	$655.21	E
Testing Max/Min Pressure supplied (at property service line only)	$372.69	$0.00	$372.69	E

Water Sales

Tanker Sales (per kilolitre)

Muswellbrook	$4.18	$0.00	$4.18	E

Hire of Metered Hydrant

Security Deposit (refundable subject to payment of outstanding charges)	$2,067.18	$0.00	$2,067.18	E
Hire charge (per month or part thereof)	$81.95	$8.19	$90.14	E
Water Consumption	$5.89	$0.00	$5.89	E

Bulk Water Filling Stations

Muswellbrook and Denman - not available at Sandy Hollow

Filling Stations (Muswellbrook and Denman only)			$3.89 per kilolitre	E

Water Management Act Approval

Application for Notice of Requirement for single dwelling & dual occupancy	$148.35	$0.00	$148.35	E
Application for Compliance Certificate for single dwelling & dual occupancy	$148.50	$0.00	$148.50	E

continued on next page ...

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Water Management Act Approval [continued]

Application for Notice of Requirement for all other developments	$357.09	$0.00	$357.09	E
Application for Compliance Certificate for all other developments	$357.09	$0.00	$357.09	E
Inspection of Works (determined in Notice of Requirement) per inspection	$234.60	$0.00	$234.60	E

Sewerage Fees

Provision of New Sewer Junction

Provision of new sewer junction	Commercial Rate	E
Sewer Extension (Commercial)	Commercial Rate	E
Raising/Lowering Manhole (new development)	Commercial Rate	E
(No fee for raising manholes associated with residential landscaping work less than 500mm - commercial rates apply above 500mm)		

Sewer and Water Headworks

*Headworks (Developer) charges are required to supplement existing major infrastructure in order to meet the demands of new development and maintain existing levels of service.

Headworks infrastructure with regard to water and sewerage are as follows:

Water: Intakes,Treatment Plants, Reservoirs, Pumping Station and Trunk Mains.
Sewerage:Treatment Plants, Pump Stations, Rising Mains and Trunk Mains.

These charges are calculated according to a method specified by IPART and based on the Developer Servicing Plan for areas.

Local Government Act 1993 Section 404(1)

Water Headworks – all areas (per ET – equivalent tenement)	$8,839.50	$0.00	$8,839.50	E
Sewer Headworks – all areas (per ET – equivalent tenement)	$6,862.80	$0.00	$6,862.80	E

Trade Waste Applications

See Environmental Services - Trade Waste Applications

Environmental Services Fees and Charges - Fees associated with development

Development Application

For land use & building activities - maximum determined under EP&A Regulation 2000

General Fees

Less than $5,000	1.29 fee unit	A
$5,001 – $50,000	1.98 fee unit plus an additional $3 for each $1,000 (or part of $1,000) of the estimated cost	A
$50,001 – $250,000	4.12 fee unit plus an additional $3.64 for each $1,000 (or part of $1,000) of the estimated cost over $50,000	A

continued on next page ...

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type
General Fees [continued]				
$250,001 – $500,000	13.56 fee unit plus an additional $2.34 for each $1,000 (or part of $1,000) of the estimated cost exceeds $250,000			A
$500,001 – $1,000,000	20.41 fee unit plus an additional $1.64 for each $1,000 (or part of $1,000) of the estimated cost exceeds $500,000			A
$1,000,001 – $10,000,000	30.58 fee unit plus an additional $1.44 for each $1,000 (or part of $1,000) of the estimated cost exceeds $1,000,000			A
More than $10,000,000	185.65 fee unit plus an additional $1.19 for each $1,000 (or part of $1,000) of the estimated cost exceeds $10,000,000			A
Development involving the erection of a dwelling-house with an estimated construction cost of $100,000 or less	5.32 fee unit			A
Development not involving the erection of a building, the carrying out of a work, the subdivision of land or the demolition of a building or work	3.33 fee unit			A
DA Subdivision Fees				
No new Roads plus $ per additional lot	3.86 fee unit plus $53 per additional lot			A
New Roads plus $ per additional lot	7.77 fee unit plus $65 per additional lot			A
Strata plus $ per additional lot	3.86 fee unit plus $65 per additional lot			A
Designated Developments (in addition to fees above)				
Fee	10.76 fee unit			A
Prelodgement Meeting				
Fee	$318.18	$31.82	$350.00	E
Construction Certificate				
Class 10b excluding swimming pools per Certificate	$636.36	$63.64	$700.00	E
Swimming Pools < 40kL per application	$681.82	$68.18	$750.00	E
Swimming Pools > 40KL per application	$772.73	$77.27	$850.00	E
Class 10(a) Buildings < 100 m2	$772.73	$77.27	$850.00	E
Class 10(a) Buildings > 100 m2	$818.18	$81.82	$900.00	E
Class 1 Buildings < 200 m2	$1,454.55	$145.45	$1,600.00	E
Class 1 buildings 200-400 m2	$1,636.36	$163.64	$1,800.00	E
Class 1 Buildings > 400 m2 or any dual occupancy or multi-dwelling development	$1,818.18	$181.82	$2,000.00	E
Class 2-9 Buildings < 500 m2	$2,272.73	$227.27	$2,500.00	E
Class 2-9 Buildings > 2000 m2 or rise in stories > 2			As per quote	E
Class 2-9 Buildings 500-2000 m2	$2,727.27	$272.73	$3,000.00	E
Any class of building where a performance solution is proposed			As per quote	E
Other Construction Certificates				
Subdivision/Roads and Drainage				
Stormwater Drainage /m	$7.73	$0.77	$8.50	E

continued on next page ...

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type
Subdivision/Roads and Drainage [continued]				
Roads per lane /m	$6.36	$0.64	$7.00	E
Special Infrastructure (eg Roundabouts, Detention Basin or Bridge etc)			Quotation	E
OR Full cost recovery for service in addition to above fee where referred to external party for determination			Full Cost Recovery	E
Modification of Construction Certificate				
Minor* Modification (post determination)			50% original fee	E
* to be considered minor a maximum of 3 elements of the construction works may be amended				
Minor* Modication of Application (prior to determination)			30% original fee	E
* to be considered minor a maximum of 3 elements of the construction works may be amended. (This fee does not apply to situations where the modification is required due to a request for information.)				
Other Modification of Application (prior to determination)			50% original fee	E
(This fee does not apply to situations where the modification is required due to a request for information.)				
Other Modication (post determination)			75% original fee	E
Subdivision - Resubmission				
Resubmission of Construction Certificate for Subdivision Roads and Drainage (following previous refusal) – with amendments			25% original fee	E
Resubmission of Construction Certificate of Subdivision Roads and Drainage - with amendments			50% original fee	E
Other				
The fee payable for the lodgement of a certificate on the planning portal			0.40 fee unit	A
Occupation Certificate				
Registration of certificate on planning portal.	$40.00	$0.00	$40.00	A
Occupation Certificate (Class 10a buildings)	$109.09	$10.91	$120.00	E
Occupation Certificate (Class 1a Buildings)	$163.64	$16.36	$180.00	E
Occupation Certificate (Class 2-9 buildings including change of use)	$227.27	$22.73	$250.00	E
Complying Development Fee				
General Fees				
Pre-lodgement fee for CDC (where a proposal cannot be complying development, this fee will be deducted from the cost of a construction certificate application lodged with Council)	$363.64	$36.36	$400.00	E
Class 10b excluding swimming pools	$772.73	$77.27	$850.00	E
Swimming Pools > 40kL	$863.64	$86.36	$950.00	E
Swimming Pools > 40kL	$954.55	$95.45	$1,050.00	E
Class 10(a) Buildings < 100 m2	$1,090.91	$109.09	$1,200.00	E
Class 10(a) Buildings > 100 m2	$1,136.36	$113.64	$1,250.00	E
Class 1 Buildings < 200 m2	$2,272.73	$227.27	$2,500.00	E
Class 1 Buildings 200-400 m2	$2,454.55	$245.45	$2,700.00	E

continued on next page ...

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type
General Fees [continued]				
Class 1 Buildings > 400 m2 or any dual occupancy or multi-dwelling development	$2,727.27	$272.73	$3,000.00	E
Class 2-9 Buildings < 500 m2	$3,181.82	$318.18	$3,500.00	E
Class 2-9 Buildings 500-2000 m2	$3,636.36	$363.64	$4,000.00	E
Class 2-9 Buildings > 2000 m2 or rise in stories > 2			As per quote	E
Any class of building where a performance solution is proposed			As per quote	E
OR Full cost recovery for service in addition to above fee where referred to external party for determination			Full Cost Recovery	E
Modification of Complying Development Certificate Application				
Other Modification of Application (prior to determination)			50% original fee	E
(This fee does not apply to situations where the modification is required due to a request for information.)				
Minor* Modification (post determination)			50% original fee	E
* to be considered minor a maximum of 3 elements fo the works may be amended				
Other Modification (post determination)			75% original fee	E
(This fee does not apply to situations where the modification is required due to a request for information.)				
Minor* Modification of Application (prior to determination)			30% original fee	E
* to be considered minor a maxmum of 3 elements of the works may be amended (This fee does not apply to situations where the modification is required due to a request for information.)				
Resubmission				
Resubmission of Complying Development (Following previous refusal) – no amendments			50% original fee	E
Other				
Registration of Complying Development Certificate on planning portal			0.36 fee unit	A
Compliance Inspections (Construction Stages)				
Cost Per Inspection (or re-inspection)	$181.82	$18.18	$200.00	E
Subdivision or Civil Infrastructure for Council ownership – For number of Inspection at $155 per inspection			Quotation	E
Based on Inspection Test Plan (ITP) for subdivision .	$181.82	$18.18	$200.00	E
Planning Reform Fund Fee				
Section 256A of the Environmental Planning and Assessment Regulation 2000				
Section 266 of the Environmental Planning and Assessment Reg 2021			64c/$1,000 minus $5 (only applies to development over $50,000)	A
Component of DA fee where cost of development is greater than $50,000				
Integrated Development and Concurrence Fee				
Section 252A & 253 of the Environmental Planning and Assessment Regulation 2000				
Council processing fee (for each integrated referral required)			1.64 fee unit	A
Applications requiring concurrence (not assumed concurrence)			1.64 fee unit	A
Application referred to Design Review Panel			35.08 fee unit	A

continued on next page ...

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Integrated Development and Concurrence Fee [continued]

Payable direct to each approval or concurrence body			3.74 fee unit	A
Cheque to be made out to concurrence authority				

Long Service Levy

Payable prior to release of Construction Certificate

Long Service Levy (Payable prior to release of Construction Certificate)	0.25% of Cost of Development for building works over $250,000 in value			A

Planning Proposals

Stage 1: Lodgement

Category 1 – enabling clause (change to LEP text only) or land area affected by PP is less than 1000sqm	$3,661.00	$0.00	$3,661.00	E
Category 2 – land area affected by PP is 1000sqm to 5 ha	$6,101.50	$0.00	$6,101.50	E
Category 3 – land area affected by PP is over 5 ha	$7,322.00	$0.00	$7,322.00	E

Stage 2: Gateway Determination

Category 1 – enabling clause (change to LEP text only) or land area affected by PP is less than 1000sqm	$4,882.00	$0.00	$4,882.00	E
Category 2 – land area affected by PP is 1000sqm to 5 ha	$6,101.50	$0.00	$6,101.50	E
Category 3 – land area affected by PP is over 5 ha	$12,203.50	$0.00	$12,203.50	E

Other

Specialist studies required by Gateway Determination			At Cost	E
PP reconsideration or amendment fee – applicant request for reconsideration or for amendment of PP at any time	$2,440.50	$0.00	$2,440.50	E
Public hearing	$2,440.50	$0.00	$2,440.50	E

Variation to Development Consent

Section 4.55 (1) Modification

Correction of a minor error, misdescription or miscalculation			0.83 fee unit	A

Section 4.55 (1a) Modification

Minimal environmental impact (including Section 4.56)	Lesser of 7.54 fee unit or 50% orginial DA fee			A
The maximum fee for an application under Section 4.55 (1A) of the Act, or under Section 4.56 (1) of the Act in respect of a modification which, in the opinion of the consent authority, is of minimal environmental impact is 7.54 fee unit or 50% of the fee of the original DA, whichever is lesser.				

Section 4.55 (2) - other modifications

If the DA involved no building work			50% of DA Fee	A
if the original fee was less than $100			50% of DA Fee	A
if the original application was for a dwelling house <$100,000			2.22 fee units	A

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

If the original estimated cost of the development was:

Up to $5,000	0.64 fee unit	A
$5,001 – $250,000	0.99 fee units plus an additional $1.50 for each $1,000 (or part of $1,000) by which estimated cost exceeds $5000	A
$250,001 – $500,000	5.85 fee units plus an additional $0.85 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000	A
$500,001 – $1,000,000	8.33 fee units plus an additional $0.50 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000	A
$1,000,001 – $10,000,000	11.54 fee unitsplus an additional $0.40 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $1,000,000	A
More than $10,000,000	55.40 fee units plus an additional $0.27 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $10,000,000	A

Request for Review of Determination of a DA

Does not apply to complying, integrated or designated development
Plus advertising fees (as determined below and in accordance with DCP requirements)

No building or demolition work proposed in DA	50% of DA Fee	A
DA involves erection of dwelling < $100,000	2.22 fee unit	A

If the original estimated cost on the DA was:

Up to $5,000	0.64 fee unit	A
$5,001 – $250,000	1.00 fee unit plus an additional $1.50 for each $1,000 (or part) of the original estimated cost	A
$250,000 – $500,000	5.85 fee units plus an additional $0.85 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $250,00	A
$500,001 – $1,000,000	8.33 fee units plus an additional $0.50 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $500,00	A
$1,000,001 – $10,000,000	11.54 fee units plus an additional $0.40 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $1,000,000	A
More than $10,000,001	55.40 fee units plus an additional $0.40 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $10,000,000	A

Advertising Fees

Notification Fee - Development Applications and Modifications to Development Consents (letters to neighbours and newspaper publication)

Giving Notice - Other

Integrated (advertised) development	12.92 fee unit	A
Clause 252 of EP&A Regulation 2000 - applies only to specific heritage, water and environmental DA's (full advertisement in paper)		
Prohibited Development	12.92 fee unit	A

continued on next page ...

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Giving Notice - Other [continued]

Designated development			25.96 fee unit	A
Clause 252 of EP&A Regulation 2000 (full advertisement in paper)				
Community Participation Plan requires notice to be given (Type B development)	$96.00	$0.00	$96.00	E
Community Participation Plant requires notice to be given (Type C development)	$300.00	$0.00	$300.00	E
Modification Application requiring Notice	$96.00	$0.00	$96.00	
Notification of Planning Agreement	$300.00	$0.00	$300.00	A
Notification of Complying Development Certificate (in addition to application fees)	$96.00	$0.00	$96.00	E
Section 85A (11) of the EP&A Regulation (includes advertisement in paper)				

Subdivision Certificate Application Fees

Including strata subdivision - to recover the costs of assessing and endorsing linen plans of subdivision under the Environmental Planning & Assessment Act or Strata Titles Act

Subdivision of land (per lot)	$70.00	$0.00	$70.00	A
Includes boundary adjustments				
Strata (per lot)	$70.00	$0.00	$70.00	A
Consolidation to provide one (1) lot	$70.00	$0.00	$70.00	A
Plan checking fee for works as executed (per lot)	$230.50	$0.00	$230.50	E
Administration fee for legal documents requiring execution by Council	$250.00	$0.00	$250.00	E
Registration of Subdivision Certificate issued by private certifier	$36.00	$0.00	$36.00	A

Naming of New Roads

Associated with subdivisions	$399.00	$0.00	$399.00	E

Water and Sewerage Connection Fees

See under heading "WATER AND SEWER FEES AND CHARGES"

Planning Certificates

Certificate Section 10.7 (2) per allotment			0.62 fee unit	A
(approx 5 day turnaround)				
Urgency Fee for Section 10.7 (2) in addition to above	$100.00	$0.00	$100.00	E
(approx 2 day turnaround)				
Certificate Section 10.7 (5) in addition to 10.7 (2)			0.94 fee unit	A
Certificate of Outstanding Notices	$120.00	$0.00	$120.00	A
(Section 735(a) of the Local Government Act and Schedule 5 of the Environmental Planning and Assessment Act)				

Sewer Drainage Plan

No charge for owners or contractors

Cost per plan			0.62 fee unit	E

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type
Building Certificates				
Building Certificate	$250.00	$0.00	$250.00	A
Building Certificate not exceeding 200 Sq.M.	$250.00	$0.00	$250.00	A
Building Certificate exceeding 200 Sq.M. but not exceeding 2000 Sq.M	$250 plus an additional $0.50 per Sq.M. for each Sq.M. over 200			A
Building Certificate exceeding 2,000 Sq.M.	$1,165 plus additional $0.075 per Sq.M. for each Sq.M. over 2000			A
Reinspection Fee	$90.00	$0.00	$90.00	A
Copy of a building certificate	$13.00	$0.00	$13.00	A
Fire Safety				
Approval to Burn Administration Fee	$15.00	$0.00	$15.00	E
Fire Safety Inspection – Owner requested	$260 per hour (minimum 1 hour)			E
Reinspection fee (Only applies if outstanding work has not been completed)	$181.82	$18.18	$200.00	E
Shows and Events				
Temporary Event - Food Preparation and Sales Application	$100.00	$0.00	$100.00	E
Request for Property Information				
Fee for service responding to enquiries requiring search of records, analysis of information and/or a written response – Dwelling Permissibility	$250.00	$0.00	$250.00	E
Fee for service responding to enquiries requiring search of records, analysis of information and/or a written response – Flood Levels and associated flooding information	$250.00	$0.00	$250.00	E
Fee for service responding to enquiries requiring search of records, analysis of information and/or a written response	$250.00	$0.00	$250.00	E
Fee for certified copy of plan			0.62 fee unit	E
Fee for retrieval of historical records	$120.00	$0.00	$120.00	E
Planning Portal Record Processing Fee (hard copy or digital records)				
Less than 25 pages	$25.00	$0.00	$25.00	E
25 to 50 pages	$50.00	$0.00	$50.00	E
Over 50 pages			Not Accepted	
Council Certificate Advice				
Fee for council to certify satisfaction of a condition of consent or confirm construction plans are not inconsistent with DA approved plans	$250.00	$0.00	$250.00	E
Environmental Products				
Compost Bins	$58.18	$5.82	$64.00	D
Worm Farms	$99.55	$9.95	$109.50	D

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Rural Addressing

Supply of Rural Addressing Plates- per number (includes one inspection)	$171.82	$17.18	$189.00	E
Replacement or additional plates (same number)	$55.91	$5.59	$61.50	E
Reinspection Fee	$171.82	$17.18	$189.00	E

Swimming Pool Certificates

Inspection and issue

Certificate of Compliance under Swimming Pools Act (including one inspection)	$136.36	$13.64	$150.00	A
Re-inspection fee	$90.91	$9.09	$100.00	A
Enter pool details into NSW Swimming Pool Register	$9.09	$0.91	$10.00	A
Application for exemption	$250.00	$0.00	$250.00	E

Environmental Health Inspections

Maintaining register and reporting to Govt. agencies and inspections

Registration or update of details of business under the Public Health Act or Food Act (excluding caravan parks and water carters)	$0.00	$0.00	$0.00	
Underground Petroleum Storage Systems	$173.00	$0.00	$173.00	A
Fees prescribed by the State - POEO Act			PRESCRIBED	A

Food Act

Annual Administration & Inspection Fee for Food Premises including fixed premises, mobile vending vehicles, home based businesses
Note: Definitions shown below fees

Annual Adminstration P3 Premises as classified in Food Authority (low risk)	$180.00	$0.00	$180.00	E
Annual Administration P1 & P2 Premises as classified in Food Authority Guideline (Medium to High Risk) – Premises with 5 or less FTE staff	$300.00	$0.00	$300.00	E
Annual Administration P1 & P2 Premises as classified in Food Authority Guideline (Medium to High Risk) – More than 5 but not more than 50 FTE staff	$400.00	$0.00	$400.00	E
Annual Administration P1 & P2 Premises as classified in Food Authority Guideline (Medium to High Risk) – Premises with more than 50 FTE staff	$800.00	$0.00	$800.00	E

Definition: Low risk, P3 businesses sell only foods that are non-potentially hazardous and pre packaged ie newsagents, confectionary stores, bottle shops

Definition: Medium P2 and High P1 risk businesses handle foods that support the growth of pathogenic micro-organisms and have the potential to cause illness ie cafes, takeaways, bistros
High Risk businesses are further characterised by risk increasing factors such as providing to vulnerable populations ie child care centres, or have a history of non-compliance with the Food Act and associated legislation

Note: Number of food handlers x hours each spends handling food per week divided by 38 hours = FTE
Eg 3 food handlers x 13 hours = 39 hours divided by 38 = approx. 1 FTE food handler

Inspection Fee (including fixed premises, mobile vending vehicles, home based, temporary stalls)	$189.00	$0.00	$189.00	E
Re-inspection Fees following non-compliant inspection – unsatisfactory re-inspection	$189.00	$0.00	$189.00	

continued on next page ...

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type
Food Act [continued]				
Fees prescribed by the State - Food Act			PRESCRIBED	A
Public Health Act				
Fees prescribed by the State - Public Health Act			PRESCRIBED	n/a
Skin Penetration Premises				
Such as Hairdressers and Barbers, Beauty and Nail Salons and Tattoo and Piercing Parlours				
Inspection fee	$189.00	$0.00	$189.00	E
Re-inspection fees following non-compliance – unsatisfactory re-inspection	$189.00	$0.00	$189.00	E
Regulated Premises, Public Swiming Pool and Spa Inspections (water quality)				
Inspection	$189.00	$0.00	$189.00	E
Reinspection following non-compliance – unsatisfactory reinspection	$189.00	$0.00	$189.00	E
Water Analysis Samples			At Cost	E
Boarding Houses				
Inspection fee (as per Boarding Houses Act 2012)	$189.00	$0.00	$189.00	E
Section 68 of the LOCAL GOVERNMENT ACT				
Install manufactured home, moveable dwelling (includes inspections) outside of an approved caravan park or manufactured home estate	$1,200.00	$0.00	$1,200.00	E
Install manufactured home, moveable dwelling on an approved dwelling site within a caravan park, manufactured home estate etc; (includes inspections)	$822.00	$0.00	$822.00	E
Install Oil or Solid Fuel Heating Appliance (includes inspections)	$373.50	$0.00	$373.50	E
Use of Community Land (engaging in trade or business busking etc)	$373.50	$0.00	$373.50	E
Swing or hoist goods over road	$373.50	$0.00	$373.50	E
Water Supply, sewerage and stormwater drainage work	$189.50	$0.00	$189.50	E
NB: Thomas Mitchell Industrial Estate is exempt regarding sewerage connection				
Stormwater Drainage work (connection to Council drainage or new work for Council ownership			Quotation	E
General approvals / application not specifically mentioned elsewhere	$373.50	$0.00	$373.50	E
Approval To Burn				
(Protection of the Environment Operations (Clean Air) Regulation 2010)				
Water Carters				
Inspection	$189.00	$0.00	$189.00	E
Caravan Parks				
Application to Operate a Caravan Park or camping ground	$373.50	$0.00	$373.50	E
Inspection Fee	$250.00	$0.00	$250.00	E

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type
On-site Sewage Management				
Application Charges				
Install & Construct On-site Sewage Management System (includes inspection and approval to operate)	$500.00	$0.00	$500.00	E
Install & Construct On-site Sewage Management System: Commercial Systems – Greater than 5000L/day (includes inspection and approval to operate)	$840.00	$0.00	$840.00	E
Modify On-site Sewage Management System				
Domestic Systems – System and Disposal Area	$404.00	$0.00	$404.00	E
Domestic Systems – System only	$180.00	$0.00	$180.00	E
Domestic Systems – Disposal Area only	$220.00	$0.00	$220.00	D
Modify Approval to install prior to any works commencing – no inspections necessary	$124.00	$0.00	$124.00	E
Commercial Systems – System and Disposal Area	$659.00	$0.00	$659.00	E
Commercial Systems – System only	$305.50	$0.00	$305.50	E
Commercial Systems – Disposal Area only	$366.50	$0.00	$366.50	E
Approval to Operate				
Invoiced in July per year for 5 yearly approval to operate			56.00/year	E
ATO Inspection			No Charge	n/a
Inspection of On-site Sewage Management				
Any inspection not related to routine ATO inspection (per system)	$200.00	$0.00	$200.00	E
Re-inspection	$200.00	$0.00	$200.00	E
Use of Footpaths and Road Reserves				
Annual Permit Fee	$135.00	$0.00	$135.00	E
A Frame Signage	$91.50	$0.00	$91.50	E
Outdoor Seating (occupied area subject of permit)	$15.50	$0.00	$15.50	E
Display of Goods (occupied area subject of permit)	$15.50	$0.00	$15.50	E
Approvals Under Section 125 Roads Act				
New Footway Dining application	$373.50	$0.00	$373.50	E
Application for renewal (lodged prior to expiry of existing approval)	$196.00	$0.00	$196.00	E
Approvals Under Section 138 Roads Act				
See under heading "ROADS"				
Trade Waste Fees				
Trade Waste Applications				
Applications (Policy No. S15/2, adopted by Council on 12/12/2011, Minute 190)				

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Liquid Trade Waste Applications

Applications

Approval to Discharge Liquid Trade Waste (Classification A)	$424.86	$0.00	$424.86	E
Approval to Discharge Liquid Trade Waste (Classification B & C)	$1,007.51	$0.00	$1,007.51	E
Extend or renew an approval with no change in conditions	$362.12	$0.00	$362.12	E
Transfer an approval to a new discharger with the same conditions at the same premises	$154.67	$0.00	$154.67	

Annual Trade Waste Fee (annual inspections)

Category 1 Discharger	$146.77	$0.00	$146.77	E
Category 2 Discharger	$228.23	$0.00	$228.23	E
Category 3 Discharger	$765.62	$0.00	$765.62	E
Re-Inspection Fee	$209.74	$0.00	$209.74	E

Trade Waste Usage Charge

Applied with Trade Waste Discharge Factor

Category 1 Discharger without appropriate pre-treatment ($/kL) (non compliant)	$1.73	$0.00	$1.73	E
Category 2 Discharger with appropriate pre-treatment ($/kL)	$1.73	$0.00	$1.73	E
Category 2 Discharger without appropriate pre-treatment ($/kL) (non compliant)	$21.38	$0.00	$21.38	E
Annual food waste disposal charge – ($/beds)	$37.56	$0.00	$37.56	E
Portable toilet waste ($/kL)	$19.65	$0.00	$19.65	E
Septic Waste ($/kL) (Includes Onsite Operator Admin Fee)	$7.70	$0.00	$7.70	E
Attendance at site to carry out approval ($/hr)	$132.90	$0.00	$132.90	E

Excess Mass Charges for Category 3 Discharges - per kg

Refer to equation 1 in section 4.7.7 of the Policy

Aluminium	$0.87	$0.00	$0.87	E
Ammonia (as N)	$2.52	$0.00	$2.52	E
Arsenic	$84.71	$0.00	$84.71	E
Barium	$42.36	$0.00	$42.36	E
Biochemical Oxygen Demand (BOD) up to 600 mg/L)	$0.81	$0.00	$0.81	E
Refer to equation 1 in section 4.7.7 and refer to equation 2 in section 4.7.7 for BOD>600mg/L. Note: equation 5 with equation 1 is used where the discharger has failed to meet their approval in two or more instances in one financial year.				
Boron	$0.87	$0.00	$0.87	E
Bromine	$16.75	$0.00	$16.75	E
Cadmium	$388.11	$0.00	$388.11	E
Chloride			No Charge	E
Chlorinated Hydrocarbons	$42.36	$0.00	$42.36	E
Chlorinated Phenolics	$1,693.66	$0.00	$1,693.66	E
Chlorine	$1.70	$0.00	$1.70	E
Chromium	$28.25	$0.00	$28.25	E
Cobalt	$17.22	$0.00	$17.22	E
Copper	$17.22	$0.00	$17.22	E

continued on next page ...

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Excess Mass Charges for Category 3 Discharges - per kg [continued]

Cyanide	$84.58	$0.00	$84.58	E
Fluoride	$4.21	$0.00	$4.21	E
Formaldehyde	$1.70	$0.00	$1.70	E
Oil and Grease (Total O and G)	$1.49	$0.00	$1.49	E
Herbicides/Defoliants	$846.86	$0.00	$846.86	E
Iron	$1.70	$0.00	$1.70	E
Lead	$42.36	$0.00	$42.36	E
Lithium	$8.45	$0.00	$8.45	E
Manganese	$8.45	$0.00	$8.45	E
Mercaptans	$84.58	$0.00	$84.58	E
Mercury	$2,822.82	$0.00	$2,822.82	E
Methylene Blue Active Substances (MBAS)	$0.87	$0.00	$0.87	E
Molybdenum	$0.87	$0.00	$0.87	E
Nickel	$28.25	$0.00	$28.25	E
Nitrogen (as TKN – Total Kjeldahl Nitrogen)	$0.18	$0.00	$0.18	E
Organoarsenic Compounds	$846.86	$0.00	$846.86	E
Pesticides General (excludes organochlorines and organophosphates)	$846.86	$0.00	$846.86	E
Petroleum Hydrocarbons (non-flammable)	$2.88	$0.00	$2.88	E
Phenolic Compounds (non-chlorinated)	$8.45	$0.00	$8.45	E
Phosphorous (Total P)	$1.70	$0.00	$1.70	E
Polynuclear Aromatic Hydrocarbons (PAHs)	$17.22	$0.00	$17.22	E
Selenium	$59.59	$0.00	$59.59	E
Silver	$1.57	$0.00	$1.57	E
Sulphate (SO4)	$0.13	$0.00	$0.13	E
Sulphide	$1.70	$0.00	$1.70	E
Sulphite	$1.90	$0.00	$1.90	E
Suspended Solids (SS)	$1.10	$0.00	$1.10	E
Thiosulphate	$0.35	$0.00	$0.35	E
Tin	$8.45	$0.00	$8.45	E
Total Dissolved Solids (TDS)	$0.05	$0.00	$0.05	E
Uranium	$8.45	$0.00	$8.45	E
Zinc	$17.14	$0.00	$17.14	E

Non-Compliance Excess Mass Charges

Refer to equations 4 & 5 in the Policy

Details	Refer to section 4.7.9 equations 4 & 5 in the Liquid Trade Waste Policy	n/a

Non-Compliance pH Charge

Refer to equation 3 in the Policy

Details	Refer to section 4.7.9 equation 3 in the Liquid Trade Waste Policy	n/a
K for pH coefficient calculation charge	0.506 (refer to section 4.7.9 in the Liquid Trade Waste Policy)	E

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Regulatory Services

Companion Animals

Lifetime registration

Fees prescribed by the State - NSW Companion Animals Act 1998

Non-desexed animals			Prescribed	A
De-sexed animals			Prescribed	A
De-sexed animals – pensioner concession			Prescribed	A
Breeder			Prescribed	A

Impounding Fees

Impounding fee	$65.50	$0.00	$65.50	E
Additional Impound Fee (of same animal) in a calendar year	$131.00	$0.00	$131.00	E
Maintenance and care per day thereafter/or part day	$26.00	$0.00	$26.00	E
Microchipping (if applicable)	$40.50	$0.00	$40.50	E
Vaccination (all dogs are vaccinated)	$37.50	$0.00	$37.50	E
Veterinary Treatment			At Cost	E
Treatment incurred during impoundment (i.e. necessary grooming, worming, bathing)			At Cost	E

Animal Adoption

Adoption costs include a health check, desexing, vaccination, worming, microchipping and Lifetime Registration

Dogs

Puppies <6 months	$350.45	$35.05	$385.50	E
Adults – 6 months - 6 years	$301.82	$30.18	$332.00	E
Seniors – 6+ years	$204.55	$20.45	$225.00	E

Cats

Discounts apply if an animal was previously microchipped, Lifetime Registered or desexed

Kittens <6 months	$194.55	$19.45	$214.00	E
Adults – 6 months - 6 years	$155.91	$15.59	$171.50	E
Seniors – 6+ years	$106.82	$10.68	$117.50	E

Rescue Agencies

Microchipping	$15.91	$1.59	$17.50	E
Vaccinations	$26.36	$2.64	$29.00	E

Surrender Fee

Surrender Fee	$68.50	$0.00	$68.50	E

Declared Dangerous Dogs Fees

Dangerous Dog Enclosure Certificate of Compliance	$180.00	$0.00	$180.00	A

continued on next page ...

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type

Declared Dangerous Dogs Fees [continued]

Dangerous Dog Collar XL	$61.82	$6.18	$68.00	E
Dangerous Dog Collar L	$55.91	$5.59	$61.50	E
Dangerous Dog Collar M	$49.09	$4.91	$54.00	E
Dangerous Dog Collar SML	$45.91	$4.59	$50.50	E
Dangerous Dog Sign	$40.00	$4.00	$44.00	E

Stock Impounding

Impounding Act 1993

Impounding Fee	$100.05	$0.00	$100.05	E
Feed per head per day	$13.00	$0.00	$13.00	E
Maintenance per hour (includes Ranger feeding)	$81.00	$0.00	$81.00	E
Transport using vehicle per hour (Ranger Vehicle)	$43.50	$0.00	$43.50	E
Hired Transport			At Cost	E
Notification Fee	$96.00	$0.00	$96.00	E

Impounded Vehicles

Impounding Fee	$100.05	$0.00	$100.05	E
Towing Fee			At Cost	E
Notification Fee	$96.00	$0.00	$96.00	E
Storage (per week)			At Cost	E

General Impounding Fee (all other impoundments)

Impounding Fee	$61.50	$0.00	$61.50	B
Notification Fee	$96.00	$0.00	$96.00	E

Cat Trap Hire - Feral Cats Only

Hire fee	$0.00	$0.00	$0.00	C
Deposit	$0.00	$0.00	$0.00	C
Late Return Fee	$0.00	$0.00	$0.00	C

Development Contributions

(Under Section 7.11 of the Environmental Planning & Assessment Act 1979) - Developments approved under the Muswellbrook Section 94 Contributions Plan 2001
Urban Subdivision or Dwelling (Medium Density)

Urban Subdivision or Dwelling - Medium Density

Note: Contributions paid at subdivision stage for an additional lot will not be applied to a single dwelling erected on the lot created

Muswellbrook

a) Open Space and Community Facilities	$2,261.50	$0.00	$2,261.50	E
b) Roads and Drainage	$1,218.50	$0.00	$1,218.50	E
c) Open Space and Community Facilities	$2,261.50	$0.00	$2,261.50	E

continued on next page ...

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type
Muswellbrook [continued]				
d) Roads and Drainage	$1,218.50	$0.00	$1,218.50	E
Denman				
a) Open Space and Community Facilities	$1,740.00	$0.00	$1,740.00	E
b) Roads and Drainage	$1,218.50	$0.00	$1,218.50	E
c) Open Space and Community Facilities	$1,740.00	$0.00	$1,740.00	E
d) Roads and Drainage	$1,218.50	$0.00	$1,218.50	E
Rural Lot or Dwelling				
a) Bushfire Protection	$3,380.00	$0.00	$3,380.00	E
b) Rural Roads	$3,476.00	$0.00	$3,476.00	E
c) Open Space & Community Facilities	$1,445.00	$0.00	$1,445.00	E
d) Bushfire Protection	$3,380.00	$0.00	$3,380.00	E
e) Rural Roads	$3,476.00	$0.00	$3,476.00	E
f) Open Space & Community Facilities	$1,445.00	$0.00	$1,445.00	E
South Muswellbrook Commercial Development				
Road Upgrading			16.64/m2	E
Tourist Development				
Tourism Facilities		$1.35 per $100 of investment		E
West Denman				
Open Space Recreational Sporting Facilities				
Per Person	$410.50	$0.00	$410.50	E
One Bedroom	$614.50	$0.00	$614.50	E
Two Bedroom	$821.00	$0.00	$821.00	E
Three or more Bedroom dwelling	$1,025.00	$0.00	$1,025.00	E
Per lot	$1,025.00	$0.00	$1,025.00	E
Community Facilities				
Per Person	$517.00	$0.00	$517.00	E
One Bedroom	$776.00	$0.00	$776.00	E
Two Bedroom	$1,033.00	$0.00	$1,033.00	E
Three or more Bedroom dwelling	$1,292.00	$0.00	$1,292.00	E
Per lot	$1,292.00	$0.00	$1,292.00	E
Stormwater Management				
Per Person	$1,828.00	$0.00	$1,828.00	E
One Bedroom	$2,742.00	$0.00	$2,742.00	E
Two Bedroom	$3,654.50	$0.00	$3,654.50	E
Three or more Bedroom dwelling	$4,569.00	$0.00	$4,569.00	E
Per lot	$4,569.00	$0.00	$4,569.00	E

Name	Year 23/24 Fee (excl. GST)	GST	Fee (incl. GST)	Fee Type
Transport Facilities				
Per Person	$3,553.00	$0.00	$3,553.00	E
One Bedroom	$5,329.50	$0.00	$5,329.50	E
Two Bedroom	$7,107.00	$0.00	$7,107.00	E
Three or more Bedroom dwelling	$8,884.00	$0.00	$8,884.00	E
Per lot	$8,884.00	$0.00	$8,884.00	E
Plan Management Administration				
Per Person	$121.50	$0.00	$121.50	E
One Bedroom	$183.00	$0.00	$183.00	E
Two Bedroom	$244.50	$0.00	$244.50	E
Three or more Bedroom dwelling	$305.50	$0.00	$305.50	E
Per lot	$305.50	$0.00	$305.50	E

Development Contributions (Section 7.12)

(Under Section 7.12 of the Environmental Planning & Assessment Act 1979) - Section 94A Development Contributions Plan 2009
- Subject to CPI Increase

Estimated cost of development

< $100000			0.0%	A
$100001 – $200000			1.0%	A
>$200000			1.0%	A

Development Contributions - Extractive Industries (Section 7.11)

Levy for material removed			As per agreement with Council	E

Sam Adams Accommodation

Residential Room	$159.09	$15.91	$175.00	E
Fully Furnished Room - Short Stay	$86.36	$8.64	$95.00	E
Fully Furnished Room - 3+nights	$72.73	$7.27	$80.00	E

Fee Name	Parent Name	Page

Index of all Fees

1

1 day during Business Hours	[Seminar Room]	13
1 Day during Business Hours	[Library Meeting Room 1]	14
1 Day during Business Hours	[STEM Innovation Room Hire]	14
1 Day During Business Hours	[Library Meeting Room 2 (Community Room)]	14
1 Day During Business Hours	[Denman Library Community Room]	14
1 Day During Business Hours	[Local Studies Room]	14
12 Months Service	[Copy of Council Business Paper, Late Items & Minutes]	9
15 to 30 weeks	[Rural Areas - per m2]	15
15 to 30 weeks	[Residential - per m2]	15
15 to 30 weeks	[Tourist Area and/or Industrial Area - per m2]	15
15 to 30 weeks	[CBD - per m2]	15
1st Notice and Final Notice	[Overdues]	21

2

203 x 426mm pouch (A3)	[Laminating]	21
20mm water meter complete with dual check valve	[New Services (connect to existing service pipe)]	27
216mm x 303mm pouch (A4)	[Laminating]	21
25 to 50 pages	[Planning Portal Record Processing Fee (hard copy or digital records)]	36
25mm water meter complete with dual check valve	[New Services (connect to existing service pipe)]	27

6

6 Months Service	[Copy of Council Business Paper, Late Items & Minutes]	9
60 x 95mm pouch	[Laminating]	21
6m Inflatable Outdoor Cinema Screen Package	[Inflatable Outdoor Cinema Screen package]	10

A

A Frame Signage	[Use of Footpaths and Road Reserves]	39
a) Bushfire Protection	[Rural Lot or Dwelling]	44
a) Open Space and Community Facilities	[Muswellbrook]	43
a) Open Space and Community Facilities	[Denman]	44
A1 and A0	[Document Scanning]	11
Active Over 50s	[10 Visit Pass]	19
Activities on Road Reserves	[S138 Roads Act - Road Opening Permit]	16
Additional Costs	[Closure of a Public Road]	16
Additional Hours	[Stan Thiess Centre]	13
Additional Impound Fee (of same animal) in a calendar year	[Impounding Fees]	42
Additional reinspection	[Public Gates/Grid]	15
Administration fee for legal documents requiring execution by Council	[Subdivision Certificate Application Fees]	35
Adult	[Gym Direct Debit]	20
Adult	[Gym & Swim Direct Debit]	20
Adult	[Upfront 1 month Gym]	20
Adult	[12 months Upfront Gym]	20
Adult	[12 months Upfront Gym & Swim]	20
Adult – Member Single	[Swim Fitness]	19
Adult – Non Member Single	[Swim Fitness]	19
Adult Pass	[6 month Pass]	18
Adult Pass	[Year Pass]	18
Adult Pass	[Denman Only Season Pass]	19
Adult Swim Fit – Member	[20 Visit Pass]	19
Adult Swim Fit – Non Member	[20 Visit Pass]	19
Adult Visit Spa Sauna (20 entries)	[20 Visit Pass]	18
Adult Visit Spa Sauna Concession (20 entries)	[20 Visit Pass]	18
Adults – 6 months - 6 years	[Dogs]	42
Adults – 6 months - 6 years	[Cats]	42
Aluminium	[Excess Mass Charges for Category 3 Discharges - per kg]	40
Ammonia (as N)	[Excess Mass Charges for Category 3 Discharges - per kg]	40
Annual Administration P1 & P2 Premises as classified in Food Authority Guideline (Medium to High Risk) – More than 5 but not more than 50 FTE staff	[Food Act]	37

continued on next page ...

Fee Name	Parent Name	Page
A [continued]		
Annual Administration P1 & P2 Premises as classified in Food Authority Guideline (Medium to High Risk) – Premises with 5 or less FTE staff	[Food Act]	37
Annual Administration P1 & P2 Premises as classified in Food Authority Guideline (Medium to High Risk) – Premises with more than 50 FTE staff	[Food Act]	37
Annual Adminstration P3 Premises as classified in Food Authority (low risk)	[Food Act]	37
Annual food waste disposal charge – ($/beds)	[Trade Waste Usage Charge]	40
Annual Listing	[Property - Transfer Listing]	15
Annual Permit Fee	[Use of Footpaths and Road Reserves]	39
Any class of building where a performance solution is proposed	[Construction Certificate]	30
Any class of building where a performance solution is proposed	[General Fees]	32
Any inspection not related to routine ATO inspection (per system)	[Inspection of On-site Sewage Management]	39
Application – Roads Act 1993 – Div. 2 Part 9	[Public Gates/Grid]	15
Application Fee (includes 1 hour processing)	[Government Information (Public Access) Act 2009 (GIPA)]	11
Application for Compliance Certificate for all other developments	[Water Management Act Approval]	29
Application for Compliance Certificate for single dwelling & dual occupancy	[Water Management Act Approval]	28
Application for exemption	[Swimming Pool Certificates]	37
Application for Notice of Requirement for all other developments	[Water Management Act Approval]	29
Application for Notice of Requirement for single dwelling & dual occupancy	[Water Management Act Approval]	28
Application for renewal (lodged prior to expiry of existing approval)	[Approvals Under Section 125 Roads Act]	39
Application referred to Design Review Panel	[Integrated Development and Concurrence Fee]	32
Application to Operate a Caravan Park or camping ground	[Caravan Parks]	38
Applications requiring concurrence (not assumed concurrence)	[Integrated Development and Concurrence Fee]	32
Approval to Burn Administration Fee	[Fire Safety]	36
Approval to Discharge Liquid Trade Waste (Classification A)	[Applications]	40
Approval to Discharge Liquid Trade Waste (Classification B & C)	[Applications]	40
Aqua Aerobics/Zumba – Member	[10 Visit Pass]	19
Aquatic Centre (20 entries)	[20 Visit Pass]	18
Aquatic Centre Concession (20 entries)	[20 Visit Pass]	18
Arsenic	[Excess Mass Charges for Category 3 Discharges - per kg]	40
Asbestos burial per tonne (loads over 1 tonne, once per day)	[Asbestos]	25
Asbestos wrapped and labelled – per tonne, booking required	[Asbestos]	25
Associated with subdivisions	[Naming of New Roads]	35
ATO Inspection	[Approval to Operate]	39
Attendance at site to carry out approval ($/hr)	[Trade Waste Usage Charge]	40
B		
b) Roads and Drainage	[Muswellbrook]	43
b) Roads and Drainage	[Denman]	44
b) Rural Roads	[Rural Lot or Dwelling]	44
B/W – A0	[Photocopying/Printing]	11
B/W – A1	[Photocopying/Printing]	11
B/W - A3	[Visitors Information Centre - Photocopying]	11
B/W – A3	[Photocopying/Printing]	11
B/W – A3	[Photocopying]	21
B/W – A4	[Photocopying/Printing]	11
B/W – A4	[Photocopying]	21
B/W- A4	[Visitors Information Centre - Photocopying]	11
Barium	[Excess Mass Charges for Category 3 Discharges - per kg]	40
Based on Inspection Test Plan (ITP) for subdivision .	[Compliance Inspections (Construction Stages)]	32

continued on next page ...

Fee Name	Parent Name	Page
B [continued]		
Basketball Court – (two court, per hour) – Casual Hire	[Indoor Sports Centre - Muswellbrook]	12
Basketball Court – (two court, per hour) – Users Group	[Indoor Sports Centre - Muswellbrook]	12
Basketball Court (one court) – Casual Hire - Per Hour	[Indoor Sports Centre - Muswellbrook]	12
Basketball Court (one court) – User Groups - Per Hour	[Indoor Sports Centre - Muswellbrook]	12
Basketball Court (per hour) – Casual Hire	[Indoor Sports Centre Complex - Denman]	12
Basketball Court (per hour) – User Groups	[Indoor Sports Centre Complex - Denman]	12
Biochemical Oxygen Demand (BOD) up to 600 mg/L)	[Excess Mass Charges for Category 3 Discharges - per kg]	40
Bond (refunded after inspection). Except shows and events (see Shows & Events Listing)	[All Council Properties]	11
Booked per term payable in advance – non refundable	[Learn to Swim]	19
Booking – minimum 2 hours	[Casual Hirer]	17
Boron	[Excess Mass Charges for Category 3 Discharges - per kg]	40
Borrowers Card	[Lost and Damaged Material]	21
Breeder	[Lifetime registration]	42
Bromine	[Excess Mass Charges for Category 3 Discharges - per kg]	40
Bronze Plaque	[Right of Burial Fees]	9
Building Certificate	[Building Certificates]	36
Building Certificate exceeding 2,000 Sq.M.	[Building Certificates]	36
Building Certificate exceeding 200 Sq.M. but not exceeding 2000 Sq.M	[Building Certificates]	36
Building Certificate not exceeding 200 Sq.M.	[Building Certificates]	36
Bulk Corrugated Cardboard	[Domestic recyclables - Muswellbrook Shire origin only]	22
Business Users - Per Hour	[Library Meeting Room 2 (Community Room)]	14
Business Users - Per Hour	[Denman Library Community Room]	14
Business Users - Up to 3 Hours	[Library Meeting Room 2 (Community Room)]	14
Business Users - Up to 3 Hours	[Denman Library Community Room]	14
C		
c) Open Space & Community Facilities	[Rural Lot or Dwelling]	44
c) Open Space and Community Facilities	[Muswellbrook]	43
c) Open Space and Community Facilities	[Denman]	44
Cadmium	[Excess Mass Charges for Category 3 Discharges - per kg]	40
Cancellations within 24 hours (50% of quoted fee) - 1 Day during Business hours	[Seminar Room]	13
Cancellations within 24 hours (50% of quoted fee) - 1 Day during Business hours	[Library Meeting Room 1]	14
Cancellations within 24 hours (50% of quoted fee) - 1 Day during Business hours	[Library Meeting Room 2 (Community Room)]	14
Cancellations within 24 hours (50% of quoted fee) - 1 Day during Business hours	[STEM Innovation Room Hire]	14
Cancellations within 24 hours (50% of quoted fee) - per hour	[Seminar Room]	13
Cancellations within 24 hours (50% of quoted fee) - per hour	[Library Meeting Room 2 (Community Room)]	14
Cancellations within 24 hours (50% of quoted fee) - per hour	[STEM Innovation Room Hire]	14
Cancellations within 24 hours (50% of quoted fee) - Up to 3 hours	[Seminar Room]	13
Cancellations within 24 hours (50% of quoted fee) - Up to 3 hours	[Library Meeting Room 1]	14
Cancellations within 24 hours (50% of quoted fee) - Up to 3 hours	[Library Meeting Room 2 (Community Room)]	14
Cancellations within 24 hours (50% of quoted fee) - Up to 3 hours	[STEM Innovation Room Hire]	14
Canteen Hire	[Casual Hirer]	17
Canteen Hire (per hour)	[Indoor Sports Centre - Muswellbrook]	12
Car Bodies - ID required	[Scrap Metal]	23
Cars, Station Wagons and wheelie bins	[Domestic Mixed Waste]	26
Cars, Station Wagons and wheelie bins	[Domestic Green Waste]	26

continued on next page ...

Fee Name	Parent Name	Page
C [continued]		
Category 1 – enabling clause (change to LEP text only) or land area affected by PP is less than 1000sqm	[Stage 1: Lodgement]	33
Category 1 – enabling clause (change to LEP text only) or land area affected by PP is less than 1000sqm	[Stage 2: Gateway Determination]	33
Category 1 Discharger	[Annual Trade Waste Fee (annual inspections)]	40
Category 1 Discharger without appropriate pre-treatment ($/kL) (non compliant)	[Trade Waste Usage Charge]	40
Category 2 – land area affected by PP is 1000sqm to 5 ha	[Stage 1: Lodgement]	33
Category 2 – land area affected by PP is 1000sqm to 5 ha	[Stage 2: Gateway Determination]	33
Category 2 Discharger	[Annual Trade Waste Fee (annual inspections)]	40
Category 2 Discharger with appropriate pre-treatment ($/kL)	[Trade Waste Usage Charge]	40
Category 2 Discharger without appropriate pre-treatment ($/kL) (non compliant)	[Trade Waste Usage Charge]	40
Category 3 – land area affected by PP is over 5 ha	[Stage 1: Lodgement]	33
Category 3 – land area affected by PP is over 5 ha	[Stage 2: Gateway Determination]	33
Category 3 Discharger	[Annual Trade Waste Fee (annual inspections)]	40
Certificate of Compliance under Swimming Pools Act (including one inspection)	[Swimming Pool Certificates]	37
Certificate of Outstanding Notices	[Planning Certificates]	35
Certificate Section 10.7 (2) per allotment	[Planning Certificates]	35
Certificate Section 10.7 (5) in addition to 10.7 (2)	[Planning Certificates]	35
Chair Hire	[Indoor Sports Centre - Muswellbrook]	12
Child Swim Fit – Member	[20 Visit Pass]	19
Child Swim Fit – Non Member	[20 Visit Pass]	19
Child up to 16 years – Member Single	[Swim Fitness]	19
Child up to 16 years – Non Member Single	[Swim Fitness]	19
Chloride	[Excess Mass Charges for Category 3 Discharges - per kg]	40
Chlorinated Hydrocarbons	[Excess Mass Charges for Category 3 Discharges - per kg]	40
Chlorinated Phenolics	[Excess Mass Charges for Category 3 Discharges - per kg]	40
Chlorine	[Excess Mass Charges for Category 3 Discharges - per kg]	40
Chromium	[Excess Mass Charges for Category 3 Discharges - per kg]	40
Class 1 Buildings < 200 m2	[Construction Certificate]	30
Class 1 Buildings < 200 m2	[General Fees]	31
Class 1 Buildings > 400 m2 or any dual occupancy or multi-dwelling development	[Construction Certificate]	30
Class 1 Buildings > 400 m2 or any dual occupancy or multi-dwelling development	[General Fees]	32
Class 1 buildings 200-400 m2	[Construction Certificate]	30
Class 1 Buildings 200-400 m2	[General Fees]	31
Class 10(a) Buildings < 100 m2	[Construction Certificate]	30
Class 10(a) Buildings < 100 m2	[General Fees]	31
Class 10(a) Buildings > 100 m2	[Construction Certificate]	30
Class 10(a) Buildings > 100 m2	[General Fees]	31
Class 10b excluding swimming pools	[General Fees]	31
Class 10b excluding swimming pools per Certificate	[Construction Certificate]	30
Class 2-9 Buildings < 500 m2	[Construction Certificate]	30
Class 2-9 Buildings < 500 m2	[General Fees]	32
Class 2-9 Buildings > 2000 m2 or rise in stories > 2	[Construction Certificate]	30
Class 2-9 Buildings > 2000 m2 or rise in stories > 2	[General Fees]	32
Class 2-9 Buildings 500-2000 m2	[Construction Certificate]	30
Class 2-9 Buildings 500-2000 m2	[General Fees]	32
Clean concrete or rubble, non-reinforced, per tonne	[Bricks & Concrete]	23
Clean soil, per tonne or part thereof	[Excavated Natural Material (Clean Soil)]	24
Clean Wood Waste	[Timber, Timber Pallets]	24
Cleaning and Storage, installation & removal (once only payment)	[Banners]	9
Cleaning Charge – minimum (2 hours if not left clean)	[All Council Properties]	11
Cleaning charge – per hour thereafter	[All Council Properties]	11
Cleaning Fee	[Seminar Room]	13
Cleaning Fee	[STEM Innovation Room Hire]	14
Cobalt	[Excess Mass Charges for Category 3 Discharges - per kg]	40
Colour – A1	[Photocopying/Printing]	11

continued on next page ...

Fee Name	Parent Name	Page
C [continued]		
Colour - A3	[Visitors Information Centre - Photocopying]	11
Colour – A3	[Photocopying/Printing]	11
Colour – A3	[Photocopying]	21
Colour - A4	[Visitors Information Centre - Photocopying]	11
Colour – A4	[Photocopying/Printing]	11
Colour – A4	[Photocopying]	21
Colour – AO	[Photocopying/Printing]	11
Columbarium – Installation of plaque and ashes	[Right of Burial Fees]	9
Columbarium – Purchase of one niche	[Right of Burial Fees]	9
Commercial Driveway Crossing	[S138 Roads Act - Road Opening Permit]	16
Commercial Systems – Disposal Area only	[Modify On-site Sewage Management System]	39
Commercial Systems – System and Disposal Area	[Modify On-site Sewage Management System]	39
Commercial Systems – System only	[Modify On-site Sewage Management System]	39
Commingled Recyclables	[Domestic recyclables - Muswellbrook Shire origin only]	22
Commingled Recyclables - domestic quantities only	[Domestic Recyclable Materials - Muswellbrook Shire origin only]	26
Commission on Sale of Works	[Muswellbrook Regional Art Centre]	11
Community Organisations - Up to 3 Hours	[Denman Library Community Room]	14
Community Organisations - Up to 3 Hours	[Library Meeting Room 2 (Community Room)]	14
Community Participation Plan requires notice to be given (Type B development)	[Giving Notice - Other]	35
Community Participation Plant requires notice to be given (Type C development)	[Giving Notice - Other]	35
Compost Bins	[Environmental Products]	36
Concession	[Turnstile]	18
Concession	[6 month Pass]	18
Concession	[Year Pass]	18
Concession	[Denman Only Season Pass]	19
Concession	[Gym Direct Debit]	20
Concession	[Gym & Swim Direct Debit]	20
Concession	[Upfront 1 month Gym]	20
Concession	[12 months Upfront Gym]	20
Consolidation to provide one (1) lot	[Subdivision Certificate Application Fees]	35
Construction cost of Footpath per sq.m	[Contribution for new Kerb and Gutter/Footpaths (Policy - K 10/1)]	17
Construction cost of Kerb & Gutter per 1.m	[Contribution for new Kerb and Gutter/Footpaths (Policy - K 10/1)]	16
Copper	[Excess Mass Charges for Category 3 Discharges - per kg]	40
Copy of a building certificate	[Building Certificates]	36
Correction of a minor error, misdescription or miscalculation	[Section 4.55 (1) Modification]	33
Cost Per Inspection (or re-inspection)	[Compliance Inspections (Construction Stages)]	32
Cost per plan	[Sewer Drainage Plan]	35
Council processing fee (for each integrated referral required)	[Integrated Development and Concurrence Fee]	32
Cyanide	[Excess Mass Charges for Category 3 Discharges - per kg]	41
D		
d) Bushfire Protection	[Rural Lot or Dwelling]	44
d) Roads and Drainage	[Muswellbrook]	44
d) Roads and Drainage	[Denman]	44
DA involves erection of dwelling < $100,000	[Request for Review of Determination of a DA]	34
Daily Hire - 8 Hours	[Denman Memorial Hall]	12
Dangerous Dog Collar XL	[Declared Dangerous Dogs Fees]	43
Dangerous Dog Collar L	[Declared Dangerous Dogs Fees]	43
Dangerous Dog Collar M	[Declared Dangerous Dogs Fees]	43
Dangerous Dog Collar SML	[Declared Dangerous Dogs Fees]	43
Dangerous Dog Enclosure Certificate of Compliance	[Declared Dangerous Dogs Fees]	42
Dangerous Dog Sign	[Declared Dangerous Dogs Fees]	43
Deposit	[Cat Trap Hire - Feral Cats Only]	43
De-sexed animals	[Lifetime registration]	42
De-sexed animals – pensioner concession	[Lifetime registration]	42
Design by Council – Driveways or other Infrastructure	[S138 Roads Act - Road Opening Permit]	16
Designated development	[Giving Notice - Other]	35
Details	[Non-Compliance Excess Mass Charges]	41
Details	[Non-Compliance pH Charge]	41
Development involving the erection of a dwelling-house with an estimated construction cost of $100,000 or less	[General Fees]	30

continued on next page ...

Fee Name	Parent Name	Page
D [continued]		
Development not involving the erection of a building, the carrying out of a work, the subdivision of land or the demolition of a building or work	[General Fees]	30
Disconnection of Water Meter at Service (service capped)	[Other Services]	27
Disconnection of Water Service at Main	[Other Services]	27
Dishonoured Cheques, returned to Council	[Dishonoured Payments]	10
Dishonoured Direct Debits, returned to Council	[Dishonoured Payments]	10
Display of Goods (occupied area subject of permit)	[Use of Footpaths and Road Reserves]	39
Dog/Cat	[Dead Animals (RSPCA Exempt)]	24
Domestic quantities only	[Waste Oil]	27
Domestic quantities only	[E-Waste]	27
Domestic Systems – Disposal Area only	[Modify On-site Sewage Management System]	39
Domestic Systems – System and Disposal Area	[Modify On-site Sewage Management System]	39
Domestic Systems – System only	[Modify On-site Sewage Management System]	39
E		
e) Rural Roads	[Rural Lot or Dwelling]	44
Each additional hour	[Pool Space Hire]	18
Each additional hour	[Pool Space Hire]	18
Each Tonne over 3 Tonne	[Issue of Weighbridge Certificate]	25
Earthmoving Tyre	[Tyres - off Rims]	23
Enter pool details into NSW Swimming Pool Register	[Swimming Pool Certificates]	37
Events on Council grounds – Day & Night - 24 Hours	[Shows and Events - at council grounds and facilities]	17
Events on Council grounds – Day or Night - 12 Hours	[Shows and Events - at council grounds and facilities]	17
Exclusive Hire of Indoor Pool (8 hours)	[Pool Space Hire]	18
Exclusive hire of Outdoor Pool (8 hours)	[Pool Space Hire]	18
Extend or renew an approval with no change in conditions	[Applications]	40
F		
f) Open Space & Community Facilities	[Rural Lot or Dwelling]	44
Family	[6 month Pass]	18
Family	[Year Pass]	18
Family	[Denman Only Season Pass]	19
Family	[Gym Direct Debit]	20
Family	[Gym & Swim Direct Debit]	20
Family	[Upfront 1 month Gym]	20
Family	[12 months Upfront Gym]	20
Family	[12 months Upfront Gym & Swim]	20
Family Up to 2 adults and 5 Children)	[Turnstile]	18
Fee	[Other]	15
Fee	[Assessment fee further to above charges]	16
Fee	[Designated Developments (in addition to fees above)]	30
Fee	[Prelodgement Meeting]	30
Fee for certified copy of plan	[Request for Property Information]	36
Fee for council to certify satisfaction of a condition of consent or confirm construction plans are not inconsistent with DA approved plans	[Council Certificate Advice]	36
Fee for retrieval of historical records	[Request for Property Information]	36
Fee for service responding to enquiries requiring search of records, analysis of information and/or a written response	[Request for Property Information]	36
Fee for service responding to enquiries requiring search of records, analysis of information and/or a written response – Dwelling Permissibility	[Request for Property Information]	36
Fee for service responding to enquiries requiring search of records, analysis of information and/or a written response – Flood Levels and associated flooding information	[Request for Property Information]	36
Feed per head per day	[Stock Impounding]	43
Fees prescribed by the State - Food Act	[Food Act]	38
Fees prescribed by the State - POEO Act	[Environmental Health Inspections]	37
Fees prescribed by the State - Public Health Act	[Public Health Act]	38
Field Hire – Per Day	[Casual Hirer]	17

continued on next page ...

Fee Name	Parent Name	Page
F [continued]		
Field Hire – Per Half-Day	[Casual Hirer]	17
Filling Stations (Muswellbrook and Denman only)	[Bulk Water Filling Stations]	28
Fire Flow Investigation	[Water Flow/Pressure Investigation]	28
Fire Safety Inspection – Owner requested	[Fire Safety]	36
First 15 weeks	[Rural Areas - per m2]	15
First 15 weeks	[Residential - per m2]	15
First 15 weeks	[Tourist Area and/or Industrial Area - per m2]	15
First 15 weeks	[CBD - per m2]	15
Five years and under (swimming)	[Turnstile]	18
Fluoride	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Footways	[S138 Roads Act - Road Opening Permit]	16
Formaldehyde	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Free to not for profit and charity groups	[Outside Art Centre Hours]	13
Free to Not for profit and charity groups	[Private Functions]	13
Fully Furnished Room - 3+nights	[Sam Adams Accommodation]	45
Fully Furnished Room - Short Stay	[Sam Adams Accommodation]	45
G		
Gallery Hire Hourly Base Rate	[During Art Centre Hours]	13
Gallery Hire Hourly Base Rate	[Outside Art Centre Hours]	13
Gallery Membership - Per Person	[Muswellbrook Regional Art Centre]	11
Garden Improver 15kg bag	[Garden Products]	26
General approvals / application not specifically mentioned elsewhere	[Section 68 of the LOCAL GOVERNMENT ACT]	38
General Cemetery – Purchase of 2.4 x 1.2m plot	[Right of Burial Fees]	9
General solid waste (putrescible & non-putrescible)	[Mixed Waste]	22
Giant inflatable	[Other]	19
Giving information	[Enquiry Fee]	10
Green Lid Bin	[Replacement of Damaged/Lost Wheelie Bin]	22
Green waste per tonne	[Green Waste]	23
Group Booking – per child	[School Groups]	18
Gym (20 entries)	[Gym - 20 Visit Pass]	20
Gym Concession (20 entries)	[Gym - 20 Visit Pass]	20
Gym concession/student	[Gym]	20
Gym Joining Fee	[Gym]	20
Gym single entry	[Gym]	20
Gymnasium Only (per hour)	[Indoor Sports Centre - Muswellbrook]	12
H		
Half-Day Hire - 4 Hours	[Denman Memorial Hall]	12
Herbicides/Defoliants	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Hire charge (per month or part thereof)	[Hire of Metered Hydrant]	28
Hire fee	[Cat Trap Hire - Feral Cats Only]	43
Hire of Hall (hourly rate)	[Denman Memorial Hall]	12
Hire of Pool Lane	[Pool Space Hire]	18
Hired Transport	[Stock Impounding]	43
Horse/Cattle (by prior arrangement)	[Dead Animals (RSPCA Exempt)]	25
Hourly Rate Per Person	[During Art Centre Hours]	13
Hourly Rate Per Person	[Outside Art Centre Hours]	13
Household Problem Wastes - domestic quantities only	[Community Recycling Centre]	23
I		
If the DA involved no building work	[Section 4.55 (2) - other modifications]	33
if the original application was for a dwelling house <$100,000	[Section 4.55 (2) - other modifications]	33
if the original fee was less than $100	[Section 4.55 (2) - other modifications]	33
ILRS Charges passed on for Electronic Delivery	[Holds and Reservations]	21
ILRS Charges passed on when Library charged per request	[Holds and Reservations]	21
Impounding fee	[Impounding Fees]	42
Impounding Fee	[Stock Impounding]	43
Impounding Fee	[Impounded Vehicles]	43
Impounding Fee	[General Impounding Fee (all other impoundments)]	43
Individual Practice (per hour) – Casual Hire	[Indoor Sports Centre - Muswellbrook]	12

continued on next page ...

Fee Name	Parent Name	Page
I [continued]		
Inspection	[Public Gates/Grid]	15
Inspection	[Water Carters]	38
Inspection	[Regulated Premises, Public Swiming Pool and Spa Inspections (water quality)]	38
Inspection fee	[Skin Penetration Premises]	38
Inspection Fee	[Caravan Parks]	38
Inspection fee (as per Boarding Houses Act 2012)	[Boarding Houses]	38
Inspection Fee (including fixed premises, mobile vending vehicles, home based, temporary stalls)	[Food Act]	37
Inspection of Works (determined in Notice of Requirement) per inspection	[Water Management Act Approval]	29
Install & Construct On-site Sewage Management System (includes inspection and approval to operate)	[Application Charges]	39
Install & Construct On-site Sewage Management System: Commercial Systems – Greater than 5000L/ day (includes inspection and approval to operate)	[Application Charges]	39
Install manufactured home, moveable dwelling (includes inspections) outside of an approved caravan park or manufactured home estate	[Section 68 of the LOCAL GOVERNMENT ACT]	38
Install manufactured home, moveable dwelling on an approved dwelling site within a caravan park, manufactured home estate etc; (includes inspections)	[Section 68 of the LOCAL GOVERNMENT ACT]	38
Install Oil or Solid Fuel Heating Appliance (includes inspections)	[Section 68 of the LOCAL GOVERNMENT ACT]	38
Installation of Banners (not for profit)	[Banners]	9
Insurance for Casual Hire of Council facilities	[Casual Hirer's Insurance]	14
Integrated (advertised) development	[Giving Notice - Other]	34
Inter Library Loan Requests	[Holds and Reservations]	21
Inter Library Loan Requests (pensioners and school students)	[Holds and Reservations]	21
Invoiced in July per year for 5 yearly approval to operate	[Approval to Operate]	39
Iron	[Excess Mass Charges for Category 3 Discharges - per kg]	41
K		
K for pH coefficient calculation charge	[Non-Compliance pH Charge]	41
Key Deposit (refundable)	[All Council Properties]	11
Kittens <6 months	[Cats]	42
L		
Labour costs	[Private Works]	14
Large events and large events within Olympic Park and Ogilvie Street Denman	[Security Bonds]	17
Late Return Fee	[Cat Trap Hire - Feral Cats Only]	43
Lawn Cemetery – Purchase of 2.4 x 1.2m plot	[Right of Burial Fees]	9
Lead	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Less than $5,000	[General Fees]	29
Less than 25 pages	[Planning Portal Record Processing Fee (hard copy or digital records)]	36
Levy for material removed	[Development Contributions - Extractive Industries (Section 7.11)]	45
Library Members - Up to 3 Hours	[Library Meeting Room 1]	13
Light Truck or 4WD Tyre	[Tyres - off Rims]	23
Light Truck or 4WD Tyre	[Tyres - on Rims]	24
Light Truck or 4WD Tyre	[Tyres - off Rims]	27
Light Truck or 4WD Tyre	[Tyres - on Rims]	27
Lithium	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Local Inter-Library Loan	[Holds and Reservations]	21
Long Service Levy (Payable prior to release of Construction Certificate)	[Long Service Levy]	33
M		
Maintenance and care per day thereafter/or part day	[Impounding Fees]	42
Maintenance per hour (includes Ranger feeding)	[Stock Impounding]	43

continued on next page ...

Fee Name	Parent Name	Page
M [continued]		
Major works on road reserves- for projects undertaken through development and/or where assets are transferred to Council.	[Works Enabling Deed]	16
Manganese	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Marquee 3m x 3m	[MSC Branded Popup Marquee Hire]	10
Marquee 3m x 4m	[MSC Branded Popup Marquee Hire]	10
Marquee 4m x 8m	[MSC Branded Popup Marquee Hire]	10
Mattress or base, per each item	[Mattress Recycling]	25
Meeting Room (small, per hour)	[Indoor Sports Centre - Muswellbrook]	12
Membership	[Borrowers]	20
Memorial Wall – Installation of plaque	[Right of Burial Fees]	9
Mercaptans	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Merchant Fee Recovery	[Credit Card Payments]	10
Mercury	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Methylene Blue Active Substances (MBAS)	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Mezzanine Floor Area (per hour) – Day	[Indoor Sports Centre Complex - Denman]	12
Mezzanine Floor Area (per hour) – Night	[Indoor Sports Centre Complex - Denman]	12
Microchipping	[Rescue Agencies]	42
Microchipping (if applicable)	[Impounding Fees]	42
Minimal environmental impact (including Section 4.56)	[Section 4.55 (1a) Modification]	33
Minor* Modication of Application (prior to determination)	[Modification of Construction Certificate]	31
Minor* Modification (post determination)	[Modification of Construction Certificate]	31
Minor* Modification (post determination)	[Modification of Complying Development Certificate Application]	32
Minor* Modification of Application (prior to determination)	[Modification of Complying Development Certificate Application]	32
Modification Application requiring Notice	[Giving Notice - Other]	35
Modify Approval to install prior to any works commencing – no inspections necessary	[Modify On-site Sewage Management System]	39
Molybdenum	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Monthly Listing	[Property - Transfer Listing]	15
More than $10,000,000	[General Fees]	30
More than $10,000,000	[If the original estimated cost of the development was:]	34
More than $10,000,001	[If the original estimated cost on the DA was:]	34
Mullins Conceptual Photography Prize	[Muswellbrook Regional Art Centre]	11
Muswellbrook	[Tanker Sales (per kilolitre)]	28
Muswellbrook Art Prize - Ceramics	[Muswellbrook Regional Art Centre]	11
Muswellbrook Art Prize – Painting	[Muswellbrook Regional Art Centre]	11
Muswellbrook Art Prize – Works on Paper	[Muswellbrook Regional Art Centre]	11
N		
Native Animals	[Dead Animals (RSPCA Exempt)]	25
New Footway Dining application	[Approvals Under Section 125 Roads Act]	39
New Roads plus $ per additional lot	[DA Subdivision Fees]	30
New services (no existing service pipe)	[New Services (no existing service pipe)]	27
Nickel	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Nitrogen (as TKN – Total Kjeldahl Nitrogen)	[Excess Mass Charges for Category 3 Discharges - per kg]	41
No building or demolition work proposed in DA	[Request for Review of Determination of a DA]	34
No new Roads plus $ per additional lot	[DA Subdivision Fees]	30
Non-desexed animals	[Lifetime registration]	42
Notification Fee	[Stock Impounding]	43
Notification Fee	[Impounded Vehicles]	43
Notification Fee	[General Impounding Fee (all other impoundments)]	43
Notification of Complying Development Certificate (in addition to application fees)	[Giving Notice - Other]	35
Notification of Planning Agreement	[Giving Notice - Other]	35
O		
Observation if required (Additional fee apply for over 4 hours)	[Restricted Access (Over size/ Over mass) Vehicle Approval]	16
Occupation Certificate (Class 10a buildings)	[Occupation Certificate]	31
Occupation Certificate (Class 1a Buildings)	[Occupation Certificate]	31
Occupation Certificate (Class 2-9 buildings including change of use)	[Occupation Certificate]	31
Oil and Grease (Total O and G)	[Excess Mass Charges for Category 3 Discharges - per kg]	41

continued on next page ...

Fee Name	Parent Name	Page
O [continued]		
One Bedroom	[Open Space Recreational Sporting Facilities]	44
One Bedroom	[Community Facilities]	44
One Bedroom	[Stormwater Management]	44
One Bedroom	[Transport Facilities]	45
One Bedroom	[Plan Management Administration]	45
Online Store Flat Rate Shipping	[Muswellbrook Regional Art Centre]	11
OR Full cost recovery for service in addition to above fee where referred to external party for determination	[Subdivision/Roads and Drainage]	31
OR Full cost recovery for service in addition to above fee where referred to external party for determination	[General Fees]	32
Organoarsenic Compounds	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Other Modication (post determination)	[Modification of Construction Certificate]	31
Other Modification (post determination)	[Modification of Complying Development Certificate Application]	32
Other Modification of Application (prior to determination)	[Modification of Construction Certificate]	31
Other Modification of Application (prior to determination)	[Modification of Complying Development Certificate Application]	32
Outdoor Seating (occupied area subject of permit)	[Use of Footpaths and Road Reserves]	39
Over 30 weeks	[Rural Areas - per m2]	15
Over 30 weeks	[Residential - per m2]	15
Over 30 weeks	[Tourist Area and/or Industrial Area - per m2]	15
Over 30 weeks	[CBD - per m2]	15
Over 50 pages	[Planning Portal Record Processing Fee (hard copy or digital records)]	36
P		
Passenger Tyre (or smaller)	[Tyres - off Rims]	23
Passenger Tyre (or smaller)	[Tyres - on Rims]	24
Passenger Tyre (or smaller)	[Tyres - off Rims]	27
Passenger Tyre (or smaller)	[Tyres - on Rims]	27
Payable direct to each approval or concurrence body	[Integrated Development and Concurrence Fee]	33
Per Day - 8 hours	[Loxton House]	9
Per Day - 8 Hours	[Councillors Room]	9
Per Day - 8 Hours	[Weidmann Room]	9
Per Day - 8 Hours	[Senior Citizens Centre]	13
Per Day - 8 Hours	[Stan Thiess Centre]	13
Per Day (Whole Facility) - 8 hours	[Indoor Sports Centre Complex - Denman]	12
Per Day (Whole Facility) - 8 hours	[Indoor Sports Centre - Muswellbrook]	12
Per Half Day - 4 Hours	[Senior Citizens Centre]	13
Per Half-Day - 4 Hours	[Stan Thiess Centre]	13
Per Half-Day (Whole Facility) - 4 hours	[Indoor Sports Centre Complex - Denman]	12
Per Half-Day (Whole Facility) - 4 hours	[Indoor Sports Centre - Muswellbrook]	12
Per hour	[Weidmann Room]	9
Per Hour	[Councillors Room]	9
Per Hour	[Loxton House]	9
Per Hour	[Seminar Room]	13
Per Hour	[STEM Innovation Room Hire]	14
Per lot	[Open Space Recreational Sporting Facilities]	44
Per lot	[Community Facilities]	44
Per lot	[Stormwater Management]	44
Per lot	[Transport Facilities]	45
Per lot	[Plan Management Administration]	45
Per Person	[Open Space Recreational Sporting Facilities]	44
Per Person	[Community Facilities]	44
Per Person	[Stormwater Management]	44
Per Person	[Transport Facilities]	45
Per Person	[Plan Management Administration]	45
Per Scan – 10 pages or less	[Scanning]	21
Per Scan – more than 10 pages	[Scanning]	21
Permission to erect structure (e.g. headstone, slab, and concrete kerbing etc.)	[Right of Burial Fees]	10
Permit fee	[Restricted Access (Over size/ Over mass) Vehicle Approval]	16
Pesticides General (excludes organochlorines and organophosphates)	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Petroleum Hydrocarbons (non-flammable)	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Phenolic Compounds (non-chlorinated)	[Excess Mass Charges for Category 3 Discharges - per kg]	41

continued on next page ...

Fee Name	Parent Name	Page
P [continued]		
Phosphorous (Total P)	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Plan checking fee for works as executed (per lot)	[Subdivision Certificate Application Fees]	35
Plant & Equipment Occupation (Standing Plant) within Road Reserve including CBD Bond	[Security Bonds]	17
Plant costs	[Private Works]	15
Playgroups & community groups (maximum 3 hours)	[Indoor Sports Centre Complex - Denman]	12
Playgroups & community groups (maximum 3 hours)	[Stan Thiess Centre]	13
Plus administration fee	[Restricted Access (Over size/ Over mass) Vehicle Approval]	16
Plus Hourly Charge	[Enquiry Fee]	10
Polynuclear Aromatic Hydrocarbons (PAHs)	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Pool Room Hire – per day	[Other]	19
Pool Room Hire – per hour	[Other]	19
Portable toilet waste ($/kL)	[Trade Waste Usage Charge]	40
PP reconsideration or amendment fee – applicant request for reconsideration or for amendment of PP at any time	[Other]	33
Preliminary Investigation Fee	[Closure of a Public Road]	16
Pre-lodgement fee for CDC (where a proposal cannot be complying development, this fee will be deducted from the cost of a construction certificate application lodged with Council)	[General Fees]	31
Private Lessons – 1 person per class	[Learn to Swim]	19
Processed clean timber - woodchip mulch	[Garden Products]	26
Processed garden organics - matured compost	[Garden Products]	26
Processed garden organics - pasteurised mulch	[Garden Products]	26
Processing Fee	[Government Information (Public Access) Act 2009 (GIPA)]	11
Processing Fee	[Lost and Damaged Material]	21
Processing Fee for closure	[Closure of a Public Road]	16
Prohibited Development	[Giving Notice - Other]	34
Provision of new sewer junction	[Provision of New Sewer Junction]	29
Public hearing	[Other]	33
Puppies <6 months	[Dogs]	42
R		
Raising/Lowering Manhole (new development)	[Provision of New Sewer Junction]	29
Reconnection of Water Meter at Service (following disconnection)	[Reconnection (following disconnection) normal working hours]	27
Red Lid Bin	[Replacement of Damaged/Lost Wheelie Bin]	22
Refrigerators, freezers & air conditioners	[Whitegoods]	23
Refrigerators, freezers & air conditioners with CFC degassing certificate	[Whitegoods]	23
Refrigerators, freezers and air conditioners	[Whitegoods]	27
Refrigerators, freezers and air conditioners with CFC degassing certificate	[Whitegoods]	27
Refundable deposit	[Shows and Events - at council grounds and facilities]	17
Refundable Security Deposit	[During Art Centre Hours]	13
Refundable Security Deposit	[Outside Art Centre Hours]	13
Registration of certificate on planning portal.	[Occupation Certificate]	31
Registration of Complying Development Certificate on planning portal	[Other]	32
Registration of Subdivision Certificate issued by private certifier	[Subdivision Certificate Application Fees]	35
Registration or update of details of business under the Public Health Act or Food Act (excluding caravan parks and water carters)	[Environmental Health Inspections]	37
Re-inspection	[Inspection of On-site Sewage Management]	39
Re-inspection fee	[Swimming Pool Certificates]	37
Reinspection Fee	[Building Certificates]	36
Reinspection Fee	[Rural Addressing]	37
Re-Inspection Fee	[Annual Trade Waste Fee (annual inspections)]	40
Reinspection fee (Only applies if outstanding work has not been completed)	[Fire Safety]	36
Re-inspection fees following non-compliance – unsatisfactory re-inspection	[Skin Penetration Premises]	38
Re-inspection Fees following non-compliant inspection – unsatisfactory re-inspection	[Food Act]	37

continued on next page ...

Fee Name	Parent Name	Page
R [continued]		
Reinspection following non-compliance – unsatisfactory reinspection	[Regulated Premises, Public Swiming Pool and Spa Inspections (water quality)]	38
Reinstatement of Removed Bin Due to Contamination	[Replacement of Damaged/Lost Wheelie Bin]	22
Removal of water restriction device on water meters	[Reconnection (following disconnection) normal working hours]	27
Replacement Fee	[Digital Readers]	21
Replacement or additional plates (same number)	[Rural Addressing]	37
Residential Driveway Crossing with Existing K & G	[S138 Roads Act - Road Opening Permit]	16
Residential Driveway Crossing with no Existing K & G	[S138 Roads Act - Road Opening Permit]	16
Residential Room	[Sam Adams Accommodation]	45
Resubmission of Complying Development (Following previous refusal) – no amendments	[Resubmission]	32
Resubmission of Construction Certificate for Subdivision Roads and Drainage (following previous refusal) – with amendments	[Subdivision - Resubmission]	31
Resubmission of Construction Certificate of Subdivision Roads and Drainage - with amendments	[Subdivision - Resubmission]	31
Reuse Shop items	[Recovered Goods]	25
Review of route assessment	[Restricted Access (Over size/ Over mass) Vehicle Approval]	16
Road Restoration – (Bitumen Surface)	[S138 Roads Act - Road Opening Permit]	16
Road Upgrading	[South Muswellbrook Commercial Development]	44
Roads per lane /m	[Subdivision/Roads and Drainage]	31
Route assessment – as per 3rd party quote	[Restricted Access (Over size/ Over mass) Vehicle Approval]	16
Rural driveway crossing	[S138 Roads Act - Road Opening Permit]	16
Rural Water Connection (Conditions Apply)	[New Services (connect to existing service pipe)]	27
S		
School Groups (>1 hour)	[School Groups]	18
School Groups (half day, per student) - 4 hours	[Indoor Sports Centre - Muswellbrook]	12
Scrap Metal recycling	[Scrap Metal]	23
Scrap Metal, domestic quantities only	[Scrap Metal]	27
Section 266 of the Environmental Planning and Assessment Reg 2021	[Planning Reform Fund Fee]	32
Section 603 Certificate LGA 1993	[Certificates]	10
Security Bond - For Damage to Public Infrastructure	[Security Bonds]	17
Security Deposit (refundable subject to payment of outstanding charges)	[Hire of Metered Hydrant]	28
Selenium	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Seniors – 6+ years	[Dogs]	42
Seniors – 6+ years	[Cats]	42
Seniors (18 years and over)	[Regular Users - per registered player - per season]	17
Septic Waste ($/kL) (Includes Onsite Operator Admin Fee)	[Trade Waste Usage Charge]	40
Sewer Extension (Commercial)	[Provision of New Sewer Junction]	29
Sewer Headworks – all areas (per ET – equivalent tenement)	[Sewer and Water Headworks]	29
Sheep/Goat	[Dead Animals (RSPCA Exempt)]	25
Shower Fee	[Turnstile]	18
Silver	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Single Entry (all)	[Turnstile]	18
Special Infrastructure (eg Roundabouts, Detention Basin or Bridge etc)	[Subdivision/Roads and Drainage]	31
Special Reading Fee	[Water Meter Testing]	28
Specialist studies required by Gateway Determination	[Other]	33
Spectator Fee	[Turnstile]	18
Squash Courts (per court, per hour) – Casual Hire	[Indoor Sports Centre Complex - Denman]	12
Squash Courts (per court, per hour) – User Groups	[Indoor Sports Centre Complex - Denman]	12
Steel reinforced concrete per tonne	[Bricks & Concrete]	22
Stock on Road Reserves (grazing)	[S138 Roads Act - Road Opening Permit]	16
Storage (per week)	[Impounded Vehicles]	43
Stores and materials costs	[Private Works]	15
Stormwater Drainage /m	[Subdivision/Roads and Drainage]	30
Stormwater Drainage work (connection to Council drainage or new work for Council ownership	[Section 68 of the LOCAL GOVERNMENT ACT]	38
Strata (per lot)	[Subdivision Certificate Application Fees]	35

continued on next page ...

Fee Name	Parent Name	Page
S [continued]		
Strata plus $ per additional lot	[DA Subdivision Fees]	30
Subdivision of land (per lot)	[Subdivision Certificate Application Fees]	35
Subdivision or Civil Infrastructure for Council ownership – For number of Inspection at $155 per inspection	[Compliance Inspections (Construction Stages)]	32
Sulphate (SO4)	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Sulphide	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Sulphite	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Supervising staff, carers and trainers	[School Groups]	18
Supply of Rural Addressing Plates- per number (includes one inspection)	[Rural Addressing]	37
Surrender Fee	[Surrender Fee]	42
Suspended Solids (SS)	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Swim/Sauna/Spa (combo entry) Adult	[Turnstile]	18
Swim/Sauna/Spa (combo entry) Concession	[Turnstile]	18
Swimming Pools < 40kL per application	[Construction Certificate]	30
Swimming Pools > 40kL	[General Fees]	31
Swimming Pools > 40kL	[General Fees]	31
Swimming Pools > 40KL per application	[Construction Certificate]	30
Swing or hoist goods over road	[Section 68 of the LOCAL GOVERNMENT ACT]	38
T		
Table Hire	[Indoor Sports Centre - Muswellbrook]	12
Technology Hire (e-readers, tablets, Daisy readers)	[Digital Readers]	21
Temporary Event - Food Preparation and Sales Application	[Shows and Events]	36
Tennis Courts (per court, per hour) – Day – Casual Hire	[Indoor Sports Centre Complex - Denman]	12
Tennis Courts (per court, per hour) – Day – User Groups	[Indoor Sports Centre Complex - Denman]	12
Tennis Courts (per court, per hour) – Night – Casual Hire	[Indoor Sports Centre Complex - Denman]	12
Tennis Courts (per court, per hour) – Night – User Groups	[Indoor Sports Centre Complex - Denman]	12
Test Fee – 20, 25 and 32mm service @ 4 Flow Rates	[Test Fee]	28
Test Fee – 20, 25 and 32mm service @ 6 Flow Rates	[Test Fee]	28
Test Fee – 40mm service @ 4 Flow Rates	[Test Fee]	28
Test Fee – 40mm service @ 6 Flow Rates	[Test Fee]	28
Test Fee – 50mm and greater	[Test Fee]	28
Testing Max/Min Pressure supplied (at property service line only)	[Water Flow/Pressure Investigation]	28
The fee payable for the lodgement of a certificate on the planning portal	[Other]	31
Thiosulphate	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Third Party Works Impacting Road Reserves	[S138 Roads Act - Road Opening Permit]	16
Three or more Bedroom dwelling	[Open Space Recreational Sporting Facilities]	44
Three or more Bedroom dwelling	[Community Facilities]	44
Three or more Bedroom dwelling	[Stormwater Management]	44
Three or more Bedroom dwelling	[Transport Facilities]	45
Three or more Bedroom dwelling	[Plan Management Administration]	45
Tin	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Total Dissolved Solids (TDS)	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Tourism Facilities	[Tourist Development]	44
Towing Fee	[Impounded Vehicles]	43
Tractor Tyre	[Tyres - off Rims]	23
Traffic Management Bond Administration Fee	[Security Bonds]	17
Training nights and club events	[Swimming Club]	19
Transfer an approval to a new discharger with the same conditions at the same premises	[Applications]	40
Transfer location at owners request (includes raising service) – Residential/Industrial/Commercial	[Transfer location at owners request]	28
Transport using vehicle per hour (Ranger Vehicle)	[Stock Impounding]	43
Treated timber – contaminated, painted or mixed with other materials (per tonne)	[Timber, Timber Pallets]	24

continued on next page ...

Fee Name	Parent Name	Page
T [continued]		
Treatment incurred during impoundment (i.e. necessary grooming, worming, bathing)	[Impounding Fees]	42
Trestle Table 750 x 1800mm	[Chair/Table Hire]	10
Truck Tyre	[Tyres - off Rims]	23
Truck Tyre	[Tyres - on Rims]	24
Two Bedroom	[Open Space Recreational Sporting Facilities]	44
Two Bedroom	[Community Facilities]	44
Two Bedroom	[Stormwater Management]	44
Two Bedroom	[Transport Facilities]	45
Two Bedroom	[Plan Management Administration]	45
U		
Underground Petroleum Storage Systems	[Environmental Health Inspections]	37
Up to $5,000	[If the original estimated cost of the development was:]	34
Up to $5,000	[If the original estimated cost on the DA was:]	34
Up to 120 sheets	[Binding Documents (A4 only)]	21
Up to 240 sheets	[Binding Documents (A4 only)]	21
Up to 3 hours	[Seminar Room]	13
Up to 3 Hours	[STEM Innovation Room Hire]	14
Up to 3 hours – Visitor & Business use	[Library Meeting Room 1]	13
Up to 65 Sheets	[Binding Documents (A4 only)]	21
Uranium	[Excess Mass Charges for Category 3 Discharges - per kg]	41
Urgency Fee for Section 10.7 (2) in addition to above	[Planning Certificates]	35
Use of Community Land (engaging in trade or business busking etc)	[Section 68 of the LOCAL GOVERNMENT ACT]	38
Use of Sporting Fields, Parks & Reserves by Fitness Trainers – 12 month Licence Agreement	[Regular Users - per registered player - per season]	17
Use of Sporting Fields, Parks & Reserves by Fitness Trainers – 6 month Licence Agreement	[Regular Users - per registered player - per season]	17
V		
Vaccination (all dogs are vaccinated)	[Impounding Fees]	42
Vaccinations	[Rescue Agencies]	42
Vans, utilities, trailers	[Domestic Mixed Waste]	26
Vans, utilities, trailers	[Domestic Green Waste]	26
Vehicles up to and including 3 Tonne	[Issue of Weighbridge Certificate]	25
Veterinary Treatment	[Impounding Fees]	42
Viola Bromley Art Prize	[Muswellbrook Regional Art Centre]	11
W		
Water Analysis Samples	[Regulated Premises, Public Swiming Pool and Spa Inspections (water quality)]	38
Water Consumption	[Hire of Metered Hydrant]	28
Water Headworks – all areas (per ET – equivalent tenement)	[Sewer and Water Headworks]	29
Water Supply, sewerage and stormwater drainage work	[Section 68 of the LOCAL GOVERNMENT ACT]	38
White Plastic Chair	[Chair/Table Hire]	10
Within Muswellbrook Shire Libraries	[Holds and Reservations]	21
Works Enabling Deed	[S138 Roads Act - Road Opening Permit]	16
Works on Road Reserve - Located within CBD - General Bond	[Security Bonds]	17
Works within Road Reserve - Location other than CBD - General Bond	[Security Bonds]	17
Worm Farms	[Environmental Products]	36
Y		
Yellow Lid Bin	[Replacement of Damaged/Lost Wheelie Bin]	22
Z		
Zinc	[Excess Mass Charges for Category 3 Discharges - per kg]	41

Fee Name	Parent Name	Page
Other		
$1,000,001 – $10,000,000	[General Fees]	30
$1,000,001 – $10,000,000	[If the original estimated cost of the development was:]	34
$1,000,001 – $10,000,000	[If the original estimated cost on the DA was:]	34
$100001 – $200000	[Estimated cost of development]	45
$250,000 – $500,000	[If the original estimated cost on the DA was:]	34
$250,001 – $500,000	[General Fees]	30
$250,001 – $500,000	[If the original estimated cost of the development was:]	34
$5,001 – $250,000	[If the original estimated cost of the development was:]	34
$5,001 – $250,000	[If the original estimated cost on the DA was:]	34
$5,001 – $50,000	[General Fees]	29
$50,001 – $250,000	[General Fees]	29
$500,001 – $1,000,000	[General Fees]	30
$500,001 – $1,000,000	[If the original estimated cost of the development was:]	34
$500,001 – $1,000,000	[If the original estimated cost on the DA was:]	34
< $100000	[Estimated cost of development]	45
>$200000	[Estimated cost of development]	45

10.4.6. FY22 Local Government Performance Excellence Program Final Report

Attachments:	1. Local Government Performance Excellence Program F Y 22 - Muswellbrook Shire Council - 2023-01-19 [**10.4.6.1** - 104 pages]
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:	6.2.5 - 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.

PURPOSE

To present for Council's information the 2021-22 Local Government Performance Excellence Program Final Report C.

OFFICER'S RECOMMENDATION

The information contained in this report be noted.

Moved: _____ Seconded: _____

BACKGROUND

The final report for the 2021-22 Local Government Performance Excellence Program (attachment 1) has been released by Local Government Professionals, NSW and PricewaterhouseCoopers (PwC).

32 NSW councils and 13 WA councils participated in the 2021-22 program, and the data collection includes quantitative and qualitative data elements. The results reflect the 2021-22 financial year and are based on data collected from all 45 councils.

The objective of the program is to empower councils with benchmarking data to better communicate, and to control and manage their internal business performance with their stakeholders. As part of the program, PwC collects data from participating councils and then transforms this data into key metrics, identifying trends and observations that focus on operational and management excellence.

Councils are provided with the opportunity to enhance their ability to monitor and manage their internal business performance over time, and better prioritise change based on data driven decision making. Annually, councils obtain a report with customised charts and contextual commentary, as well as access to the Council Comparative Analysis Tool (CCAT), an interactive data explorer platform that allows further insights about Council's performance and how it compares to participating councils with similar or different attributes.

CONSULTATION

MANEX

REPORT

Council's *2022-2023 Operational Plan* requires the FY22 Local Government Performance Excellence Program Final Report to be submitted to Council:

2022-23 Operational Plan Action	Responsibility	Measure and Target
6.2.5.6 Facilitate Council's participation in the Local Government Professionals/ Price Waterhouse Coopers Performance Excellence Program	Manager Governance	All required data is collected and submitted in compliance with PEP deadlines
		Annual report to ARIC and Council

If sharing any part of the report, please ensure the disclaimer in the legal section below in orange is included.

OPTIONS

Council may:

1. Resolve to note the report.
2. Request further information regarding the report.

CONCLUSION

It is recommended that Council notes the 2021-22 Local Government Performance Excellence Program final report.

SOCIAL IMPLICATIONS

Nil known.

FINANCIAL IMPLICATIONS

Nil known.

POLICY IMPLICATIONS

Nil known.

STATUTORY IMPLICATIONS

Nil known.

LEGAL IMPLICATIONS

Sharing your report findings:

In relation to clause 1.4 of the signed Terms of Business, and in the event any Participating Council needs to share its report (in whole or part) or the findings from the CCAT (but excluding any information in the Council Comparison Window) with third parties as part of a council meeting, or on a council website, or with other Participating Councils, or in a submission to government, then, unless a copy of the full Report (including the disclaimers in the report) is being disclosed, the following words are to be included to qualify any statements, results and/or comparisons extracted or referenced from the CCAT or the Report:

Disclaimer to be included if sharing part of the report:

"The information and/or metrics referred to are extracted from the Australasian Local

Government Performance Excellence Program (survey) conducted by PricewaterhouseCoopers (PwC) and commissioned by LG Professionals, NSW. The survey was not conducted for the specific purposes of the council and was limited to only the councils who participated in it and based on the data they provided. The reliability, accuracy or completeness of this information has not been verified by PwC, LG Professionals, NSW or any other person.

Accordingly, no one should act on the basis of this information and neither LG Professionals, NSW nor PwC accept any responsibility for the consequences of any person's use of or reliance on this information or any reference to it."

OPERATIONAL PLAN IMPLICATIONS

6.2.5.6 Facilitate Council's participation in the Local Government Professionals/ Price Waterhouse Coopers Performance Excellence Program has the following measure and target: Annual report to ARIC and Council.

RISK MANAGEMENT IMPLICATIONS

Nil known.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

Nil known.

An initiative brought to you by

Local Government Professionals AUSTRALIA NSW

Proudly delivered by

pwc

Local Government

Performance Excellence Program

December 2022

Muswellbrook Shire Council

We acknowledge and pay our respects to Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia, whose ancestral lands and waters we work and live on throughout Australia. We honour the wisdom of, and pay respect to, Elders past, present and future.

PwC's Disclaimer

This report has been prepared by PricewaterhouseCoopers (PwC) in accordance with the Australasian Local Government Performance Excellence Program Agreement, dated 7 August 2018. This report is solely for the information of Muswellbrook Shire Council.

PwC has not verified, validated or audited the data used to prepare this insights report. PwC makes no representations or warranties with respect to the adequacy of the information, and disclaims all liability for loss of any kind suffered by any party as a result of the use of this insights report. The intellectual property in this report remains the property of PwC.

Our work did not constitute an audit in accordance with Australian Auditing Standards or a review in accordance with Australian Auditing Standards applicable to review engagements and accordingly no assurance is provided in this report.

Except as stated in the *Sharing results with third parties* section, this report is not intended to be read or used by anyone other than Muswellbrook Shire Council. PwC accepts no responsibility, duty or liability to anyone other than Muswellbrook Shire Council in connection with this report. PwC makes no representation concerning the appropriateness of this report for anyone other than Muswellbrook Shire Council. If anyone other than Muswellbrook Shire Council chooses to use or rely on it they do so at their own risk.

PwC is not obliged to provide any additional information or update anything in this report, even if matters come to our attention which are inconsistent with its contents.

PwC's liability is limited by a scheme approved under Professional Standards Legislation.

This disclaimer applies to the maximum extent permitted by law and, without limitation, to liability arising in negligence or under statute; and even if PwC consents to anyone other than Muswellbrook Shire Council receiving or using this report.

NSW FY22
Local Government Highlights

1. Workforce profile pg 9

Across our participating NSW councils, our findings show a median of 9.2 FTE per 1,000 residents (9.5 in FY21), a relatively high figure compared to a median of 5.1 in WA. However the median workforce cost per 1,000 residents has reduced year on year to $847k (compared to $878k in FY21), and represents 35% of total operating expenses (down from 36% in FY21).

The use of overtime continues to remain prevalent across NSW councils, with the median council paying 3.5% of their total salaries and wages as overtime (consistent with FY21), compared to WA which reported a median council overtime spend of 1.3% of total salaries and wages.

2. Diversity pg 20

When it comes to representation in senior management roles, the NSW median council results indicate that 33% of the General Manager and Director positions are held by women, a new all-time high result for NSW in the history of our survey.

NSW councils continue to focus on diversity and inclusion (D&I), with 59% having a formal D&I strategy in place (58% in FY21). When it comes to specific D&I policies, a higher percentage of NSW councils are now offering 'additional leave options' such as the ability to purchase extra leave (78%, up from 72% in FY21). On the other hand, whilst there has been a slight increase in uptake, more councils are yet to adopt 'floating public holidays' as a policy offering (15%, up from 13% in FY21).

3. Leave management pg 26

For the NSW workforce, employees had an average of 4.6 weeks of annual leave accrued in FY22 (up from 4.5 weeks in FY21).

NSW councils also reported the highest proportion of accrued long service leave (LSL), with 21% of employees having LSL balances of 12 weeks or more (down from 24% in FY21), compared to 9% of employees in WA.

With mental and physical health continuing to be a major consideration across the workforce, we encourage councils to focus on supporting employees in the management of their own wellbeing through the use of leave.

4. Finance function maturity pg 44

Across NSW councils this year we observe a slight shift away from the frequent use of manual data wrangling (72%, down from 79% in FY21) and an increase in more frequent use of cloud-based data wrangling (28%, up from 23% in FY21).

Councils also remain cautiously optimistic about their digitisation journey over the next two years, with a slight decline in councils planning for frequent use of cloud-based data wrangling (41%, down from 46% in FY21), data transformation and blending tools (31%, down from 37% in FY21), and data visualisation (40%, consistent with FY21).

5. IT priorities over the next three years pg 59

'Cybersecurity implementation' remains the most prevalent IT priority, with 75% of participating NSW councils including it within their top three IT priorities (down from 82% in FY21). This is followed by 'automating internal operational processes for enhanced service delivery' (53%, up from 44% in FY21), and 'online customer self-service' (48%, up from 29% in FY21).

6. Cyber security pg 60

This year we report that 50% of participating NSW councils have a formal cybersecurity strategy in place, up from 38% in FY21. Similarly we note an uptick in the existence of incident response plans, with 47% of NSW councils having a formal plan in place (up from 42% in FY21).

Pleasingly, we also see an increasing trend of proactive behaviour towards cybersecurity, with a greater proportion of councils performing penetration testing (94%, up from 83% in FY21) and phishing simulations (75%, up from 58% in FY21).

The Local Government Performance Excellence Program FY22



Workforce pg5



Finance pg37



Operations pg49



Service Delivery pg68

Methodology

Local Government Professionals, NSW and PwC are pleased to release your report as part of the Local Government Performance Excellence Program. We would also like to acknowledge and welcome our new councils.

The objective of the program is to empower councils with benchmarking data to better communicate, control and manage their internal business performance with their stakeholders. As part of the program, PwC collects data from participating councils and then transforms this data into key metrics, identifying trends and observations that focus on operational and management excellence.

Councils are provided with the opportunity to enhance their ability to monitor and manage their internal business performance over time, and better prioritise change based on data-driven decision making. Annually, councils obtain a report with customised charts and contextual commentary, as well as access to the Council Comparative Analysis Tool (CCAT), an interactive data explorer platform accessed via Data Kit.

The current benchmarking insights are provided to councils through the use of PwC's extensive experience with local government and in developing, delivering and analysing a variety of business process data collections across multiple industries. The process undertaken to produce this customised insights report for each participating council is outlined below.

How the report was produced:

Respondents

- 32 NSW councils, and 13 WA councils participated in the FY22 program.
- The data collection includes quantitative and qualitative data elements.
- The identity and information of each council was kept confidential throughout the process via PwC's secure online platform, Data Kit.

Data collection and submisssion feedback

- The data collection for the 2021-22 financial year was launched in July 2022, and Data Kit was used to collect and amend data over a five-month period.
- Subsequent to the initial data submission, a data submission feedback pack was distributed to councils. This highlighted a variety of key metrics in chart format and allowed councils to review and verify the data.
- Councils had an opportunity to amend their data, prior to the council-nominated 'Superuser' approving the final submission.
- Results of the individual councils were restricted to the PwC analytics team working on this engagement.

Analysis and insights

- Upon completion of the data collection and feedback stages, the PwC analytics team commenced its extensive data set analysis.
- PwC and Local Government Professionals, NSW subject matter experts guided the interpretive analysis and provided commentary on the results, as well as sharing insights drawn from the global PwC network.

Reporting and data explorer website

- The results reflect the 2021-22 financial year, based on data collected from all 45 councils.
- A customised insights report was provided to each participating council that compares its business performance to that of the survey population across a range of areas.
- The reports are presented in a non-identifiable way; councils only see their results in relation to the survey population.
- These insight reports represent a starting point for further discussions, rather than a conclusive assessment in any particular area.
- In addition to this report, councils will be able to further explore, filter, compare and extract key metrics using the Council Comparative Analysis Tool (CCAT), accessed via Data Kit.
- Councils that subscribe to the Council Comparison Window (CCW) and give their consent for other councils in their nominated region/cluster to view their results, will also have access to this view within Data Kit.

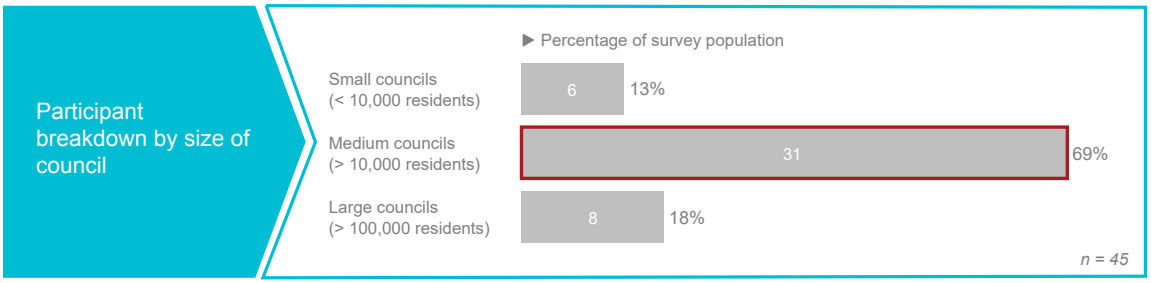
Survey population

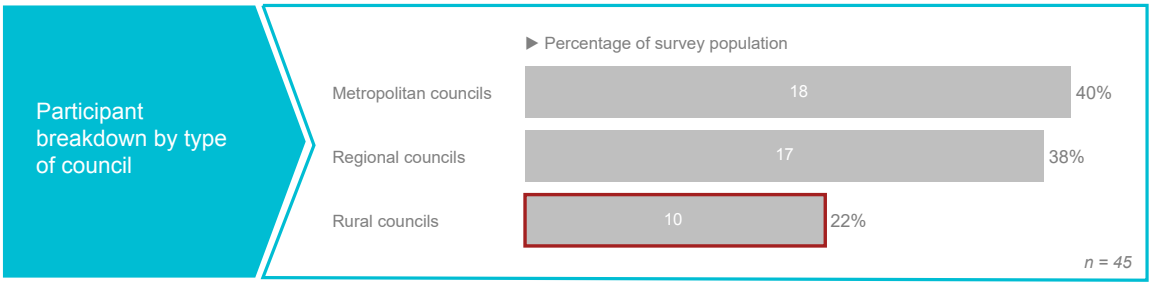
This insights report is based on data derived from 45 councils across Australia. Throughout this report, participating councils have been identified by the size of their resident population (small, medium or large) and the type of council (metropolitan or 'metro', regional or rural).

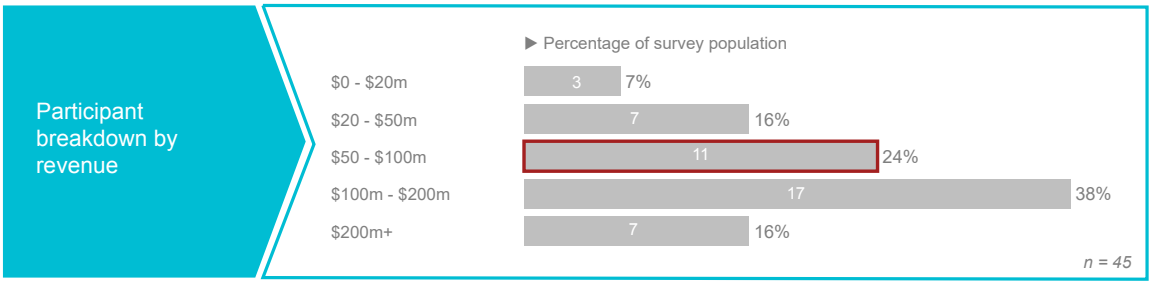
To group councils by size, they have been classified as 'small' for fewer than 10,000 residents, 'medium' for residents between 10,000 to 99,999, and 'large' if they have more than 100,000 residents.

To classify councils as either metro, regional or rural, we used the Office of Local Government allocation for NSW councils, and for WA we consulted Local Government Professionals, WA. As such, the following classifications have been applied:

- 'Metro' councils are typically city councils;
- 'Regional' councils are the next tier, being located outside the main cities and with a reasonable-sized population; and
- 'Rural' councils are generally small and not considered a regional centre.







Understanding this report

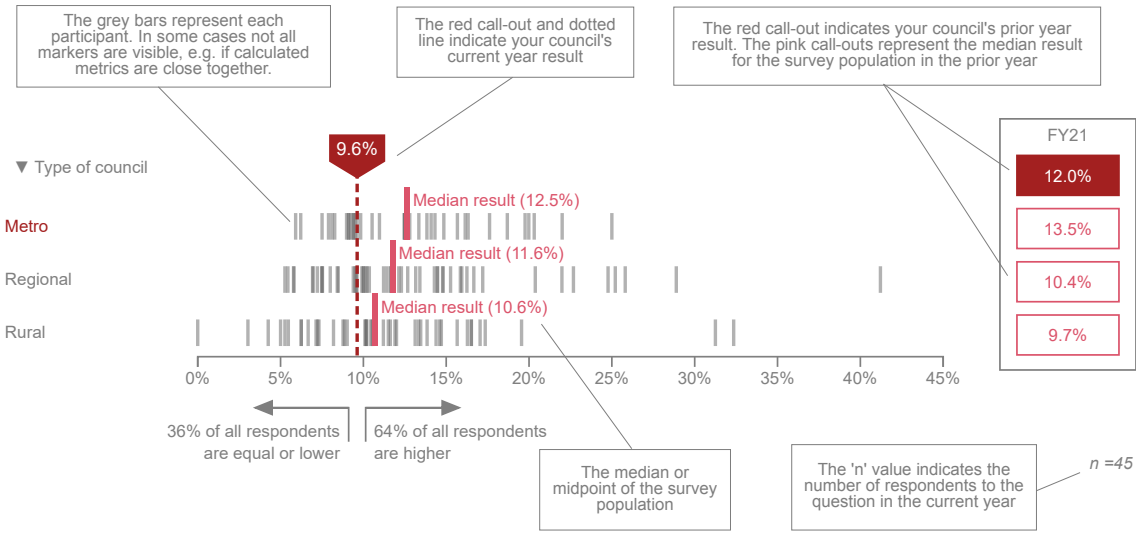
The commentary provided for the FY22 Local Government Performance Excellence Program report has been prepared for the overall program and although it does not change for each council, it should provide relevant information to help your council understand the context of its own results.

However, the survey results presented in the charts are customised for each participating council. For each response to a question, your council's input is displayed in red (indicated by the chart legend). To help you understand changes from the previous report, the majority of charts within this report also present the survey population results and (where applicable) your council's result from the prior financial year.

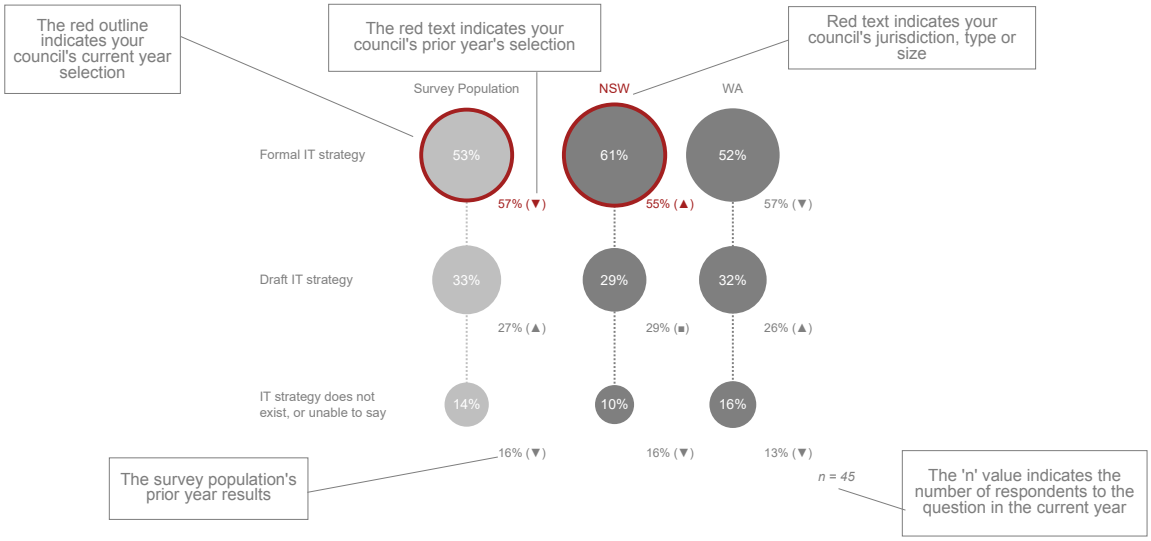
If no input was recorded by your council for this year and/or last year, the red indicator will be missing from the charts and only the survey population result will be displayed.

To allow us to convey the rich and detailed information obtained from the data analysis, we have developed a number of customised charts for this report. Further explanation is provided below to assist with interpreting the distribution and bubble charts throughout the report.

Example Chart 1.1

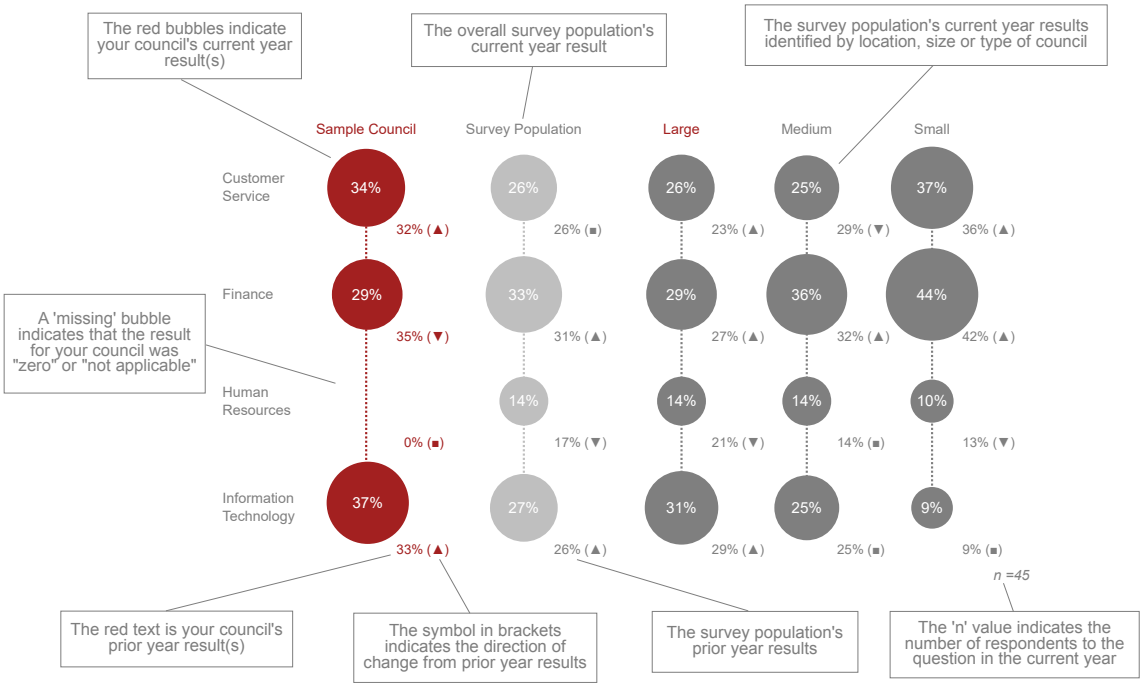


Example Chart 1.2



Understanding this report

Example Chart 1.3



Prior to reading this report, it is important to note that it is not an in-depth customised analysis or review of each council's business operations. Instead, it reflects your council's results in relation to the survey population.

Participating in the Local Government Performance Excellence Program should allow councils to:

- Evaluate their own practices to better understand current operational and management performance;
- Identify focus areas when striving to optimise operational excellence;
- Understand how businesses – and in some cases international businesses – perform in terms of workforce, operations and finance using results from similar surveys conducted by PwC globally.

Sharing of information by Participating Councils

Per our Agreement, in relation to clause 1.4 of the Terms of Business, and in the event any Participating Council needs to share its Report (in whole or part) or the findings from the CCAT (but excluding any information in the CCW) with third parties as part of a council meeting, or on a council website, or with other Participating Councils, or in a submission to government, then, unless a copy of the full Report (including the disclaimers in the report) is being disclosed, the following words are to be included to qualify any statements, results and/or comparisons extracted or referenced from the CCAT or the Report.

"The information and/or metrics referred to are extracted from the Australasian Local Government Performance Excellence Program survey (survey) conducted by PricewaterhouseCoopers and commissioned by LG Professionals, NSW. The survey was not conducted for the specific purposes of the council and was limited to only the councils who participated in it and based on the data they provided. The reliability, accuracy or completeness of this information has not been verified by PwC, LG Professionals, NSW or any other person.

Accordingly, no one should act on the basis of this information and neither LG Professionals, NSW nor PwC accept any responsibility for the consequences of any person's use of or reliance on this information or any reference to it."

A Participating Council may not share the information of another Participating Council to which it has access in the CCW, without the express written consent of that other Participating Council.

Workforce









2.9%

of total salaries and wages for the median council is spent on overtime for permanent and fixed-term contract employees

25%

of CEO and/or director positions are held by women

37%

median staff turnover rate for the Gen Z and younger cohort

Muswellbrook Shire Council's workforce profile at a glance

FY22 | Rural council | Medium council

Your FTE and employee costs

1.8% Decline in FTE

9.6 FTE per 1,000 residents

3.6% Decline in employee costs

A$896k Employee costs per 1,000 residents

Who joined and who left your council during FY22?

17.4% Staff turnover rate

28 Leavers

30 New starters

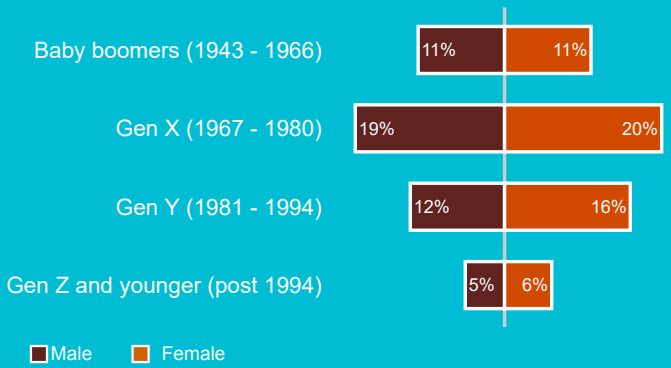
17% Vacant FTE per closing FTE

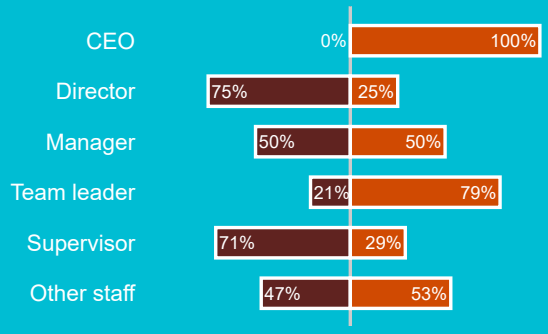


Does your council have a gender-diverse workforce?

53% of your employees are women

47% of your employees at manager level and above are women





Workforce Trend Summary

Muswellbrook Shire Council

Muswellbrook Shire Council
NSW survey population

	FY18	FY19	FY20	FY21	FY22
1. FTE per 1,000 residents	10.3 / 8.9	9.6 / 9.0	9.7 / 9.5	9.5 / 9.3	9.6 / 9.2
2. Remuneration as a percentage of operating expenses	33% / 35%	30% / 37%	32% / 36%	28% / 36%	30% / 35%
3. Overtime (A$) per FTE	$2,965 / $2,899	$2,679 / $2,820	$2,335 / $2,856	$2,652 / $2,723	$3,083 / $3,074
4. Span of control (number of 'Other staff' per manager)	3.0 / 3.3	4.0 / 3.3	2.3 / 3.1	3.0 / 3.1	3.5 / 3.2
5. Rookie rate (percentage of new employees in past 2 years)	28% / 21%	24% / 24%	23% / 23%	25% / 23%	26% / 26%
6. Staff turnover rate	23% / 14%	16% / 13%	12% / 12%	20% / 13%	17% / 17%
7. Staff turnover rate in first year of employment	33% / 21%	15% / 16%	21% / 15%	24% / 18%	25% / 27%
8. Gen Y staff turnover rate	43% / 20%	19% / 15%	10% / 13%	26% / 14%	14% / 20%
9. Female staff turnover rate	16% / 15%	13% / 14%	6% / 13%	17% / 15%	17% / 18%
10. Male staff turnover rate	28% / 13%	19% / 12%	16% / 11%	23% / 12%	18% / 16%

Workforce Trend Summary

Muswellbrook Shire Council

Muswellbrook Shire Council
NSW survey population

	FY18	FY19	FY20	FY21	FY22
11. Female managers and above	50% / 31%	45% / 31%	61% / 35%	60% / 38%	47% / 33%
12. Baby boomer employees	33% / 39%	29% / 35%	27% / 33%	26% / 30%	22% / 28%
13. Gen X employees	39% / 35%	39% / 36%	38% / 37%	38% / 36%	40% / 37%
14. Gen Y employees	28% / 26%	26% / 24%	28% / 25%	27% / 27%	28% / 27%
15. Gen Z employees		6% / 5%	7% / 5%	9% / 7%	10% / 8%
16. Workforce with more than 8 weeks of accrued annual leave	12% / 13%	13% / 12%	15% / 12%	11% / 12%	4% / 15%
17. Workforce with more than 12 weeks of accrued long service leave	13% / 25%	14% / 25%	13% / 24%	17% / 24%	13% / 21%
18. Median sick leave days taken across your workforce	6.6 / 6.0	6.8 / 6.1	7.6 / 6.7	6.4 / 5.5	8.5 / 7.5
19. Actual training spend per FTE (A$)	$1,841 / $1,045	$1,234 / $1,115	$887 / $29	$866 / $654	$1,143 / $794
20. Lost time due to injury (days) per 100 employees	244 / 88	231 / 83	86 / 26	109 / 33	119 / 21

Your workforce at a glance: overall cost & structure

Employee costs

In order to serve the community, councils require a competent and capable workforce, a team of employees who understand their purpose and are supported by the leadership team to work towards a shared vision and purpose.

There are a number of factors that combine to attract and sustain employees across the career lifecycle, and in this section we look at the financial investment involved in maintaining a productive workforce, as well as the underlying operational structure across different council types.

For the fourth year in a row, the overall median council's total employee costs as a proportion of operating expenses (i.e. the employed workforce measure) remains at 37%. Minor year on year fluctuations occurred across council sizes and council types, with regional and rural councils observing a 2% year on year decline to 32% and 33% respectively (34% and 35% respectively in FY21).

Meanwhile, metro councils have reported a steady median of 39% for the past six years.

The overall FTE per 1,000 residents metric has seen an increased median of 7.1 this year, compared to 6.7 in the prior year. This is reflective of a steady increase in the median for small councils, with a median of 19.0 FTEs per 1,000 residents, the highest median for small councils since the beginning of the survey.

Key considerations

Meaningful analysis of employee costs can be a complex activity as there are a number of variables that contribute to the overall figure. Listed below are some possible contributing factors to consider, all of which can be at a different rate of change to overall cost growth:

- Wage growth levels
- A change in the level of outsourced versus insourced services
- Changes in the service mix due to the changing needs of the community
- Changes in the demographic mix within the team

Figure 1.1: Employee costs as a percentage of total operating expenses (council type)

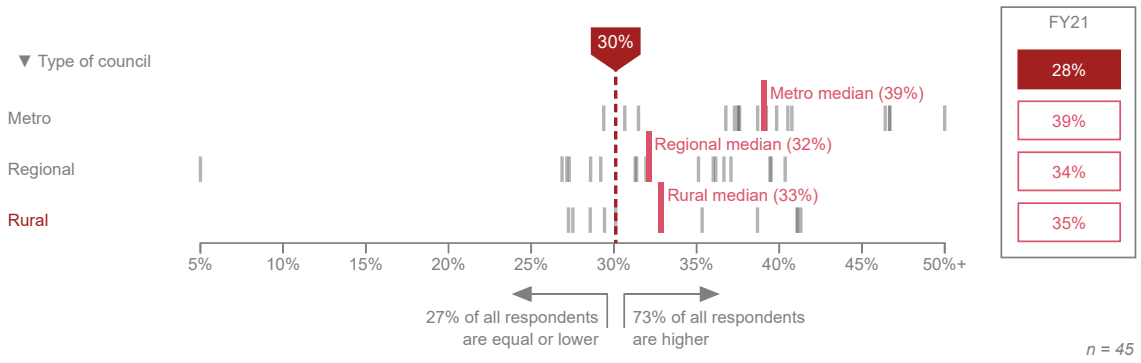
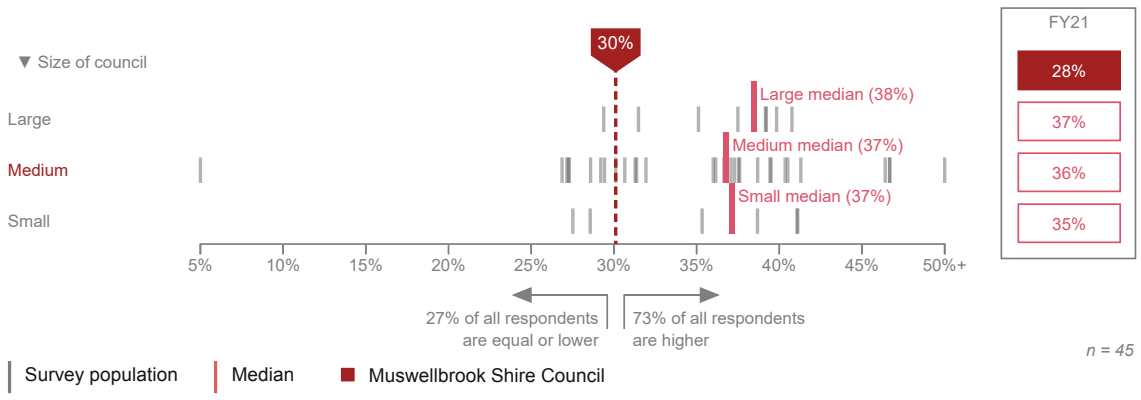


Figure 1.2: Employee costs as a percentage of total operating expenses (council size)



Your workforce at a glance: overall cost & structure

Overtime

For the first time in four years, the overall median council spend on overtime for permanent and fixed-term contract employees as a percentage of total salaries and wages has increased to 2.9%, after remaining stable at 2.6% for the last three years.

Figure 1.4 illustrates what this equates to in dollars per FTE, by council size. Small councils are paying the greatest proportion of overtime, 5.2% or A$3,874 per FTE, three times that of large councils and 1.5 times that of medium councils.

Are employees working longer hours in an attempt to 'make up for lost time' in a post-pandemic environment, or are the results reflective of a shortage of resources in a challenging labour market? Councils should review these data points in conjunction with an assessment of their macroeconomic surroundings.

Your FY22 overtime spend per FTE was **$3,083**

NSW councils' FY22 median overtime spend per FTE was **$3,074**

We encourage councils to log into Data Kit and use the Council Comparative Analysis Tool (CCAT) to further analyse the prevalence of overtime across comparative groups of councils.

Figure 1.3: Paid overtime as a percentage of total salaries and wages (council size)

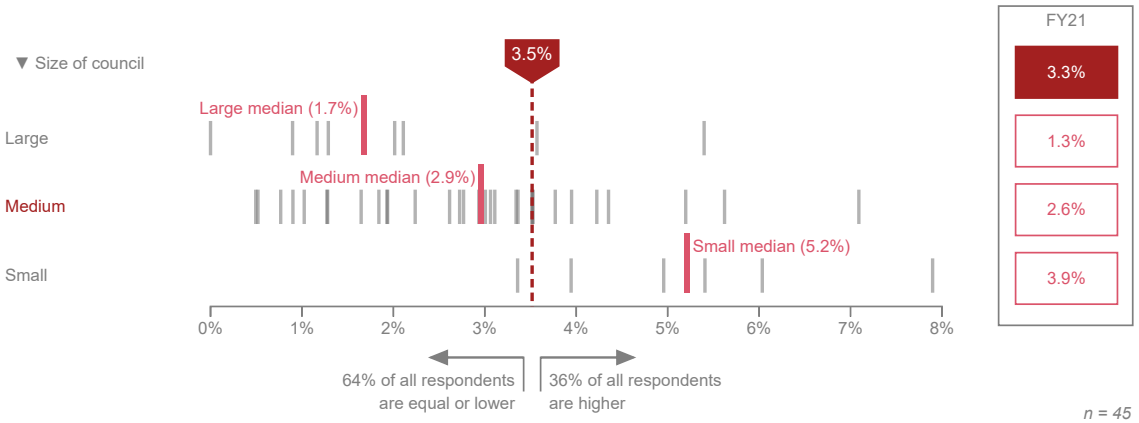
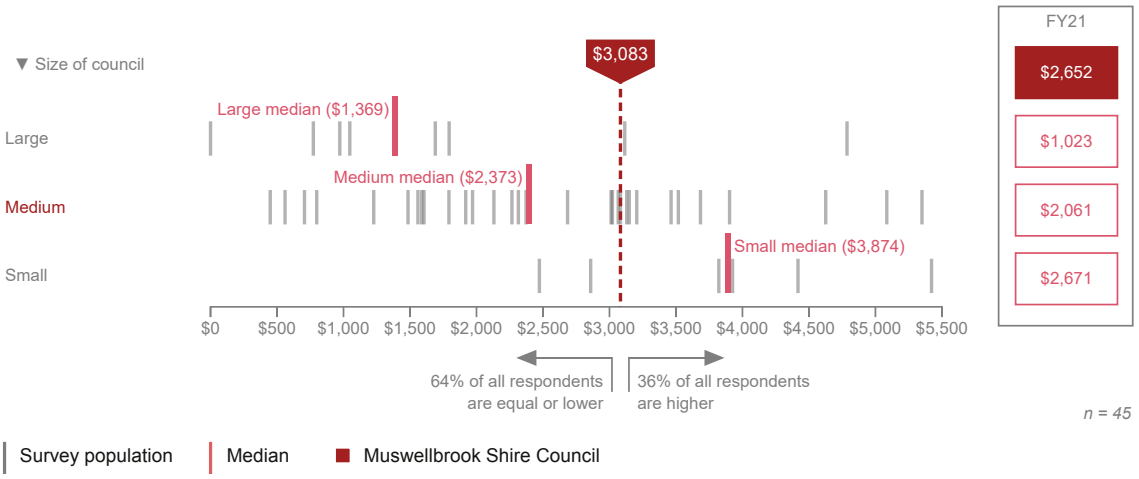


Figure 1.4: Overtime spend per FTE (council size)



Survey population | Median | Muswellbrook Shire Council

Your workforce at a glance (cost & structure)

Agency staff

As an alternative to using overtime to meet marginal demand for staff resources, councils may seek to employ agency staff to support teams with additional resources, skills and expertise on an as-needs basis. This option can also assist with short-term or seasonal capacity constraints, or filling a skills gap while staff are being trained.

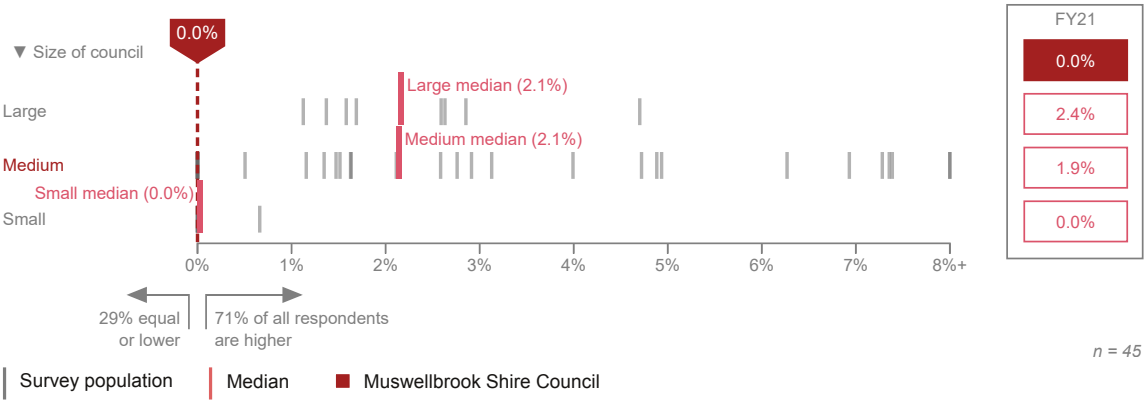
The use of agency staff has remained broadly consistent year on year, with agency staff costs representing 1.6% of total employee costs (compared to 1.7% in FY21). We note that neither small councils or councils based in rural areas recorded any agency staff costs, and this has been a consistent theme since the beginning of the survey 10 years ago. This suggests a limited availability of the agency staff option in those geographic locations, and a reliance on overtime is much more prominent in these types of councils. Small councils as well as rural councils reported the highest median of paid overtime as a percentage of total salary at 5.2% respectively.



Figure 1.5: Agency staff spend as a percentage of total expenditure on employees and agency staff (council type)



Figure 1.6: Agency staff spend as a percentage of total expenditure on employees and agency staff (council size)



Organisational design

Span of control

A council's span of control is influenced by their unique blend of resources and services. The size and distribution of the workforce across service areas, the overarching workplace strategy and culture, and the spread of existing skills and capabilities all play a part in determining the appropriate ratio of managers to staff.

A wider span of control signals reduced layers of management, which if managed well can present staff with greater autonomy and on-the-job career development opportunities. If managed poorly, leaders run the risk of staff feeling less supported due to managers being overstretched across daily tasks and people matters.

For the second year in a row we observe a slight decline in the overall span of control to a median of 3.3. When we review this result by council size, large and small councils have increased their median span of control from last year (3.8 to 4.8 for large councils, 3.0 to 3.3 for small councils), whilst medium councils have seen a decline in the median to 3.0 (down from 3.4 in FY21), which is commensurate with the higher rate of promotion observed at medium-sized councils this year.[1]

It would be inappropriate to recommend a particular span of control result, as the ratio will vary according to each council's circumstances at any given point in time. However the span of control result can be combined with an analysis of overall staff mix (as presented on the following pages) to obtain greater insight into a team's operating rhythm and assist leadership teams with succession planning for the years ahead. Whilst challenging, achieving the right balance of power can lead to a more engaged workforce and allow staff to thrive in their respective career journeys.

We encourage councils to use the Workforce Metrics section of the Council Comparative Analysis Tool (CCAT) in Data Kit to further compare and contrast results by council size or type, as well as benchmarking against the overall survey population.

Definition of 'span of control'

Total number of 'other staff' per manager (defined as supervisors and above).

Your FY22 median span of control
3.5
'other staff' per manager

Overall FY22 median span of control
3.3
'other staff' per manager

FY22 median span of control for councils

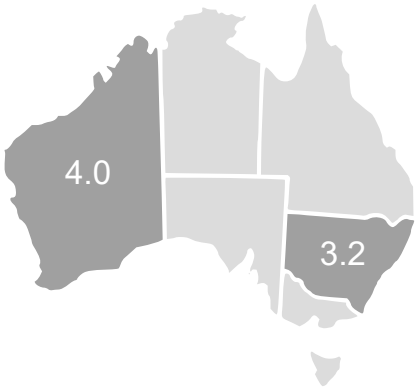
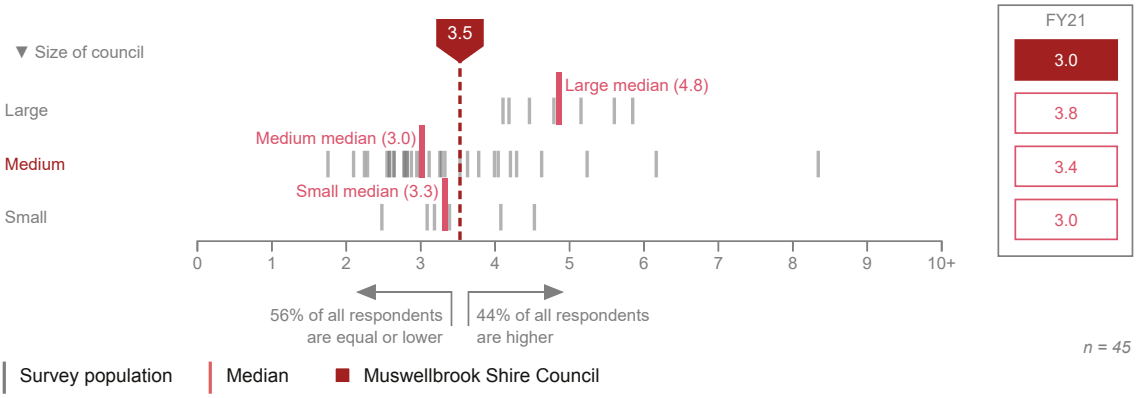


Figure 1.7: Span of control (number of 'other staff' per manager)



[1] Medium-sized councils were the only council type to record a rate of promotion exceeding 1% for both men and women. Small and large councils reported an average rate of promotion ranging from 0% to 0.9%.

Organisational design

Staff level mix

On this page we delve into the composition of the council workforce by staffing level, which supplements the span of control metric (Figure 1.7) and allows councils to compare their results against the overall survey population as well as their similar-sized counterparts.

Broadly consistent with prior years, the results indicate that approximately 1 in 5 employees hold the role of supervisor or above, with a slightly greater proportion of supervisors and above in medium-sized councils, representing 23% of the total workforce, compared to 17% in large councils and 22% in small councils.

Councils that subscribe to the Council Comparative Window (CCW) may be able to identify peer councils that have similar or contrasting staffing models, and share learnings or experiences for one another's benefit.

Figure 1.8: Staff level split

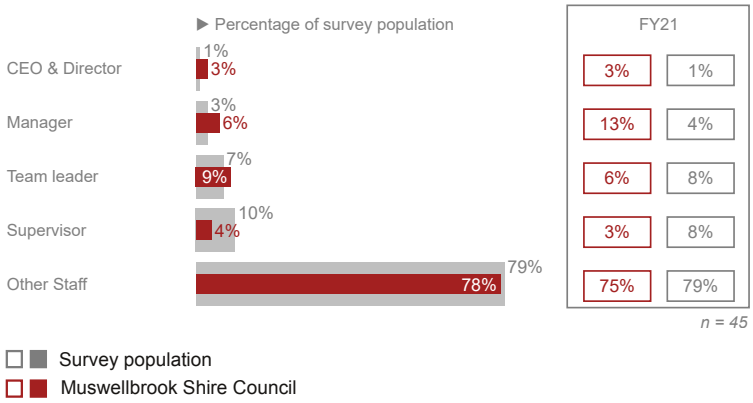
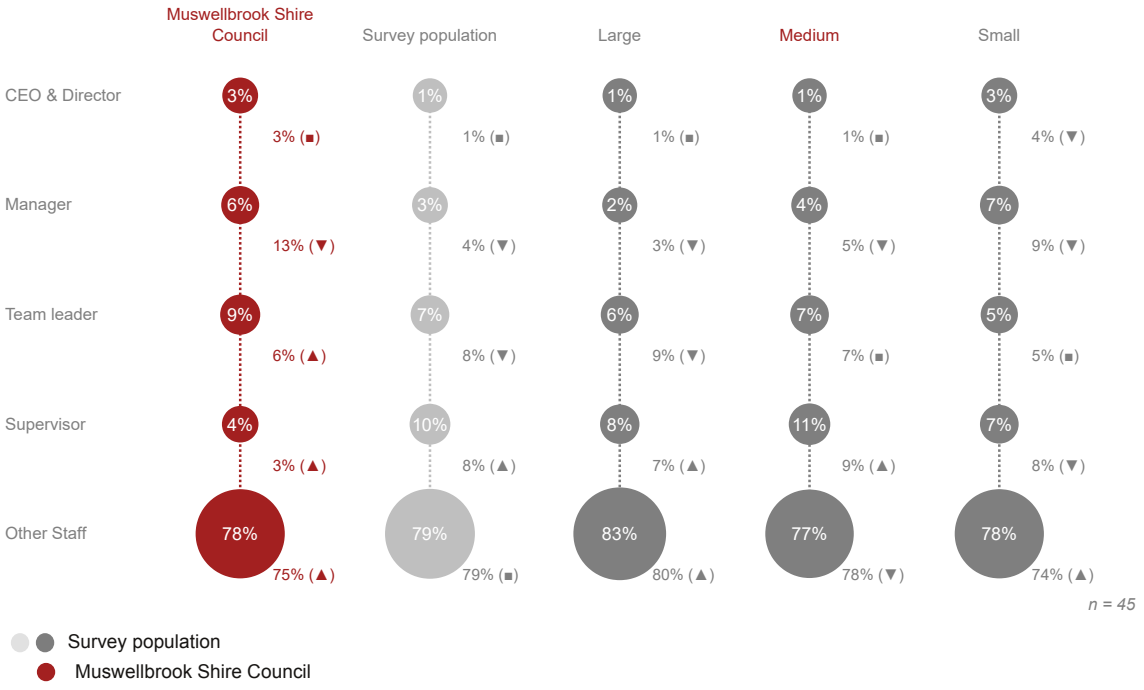


Figure 1.9: Staff level split (council size)



Creating a culture of diversity, equity and inclusion in the workplace

Generational diversity

Overall, we see a continued decline in the proportion of Baby boomers in the local government workforce, with the exception of small councils whose Baby boomer cohort remained stable year on year at 35%. Naturally as Baby boomers either retire or move to other roles in the community, we observe a continued increase in Gen X employees moving into the senior leadership positions, with similar increases in Gen Y at the middle management level. This year we also see a small proportion of Gen Z employees entering the Team Leader cohort for the first time in our program (1%).

Understanding the generational composition of the workforce allows councils to adapt their employees' changing preferences and needs over time. We explore this further in the diversity & inclusion section of this chapter.

Figure 1.10: Headcount mix by generation

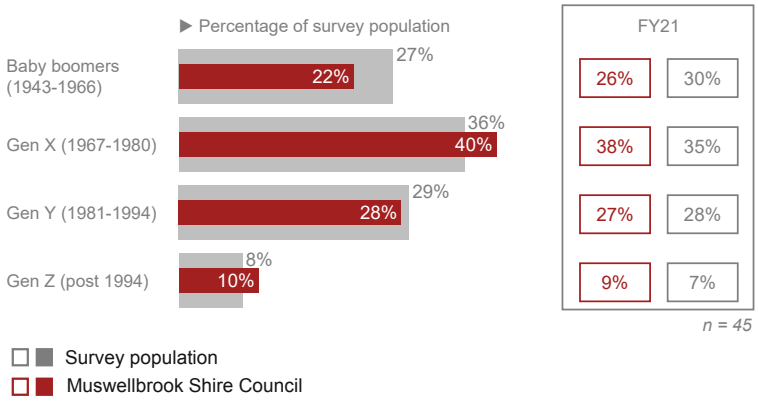


Figure 1.11: Workforce profile (closing headcount breakdown by generation and gender)

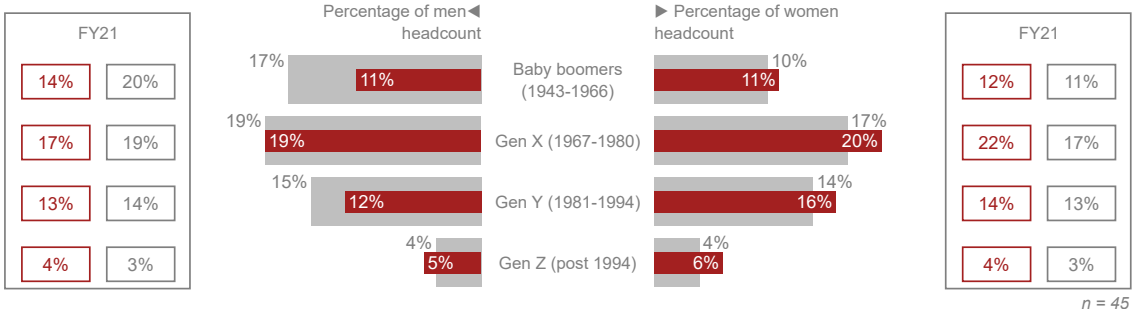
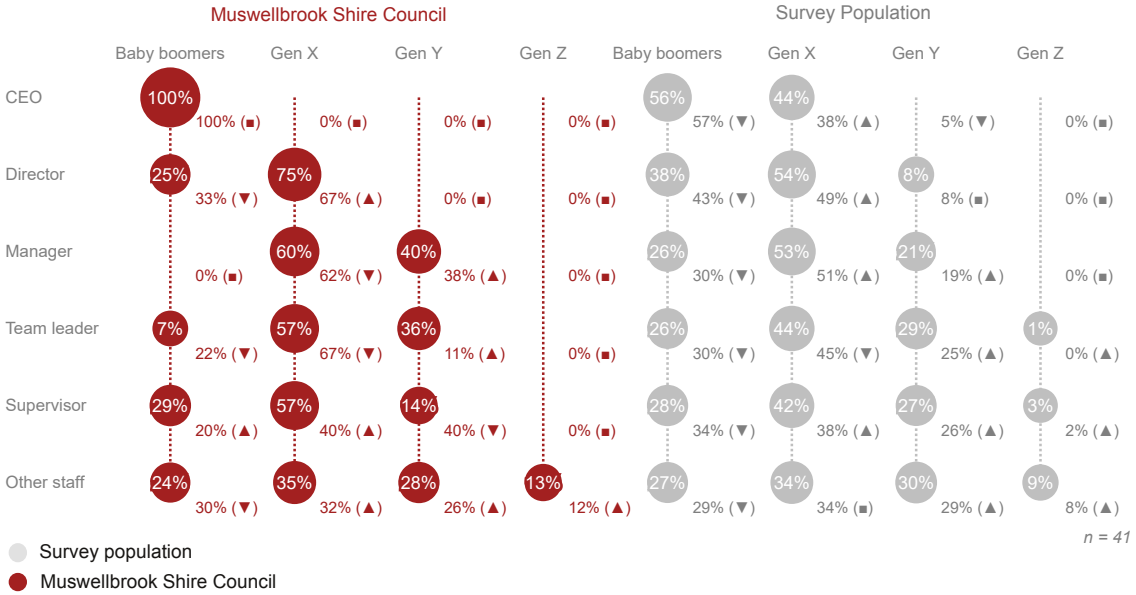


Figure 1.12: Generational mix by staff level



Creating a culture of diversity, equity and inclusion in the workplace

Diversity, equity and inclusion workforce strategy

Achieving diversity, equity and inclusion in the workplace can generate a positive culture of acceptance and understanding between colleagues and teams. It is an important contributor towards individuals' overall wellbeing and a key ingredient in creating safe spaces where people can bring their whole self to work each day.

Our survey results show that almost two thirds of participating councils now have a formal diversity and inclusion (D&I) workforce strategy (65%, up from 57% in FY21), with 22% in development and only 13% of councils without one at all (down from 14% in FY21).

When we examine the results by council type, metro councils are leading the way. For the first time in the history of the program, all metro councils reported either having a formal strategy in place or currently in development (up from 92% in FY21). Regional councils have also shown improvement year on year, with 70% of councils having a formal strategy in place (up from 60% in FY21).

Include your employees on the D&I journey

The PwC 2021 Global Culture Survey revealed an average 20-percentage-point gap between managers' and non-managers' responses to a series of questions on how well their company supports diversity, equity and inclusion (DEI) efforts[2], indicating that many workers continue to feel as though they're not fully seen or heard by their leaders and that perhaps the strategies in place aren't having their desired impact.

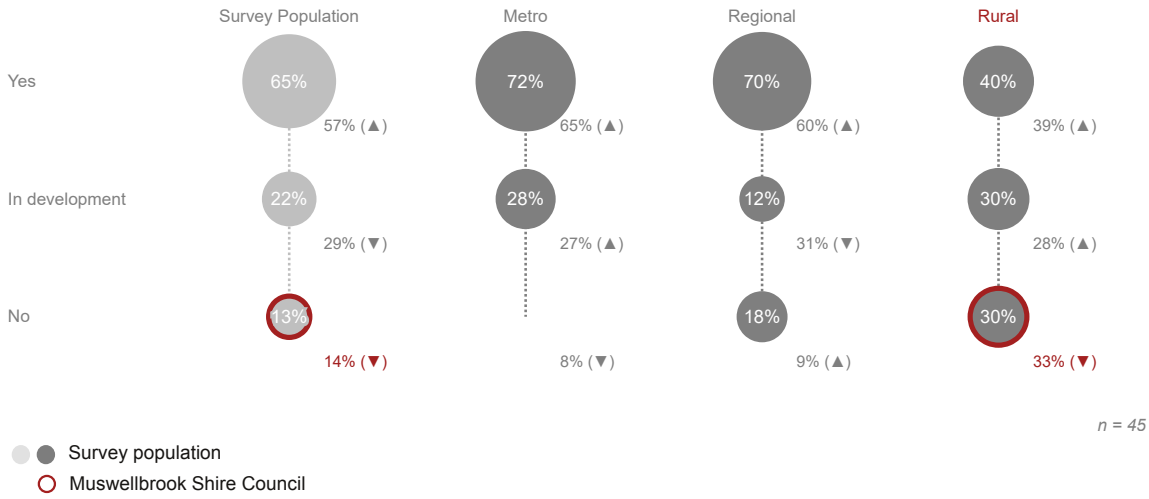
PwC Australia's Diversity & Inclusion team shares some key principles that can help councils engage their staff in the D&I process and ensure their efforts don't go to waste:

- **Engage and support senior leadership.** Sponsorship or advocacy from the leadership team can make or break employee engagement initiatives. Whilst it's important to have your leaders' backing to create influence and momentum across the organisation, the same leaders have a lot on their plate and need to be supported in their roles as sponsors. Those responsible for driving employee engagement initiatives also need to establish clear expectations and accountabilities to ensure leaders are set up for success.
- **Align to the organisational D&I strategy.** It can be surprising how often employee initiatives are developed in isolation and lack strategic intent. Employee engagement initiatives should always align with and contribute clearly towards the organisation's D&I goals.[3]

"Diversity and inclusion is fundamentally about our people's wellbeing and sense of psychological safety and belonging. It's about our people feeling their contributions are valued and being comfortable raising ideas and concerns, to bring out the best, most productive versions of themselves"

- Julie McKay, Chief Diversity, Inclusion & Wellbeing Officer of PwC Australia

Figure 1.13: Did your council have a formal diversity and inclusion workforce strategy in place during FY22?



[2] PwC 2021 Global Culture Survey
[3] PwC, 2022, 'How to make workplaces so inclusive people won't want to leave'

Creating a culture of diversity, equity and inclusion in the workplace

Diversity, equity and inclusion workforce strategy

We note that across all councils, the vast majority of the ten diversity and inclusion (D&I) policies examined in our survey are commonly made available to employees. It is interesting to note that 'Floating public holidays' is by far the rarest policy on offer, with less than a quarter (23%) of councils including this as part of their D&I strategy (over 50 percentage points behind 'Additional leave options', the next most common policy offered by 79% of councils).

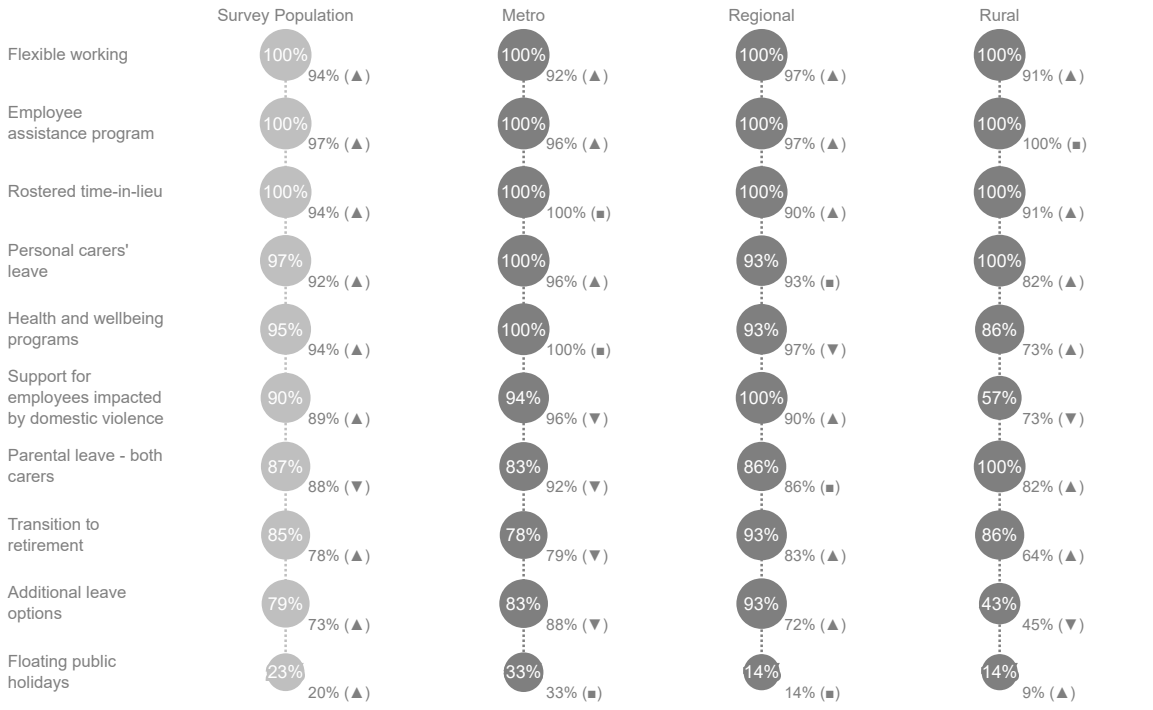
In particular, we also observed that a much lower proportion of rural councils (57%), compared to 94% of metro and 100% of regional councils, have a policy in place to support employees impacted by domestic violence. The workplace has traditionally been a place of safety for many experiencing domestic family violence, so the impact of the pandemic and an increased reliance on remote working environments means that domestic settings have become more important. In this context, organisations and employees are well served by respectful and appropriate ways to recognise the needs of those who require a safe space to work.[4]

Whilst policies play an important role in establishing the tone of an organisation on paper, councils can seek to improve employee engagement in practice through the establishment of D&I networks, such as a Pride network or a Cultural Connections network where people can come together to celebrate their commonalities as well as learn from those who come from different backgrounds. Such initiatives can leave people feeling better connected, included, and 'seen' within a broader workplace community.

D&I policies: Further considerations for councils[5]

- **Adopt a collaborative and intersectional approach.** Individuals can experience discrimination on multiple intersecting identities, such as race, gender, disability or sexual orientation. So it's important to ensure that D&I initiatives don't take a 'one size fits all' approach. Thinking broadly about intersectionality helps elevate D&I initiatives to focus on broader inclusion and cultural change, creating a better work environment for more people.
- **Integrate with the broader organisational purpose**. Bringing D&I into the organisation's 'main game' should be the ultimate goal. Success becomes apparent when D&I is 'baked into' everything that happens in the business and is more than just a series of change initiatives.

Figure 1.14: Which of the following diversity and inclusion policies exist within your council?



[4] PwC, 2022, 'A contemporary approach to workplace mental health and wellbeing'
[5] PwC, 2022, 'How to make workplaces so inclusive people won't want to leave'

Does your diversity and inclusion data support your strategic effort?

Collection of diversity and inclusion demographic data

Our findings show that 80% of councils collect gender data for new and existing employees, with an overall upwards trend of collecting data detailing an employee's Aboriginal or Torres Strait Islander background (44% in FY22, up from 37% in FY21), ethnicity (40%, up from 35% in FY21) and disability (29%, up from 26% in FY21).

We also observe that it is very rare for councils to collect demographic data on employees' sexual orientation (only 2%, down from 4% in FY21), with an increasing percentage of councils (20%, up from 17% in FY21) including this as an optional disclosure.

Does disability inclusion play a part in your D&I policies?

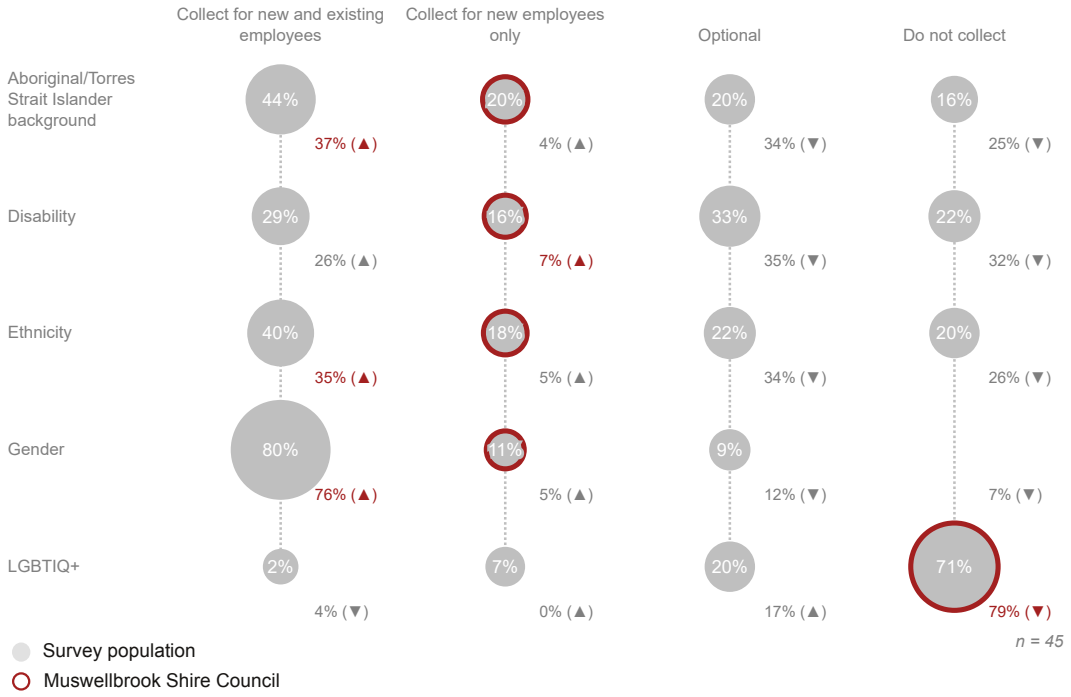
This year, the PwC Network released its first Global Disability Inclusion Strategy which focuses on improving the lives of people with disabilities at PwC and those who have caring responsibilities, as well as people in the wider communities in which we work. Councils might like to read through the strategy and consider leveraging ideas to uplift their own strategy and policies. Scan the QR code for more information.

How can demographic data help drive diversity, equity and inclusion in the workplace?[6]

When used correctly, employee demographic data (or a lack thereof) can provide a starting point in determining areas for improvement in the workplace. PwC Australia's Diversity & Inclusion team shares the following advice on using data to maximise the effort-to-impact ratio on diversity and inclusion (D&I) initiatives:

- **Use data and information to prioritise and focus effort**. A data-driven, evidence-based approach is a good starting point in identifying the most critical areas to be addressed in the organisation. The absence of data across some or many demographic measures can also be a valuable insight for leadership to consider as part of their analysis. Additionally, results from culture surveys or key findings from exit interviews can be shared with employee networks and/or working groups, who can identify relevant insights and use those to align their efforts to the areas of greatest need.
- **Be rigorous around measurement, evaluation and accountability.** As well as aligning with the D&I Strategy, employee initiatives need clear objectives and measures to help quantify the level of progress achieved. These should be reviewed periodically with a focus on continuous improvement, and there should be clear communication channels that outline who is responsible for delivering what.

Figure 1.15: Which of the following demographic data does your council currently collect?



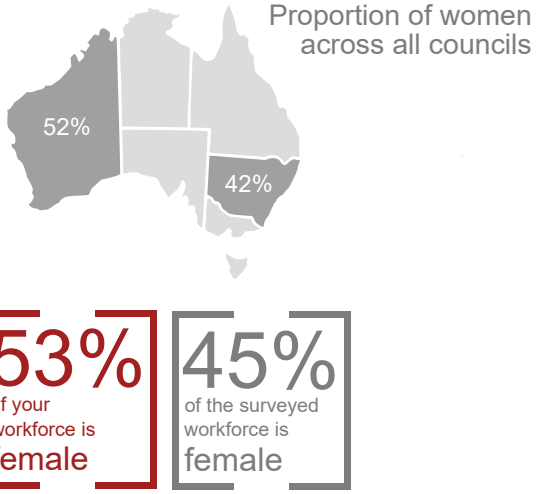
[6] PwC, 2022, 'How to make workplaces so inclusive people won't want to leave'

Does your diversity and inclusion data support your strategic effort?

Gender diversity across the organisation

At a time where gender gaps in both employment and pay continue to pervade industries and economies, the local government sector has the opportunity to serve as an exemplary workplace for the inclusion of women. This year the proportion of women in the workforce was 45% of the overall surveyed workforce, remaining consistent with FY21 (45%). However this ratio is primarily reflective of the gender balance at the 'other staff' level, as Figure 1.16 shows that only 1 in 4 CEO and/or director positions are held by women (down from 1 in 3 CEOs and/or directors in FY21). Why is this the case? Is there a higher concentration of women in service areas within the council where there are less opportunities to attain senior leadership positions?

Whilst other sectors such as utilities, construction and mining have a significant underrepresentation of women in the workforce, the breadth of community services offered by councils puts them in a unique position to be able to move towards closing the gender gap through careful planning and considered recruitment. On the following pages we delve deeper into the gender mix and employee pipeline.

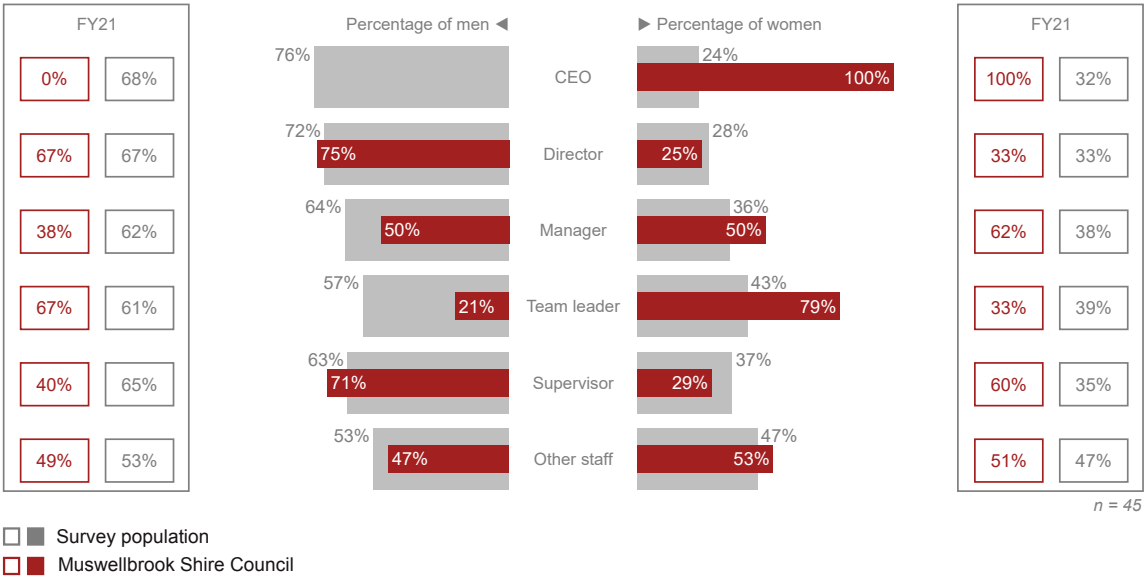


How can councils actively strive towards greater gender equality in the workplace?[7]

The 2022 Gender Equity Insights report released by the Bankwest Curtin Economics Centre in partnership with the Workplace Gender Equality Agency shares a number of suggestions for businesses to help create a greater equity of opportunity in the workplace, regardless of gender or family circumstances:

- Gender diversity and the elimination of unconscious bias should be a continued focus in recruitment and promotion practices;
- A pay equity audit across all levels of occupational seniority is an important and effective starting point; and
- Businesses should continue to explore flexible working models and broaden the scope of policies that support family and care responsibilities, as well as the policies that address workplace harassment and improve respect at work.

Figure 1.16: Gender split by staff level at 30 June 2022



[7] Duncan AS, Mavisakalyan A and Salazar S (2022), Gender Equity Insights 2022: The State of Inequality in Australia, BCEC|WGEA Gender Equity Series, Issue #7, October 2022

Does your diversity and inclusion data support your strategic effort?

Pipeline of employees - women

Findings from the WGEA Gender Equity Insights series illustrate that having more women in key decision making positions delivers better company performance, greater productivity and greater profitability.[8] To create a strong pipeline of women employees, councils should focus on the design of roles, along with a shift in the workplace culture. One example is council leaders role-modelling flexibility and alternative ways of working. This flexibility can be modelled and normalised across all levels and genders.

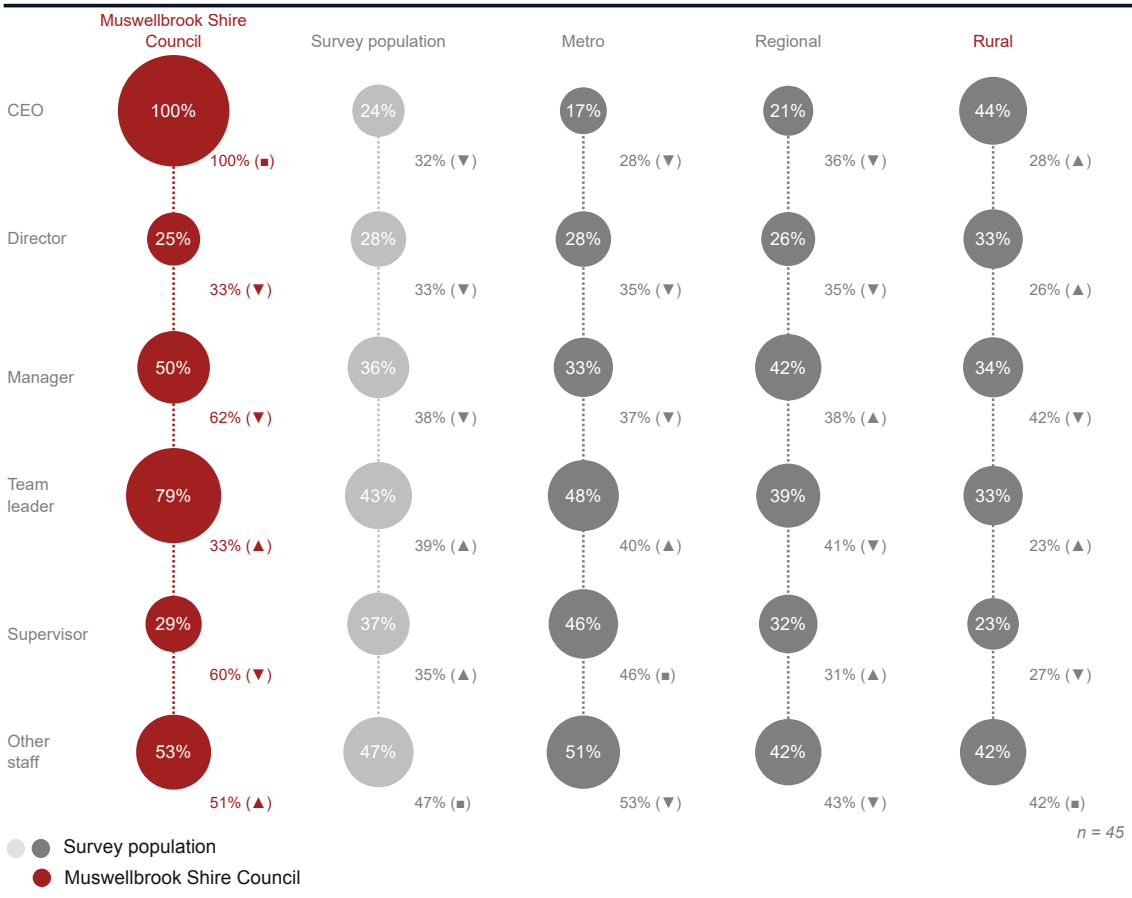
An opportunity continues to exist for councils to improve gender diversity in senior levels, particularly as roles become vacant due to the ageing workforce. Councils should encourage women in leadership roles as a way for councils to future-proof their workforce.

Tips from 'Women in leadership: Lessons from Australian companies leading the way'

The Business Council of Australia, McKinsey & Company and the Workplace Gender Equality Agency collaborated on a study using WGEA data and more than 40 interviews. The resulting report identified the following steps for dismantling barriers and increasing the level of female participation at senior levels:

1. Build a strong case for change
2. Role-model a commitment to diversity, including with business partners
3. Redesign roles and work to enable flexible work and normalise uptake across levels and genders
4. Actively sponsor rising women
5. Set a clear diversity aspiration, backed up by accountability
6. Support talent through life transitions
7. Ensure the infrastructure is in place to support a more inclusive and flexible workplace
8. Challenge traditional views of merit in recruitment and evaluation
9. Invest in frontline leader capabilities to drive cultural change
10. Develop rising women and ensure experience in key roles[9]

Figure 1.17: Female employees by staff level



[8] Cassells R and Duncan A (2020), Gender Equity Insights 2020: Delivering the Business Outcomes, BCEC|WGEA Gender Equity Series, Issue #5, March 2020

[9] WEGA, 2020, 'Women in leadership: Lessons from Australian companies leading the way'

Does your diversity and inclusion data support your strategic effort?

Gender diversity in leadership

This year, the PwC's Women in Work Index fell for the first time in its 10-year history, with the research indicating that the pandemic has set back progress towards gender equality in the workplace by at least two years across OECD countries[10], due to higher rates of unemployed women and a greater proportion of women leaving the labour market during the pandemic.[11]

Domestically, the under-representation of women in leadership roles continues to pervade industries, with 2020-21 data from the Workplace Gender Equality Agency (WGEA) reporting that although women comprise half (51%) of the private sector workforce, they represent only:

- 32.5% of key management positions (KMP)[12] (same as 2019-20);
- 19.4% of CEOs (up from 18.3% in 2019-20); and
- 18% of board chairs (up from 14.6% in 2019-20).[13]

Analysing the pipeline of future women leaders across our survey population, we note that the median proportion of women at manager level and above is at 33%, down from 36% in FY21. Interestingly we observed the same result (33%) in FY19, echoing the observations outlined earlier from the Women in Work report. Additionally, we see a blended overall median of 25% for women in CEO and director positions, a consistent result for 6 out of the 10 years of this survey.

Does your council actively sponsor women towards senior roles?

The WGEA has a Perspective Paper that discusses the difference between mentoring and sponsorship in the workplace, and notes that sponsorship involves 'proactive instrumental help to advance a person's career.

Sponsorship can be used to achieve greater representation of women at senior levels of organisations by increasing the numbers of women moving through the management pipeline and helping them stay on their career tracks.[14]

We encourage councils to scan the QR code for more information on mentoring vs sponsorship, and how to engage in sponsorship for the benefit of women and the overall organisation.

Figure 1.18: Women at manager and above levels (council size)

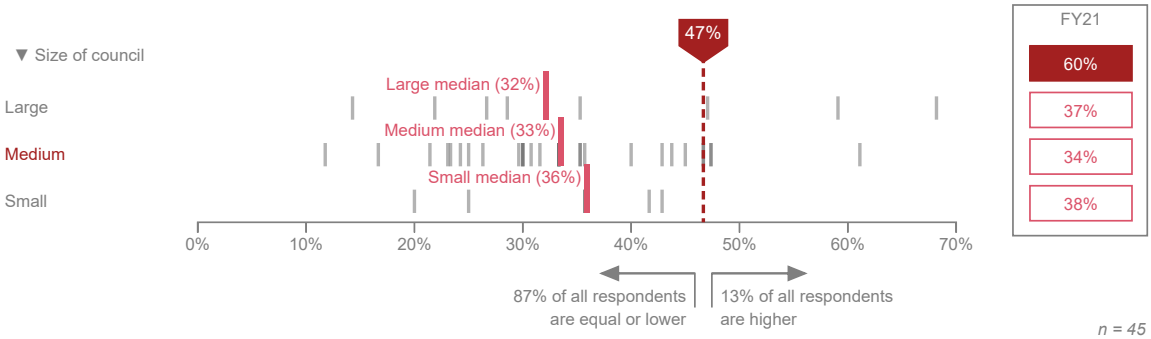
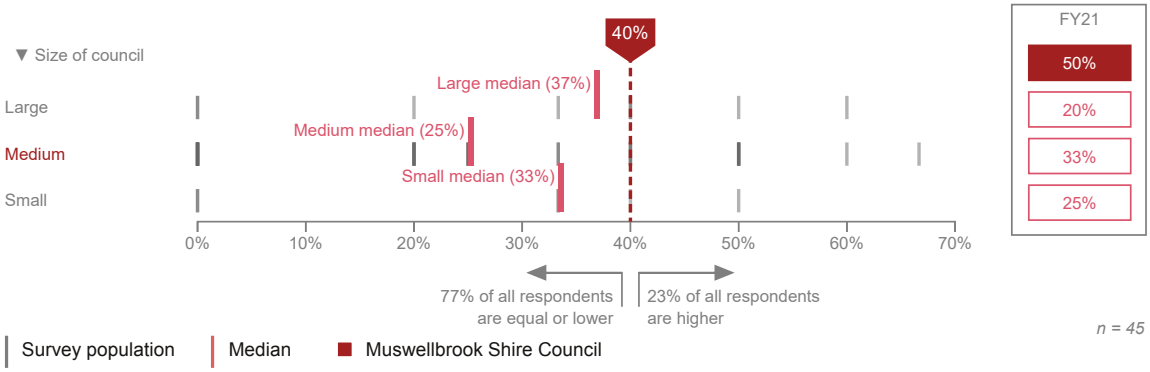


Figure 1.19: Women at CEO and Director levels (council size)



[10] This refers to the 33 OECD (Organisation for Economic Cooperation and Development) countries that were included in the PwC Women in Work Index report.

[11] PwC, 2022, Women in Work 2022

[12] KMP is a manager who represents at least one of the major functions of the organisation and participates in organisation-wide decisions with the CEO.

[13] Workplace Gender Equality Agency, 'Women in leadership'

[14] WGEA, 2016, 'Supporting careers: mentoring or sponsorship?'

Does your diversity and inclusion data support your strategic effort?

Gender diversity in the recruitment pipeline

The proportion of new recruits represented by women within our surveyed councils has declined to a median of 50% (down from 52% in FY21). When assessing the results by council size, small-sized councils saw the largest percentage point decline with a median of 37%, down from 46% in FY21; and in terms of council type, it was rural councils who experienced the largest decline with a median result of 41%, down from 51% in FY21.

"Women are less likely than men to feel satisfied with pay, less likely to ask for a raise or promotion and less likely to feel listened to by their managers."[15]

Insights from PwC's Hopes and Fears Survey

In March 2022, PwC surveyed over 50,000 working individuals across 44 countries and territories and identified that women are:

- 8% less likely than men to feel that their manager listens to them, or to ask for a promotion; and
- 7% less likely than men to feel fairly rewarded financially, or to ask for a raise.[16]

This highlights the importance for organisations to better understand the lived experience of their staff as they work towards creating a more inclusive workplace where women feel equally competent and recognised for their contributions as the men they work alongside.

To assist with this, we encourage councils to take a deeper look at their results by service area to understand the gendered distribution of workers across departments. This can help drive a tailored design of gender equity targets specific to each service area, and allow councils to progress further towards closing the gender pay gap.

Figure 1.20: Proportion of new starters who are women (council size)

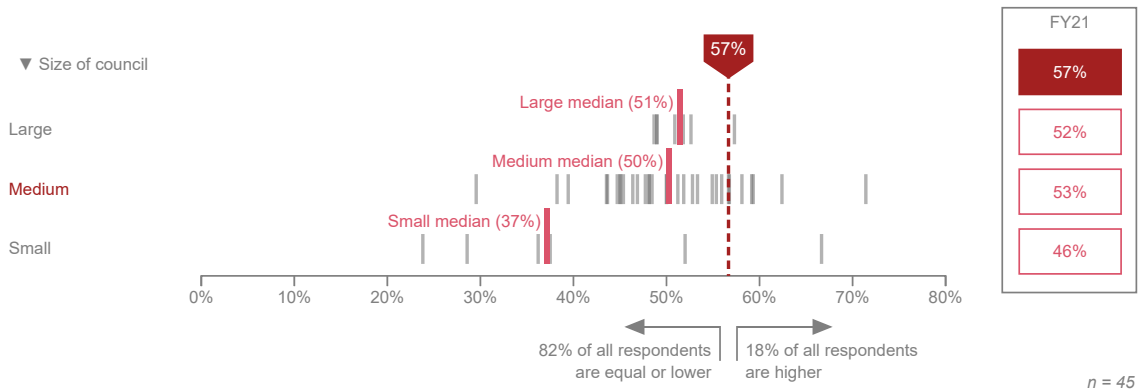
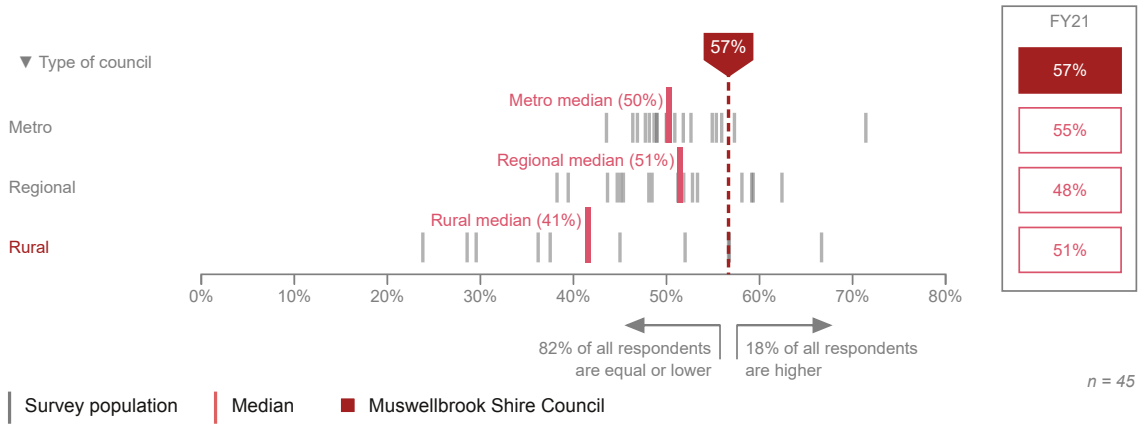


Figure 1.21: Proportion of new starters who are women (council type)



[15] PwC, 2022, Global Workforce Hopes and Fears Survey
[16] ibid

Enhancing the employee experience: attracting, retaining and engaging talent

Staff engagement

Irrespective of the working environment or location, staff engagement levels are a vital indicator of whether councils are maintaining a positive workplace culture and in turn generating a high performing and productive workforce.

Figure 1.22 shows that 55% of councils had stable or improved staff engagement over the past year, a noticeable drop from 62% in FY21 and perhaps symptomatic of the challenge that many organisations are facing - finding ways to stay connected and engaged across teams operating in a hybrid working environment.

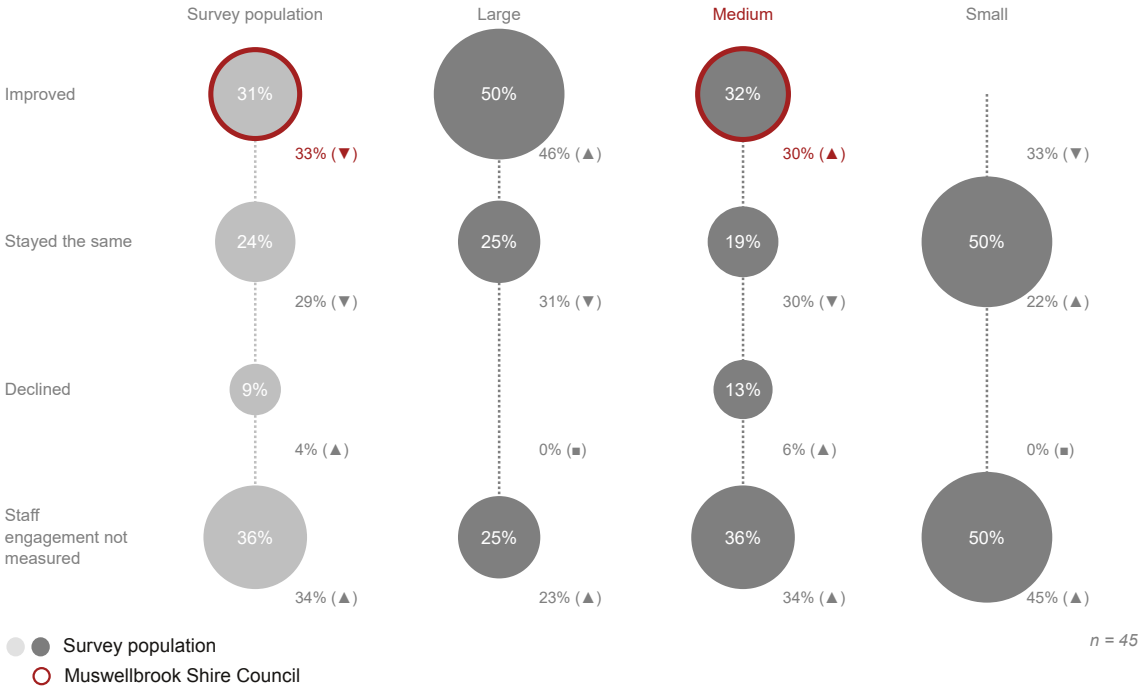
Engage staff by empowering your team leaders

In a recent study of over 1,000 Australian workers by PwC's Future of Work team, it was found that only one-third (31%) of staff in team leader positions had received formal training on leading and managing staff in a hybrid working environment. Subsequently, less than half (41%) of those with team leader responsibilities feel confident about their ability to lead, and an even smaller proportion (36%) feel that their organisation provides appropriate tools and support for effective leadership in this new scenario.[17]

The downstream implications are predictable - with team leaders lacking confidence in themselves, their teams are also experiencing the uncertainty, with 39% of workers feeling as though their manager doesn't trust them to work remotely.[18] Therefore the onus is on council leadership to focus on investing in their middle management, and help them navigate an increasingly complex role that requires them to oversee the performance, wellbeing and diverse working environments of their team.

"With new ways of working focused around team dynamics, we can no longer just assume middle managers will learn critical skills on the job. We need to develop targeted programs to help them optimise team performance, drive a wellbeing agenda, lead through ambiguity, and play the role of coach and mentor."[19]

Figure 1.22: Did your staff engagement levels improve during the year?



[17] PwC, 2022, 'PwC Australia's CEO Survey shows CEOs are concerned about attracting and retaining key skills'
[18] PwC, 2022, 'Balancing Act: The New Equation in hybrid working'
[19] PwC, 2022, 'PwC Australia's CEO Survey shows CEOs are concerned about attracting and retaining key skills'

Enhancing the employee experience: attracting, retaining and engaging talent

Talent strategy

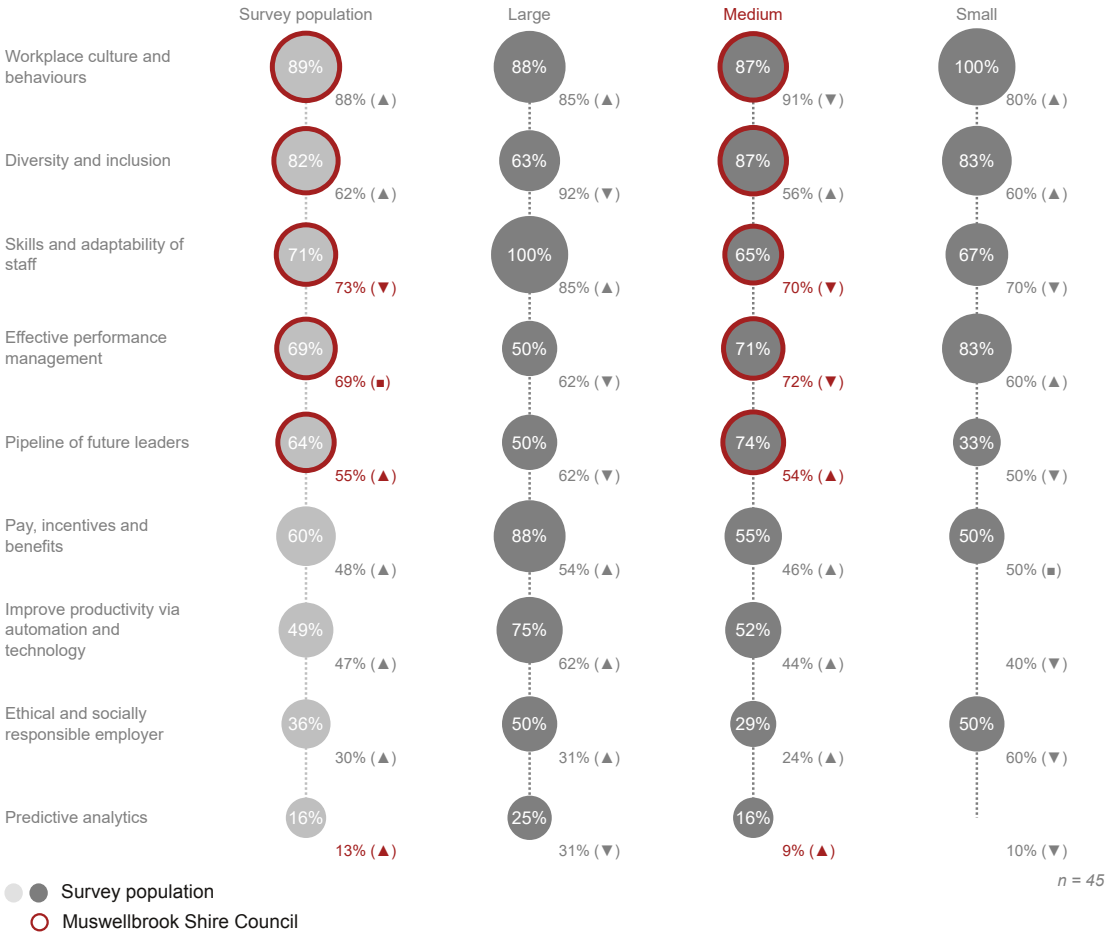
In our survey we ask councils about how they are adapting their talent strategy to create maximum impact when it comes to recruitment and retention of staff. Whilst 'workplace culture and behaviours' has consistently been a top priority for most councils, the focus on 'diversity and inclusion' has continued to grow, with 82% of councils now recognising its importance towards staying relevant and competitive in the market for top talent, up from 62% in FY21 and 47% in FY20.

When analysing the results by council type, it is interesting to note the differing areas of focus. Metro councils are more likely to be changing their strategy in relation to 'skills and adaptability' (89% of metro councils) along with a growing interest in 'productivity through automation and technology' (72%), echoing the sentiments from PwC Australia's 25th CEO Survey which found that 'retaining employees who have been upskilled' was the most prevalent challenge (50% of CEOs included this in their top 3).[20]

Away from the metropolitan areas, regional councils are more likely to be focused on their 'pipeline of future leaders' (76% of regional councils), whilst rural councils are increasingly focused on 'effective performance management', perhaps an acknowledgement of the need to support the growth of existing staff rather than seeking to hire new staff from a limited resource pool.

"At an organisational level, the question is no longer: What if I invest in my people and then they leave? Instead, invest so that they have a reason to stay or want to come back."[21]

Figure 1.23: Areas of focus in the talent strategy



[20] PwC, 2022, 'PwC Australia's CEO Survey shows CEOs are concerned about attracting and retaining key skills'

[21] Ibid

Enhancing the employee experience: attracting, retaining and engaging talent

Staff training

This year, all participating councils reported having a formal training budget in place, but only 1 in 10 councils (12%) used or exceeded their training budget. However, this may not be due to a lack of willingness from councils, but rather due to a shortage of resources. PwC Australia's 25th annual CEO survey provides some related insights, as a third (36%) of CEOs reported that 'a lack of resources to conduct the upskilling programmes we need' was in their top 3 challenges in relation to upskilling staff.[22]

This resourcing challenge may continue to linger for a little while longer as the opening of international borders continue to ease and skilled workers begin to move in and out of Australia again, so it is important that existing staff are supported to undertake and/or deliver ongoing training as part of their day to day responsibilities. It is up to councils to ensure that time for training is firmly embedded in the resourcing strategy, to minimise the risk of overloading teams and facing burnout.

Your FY22 training spend per FTE was A$1,143

Tackling the skills shortage - suggestions from the CEO survey

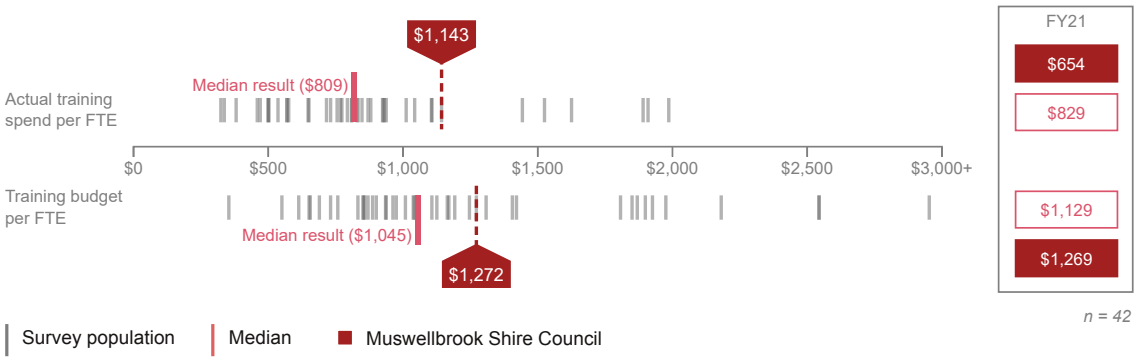
From PwC Australia's 25th annual CEO survey, nearly a quarter (24%) of CEOs reported that 'defining which skills to build' was in their top 3 staff upskilling challenges.

To assist organisations, the report recommends a future-focused 'triage' approach, and to start by asking 'Where is our organisation headed, and what key capabilities do we need to get there?'.

With a clearer vision in place, organisations can consider sourcing skills through different means, such as:

- Build: Upskill existing staff if they have the aptitude and potential for the required skills.
- Buy: Spend the money in the market to acquire skills via new talent.
- Borrow: If a short-term or temporary solution is necessary, consider using contractors or specialists to supplement the workforce.
- Bot: Is it possible to automate certain work activities, thereby freeing up staff to pursue upskilling opportunities?[23]

Figure 1.24: Is your council spending its training budget? (A$)



[22] PwC, 2022, 'PwC Australia's CEO Survey shows CEOs are concerned about attracting and retaining key skills'
[23] ibid

Enhancing the employee experience: attracting, retaining and engaging talent

Rate of promotion

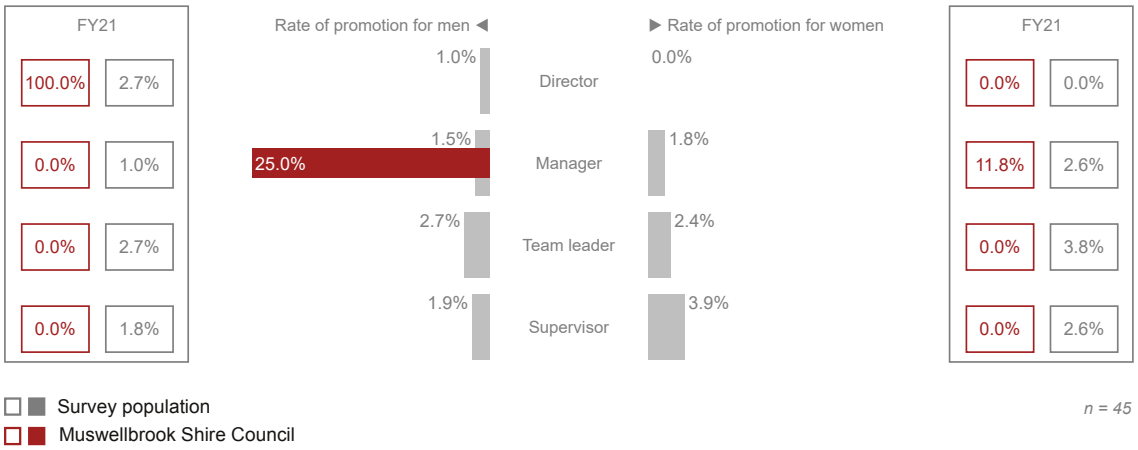
Our program examines the rate of promotion for all employees across different staff levels as well as by gender. Figure 1.25 illustrates the proportion of employees who were included in the opening headcount of a particular staff level and the rate at which they were subsequently promoted during the year.

For staff at the manager level, last year we observed that women were more than twice as likely to be promoted compared to men (2.6% vs 1.0% in FY21), however this year the results have levelled a little, with 1.8% of managers who are women promoted in FY22, compared to 1.5% of managers who are men.

Directorship continues to elude women at participating councils, with an absence of women being promoted to director across all jurisdictions for the third year in a row (0%), compared to 1.0% of men being promoted to director (down from 2.7% in FY21). However the pipeline paints a promising picture, with women in the supervisor role being promoted twice as quickly as men (3.9% supervisor promotions in FY22 were women, compared to 1.9% men).

We encourage councils to refer to the gender diversity section of our report for additional guidance on how to actively sponsor high-performing women in their workforce.

Figure 1.25: Rate of promotion - gender split by staff level





Managing employee wellbeing

Annual leave

In Figures 1.26 and 1.27 we profile the spread of annual leave (AL) and long service leave (LSL) balances across the various generations for each council, with each dot representing an employee with a leave balance. From a business perspective, councils can use these charts to assess the extent of their current financial liability; from a people perspective, leadership can hone in on assisting individuals with their own wellbeing management by encouraging them to utilise their leave entitlements.

Our survey results show that as at 30 June 2022, 41% of employees carried more than four weeks of accrued annual leave (41% in FY21) and 14% have more than eight weeks (12% in FY21). Rural councils have the greatest proportion of high unused annual leave balances, with 17% of staff having more than eight weeks accrued leave (up from 12% in FY21), compared to their metro and regional counterparts (14% and 13% respectively). We encourage councils to cross-reference their analysis of leave balances with overtime data to better understand what levers are driving their workforce results. For example, we note that the median rural council incurred $3.8K per FTE on overtime payments, and 49% of employees have 4 weeks or more accrued leave. A full time employee that works for a year without using any of their leave effectively works an FTE load of 1.13 during the year. Councils should consider this in workforce planning, as staff not taking leave may be masking a resource shortage that is more severe than it seems at first glance.

25% of your workforce has **4** or more weeks of annual leave accrued

4% of your workforce has **8** or more weeks of annual leave accrued

43% of the NSW surveyed workforce has **4** or more weeks of annual leave accrued

15% of the NSW surveyed workforce has **8** or more weeks of annual leave accrued

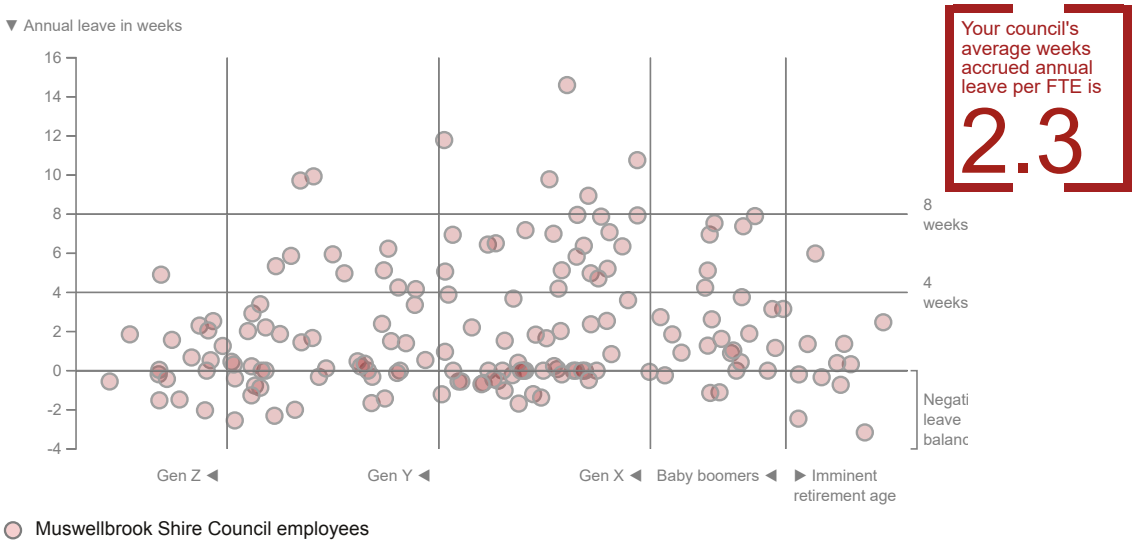
Don't just survive, thrive - focus on employee wellbeing

With 'wellbeing' ranked as the second most important lever (behind 'remuneration and reward') in the 'What workers want'[24] study conducted by PwC's Future of Work team, councils need to maintain a strong focus on ensuring their staff are feeling both physically and mentally well in order to bring their best selves to work.

As flexible working continues in the post-pandemic environment, councils might like to consider discussing alternative methods of encouraging staff to use their leave balances, such as:

- Are there opportunities for staff to combine remote working and leave plans to enable them to work from an alternate location either domestically or internationally (subject to working rights and eligibility)?
- Do staff prefer to take their leave in large blocks or would they prefer to put their leave days towards a reduced working week over a period of time?
- Are there any other measures that could be introduced to encourage staff to use their leave balances (e.g. floating public holiday policy)?

Figure 1.26: Employee annual leave balances



[24] The seven levers in the employee preference index were Remuneration and reward, Workspaces and places, Ways of working, Wellbeing, Career development, Experience, and Brand.
PwC, 2021, 'The Future of Work: What workers want: Winning the war for talent'

Managing employee wellbeing

Long service leave

Overall, the percentage of employees with long service leave (LSL) balances in excess of 12 weeks remains broadly consistent with recent years, at 18% in FY22 (19% in FY21 and 18% in FY20).

This year, both regional and rural councils reported a decline in the percentage of staff with unused LSL, with 21% and 18% of their respective workforce having more than 12 weeks accrued (both council types reported 23% in FY21). Metro councils on the other hand saw a slight increase to 15%, up from 12% in FY21. When analysing councils by size, we observed a slight reduction year on year for large councils (18%, down from 20% in FY21) and small councils (23%, down from 24% in FY21), while medium councils remained steady with 17% of staff holding more than 12 weeks of LSL (same as FY21).

Seize the day - encourage the use of long service leave

As the world continues to emerge from the pandemic, this presents councils with a great opportunity to engage with their eligible employees and actively plan the use of their long service leave balances.

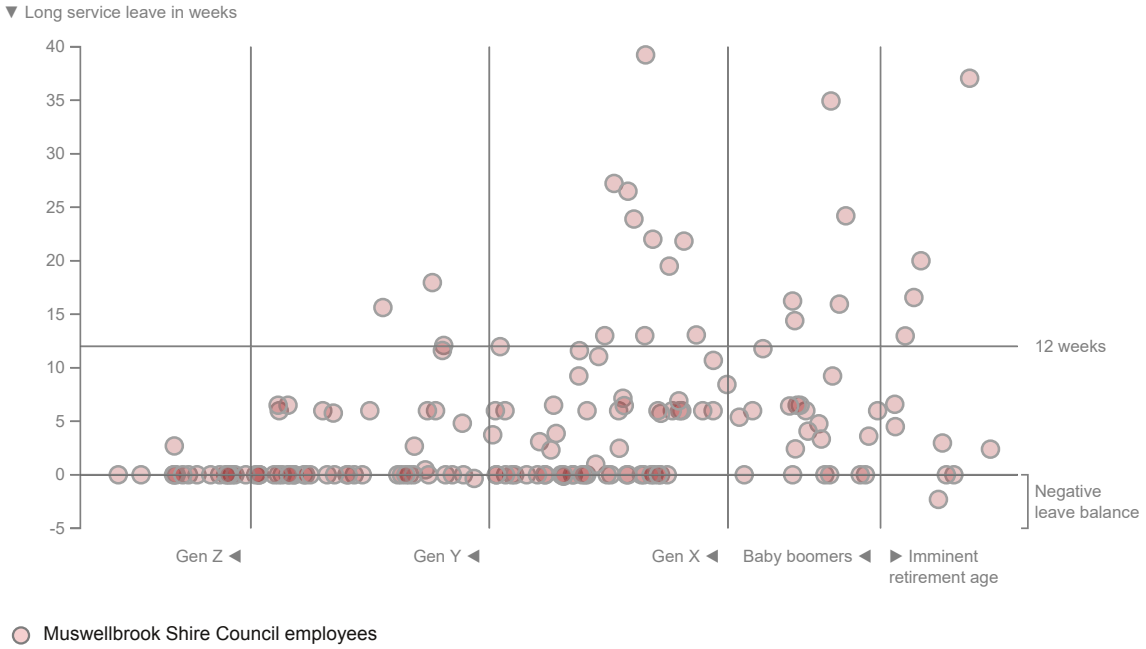
This can generate positive change across the council - encouraging the use of accrued leave signals that leadership are supportive of staff taking extended breaks for rest and recharge; and whilst staff are on leave, it opens up the door for colleagues to step into more senior or different roles, enabling them to experience a greater variety of responsibilities and improving the skill-sets and flexibility of the workforce.

13% of your workforce has more than **12** weeks of long service leave accrued

18% of the surveyed workforce has more than **12** weeks of long service leave accrued

"The mental health and wellbeing challenge across workplaces, let alone the community at large, is worsening. The World Health Organisation refers to stress as the global health epidemic of the 21st century."[25]

Figure 1.27: Employee long service leave balances



[25] PwC, 2022, 'Balancing Act: The New Equation in hybrid working'

Managing employee wellbeing

Absence

The well-documented phenomenon of increased illness and absence that occurred as pandemic restrictions eased is evident in our results, as the median number of sick leave days taken has increased across all council types. Metro councils reported a median of 6.2 sick leave days (up from 5.9 days in FY21), regional councils reported a median of 7.4 days (up from 6.0 days in FY21), and rural councils saw the largest increase with a median of 8.8 days (up from 6.5 days in FY21).

Across the survey population, the 25% of employees who used the least amount of sick leave took 3.3 sick days or less (2.6 days in FY21). At the other end of the spectrum, 25% of employees took 12.5 days or more (11.2 days in FY21). Councils whose sick leave results are higher than the population median may seek to determine whether the results can be attributed to low employee engagement, poor health in the workplace, or a combination of the two.

Figure 1.28 allows councils to assess the sick leave profile of their workforce against the survey population. Taking the analysis a step further, Figure 1.29 displays a quartile breakdown on sick leave taken by supervisors and above, compared to other staff. Higher levels of absenteeism at the supervisor level can have a flow on effect to team members, potentially resulting in a lack of direction and breeding disengagement across the more junior ranks.

8.5 median sick leave days taken in FY22 across your workforce

7.4 median sick leave days taken in FY22 across the survey population

Focusing on mental health - has your council thought about it?

In 2020, the Productivity Commission's Inquiry into the economic impacts of mental ill-health reported that 2.8 million working Australians had mental illnesses that led to them taking time off to maintain their wellbeing, estimating an economic impact of AU$10 billion from workplace absenteeism due to mental health, and a further AU$7 billion from presenteeism.[26]

With this in mind, councils should consider offering their employees access to digital mental health support services as part of their overall employee value proposition. The following article in PwC's Digital Pulse provides further guidance to help organisations choose the most appropriate solution for their workforce ecosystem.

Figure 1.28: Breakdown of percentage of employees taking sick leave by quartile

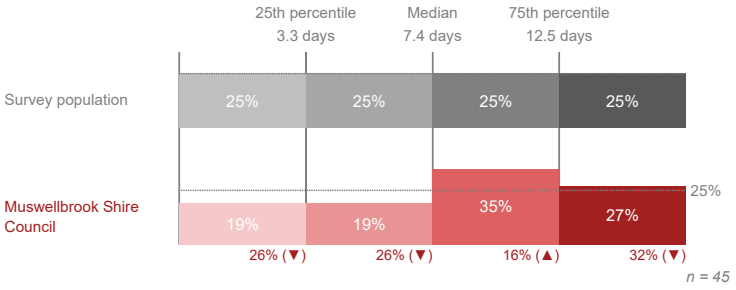
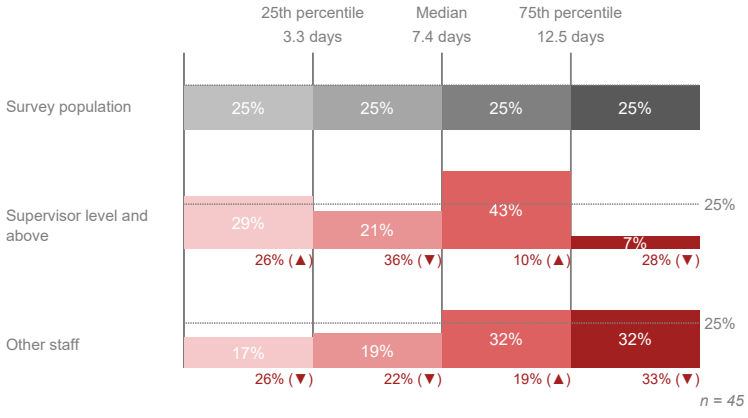


Figure 1.29: Breakdown of percentage of employees taking sick leave by quartile and staff level



"Mental health is one of the biggest societal issues of our time and employers have an obligation to support the wellbeing and safety of their staff."

- Kristin Stubbins, Chair of the Board of mental health solution, Innowell, and Assurance Managing Partner at PwC[27]

[26] Australian Government Productivity Commission, 2020, Mental Health: Productivity Commission Inquiry Report Volume 1
[27] PwC, 2022, How to pick the right mental health solution for your organisation

Managing employee wellbeing

Lost time injuries

Figure 1.30 presents each council's rate of incidents (measured as the number of incidents per 100 employees) against the average claim cost. We acknowledge that councils with a higher percentage of outdoor workers may have a higher rate of incidents due to the more physically demanding nature of their roles.

Across the survey population, the overall number of days lost per 100 employees has increased to 107 days this year, up from 100 days in FY21. Councils should strive to understand whether the nature of these incidents reflects a need to reinforce critical behaviours in the workplace to reduce the risk of injury for all staff.

What are 'critical behaviours' and how can they help improve workplace safety?

Critical behaviours are patterns of acting that are tangible, repeatable, observable, and measurable, and they contribute to achieving an organisation's strategic and operational goals.[28] Focusing on establishing the right behaviours across the workforce has a longer lasting effect than a one-time action, a policy change, an outcome, or a mindset/attitude.

For example, to reduce injuries on a construction site, declaring a "clean-up day" would be a one-time action. By contrast, an appropriate habitual behaviour would be getting workers to take responsibility for maintaining the safety of the site, which could include appropriate waste disposal and the elimination of tripping hazards on pathways.

This approach is applicable to all teams and workspaces. Councils can work with their people to collectively define the behaviours that will contribute to the overall objectives, starting with the question "In a future state in which we've achieved the goals, what would people actually do (or do differently)?"

Figure 1.30: Lost time injury incidents

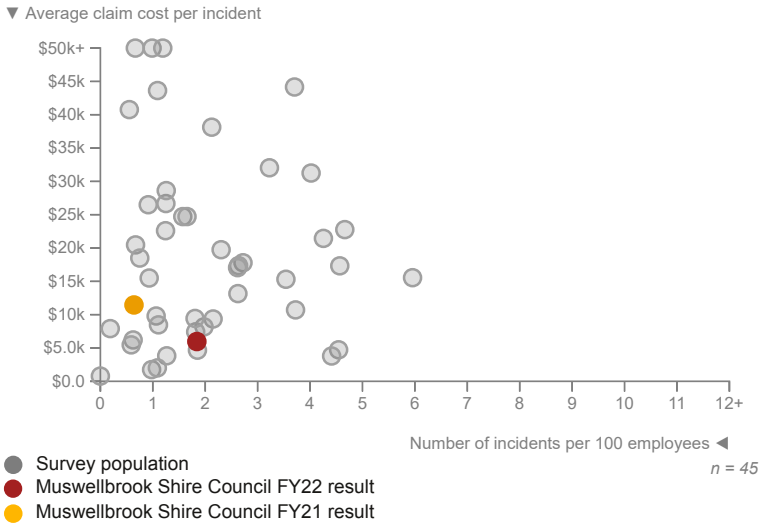
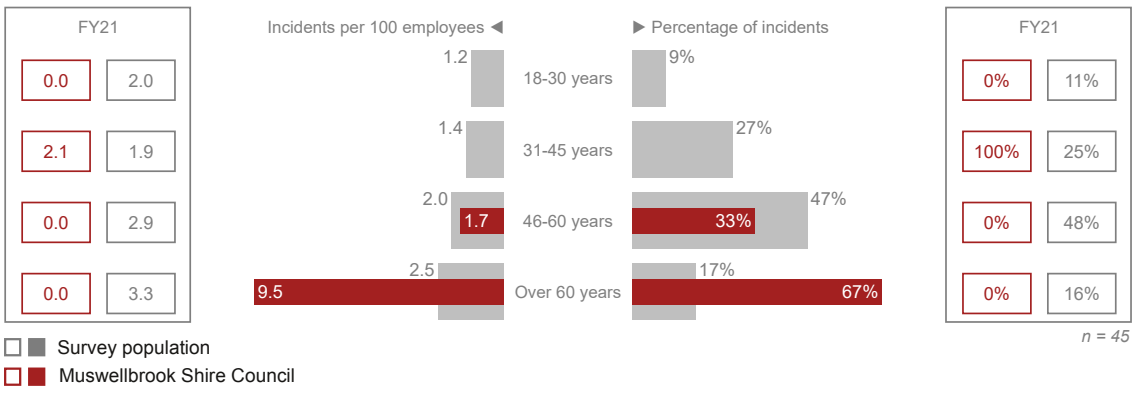




Figure 1.31: Incidents per 100 employees by age bracket



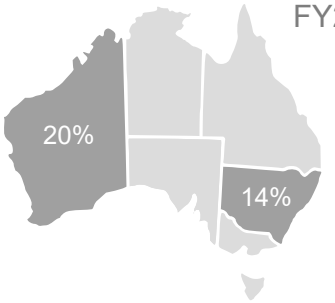
[28] strategy+business, 2017, 'Getting to the Critical Few Behaviors That Can Drive Cultural Change'

Managing the talent turnstile

Rookie rate

For the first time in three years we observe an increase in the overall median rookie rate to 26%, up from 23% in FY20 and FY21. Metro councils reported the largest increase in new employees, with a median rookie rate of 28% for FY22 (21% in FY21), putting them on par with regional and rural councils who reported median rookie rates of 26% and 28% respectively in FY22. However these figures should be examined alongside the turnover rate for staff in their first year of employment (Figure 1.39, further in this chapter) to assess whether the results are reflective of ineffective recruitment and retention strategies and simply contributing to employee churn.

When it comes to management rookie rates (i.e. supervisors and above with less than two years' experience), in particular we note that after 3 years of steady decline, regional councils have had a slight upturn this year, reporting a median of 14% (13% in FY21). Metro and rural councils also observed a 3% increase in their median management rookie rate to 19% and 18% respectively.



FY22 median rookie rates for supervisor and above

Definition of 'rookie rate'

Proportion of staff who commenced in the past two years.

Your overall rookie rate is **26%**

The median survey rookie rate is **26%**

Are your leaders empowered to support the rookies?

In trying to deliver a smooth onboarding process for new starters, it is easy to overlook the parallel onboarding process for team leaders/supervisors that needs to occur. Ensuring that appropriate training or guidance is provided to supervisors will enable them to cultivate a supportive staff network, leading to positive workplace behaviours and greater employee productivity.

This is particularly important for office/desk-based staff, where new starters may find it difficult to build relationships with colleagues in the current hybrid working environment. From the outset, teams should discuss and agree on ways of working to establish a good operating rhythm and periodically refresh the plan when new staff are brought in, to ensure continued collaboration and connection across the team.

Figure 1.32: Rookie rate by staff level



Managing the talent turnstile

Staff turnover

In last year's report we referenced PwC's Future of Work study, which noted that over a third (38%) of Australian workers were looking at leaving their current employer in 2022.[29] Against the backdrop of this prediction, it is little surprise that participating councils reported the highest median staff turnover rate since the beginning of the survey, at 17.8% (including fixed term (FT) contractors) or 15.6% (excluding FT contractors).

Across the following pages we take a deeper look into the turnover results to understand which employee groups are experiencing the greatest amounts of change. This is important for leadership teams to digest, as a high turnover may be symptomatic of pain points within the council, such as workplace culture or perceived opportunities (or lack thereof) for career progression.

Do you know what your employees want?

Research from PwC's annual Global Workforce Hopes and Fears Survey, which draws from more than 52,000 workers across 44 countries and territories reveals that the three most important factors when considering a change in work environment are:

- Being rewarded financially (71% of respondents);
- Having a fulfilling job (69%); and
- The ability to truly be myself (66%).[30]

With this in mind, it is up to councils to assess whether they have an adequate pulse on employee sentiment, and take steps to reshape the workplace experience where necessary. Managers need to be able to translate the overall purpose of the council into tangible tasks/behaviours for staff to demonstrate how their work contributes to that purpose. Equally, leadership should also be provided with regular training and upskilling that helps them eliminate any cultural barriers or blind spots towards creating an inclusive workplace culture.

Definition of 'staff turnover rate'

Total number of all leavers in the year divided by the headcount at the start of the year (excluding casual employees).

Figure 1.33: Staff turnover rate (including fixed-term contract employees)

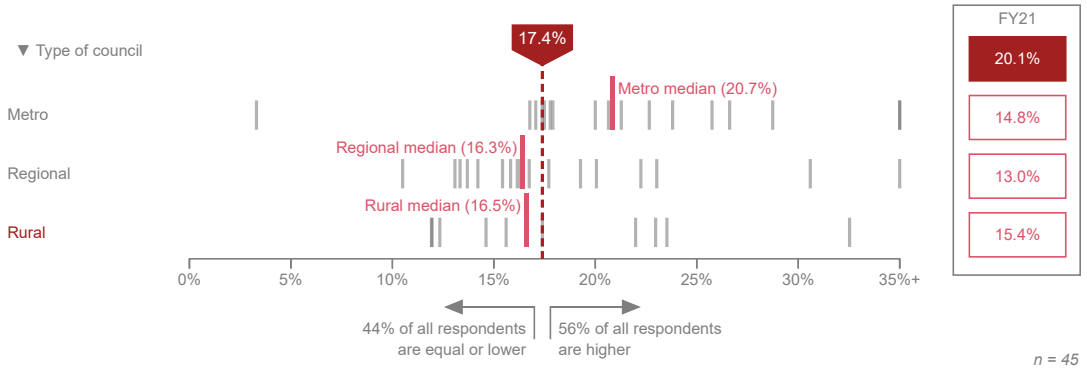
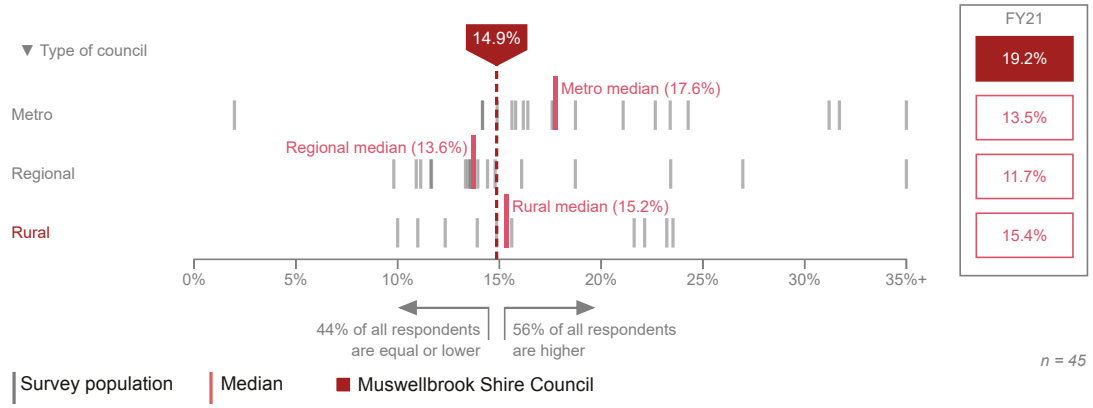


Figure 1.34: Staff turnover rate (excluding fixed-term contract employees)



[29] PwC, 2021, 'The Future of Work: What workers want: Winning the war for talent'

[30] PwC, 2022, 'Global Workforce Hopes and Fears Survey 2022'

Managing the talent turnstile

Staff turnover in detail

Figures 1.35 to 1.38 below dissect the turnover data by generation, tenure, seniority and corporate service area. We note that these turnover calculations exclude casuals but include fixed-term contract employees.

For the fourth year in a row, we observe the Gen Z and younger cohort continuing to churn through the council workforce. With a median staff turnover rate of 37% in FY22, this the highest median rate ever recorded not only for this cohort, but for any generational cohort over the life of the program. However it is also important to layer this result with the knowledge that Gen Z and younger generations still represent a small but growing proportion of the local government workforce, at just 8% (up from 7% in FY21).

When analysing staff turnover by corporate service area, this year the Human Resources department saw a significantly higher volume of staff movements compared to other departments with a median turnover rate of 25%, the highest recorded rate for any corporate service area since the beginning of the program.

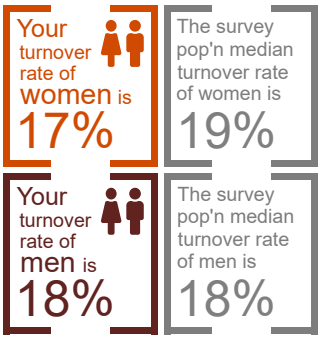


Figure 1.35: Staff turnover rate by generation

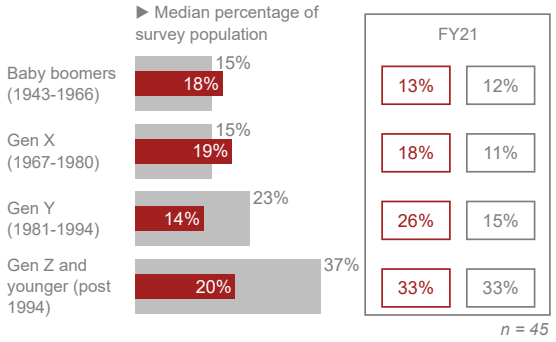


Figure 1.36: Staff turnover rate by tenure

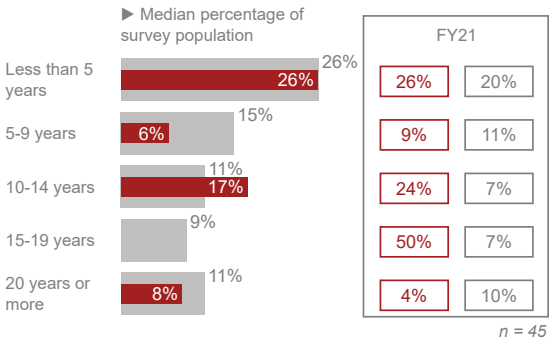
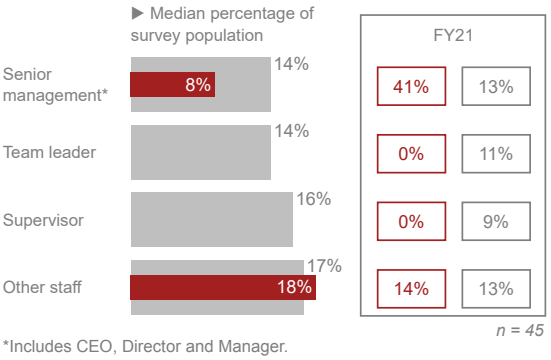
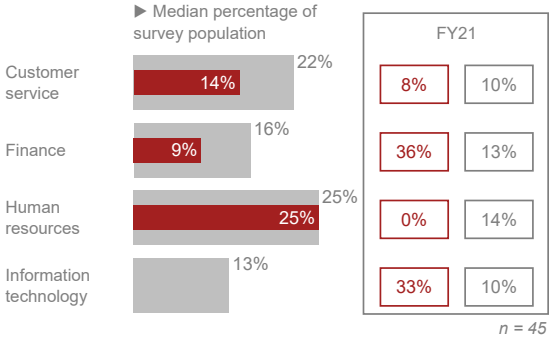


Figure 1.37: Staff turnover rate by staff level



*Includes CEO, Director and Manager.

Figure 1.38: Staff turnover rate by corporate service area



Survey population
Muswellbrook Shire Council

Managing the talent turnstile

Staff turnover rate in year one

Analysing the metric of staff turnover in the first year of employment may assist councils in determining the effectiveness of their talent recruitment and onboarding strategies.

Consistent with the overall themes in the turnover story from this year's survey results, the median year one staff turnover rate of 29.6% is the highest recorded figure since the inception of the program, up from the prior highest recorded figure of 20% in FY21.

When analysed in conjunction with Figure 1.41 (overleaf) which breaks down this turnover figure by generation, all generational cohorts experienced a year-on-year increase in first year attrition, led by the Gen Z and younger cohort (year one staff turnover rate of 41% in FY22, a significant increase from 20% in FY21).

When compared to the overall median staff turnover rate (excluding fixed term contractors) of 15.6%, the data suggests that new recruits are nearly twice as likely to leave a council in their first year of employment, compared to employees with extended service.

Additionally, for the second year in a row we report women being slightly more likely to exit councils than men (28% women, 27% men). This information should be reviewed in conjunction with the results presented in the gender diversity section earlier in this chapter, to identify further insights into the lived experience for women in the workplace.

The survey population median staff turnover in the first year is

29.6%

Definition of 'staff turnover rate in year one'

Total number of leavers with less than one year of experience divided by the headcount at the start of the year with less than one year of experience (excluding casual employees).

Figure 1.39: Staff turnover rate in the first year of employment (excluding fixed-term contract employees)

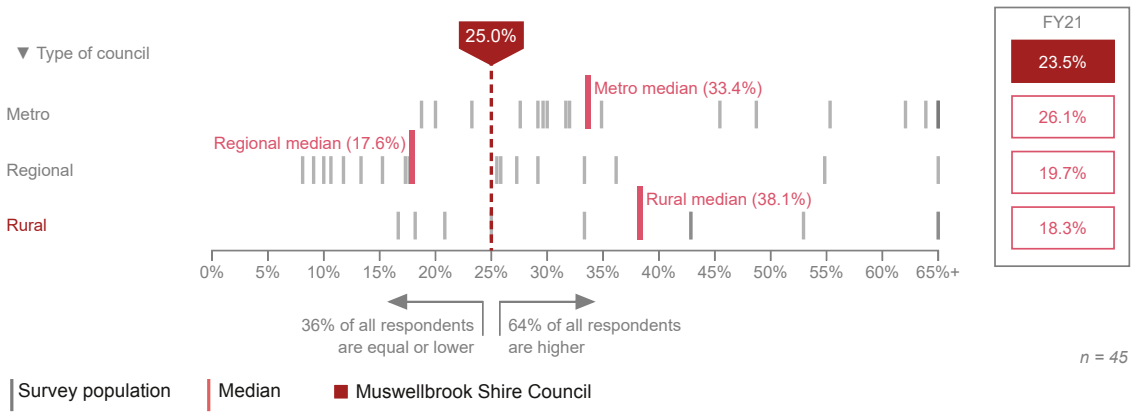
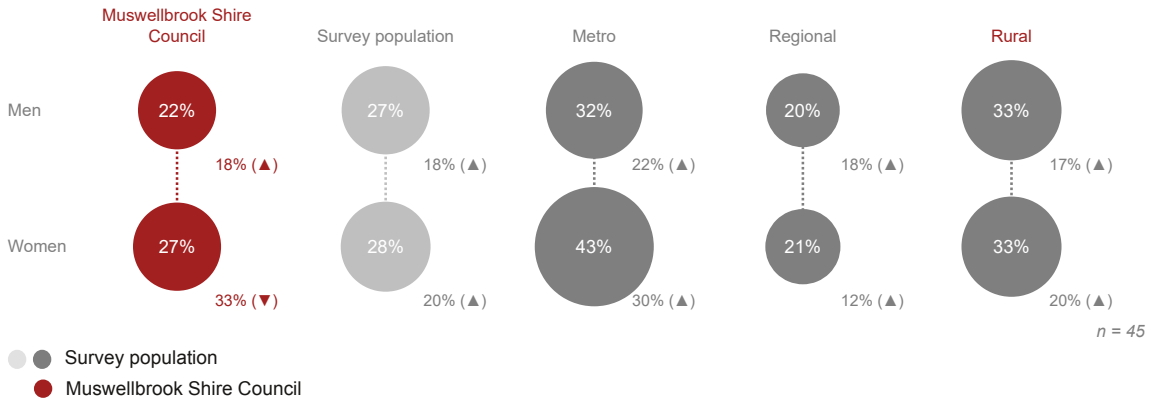


Figure 1.40: Median gender staff turnover rate in the first year of employment (council type)



Managing the talent turnstile

Generational turnover rate in the first year

Taking a look at median first year turnover rates by council type, nearly all generational cohorts at metro and regional councils reported a 10% or greater increase from last year's results, suggesting that the attrition issue is not isolated to select councils. In fact, only the Baby boomer cohort in regional councils observed a year on year decline in the median first year turnover rate, despite representing a similar proportion of the workforce when compared to their metro and rural counterparts (approximately 25-30% of council staff across all council types).

Can a focus on a hybrid work environment help attract and retain office staff?

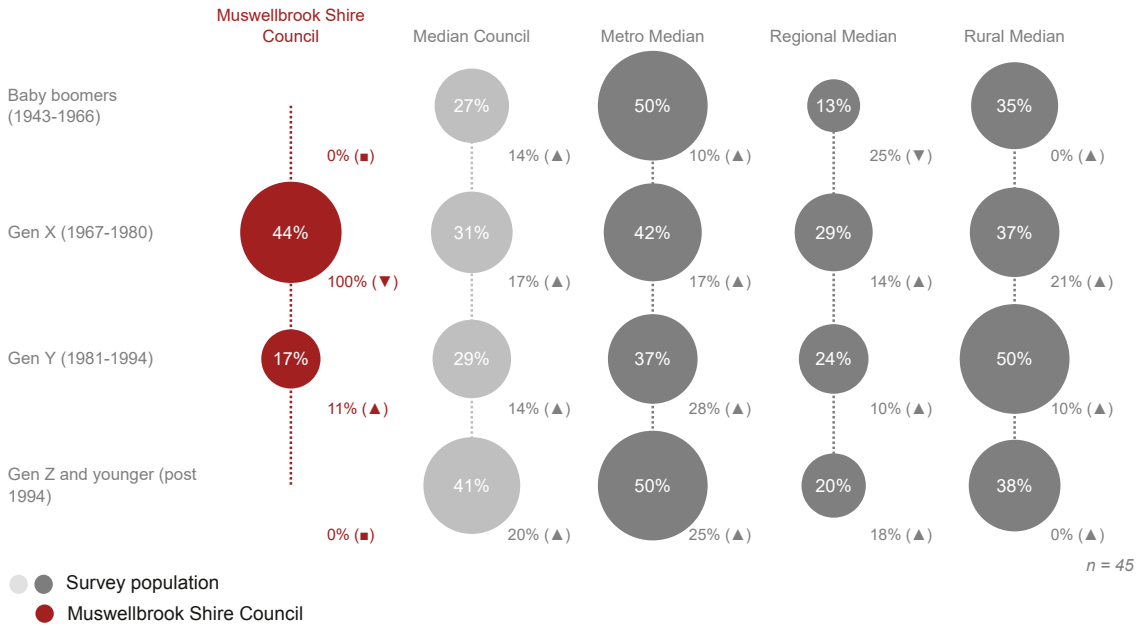
Expanding on last year's insights by generation, a new study conducted by PwC's Future of Work team provides a glimpse into the current state of hybrid working in Australia, and what this means for organisations.

Based on a survey of over 1,000 Australian knowledge-based workers (i.e. individuals who occupy roles that can be performed remotely either in part or whole, typically office/desk workers), the study found that:

- Overall, employees want to work from home for 3.4 days per week (on average), with 40% of Australians believing that they perform better away from the office;
- Millennials and Gen X staff prefer to spend less time in the office relative to their Gen Z and Baby Boomer counterparts, most likely due to the majority of this cohort having various carers' commitments; and
- If their organisation mandated a forced return to the office, 29% of respondents said they would quit their role and another 32% would consider leaving the organisation.[31]

In light of the above, we encourage councils to consider and communicate clear expectations to their teams based on business requirements, giving staff a structured yet flexible means of determining their combination of working from the home or the office.

Figure 1.41: Median staff turnover rate (by generation) in the first year of employment



[31] PwC, 2022, 'Balancing Act: The New Equation in hybrid working'

How are you managing the generational shift?

Transition to retirement

It is important for organisations to look after their employees across all stages of the employment life cycle, and the transition to retirement is an important phase requiring thoughtful consideration. Management should ensure their plans take into account not only the timely transfer of knowledge and/or skills to remaining staff, but also the continued wellbeing of the outgoing employee. A poorly managed transition to retirement may feel synonymous with a loss of purpose and a sense of disconnect with the rest of the world.

For the first time in the survey, we see that all participating councils offer the option of flexible working through the transition to retirement period, followed closely by the option of reducing working hours from full-time to part-time (97% of councils).

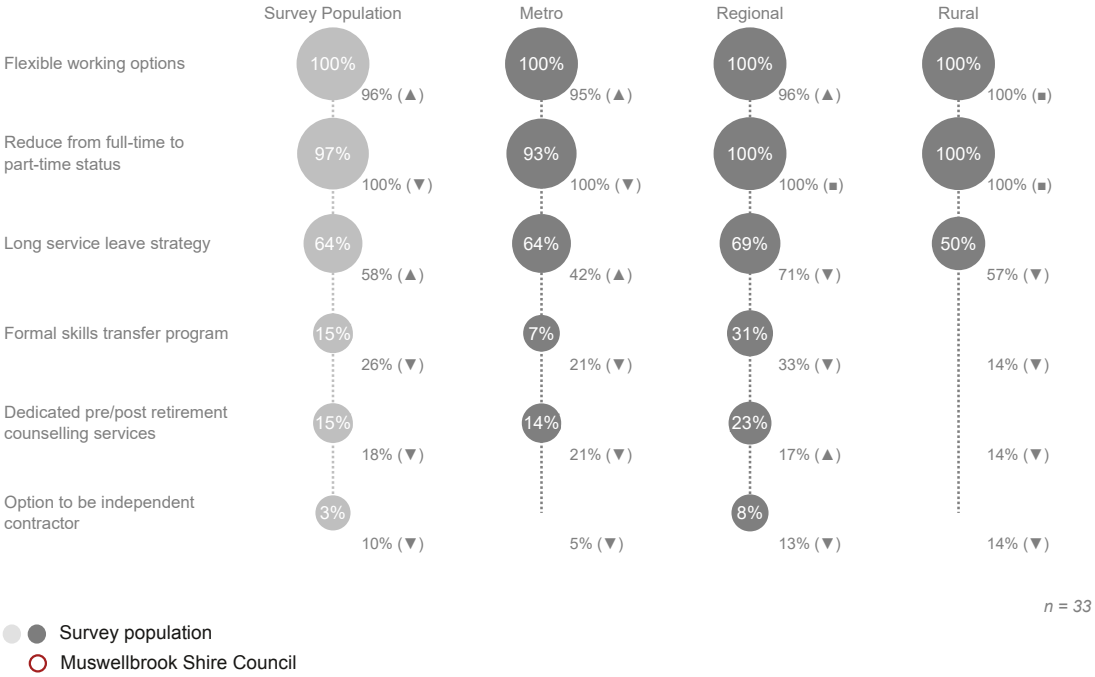
On the next page we look at upcoming potential retirements by staff role, and share some guidance on managing the CEO succession planning process. We note that whilst the guidance focuses on the CEO role, councils might also like to consider applying the principles more broadly towards succession planning for other key roles or individuals across the organisation.

Key considerations

- Does your council have a formalised transition to retirement policy? Are staff aware of the policy and actively encouraged by management to utilise the policy?
- How does your council ensure that an employee's skills and knowledge are transferred to the remaining workforce in a respectful and meaningful manner?
- Does your council perform a regular review of its transition to retirement policies to incorporate feedback received from retired alumni, prospective retirees and other key stakeholders? Alternatively, councils can consider engaging relevant stakeholders in a co-design session to ensure the policy remains relevant.



Figure 1.42: Which of the following transition to retirement policies does your council offer?



How are you managing the generational shift?

Potential retirements

At an overall workforce level, the percentage of staff reaching the retirement age of 65 continues to be broadly consistent with prior years, at 15% in the next 5 years and 28% in the next 10 years. We observe a fairly even distribution of potential retirements in the next 5 years across all levels below the CEO, with a slightly higher proportion of staff reaching retirement age at small-sized councils.

When we explore the results at the CEO level, we find that 37% of CEOs will potentially retire within the next 5 years, with this figure increasing to 63% in the next 10 years. With this in mind, councils will need to ensure that there are succession plans in place to allow for a smooth transition of leadership responsibilities in the not-too-distant future.

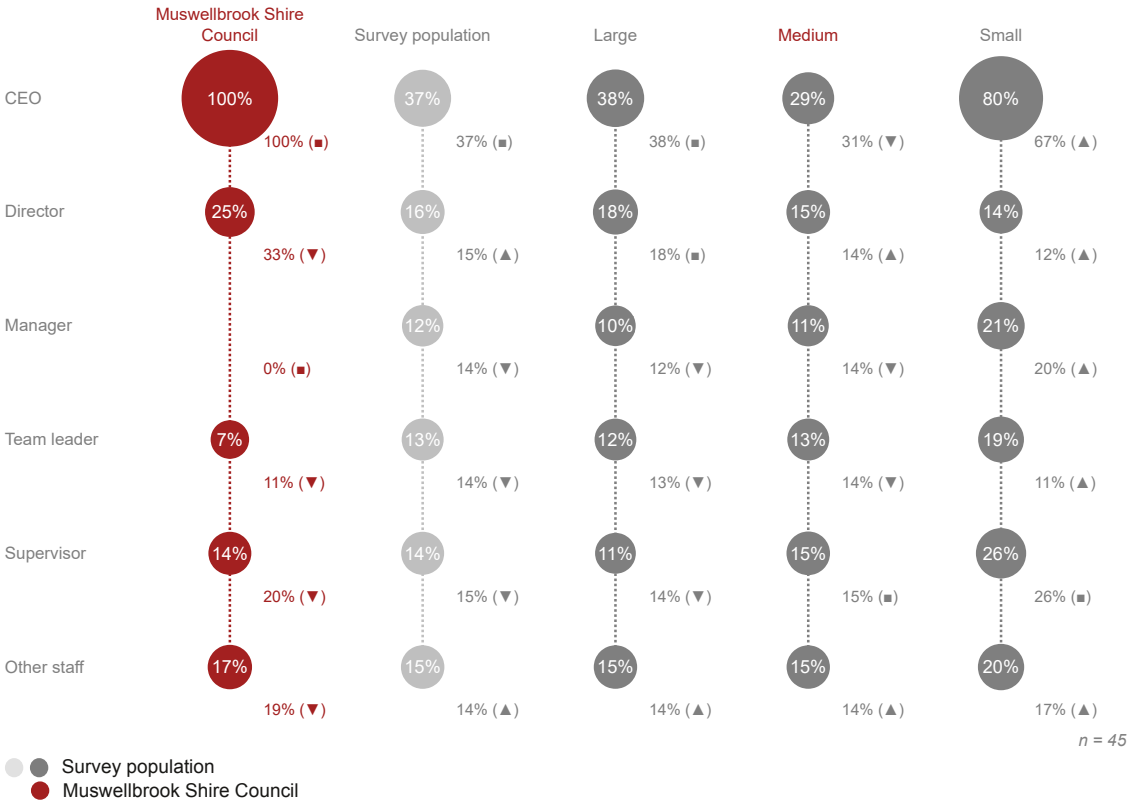
Considerations for CEO succession planning

With a greater proportion of upcoming potential retirements at the CEO level, we share some key characteristics of successful planning for a smooth CEO transition.[32]

- **Determine who owns the succession planning process.** Does the council need to establish a special committee? As a minimum there should be clearly defined roles and responsibilities in place.
- **Have a detailed and documented plan.** It should include items such as capability requirements for the next CEO, short- and long-term goals, and a timeline for each step of the process (such as interviewing candidates, appointment of new CEO and subsequent announcement), and a determined frequency of review.
- **Include a well-defined emergency succession plan.** In the possible event of a sudden CEO departure, has the council identified strong interim candidates who are able to step in quickly to minimise business disruption? These candidates can spend time with the current CEO to start developing the necessary skills to take on the role if an emergency scenario occurs.

We encourage councils to log into Data Kit and use the Council Comparative Analysis Tool (CCAT) to further analyse potential staff retirements in the next 10 years across comparative groups of councils.

Figure 1.43: Potential retirements in five years (by June 2027)



[32] PwC, 2021, 'How the best boards approach CEO succession planning'

Finance









2%

median cost of finance as a percentage of revenue

24%

of councils report frequent use of cloud based data wrangling tools

40%

of councils processed no more than 500 manual journals during the year

Finance Trend Summary

Muswellbrook Shire Council

● Muswellbrook Shire Council
● NSW survey population

	FY18	FY19	FY20	FY21	FY22
1. CFO works closely with general manager and leadership team	No 37% (No)	Yes 58% (Yes)	Yes 62% (Yes)	Yes 56% (Yes)	No 44% (No)
2. Finance employees with at least a bachelor degree	50% 39%	38% 27%	39% 20%	44% 27%	41% 25%
3. Finance function effort - transactional tasks	63% 60%	58% 50%	63% 50%	63% 55%	65% 55%
4. Finance function effort - business insight activities	21% 20%	30% 21%	30% 21%	27% 21%	27% 18%
5. Finance function effort - compliance and control	20% 16%	21% 20%	20% 16%	18% 16%	18% 17%
6. Cost of finance as a percentage of revenue	2.0%	2.4%	2.7% 2.7%	2.2% 2.2%	1.9% 1.7%
7. Rates and annual charges collected by end of quarter 2	60% 58%	59% 57%	57% 50%	55% 55%	58% 56%
8. Capital expenditure per resident (A$)	$4,590 $790	$1,710 $940	$1,910 $940	$2,070 $860	$2,370 $1,015

Is your finance function viewed as a business partner?

CFOs need to seize the opportunity for change

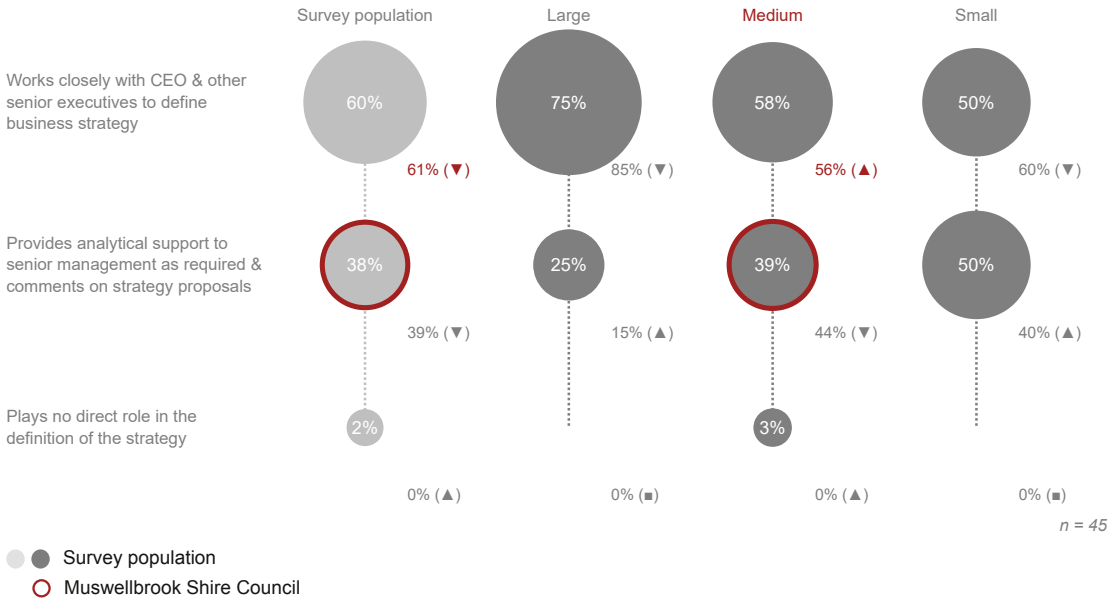
More than ever before, the CFO role is presenting itself as a keystone in the leadership team as organisations look to their CFOs to provide insights not only into the financial aspects of the business, but also the operational elements. Today's CFOs need to provide financial leadership, aligning the business and the finance strategy while working across the whole organisation to ensure decisions made today are fit for the future.[33]

In Figure 2.1, we note that the overall results remain fairly stable year on year. However, when analysing the results by council size we observe a general decline in the number of councils where the CFO is closely involved in defining the strategy of the council. This appears to be counterbalanced by increased CFO involvement in providing analytical support to senior management, highlighting the importance of the finance function and their potential to generate significant business insights for the benefit of council leadership teams.

On the following pages we explore how councils are interacting with their finance teams and whether they are capitalising on the opportunities for staff to be upskilled and/or focusing on generating business insights.

"The modern day CFO isn't just a CFO, they are the influential leaders in their organisation doing more with less; making data-driven decisions to help their businesses succeed in a digital world."[34]

Figure 2.1: What role does the CFO play in the development of the council's business strategy?



[33] PwC, 2022, 'Shaping CFOs and their finance teams for tomorrow'

[34] Ibid

How are you creating real time insights?

Opportunities for finance teams to generate business insights

Across participating councils, over the past four years we have observed finance teams spending a greater proportion of time on transactional efficiency (65% in FY22, a steady increase from 57% in FY19 (the lowest result in the program's history). This appears to be occurring primarily at the expense of time that was previously spent on generating business insights, which has seen a 5% decline over the same four-year period (18% in FY22).

When compared to the top performing finance functions as identified in the PwC 2021 Finance Effectiveness Benchmark Study, which highlighted that nearly three-quarters (73%) of their time is dedicated to data analysis and business insights[35], it is clear that councils have a great opportunity to reimagine their finance function and attract or retain high performing individuals.

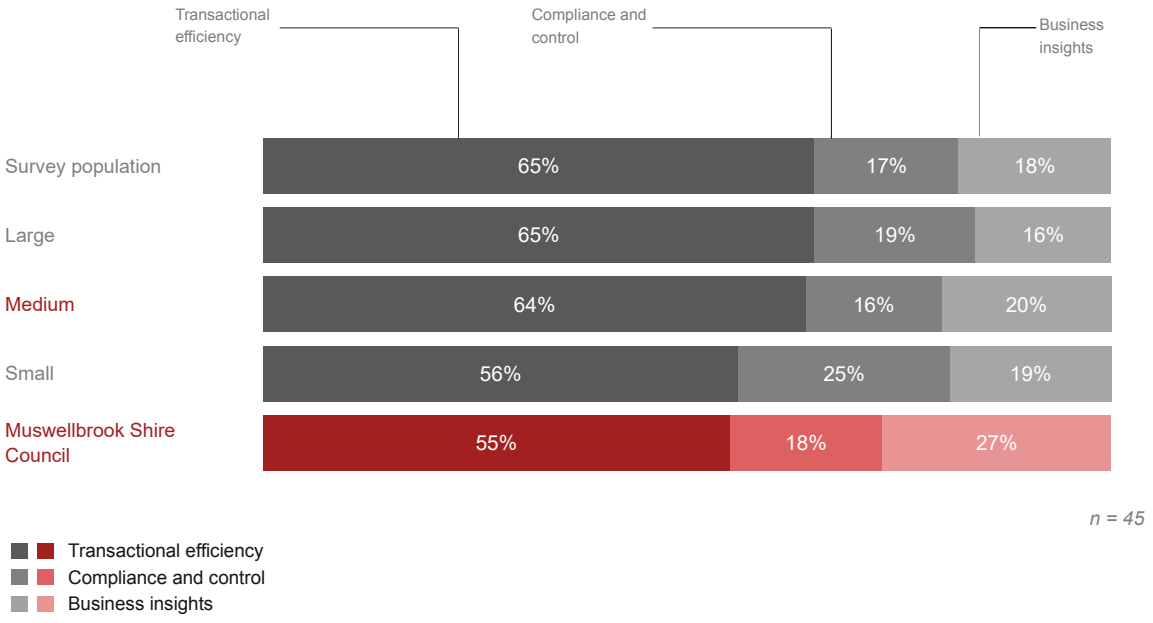
In response, leadership teams should seek to support their CFOs in developing and delivering a plan to upskilling and reskilling their finance staff. A research paper released by RMIT Online titled 'Ready, Set, Upskill' found that working professionals are increasingly conscious of the need to enhance their digital skills, with one-third of workers saying they needed new skills for a post-COVID world and a quarter of workers feeling as though they didn't have all the skills they required for their jobs.[36] Additionally, the paper also noted that workers are eager to embrace upskilling opportunities and professional development, but half the respondents said their employer does not provide training, and only about a fifth said they have access to training subsidies.[37] Overleaf we look at the educational background of councils' finance teams and discuss finance transformation in more detail.

Business insight relates to effective ways of working so that finance can guide the business to enable sustainable business growth, and provide relevant and timely performance management information.

How can councils upskill and reskill their finance function?

- **On-the-job learning:** Rotational apprenticeship programs and shadow opportunities give people the opportunity to demonstrate underused skills and offer hands-on experience in technical and analytical skills. Integrating finance more deeply into the business can bring insights that result in improved reporting design and impactful storytelling.
- **Redeploy:** Recognise that not everyone is going to be able to make the shift from a data analyst to a strategic advisor, nor should they be expected to. For those employees who aren't suited for the change, help them find new roles where their skills are a better fit, making space for new team members who can challenge the status quo.[38]

Figure 2.2: Finance function effort by process



[35] PwC 2021 Finance Effectiveness Benchmark Study

[36] PwC, 2022, 'Your finance transformation can flourish when you prioritise people's growth'

[37] Ibid

[38] PwC, 2021, 'More than tech: Why finance transformations should start with people first'

Finance partnering with the business

Recognise existing skills and future-proof your finance team

This year we observed a slight dip in the academic qualifications of staff across participating councils, with 44% of finance employees having at least a bachelor's degree (down from 47% in FY21), and 23% having a postgraduate qualification (down from 26% in FY21). Small councils employ the lowest proportion of highly-educated finance staff, with 24% of staff holding at least a bachelor's degree, similar to rural councils (30%).

However, this is only the beginning of the picture, as councils should seek to invest in their employees through regular on-the-job training and upskilling. Therefore we encourage councils to analyse this data in conjunction with Figure 1.23 in the 'Talent strategy' section in the Workforce chapter, as well as Figure 2.8 in the 'Digital transformation' section in this chapter to better understand the current and potential skill set of their finance teams.

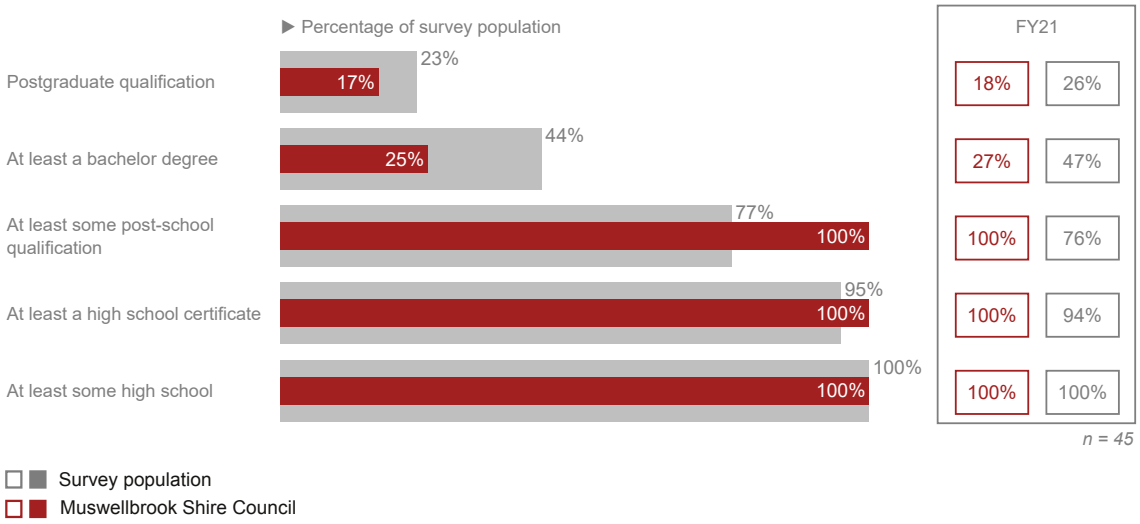
"When leaders plan to start on their journey to transform their finance functions, much attention is placed on processes and performance. These two elements are important to the way finance contributes to strategy, innovation and productivity, but an equally important element is people."[39]

Invest in your finance function by investing in your people[40]

In a recent ***Future of the Profession*** webcast (presented as a collaboration between PwC and the Group of 100, Australia's peak body for CFOs and senior finance executives) that focused on 'emerging skills and upskilling' for finance teams, it was identified that finance leaders are utilising a number of methods to drive change, including:

- Having a clear picture of the skills and capabilities the finance team will require in future and then mapping a learning program to meet those needs;
- Building targeted training outcomes into the KPIs of leaders and team members;
- Encouraging peers to share knowledge, ideas and experiences (e.g. coaching and mentoring);
- Rewarding people's learning by celebrating personal achievements (e.g. certifications) and factoring this into decisions around promotions/career progression; and
- Role modelling the commitment to learning and development that leaders expect from their people (e.g. finance leaders sharing details – and learnings – of their own professional development activities).

Figure 2.3: Finance employee qualifications (cumulative)



[39] PwC, 2022, 'Your finance transformation can flourish when you prioritise people's growth'

[40] Ibid

Does your finance function deliver value for money?

Finance function cost

This year we observe the median cost of finance as a percentage of revenue at 2.1% (slightly down from 2.2% in FY21). When compared against the results of the PwC 2021 Finance Effectiveness Benchmarking Study, which found that global finance functions are costing a median of 0.9% (finance cost as a percentage of revenue)[41], it is clear that councils have a significantly higher investment in their finance function, compared to other industries/sectors.

The study also identified that approximately 50% of FTE time spent on management reporting tasks can benefit from automation.[42] Similar opportunities for automation were also identified for other high priority finance tasks such as payroll (22%), budgeting/forecasting (23%) and general accounting (29%).

Whilst large and medium-sized councils reported a decline in the cost of finance as a percentage of revenue, small councils saw their costs increase to 3.0%, up from 2.4% in FY21. Is this correlated to the higher percentage of overtime hours per FTE also reported by small councils (as noted in the Workforce chapter)? We encourage councils to investigate and cross-reference their data points to get to the root cause of their results.

As noted earlier in this chapter, with CFOs under increasing pressure to deliver more insights to senior management, finance teams need to be ready and available to dive into the data in a way that extends beyond traditional reporting outputs.

Across the following pages we assess whether finance teams have the ability to create capacity to take on such tasks.

Figure 2.4: Cost of finance as a percentage of revenue (council type)

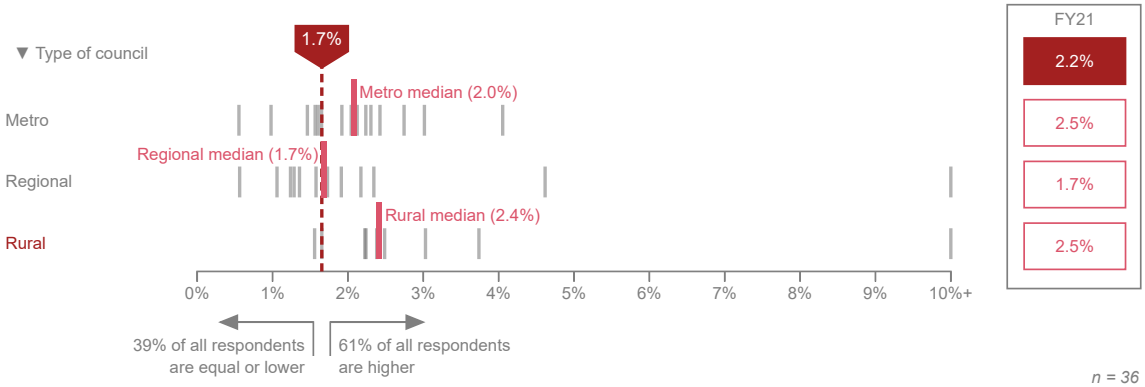
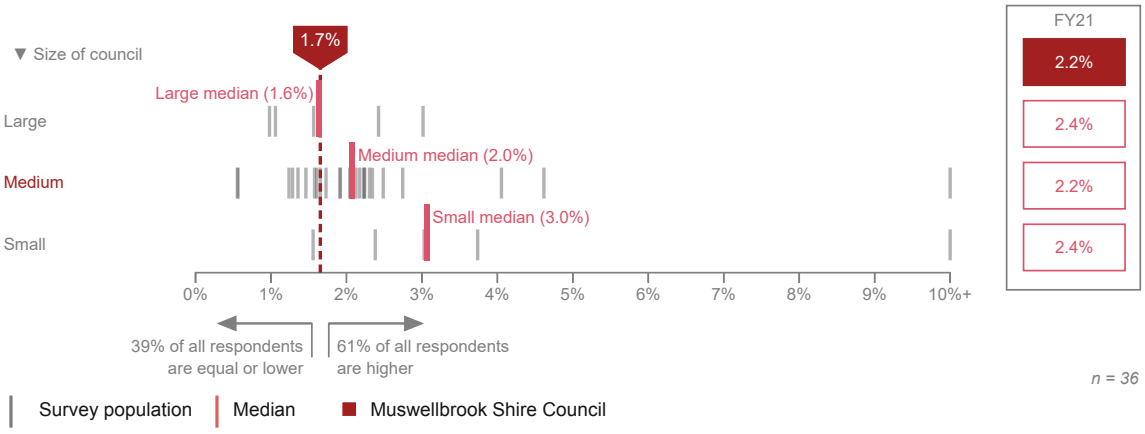


Figure 2.5: Cost of finance as a percentage of revenue (council size)



[41] PwC, 2021, Future of Finance Point of View, 'Today's CFO - shaping tomorrow, today'

[42] Ibid

How efficient is your finance function?

Days to report and manual journals

There are a variety of benefits to having an efficient finance function - it increases the likelihood of access to timely, insightful and accurate information (a crucial feature that contributes to management's decision-making processes), and it can also create capacity for staff to pursue learning opportunities and/or take on more challenging tasks that help them stretch towards the next level in their career.

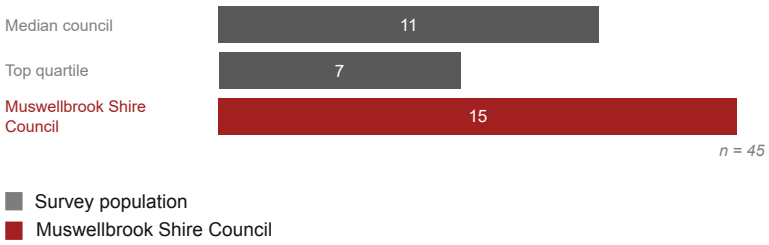
This year we find some slippage in the results, as the median council completes its close-to-report cycle within 11 days (compared to 10 days in FY21 and FY20), and councils in the top quartile of the survey results are delivering results to senior management within 7 days, one day slower than the prior year.

At the opposite end, councils in the bottom quartile reported delivering their financial results in 17 days (compared to 15 days in FY21). A prolonged reporting cycle can be a key indicator of inefficiencies in the reporting process, and in turn may limit the finance team's capacity to pursue the delivery of valuable business insights.

Despite this, we have seen an overall improvement in the volume of manual journals being processed, with 40% of participating councils handling less than 500 manual journals during FY22, a noticeable improvement from 28% of councils in FY21. This metric provides an insight into a council's potential for process improvement, and with just under a quarter (23%) of councils continuing to prepare more than 1,500 manual journals, there is still plenty of room for further finance function optimisation.

For the councils operating with a higher volume of manual journals, we encourage leadership to engage in deep listening sessions with their teams to understand the root causes of such manual tasks. Are there recurring entries that can be automated? Is there a bottleneck in the overall business process that is unnecessarily driving the need for manual entry? Enabling greater operational efficiency will allow councils to redeploy finance resources to more value-adding tasks and contribute to a more robust control environment.

Figure 2.6: Days to close and report

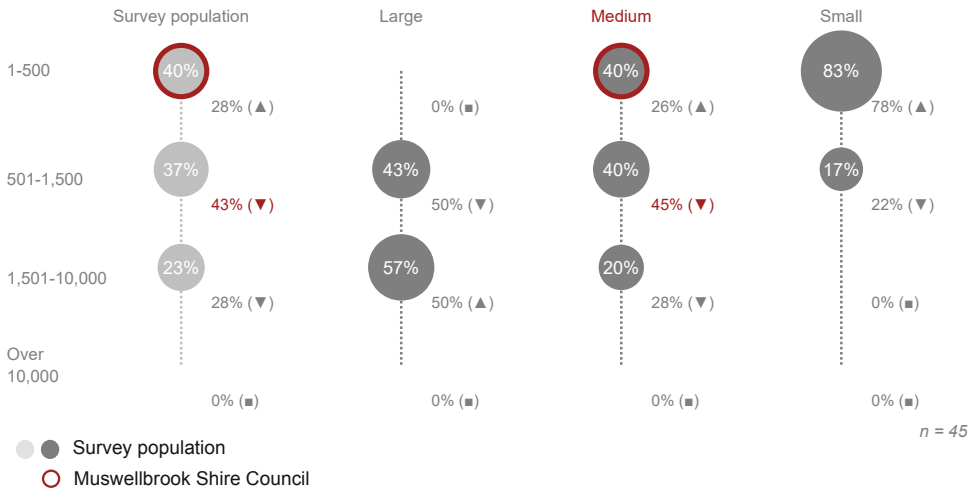


How can you reimagine the finance function?

Empower your people: Encourage employees in core roles like financial analyst and accounting manager to stretch their problem-solving skills - challenge them to identify business pain points and learn to create automations that can improve their own cycle times.

Make it easier for people to be productive: Use workflow automation tools, digital social hubs, and chat tools to modernise the workplace and create efficiencies.[43]

Figure 2.7: What was the total number of manual journals processed in the year ending 30 June 2022?



[43] PwC, 2021, 'More than tech: Why finance transformations should start with people first'

How does technology support the finance team?

Is your finance team embracing digital transformation?

Continuing our analysis of operational efficiency, Figure 2.8 looks at the present state of finance teams and how they have embraced process automation through the use of digital tools. This year we see a slight shift away from the frequent use of **manual data wrangling** (71% of councils, down from 76% in FY21) as nearly a quarter of participating councils report the frequent use of **cloud-based data wrangling** (24%, up from 21% in FY21).

It is pleasing to see that more councils are embracing the power of visual storytelling, as we observe an increase in the frequent or somewhat frequent use of **data visualisation** tools (42%, up from 38% in FY21), driven by an increased uptake across large and medium-sized councils. When used correctly, the application of data visualisation techniques (such as charts and infographics) can be a powerful means of communication for teams to convey a data-driven story to an audience who may not be familiar with the detailed data (for example, senior management).

Conversely, this year we see a decline in the use of data transformation and blending tools, with only 36% of councils reporting frequent or somewhat frequent use (compared to 44% in FY21). However with increasing demands on CFOs to provide business insights, we may see an uptick in activity in the future. Overleaf we take a glimpse into the future and look at councils' plans for technology adoption across the next two years.

Is your finance function appropriately upskilled for successful finance transformation?[44]

Not only is there a shortage of finance professionals in Australia, but the requisite skill set for finance professionals is changing. In an additional insight from the aforementioned ***Future of the Profession*** webcast (see page 41) that focused on 'emerging skills and upskilling' for finance teams, the CEO of RMIT Online (Helen Souness) discussed her organisation's analysis of three years of job adverts for finance professionals.

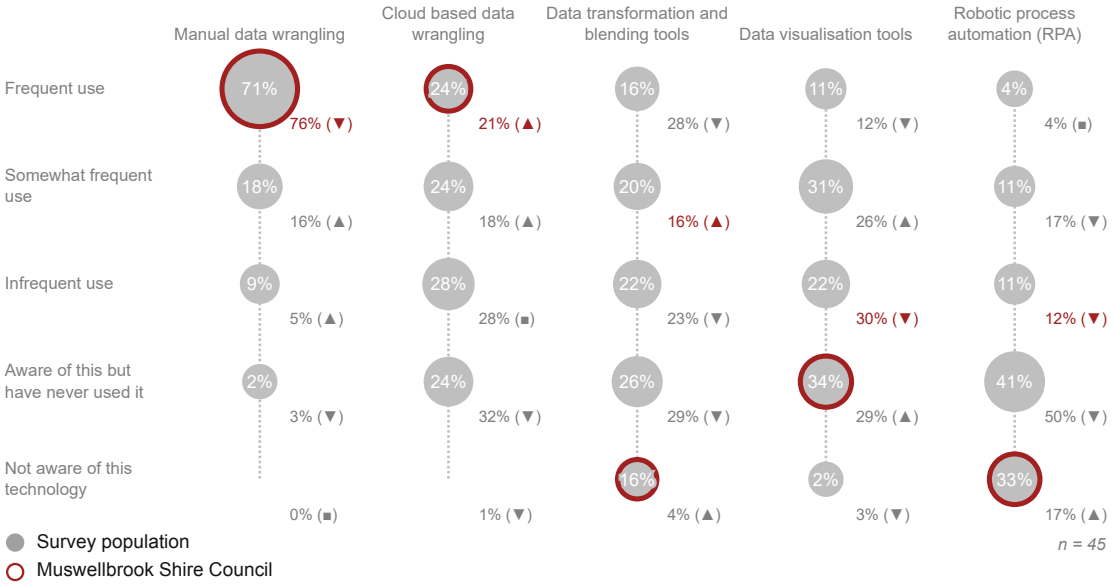
It was noted that while some requirements remain the same, employers are increasingly on the lookout for a new range of technical and digital skills, such as:

- Fluency in programming using SQL, Python, Dart, etc;
- Data visualisation on platforms, e.g. Tableau;
- Understanding blockchain and its potential applications;
- Risk management techniques; and
- Sophisticated problem solving skills.

The breadth of skills listed above indicates that finance professionals are expected to be performing real time analysis and interpretation of large data sets as well as reporting on historical information.

Data wrangling is the process of transforming data from its original "raw" form into a more digestible format and organising sets from various sources into a singular coherent whole for further processing and analytics. **Manual** data wrangling involves software such as MS Excel, whilst **cloud-based** methods involve real-time collaborative methods such as Excel 365 and Google Sheets.

Figure 2.8: Finance function current maturity - use of technology and tools during FY22



[44] PwC, 2022, 'Your finance transformation can flourish when you prioritise people's growth'

How does technology support the finance team?

Is your finance team embracing digital transformation? (continued)

When it comes to the future or desired state of finance maturity, councils remain optimistic for rapid digital transformation in the short-term. Our survey results highlight that over the next two years, councils aspire to reduce their reliance on manual data wrangling (45% of councils plan to manually prepare and process data on a frequent basis, compared to 71% currently doing so) and increase the adoption of cloud-based data wrangling into their daily operations (43% of councils intend to use frequently, compared to current uptake of 24% of councils).

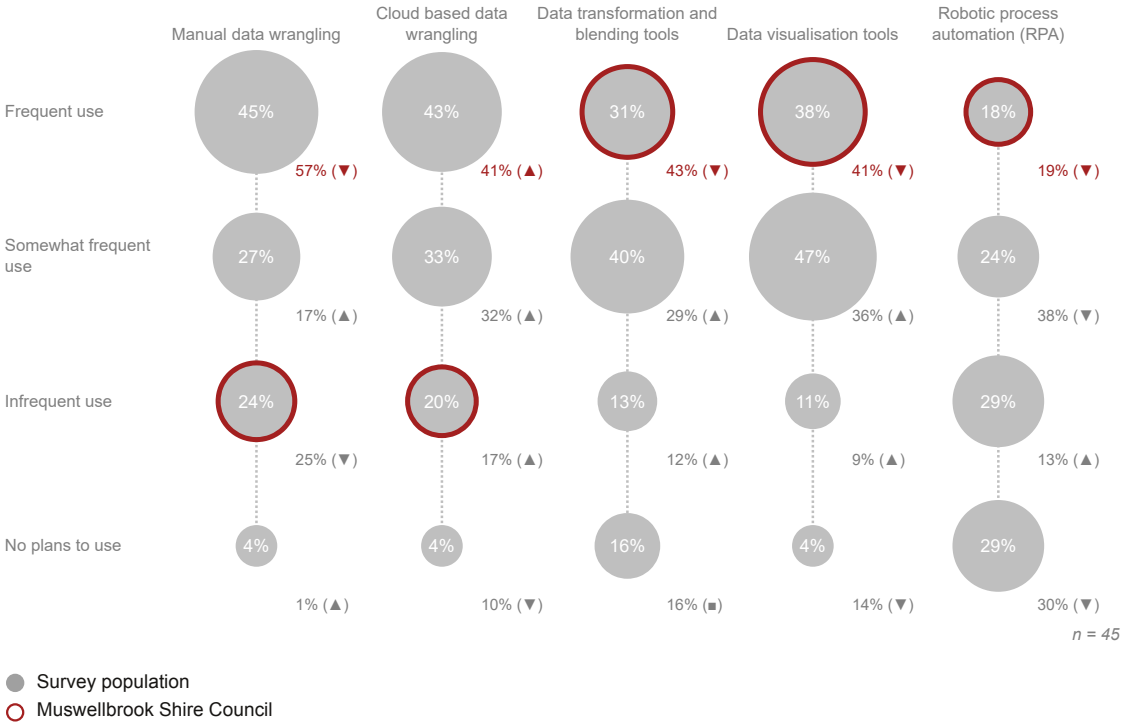
Additionally, 38% of councils plan to use data visualisation tools on a frequent basis in the next two years, an increase from 11% currently doing so, and 31% of councils are planning to achieve frequent usage of data transformation and blending tools in the two next years, compared 16% of councils at present. This is promising for teams as they have the potential to save hours each month by eliminating the repetitive nature of manually manipulating and preparing data for monthly management reports.

Councils' plans to transform their finance function will require careful consideration - not only in selecting the technologies to adopt, but also an assessment of the finance team's existing skill sets and personal career aspirations. All of these inputs would ideally feed into a roadmap of staff training timelines and scheduled IT updates, which in turn aligns to the council's overall business and IT strategy to ensure a cohesive plan for all teams involved.

We encourage councils to log in to Data Kit to further analyse these results at a filtered survey population level, using the available chart filters in the Council Comparative Analysis Tool (CCAT). In particular, councils that subscribe to the Council Comparative Window (CCW) may be able to identify peer councils that have similar aspirations and share learnings or experiences for one another's benefit.

"When driving finance transformation, the business case for investing in learning and development really stacks up. Finance leaders who do invest will be more likely to retain their best people. And, when they're seeking fresh talent, leaders will have a compelling employer value proposition to offer. In short: your organisation (and your people) will be better for it."[45]

Figure 2.9: Finance function future maturity - plans to use technology or tools in the next two years



[45] PwC, 2022, 'Your finance transformation can flourish when you prioritise people's growth'

Source of income

Revenue profile

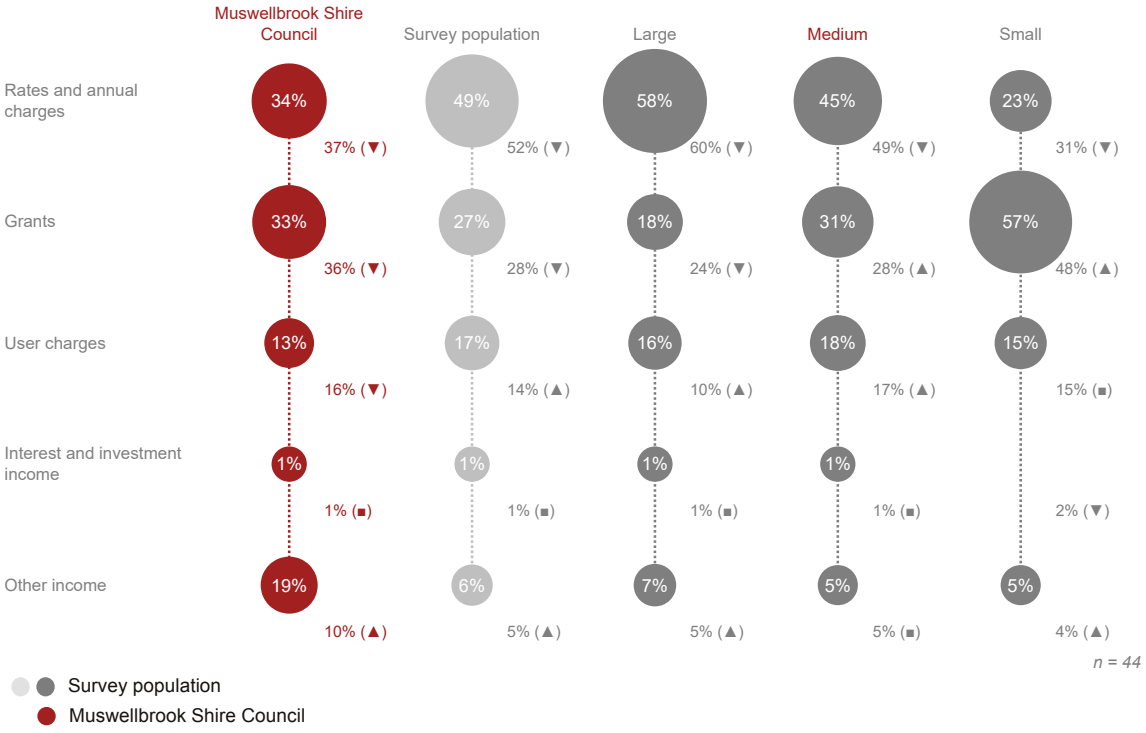
In line with historical trends, **rates & annual charges** and **grants** comprise approximately three-quarters of income for all councils, in varying ratios depending on geography (for example, metro councils earn more from rates & annual charges whereas rural councils earn more from grants).

How does your council manage its revenue profile?

- Is the overall revenue profile given continuous attention and management?
- Does the council ensure that income is diversified to protect for any adverse shocks?
- Does management actively look for new revenue opportunities? Are they supported with the right skills and resources to assist with identifying new opportunities?
- Are contingency plans in place to protect the council from any short-term/ emergency funding shortages?



Figure 2.10: FY22 revenue profile



Optimising working capital

Collection of rates and annual charges

Figure 2.11 shows the cumulative collection of your council's rates and annual charges compared to the survey population, and Figure 2.12 displays the distribution cash collections by quarter during FY22. This metric has remained fairly consistent year on year, with an overall 63% of rates being collected by the end of the second quarter, compared to 61% in the prior year.

Metro councils tend to front-load their cash collection more than the others, with 68% of rates collected by the end of quarter two, compared to regional councils (58%) and rural councils (57%).

The infographic (next to Figure 2.11, below) shows the dollar-value equivalent of 1% of rates and annual charges collected. Councils can use this to determine how far ahead or behind they may be from quarter to quarter.

The importance of working capital

Working capital is a measure of liquidity, operational efficiency and short-term financial health.

Councils can better manage and allocate their cash flow and working capital through efficient collection of council rates and annual charges, employing methods such as:

- Offering early payment incentives;
- Imposing late fees for overdue payments; and
- Charging a small interest and/or an instalment fee if ratepayers choose to pay in instalments.

Minimising barriers to and facilitating easy payment options for residents, as well as automating financial processes, can help optimise labour-intensive finance processes and improve the relationship between councils, ratepayers and suppliers.

Figure 2.11: Cumulative collection of rates and annual charges

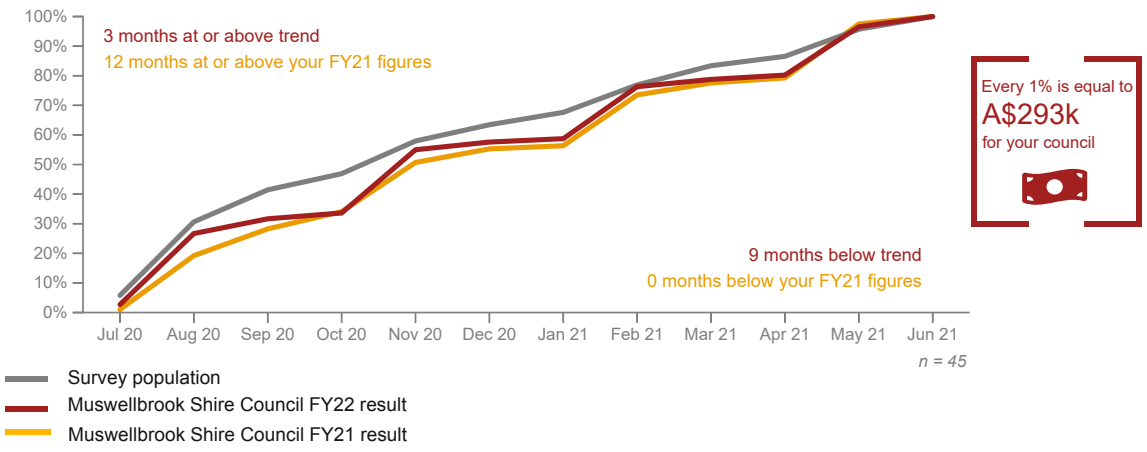
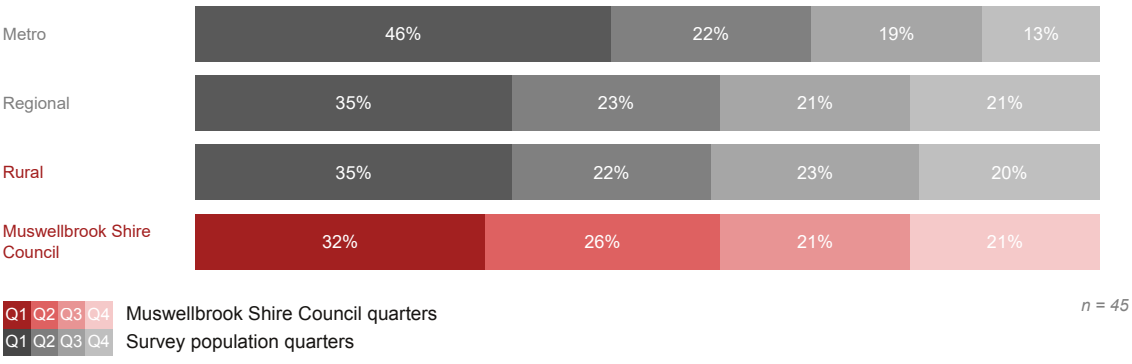


Figure 2.12: FY22 quarterly collection of rates and annual charges



Tracking and managing capital projects

Capital project expenditure

The effective management of capital expenditure (capex) is particularly important due to the asset-intensive nature of local government services, as well as the limited capacity of councils' operating budgets to absorb variations in the financial outcomes of capital projects.

However we also acknowledge the challenging nature of managing capex spend, due to the inherent volatility in spending each year as councils undertake a variety of significant capital works according to predetermined plans or responding to unexpected events/ emergencies which can adversely affect budgets and timelines. This was apparent in the results as 94% of participating councils reported that their actual capital expenditure exceeded their budgeted expenditure for the year.

Consistent with historical trends, we see that rural councils have a much higher median capex spend per capita at $1,910 per resident (up from A$1,650 in the prior year) compared to their counterparts. This is in part a reflection of the lower density population of rural councils compared to their regional and metro peers, which does not proportionally reduce the substantial costs associated with construction and maintenance of public infrastructure. It should also be noted that grants are often provided to facilitate these capital works, as reflected in the rural councils' funding mix where grants make up a relatively larger portion of overall revenue (45%).

Figure 2.13: Total capital expenditure (A$) per resident (council type)

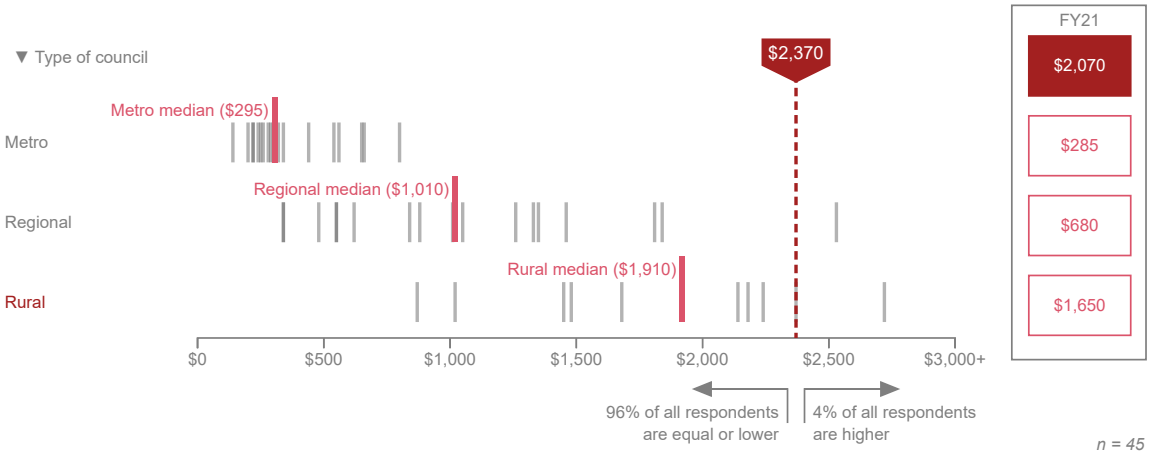
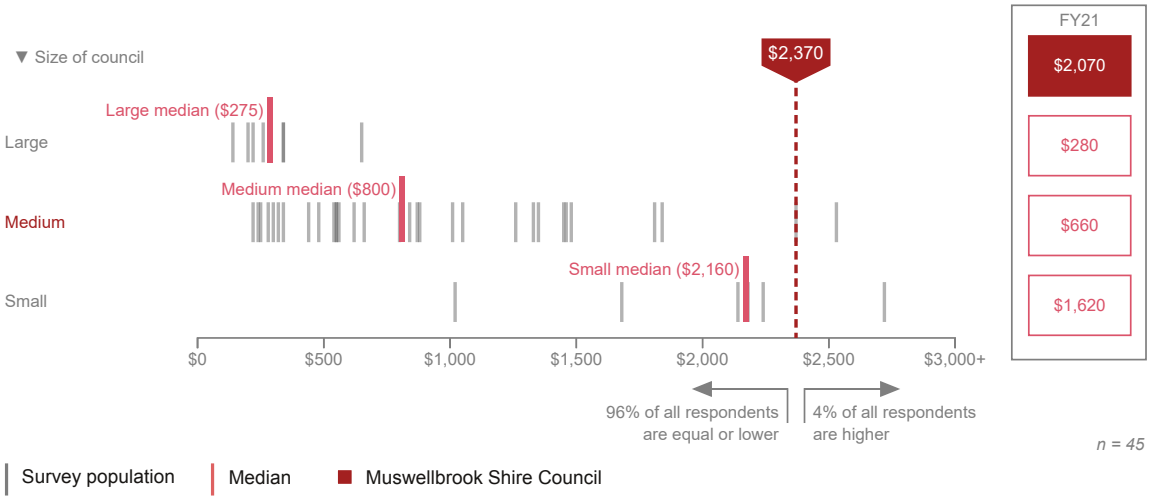


Figure 2.14: Total capital expenditure (A$) per resident (council size)



Survey population | Median | Muswellbrook Shire Council

Operations









43%

of councils consider ‘loss or compromise of sensitive data’ as the primary consequence of a cyber attack

49%

of councils have a formal cybersecurity strategy

98%

of councils perform simulations or assessments to proactively identify cybersecurity risks

Operations Trend Summary

Muswellbrook Shire Council

	FY18	FY19	FY20	FY21	FY22
1. Corporate service staff per 100 employees					
Muswellbrook Shire Council	18.2	18.1	17.1	20.5	20.9
NSW survey population	13.2	13.5	13.2	13.8	12.7
2. Finance staff per 100 employees					
Muswellbrook Shire Council	5.3	6.3	6.1	6.4	6.1
NSW survey population	4.3	3.9	4.1	4.4	3.9
3. Customer service staff per 100 employees					
Muswellbrook Shire Council	7.1	6.9	7.3	9.6	8.6
NSW survey population	3.2	3.7	3.3	3.2	3.1
4. HR staff per 100 employees					
Muswellbrook Shire Council	2.9	1.9	1.8	1.9	3.1
NSW survey population	2.6	2.8	2.9	2.9	2.7
5. IT staff per 100 employees					
Muswellbrook Shire Council	2.9	3.1	1.8	2.6	3.1
NSW survey population	3.1	3.1	3.0	3.2	3.0
6. Formal IT stategy in place	Formal	Formal	Formal	Formal	Formal
	65% (Formal)	68% (Formal)	68% (Formal)	69% (Formal)	78% (Formal)
7. Effectiveness of IT systems	Adequate	Adequate	Adequate	Effective	Inadequate
	70% (Adequate)	63% (Adequate)	74% (Adequate)	42% (Effective)	3% (Inadequate)
8. IT spend per employee (A$)					
Muswellbrook Shire Council	$4,784	$5,120	$5,148	$5,938	$7,711
NSW survey population	$6,059	$7,058	$6,842	$7,968	$7,939
9. Cyber security incident response plan in place		No	No	In Draft	No
		30% (No)	24% (No)	33% (In Draft)	28% (No)
10. Customer service FTE per 10,000 residents					
Muswellbrook Shire Council	7.5	7.3	7.8	8.9	6.8
NSW survey population	2.5	2.9	2.6	2.3	2.1

Fostering productive corporate service functions

Corporate services

The corporate services function is the beating heart of the council, as its collective responsibilities are crucial in ensuring the smooth running of the day-to-day business operations, which have a flow-on effect to the outer limbs of the council's community services. A key focus is to provide business critical information and insights to cultivate efficient business processes, along with maintaining integrity and efficiency in line with organisational objectives.

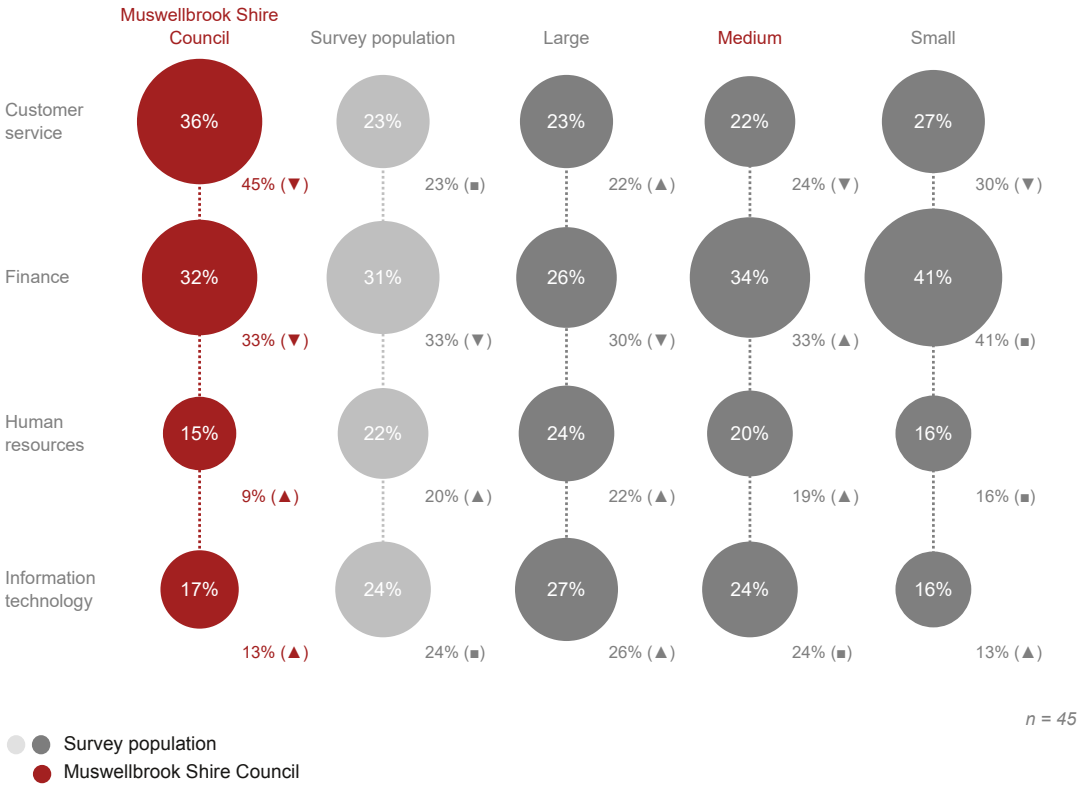
Our analysis focuses on insourced corporate services, with an emphasis on Customer Service, Finance, Human Resources (HR) and Information Technology (IT). If your council outsources either some or all of these four corporate service areas, your results may not be comparable to other councils that predominantly insource these functions.

This year's results indicate that large councils have a relatively even distribution of staff across the four functions noted above, whilst medium and small councils have a higher concentration of staff in the Finance function (34% and 41% respectively). Small councils also have the smallest proportion of their corporate services staff in HR and IT (both 16%).

As part of our analysis, we also assess the efficiency of the staffing model in corporate services by reviewing the number full-time equivalents (FTEs) per $10m of total operating expenses. The economic, geographic, and demographic factors faced by large councils appear to provide the opportunity for efficiencies, operating with 3.8 corporate service FTE per $10m of total operating expenses, compared to 4.3 and 5.3 FTE in medium and small councils respectively. Combined, the four corporate services represent 7% of total council operating expenses, a declining figure from recent years (9% in FY21 and 10% in FY22).



Figure 3.1: Breakdown of corporate service full-time equivalents



Fostering productive corporate service functions

Corporate services (continued)

Across the participating councils, we have seen a slight reduction in headcount per 100 employees across each of the four corporate services functions, with Finance leading the downwards shift with a 0.4 FTE reduction of staff per 100 employees to 3.9 in FY22 (compared to 4.3 in FY21).

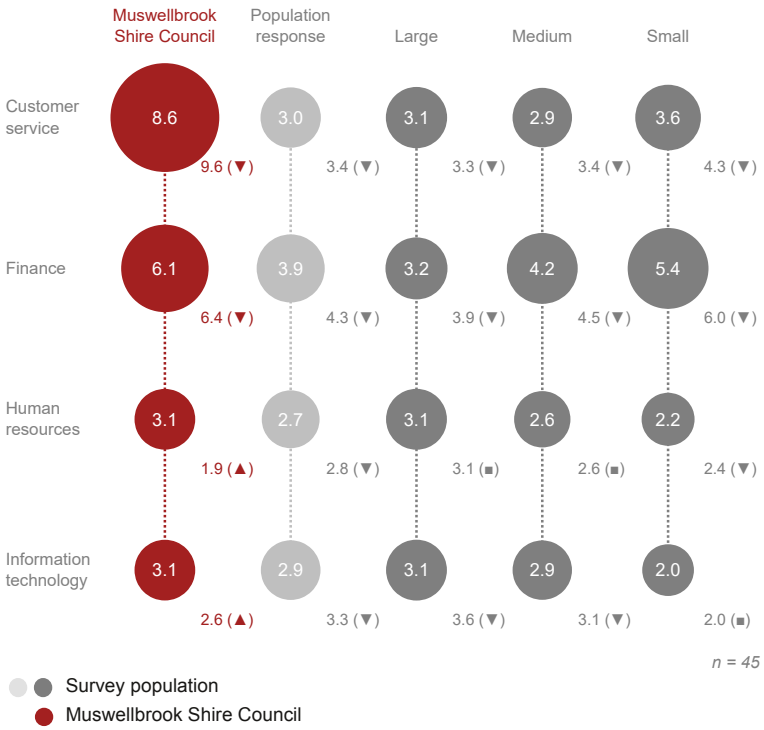
This decrease in Finance staff per 100 employees was most prevalent in small-sized councils, with a 0.6 FTE drop in average headcount (5.4 in FY22, down from 6.0 in FY21). This coincides with our observations regarding operational improvement within the finance team and finding ways to minimise time-consuming tasks. For instance, there was an overall reduction in the volume of manual journals processed (83% of small councils processed less than 500 journals in FY22, compared to 78% in FY21). Additionally, small councils reported a greater proportion of FTE effort on generating business insights (19% in FY22, up from 16% in FY21) which may have revealed further areas for efficiency gains.

We recommend reviewing the results in the Finance section of this report in tandem for a more holistic understanding of the finance function results.

When looking at the IT function, it was large councils that experienced the greatest headcount decline, at 3.1 FTE per 100 employees (down from 3.6 FTE in FY21). Perhaps this is representative of a more efficient IT function due to the operation of a formalised IT strategy, as a greater proportion of large councils reported the existence of a formal IT strategy this year (87% in FY22, up from 77% in FY21).

For more insights, refer to the second half of this section where we take a deeper dive into the IT function with a focus on cybersecurity.

Figure 3.2: Breakdown of corporate service staff per 100 employees





Customer service scorecard

Automating the customer experience

The pandemic has accelerated the digital transformation of many services, and the customer service function has been no exception. Vulnerable members of the community (and particularly those susceptible to illness) feel the need to maintain a more vigilant focus on their physical health and safety, and it is crucial for councils to consider the accessibility of their services as possible to ensure they cater to the broadest demographic. This also needs to include a plan to educate and drive awareness of the digital options available to individuals.

Councils also stand to gain from digitisation. With greater access to customer information, councils have the ability to use the data to reimagine and tailor the overall service experience for their community. This is further addressed in the key considerations box below.



How can councils rethink the digitisation of their customer service offerings?

An article by PwC's Government Matters[46] provides the following tips:

- **Put your data to work:** Applying advanced analytical techniques to existing customer data will allow councils to provide more targeted services to those who need it most, such as those who are homebound, disadvantaged or vulnerable.
- **'Humanise' the digital experience**: Online transactions shouldn't feel sterile. Instead, investing in the look and feel of the digital service offering and tailoring a customer service approach for specific community groups can help individuals feel further supported, creating a greater sense of inclusivity within the community.
- **Create a bridge to digital channels:** Some members of the community may have a limited digital literacy due to challenges such as being able to access or afford a quality internet connection. Therefore it is important that councils work to reduce these barriers to technology, by keeping traditional service channels open whilst ensuring staff are able to educate and support customers with transitioning to self-managed/digital solutions. The model adopted by ServiceNSW across its physical locations is a powerful example of this: customers enter a shopfront and are greeted by staff who are able to assist with navigating the online menu options on the self-service kiosks. This builds the customers' confidence in navigating the online self-service portal from the comfort of their own home for subsequent service requests.
- **Constantly evaluate and improve the service offering:** Having feedback loops as part of the process to continuously improve the data and the analysis of that data will allow councils to more easily identify and predict customer needs, which in turn can help shape long-term policies and drive more efficient and targeted service delivery to citizens.

[46] PwC, n.d., 'Making digital services 'human' to serve vulnerable Australians'

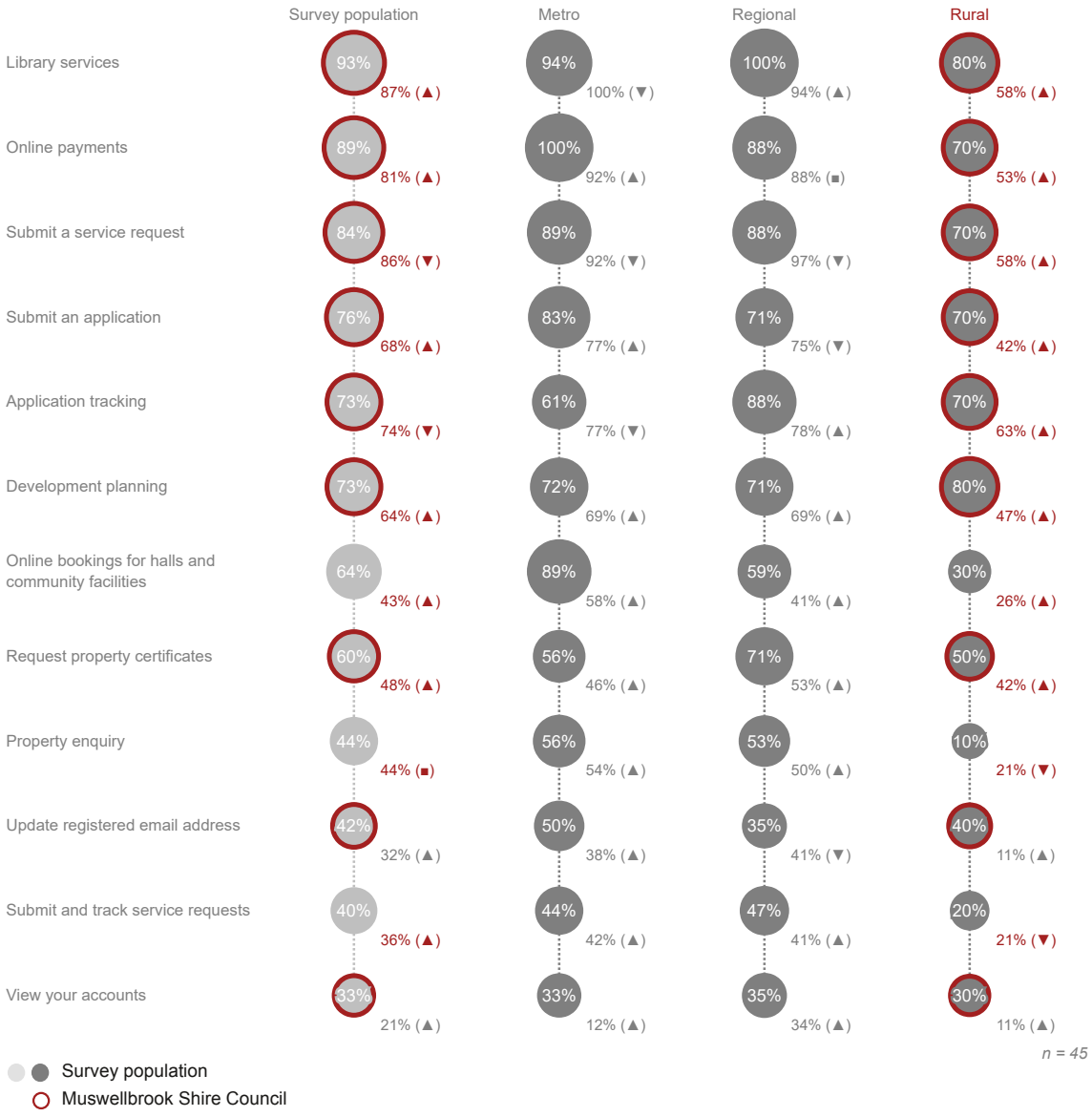
Customer service scorecard

Automating the customer experience (continued)

Councils are demonstrating their commitment to growing the breadth of their digital services, as indicated in Figure 3.3. Overall, the vast majority of service categories represented in our survey either saw an increase or remained relatively consistent in the percentage of councils offering self-service functionality.

More than half of participating councils now offer online bookings for halls and community facilities (64%, up from 43% in FY21) as well as the ability to request property certificates (60%, up from 48% in FY21). Rural councils in particular have also improved their online presence, with a significant increase in residents' ability to access development planning applications online (80%, up from 47% in FY21) as well as library services (80%, up from 58% in FY21).

Figure 3.3: Percentage of councils offering online customer self-service



Case study:
Open All Hours: transforming the community library experience through data

MidCoast Council, NSW

Background

MidCoast council was formed via the amalgamation of the former Great Lakes, Greater Taree and Gloucester Shire Councils in 2016. Since then, we have conducted two customer satisfaction surveys in 2018 and 2021. The survey schedule was based on the recommendations of the State Library of NSW and aligned with the planning cycle for Council's Development Plan/Operational Plan. In both surveys, the Harrington community expressed a desire for longer library opening hours.

From a pragmatic business perspective, the Harrington Branch was over serviced in both staff levels and opening hours, in relation to overall use. Despite active attempts by staff to engage with the community there was little change in patronage or loans. The lack of meaningful work negatively affected staff morale.

The motivation to change the service model was initially driven by the Harrington branch staff, with active support from the Library Manager and Customer Services Librarian. There were additional factors which allowed us to explore the viability of the Community Access model, namely:

- Staff retirement permitted a review of staffing needs;
- There was precedent from West Gippsland Libraries, who have established 24-hour access to their Foster Library branch;
- Council more broadly were updating security systems; and
- Active library members who are also editors of the local paper ('Tell Everybody') were in support of the proposed change.



Implementation

We began our discussions with the remaining staff members who were fully on board and keen to pursue the idea. The proposal was then "test driven" with the 'Tell Everybody' editors. In addition to being regular library users, as former business owners they acknowledged that the current model was over-resourced and uneconomic.

Following the initial staff discussions, our Community Engagement Team was briefed and they devised an engagement strategy which involved advertising through various channels - council/Library website & social media, Council advertising in local print media, "Advertorials" in 'Tell Everybody', and verbal promotion and 'up-sell' by library staff.

Following the engagement process, a group of community members formed a reference group to give feedback on the model during the trial period. It was the reference group who determined that the library access card system be programmed to allow card holders access at specific times, i.e. 1:00pm-5:00pm Monday to Friday and 8:00am-5:00pm weekends & public holidays. Council endorsed the 12-month trial period at the February 2021 full Council meeting.



Tell Everybody

FREE An official publication of Harrington and Surrounds Business and Community Association August 2022 - Issue 497

New hands on deck

NEW COMMANDERS have been appointed to lead the Marine Rescue Crowdy Harrington Unit. Peter Barber, Unit Commander, and Gail Goodyear, Deputy Unit Commander, were elected recently by the unit's members through an online voting process.

Peter joined the local Unit in 2018 and following six months training qualified as a Radio Operator. After further training he became a qualified Crew Member, and is currently undertaking Leading Crew training.

Newly elected: (L-R) Ray Maturek (Board member), Gail Goodyear (Deputy Unit Commander), Peter Barber (Unit Commander) and Malcolm Jeffs (Marine Rescue Zone Commander, North). *Photo supplied*

Peter brings considerable leadership and management experience to his role as Unit Commander. He began training as a nurse at St George Hospital in Sydney in 1979.

Graduating as a Registered Nurse in 1982, he moved to Taree, working at the base hospital in the Intensive Care and Coronary Care units, with stints as Acting Director of Nursing. With a Bachelor of Health Administration under his belt, Peter moved on to work as the Director of Nursing/Executive Officer at Bulahdelah Hospital, then at Gloucester Hospital from where he "retired" – but returned to work on the wards for two years due to a shortage of nurses.

(Continued on page 18)

What's inside ...
P 4 — Legacy of Bill Roche
P 6 — Community Conversation feedback
P 11 — A snapshot of 2427 in 2021
P 13 — It's fun, it's free and it's for everyone
P 30 — A safe navigable Manning River entrance?
P 35 — Woman versus mouse

A popular appointment

Congratulations: There's always a welcoming smile at the Harrington Library.

CAROLINE PATTISON, Harrington Library's long-time Library Assistant, has recently been promoted. She was successful in her application for the top job – Branch Librarian.

Seeking a career change, Caroline came to Harrington Library as Assistant in 2008, following ten years as an Early Childhood Educator. "Part of my new library role was to deliver the children's program, which was ideal as I was still working with children and encouraging early literacy," Caroline said.

As a regular library user, I've seen how welcoming and helpful Caroline is with everyone. "I love everything about working here," Caroline told me.

(Continued on page 4)

Highway interchange is proceeding

A RUMOUR doing the rounds that the planned interchange at the intersection of Harrington and Coopernook roads with the Pacific Highway is not proceeding, is incorrect.

(Continued on page 4)

Case study (continued):
Open All Hours: transforming the community library experience through data

MidCoast Council, NSW

Using data to enhance the Community Access model

Library usage data (loans, total visitations, visitations by day/time) is collected annually and can be extracted at more granular levels by location. In the case of Harrington Library, we have been collecting usage data since its inception in 2008 and the usage patterns over 14 years remained consistently low when compared to other branches of similar size. Our data analysis showed that Harrington Library was active prior to 2:00pm during the week, with little afternoon traffic and negligible activity on Saturday mornings.

Currently, the data shows that the library is used mostly prior to 1:00pm during the week, and weekend hours are under 1% of the total usage for April-October 2022, similarly concentrated in the 9:00am to 1:00pm band.

As the trial year of 2021-2022 included several months where community access was suspended due to COVID, the upcoming year (2022/2023) will be the first year of complete data that encompasses both staffed & unstaffed hours.



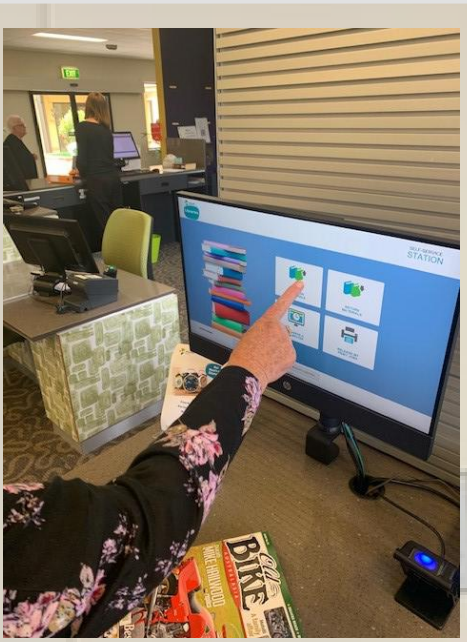
Reflections, outcomes and looking ahead

The three principal aims of the Community access model have been achieved:

- Staff are being used to their full potential and the workday is productive & satisfying - they are fully engaged and report increased 'busyness' compared to prior periods;
- Library members have access to additional library opening hours, including all weekend and public holidays. Library availability has risen from 35 hours per week to 58 hours, and over 300 community access cards have been issued, which is over 20% of branch members; and
- Community groups are benefitting from the increased library access, with regular after hours use by the Mahjong Club and Harrington Book Club.

The key to our success was the support of library staff. They are held in high regard by the community, and it was their enthusiasm for the project that allayed community fears about loss of staff jobs, having no help available for technology support and overall degradation services and facilities.

Other library services have shown interest in the model which is gratifying. We already are planning to refurbish the Tea Gardens Library in a similar fashion. For any other councils who may be inspired by our success, we encourage them to 'trust your community' and have the courage to 'try something new'.



Leading councils have an IT strategy

Importance of an IT strategy

As workplaces become increasingly digitised, we continue to observe the importance of technology in enabling employees to work remotely and communities to remain connected to councils. It is pleasing to see that nearly three-quarters of participating councils now have a formal IT strategy in operation.

An effective IT strategy should strike a balance between current business needs (i.e. supporting the day to day operations) and preparing for future developments (such as investments in new IT technologies/cloud services/cybersecurity).

Although our survey results indicate an increase in the proportion of councils reporting that they have effective systems in place with no concerns about their functionality (29%, up from 21% in FY21), this is countered by a slight decline in councils deeming their systems to be effective and a source of real business advantage (4%, down from 10% in FY21).

Having the right systems in place will allow staff to focus on using technology to enhance organisational efficiency, competitive advantage, and innovation, as well as strengthening the digital defence against potential cyber attacks. In the following pages we will look further into councils' progress in this space.

Figure 3.4: Does your council have a formal or draft IT strategy that aligns with the business strategy?

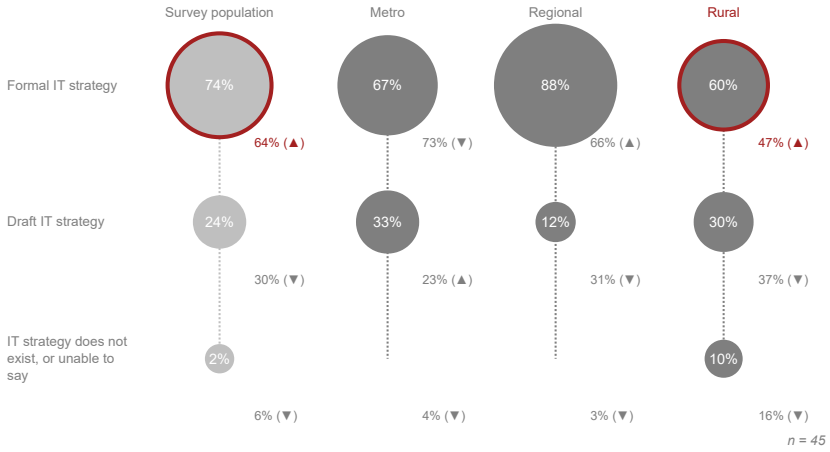
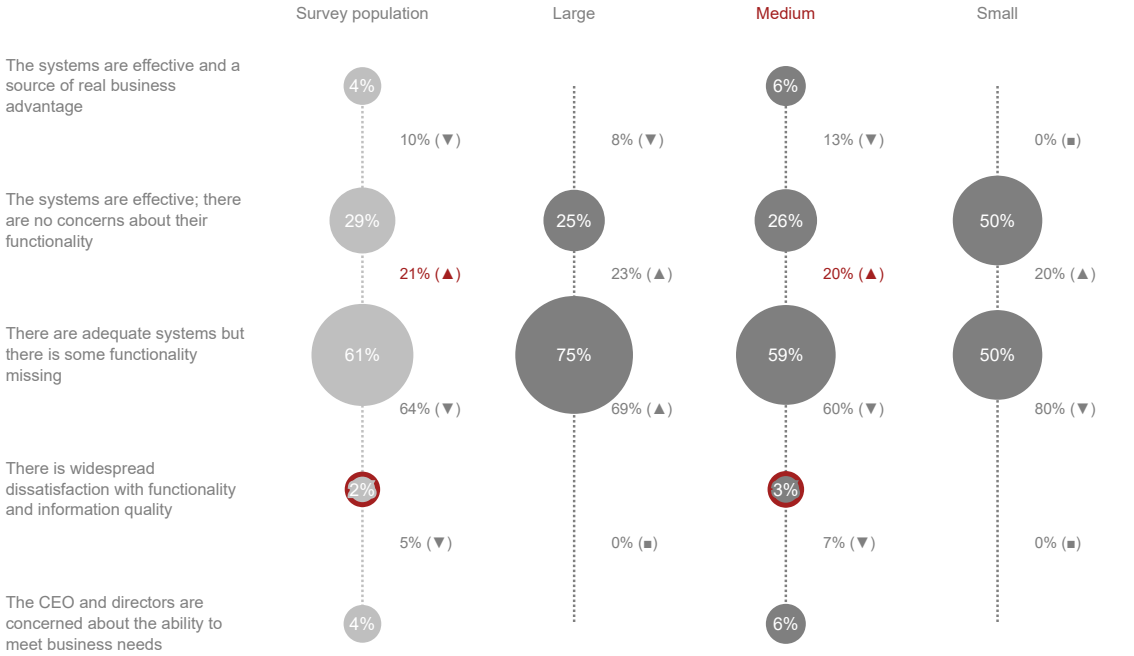


Figure 3.5: How effective are IT systems at supporting your business?



Investing in IT

IT spend

Although the workplace is becoming increasingly digitised, councils can expect to observe fluctuations in annual IT spend per employee as IT priorities, projects and investments can vary greatly depending on the council's circumstances in a given year.

Large councils continue to demonstrate a pattern of higher median spend, compared to medium and small councils where median spend declined year on year. However, what appears to be an overall plateau in spend may in fact be indicative of planned IT investment on the horizon. Figure 3.8 (overleaf) indicates that 'cybersecurity implementation' is by far the top IT priority for most councils (42% of councils ranked this as their top priority), signalling councils' intentions to continue investing in organisational cyber resilience.

This echoes the findings from the 2023 PwC Global Digital Trust Insights Survey, where it was noted that 60% of Australian organisations will increase their cyber budget in 2023, with 25% of those organisations planning to increase their cyber budget by 6-10%. Interestingly, just over a quarter (28%) of respondents in the survey indicated that their cyber budgets would remain unchanged.[47] Later in this chapter we delve further into the importance of cybersecurity for councils and related organisations.

Figure 3.6: IT spend (A$) per employee (council size)

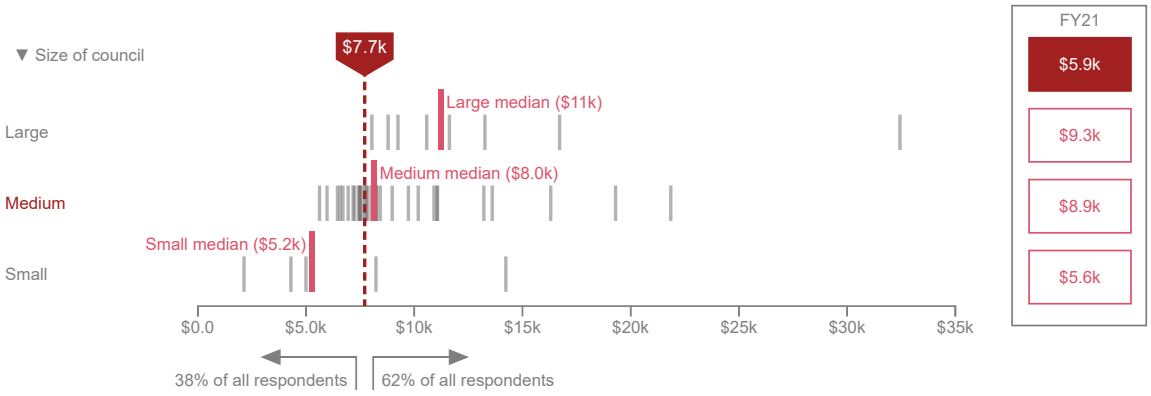
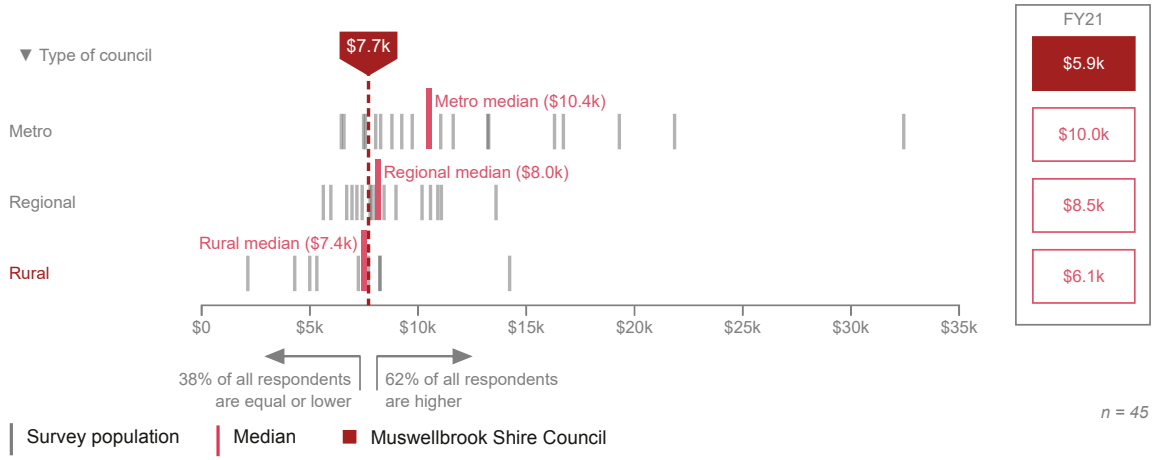


Figure 3.7: IT spend (A$) per employee (council type)



We encourage council leadership teams to work closely with their Head of IT to understand the longer-term IT strategy/roadmap for the council, and use this to guide the budget design/plan for FY24. A cost assessment should incorporate the IT costs as well as the efficiency impact felt by the business in working with slow, cumbersome, or disjointed systems. When preparing the budget, areas to consider include integrated IT systems, cybersecurity implementation, cloud computing, software development and increased investment in employing experienced IT professionals.

[47] PwC, 2022, 'Cyber and the C-suite in Australia: Findings from 2023 Global Digital Trust Insights'

Managing your IT projects

IT priorities

Our program asks councils to rank a selection of IT priorities. 'Cybersecurity implementation' remains high on the list, being the most prevalent area of focus for councils over the last 3 years. Achieving the implementation of sufficient cybersecurity measures is not an end-state, due to the continuous churn of emerging cyber threats across the digital business landscape.

Therefore we anticipate that 'cybersecurity implementation' will remain a key priority for councils well into the foreseeable future.

It is interesting to note that whilst 'Automating operational processes for ***service delivery***' is the second most popular priority for councils (53% of councils included it in their top 3),

'Automating operational processes for **cost savings**' sits at the opposite end of the list (only 18% of councils). This is perhaps reflective of the community-centric mindset of councils and demonstrates their ongoing commitment to serving the needs of their residents, ahead of spending limited resources on improving internal operations for economic benefit.

Top IT priorities jurisdiction

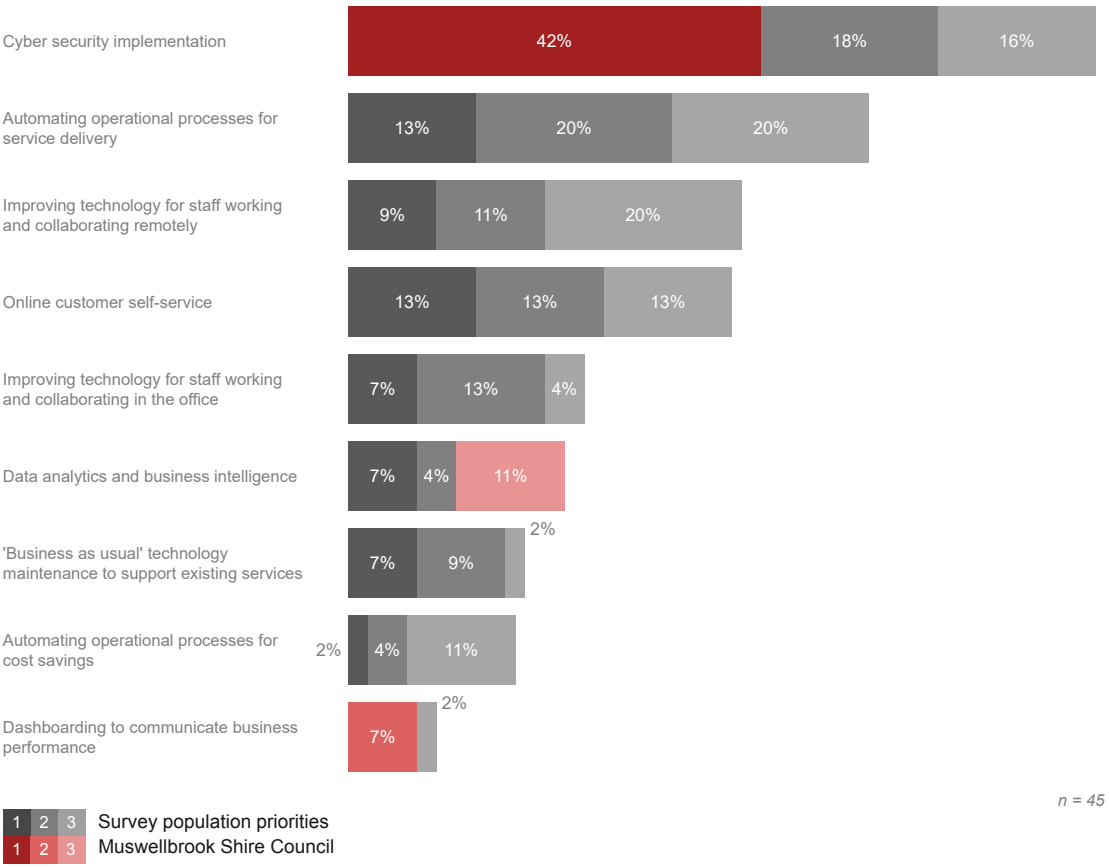
NSW

- Cybersecurity implementation (75%)
- Automating operational processes for service delivery (53%)
- Improving technology for staff working and collaborating remotely (35%)

WA

- Cybersecurity implementation (77%)
- Improving technology for staff working and collaborating remotely (54%)
- Automating operational processes for service delivery (53%)

Figure 3.8: What are your top three IT priorities over the next three years?



Be proactive, not reactive when it comes to cyber threats

Cybersecurity planning & responsibility

With high-profile cybersecurity breaches making headlines across the nation over the past year, it is evident that the issue of cybersecurity presents an ongoing challenge to organisations of all shapes and sizes. In light of this, in Figure 3.9 it is pleasing to see a continued uplift in the proportion of councils operating with a formal cybersecurity strategy (49% of councils, up from 39% in FY21), with a dramatic increase across small councils (66%, up from 30% in FY21).

However, the simple existence of a formal strategy is not enough to mitigate the pervasive risk that cybersecurity presents to council operations. There needs to be a cultural shift in the workplace where cybersecurity is understood to be everybody's business, driven by the tone from the executive leadership team.

In the case of councils, Figure 3.10 illustrates that the Chief Information Officer (CIO) continues to be primarily responsible for cybersecurity, with the rest of the C-suite (CISOs and 'Other', most likely representing CEOs and CFOs) playing a supporting role. This draws some parallels with the results from 2023 PwC Global Digital Trust Insights Survey, which indicated that CISOs and CIOs retain most key cyber responsibilities, with CEOs, CFOs and CDOs being well represented across all areas of responsibility.[48]

Cybersecurity and digital trust: Perspectives from the C-suite

The 2023 PwC Global Digital Trust Insights Survey evaluated 3,522 business, technology and security executives (CEOs, corporate directors, CFOs, CISOs, CIOs and C-suite officers) from around the world. The Australian component of the survey provides insights into 105 executives from the nation's C-suite and their priorities in the cyber landscape, as well as their key concerns and assignment of roles and responsibilities across the business functions of their organisations.

For Australia's C-suite, the top five factors that would help drive cybersecurity transformation in their organisations across the next 12-18 months were determined as:

- Leadership that drives cybersecurity throughout the organisation;
- Ensuring all non-cybersecurity employees understand the potential cyber implications of their actions;
- Strengthening data analytics capabilities on cyber and privacy activities;
- Educating the board on cyber risks; and
- Solving the talent gaps in the cybersecurity workforce.[49]

Figure 3.9: Does your council have a formal cybersecurity strategy?

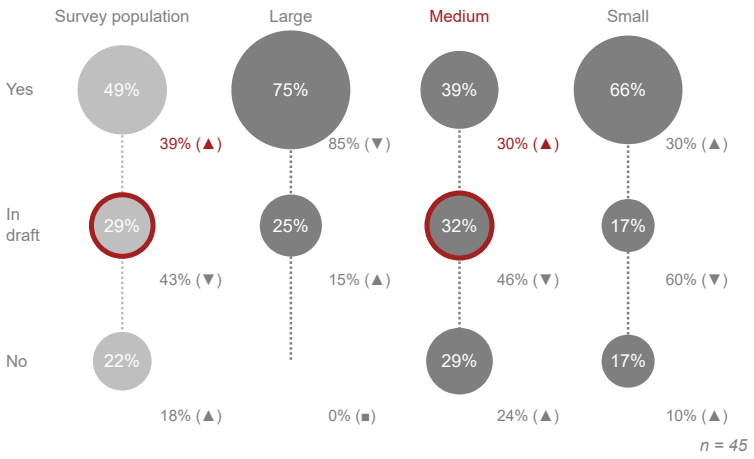
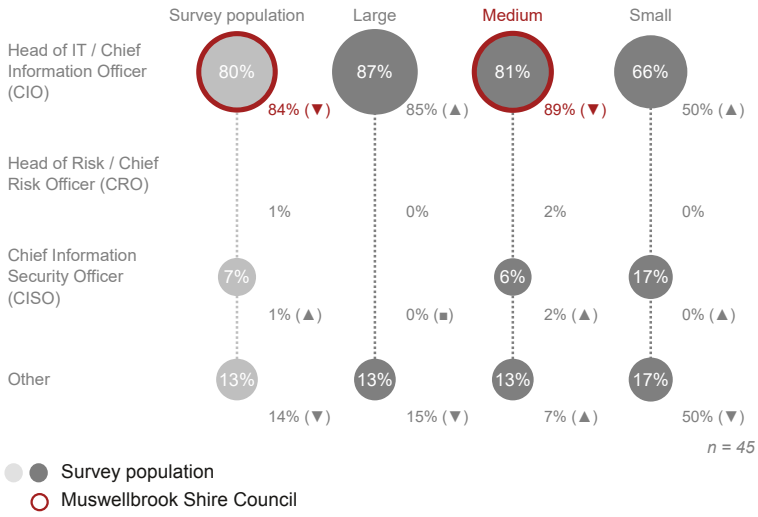


Figure 3.10: Who is responsible for cybersecurity within your council?



[48] Key responsibilities identified in the survey included roles such as 'Managing third-party risks', 'Deciding on cyber budget', 'Coordination on cyber incident response', and 'Managing data governance and privacy'.

[49] PwC, 2022, 'Cyber and the C-suite in Australia: Findings from 2023 Global Digital Trust Insights'

Be proactive, not reactive when it comes to cyber threats

Cybersecurity planning & responsibility (continued)

When it comes to managing cybersecurity, a larger proportion of smaller councils (83%, up from 80% in FY21) outsource this responsibility compared to their medium and large sized counterparts. Regardless of their size however, councils should weigh the benefits against the risks associated with outsourcing cybersecurity management to ensure adequate oversight across all business functions.

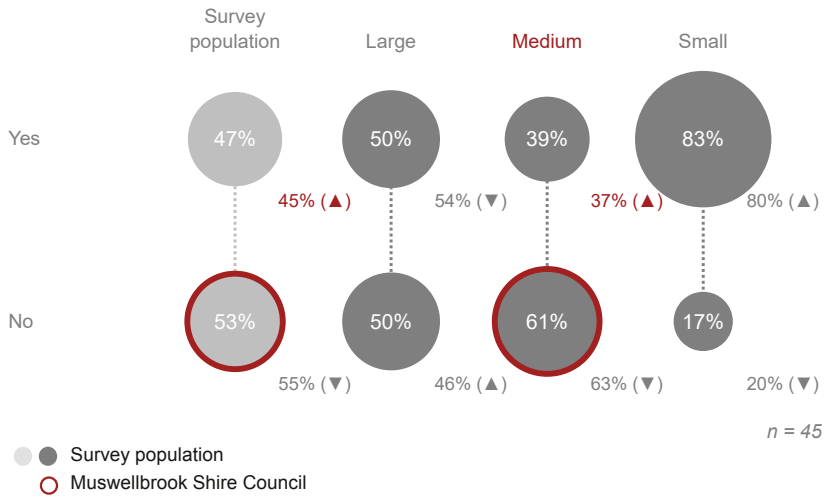
Is your council vulnerable to cyber threats and attacks?

PwC's Cybersecurity & Digital Trust team highlights a number of unexpected factors that can increase an organisation's cyber vulnerability, such as:

- Having an inaccurate view of your cybersecurity risk profile and threat landscape;
- Having limited, inflexible or non-existent plans to manage cybersecurity incidents with appropriate cyber threat intelligence;
- Having unnecessarily complex third-party supplier ecosystems where core functions are outsourced without adequate controls or understanding for clients;
- Changes in legal and regulatory expectations that affect the organisation;
- Rapid adoption of emerging technologies without commensurate controls;
- Having poor or inflexible data protection or privacy management policies in place; and
- Having immature digital and technology risk management practices in play.[50]

The overarching theme across these factors is stagnation. Councils need to ensure their cybersecurity resilience plans are regularly reviewed in light of emerging risks, to ensure they remain agile enough to ideally detect and deflect, rather than responding and recovering from a cyber attack.

Figure 3.11: Does your council use an outsourced provider to manage cybersecurity?



[50] PwC, 2022, 'Cyber and the C-suite in Australia: Findings from 2023 Global Digital Trust Insights'

Assess, prevent and protect

Identifying cyber security breaches and risks

Findings from the 2023 PwC Global Digital Trust Insights Survey indicate that over the past year, nearly all participating Australian organisations have been focussed on mitigating cybersecurity risks associated with increased data volumes (96%) and risks associated with increased supply chain digitisation (95%). Both of these are relevant to councils in the context of increasing digitisation of their own services. Additionally, only 37% of Australian organisations reported taking an anticipatory and preventative approach by assuming incidents will occur and embedding mitigations accordingly.[51]

Our program focuses on understanding the kinds of preventative measures being incorporated into councils' cybersecurity strategies. This year, we observe that nearly all participating councils are performing some form of test, simulation or assessment (only 2% of councils reported performing 'none of the above', down from 5% in FY21), indicating that councils are continuing to assess the strength of their critical infrastructure to defend against data breaches.

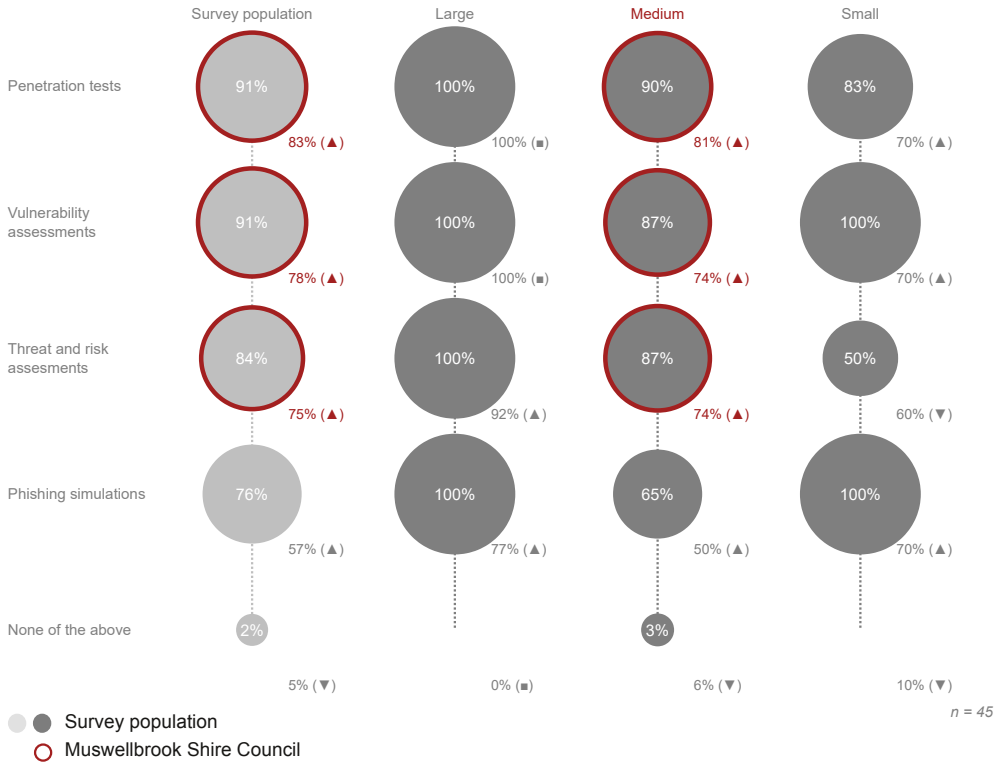
Data breaches: What's the risk?

As the frequency and impact of data breaches continues to increase, data security is becoming more important than ever.

Like any other customer service-oriented organisation, the consequences of a data breach are borne not only by the council but also the community. Some of the key risks associated with a data breach include:

- Adverse media coverage, loss of community confidence, residents' reluctance to share data in the future;
- Residents' exposure to fraud/financial harm, fear and burden of protecting themselves from the impact of breached data;
- Supply chain impacts from breaches of contract/obligations, non-delivery of service level agreements and associated penalties;
- Business disruption as executives and key staff are redirected from their primary roles to conduct investigations and deliver containment and response initiatives;
- Litigation and class action lawsuits; and
- Regulatory exposure to Conduct Investigations, Determinations, Enforceable Undertakings and Injunctions.[52]

Figure 3.12: Does your council perform any of the following processes to identify cybersecurity risks?



[51] PwC, 2022, 'Cyber and the C-suite in Australia: Findings from 2023 Global Digital Trust Insights'
[52] PwC, n.d. 'Ensuring your organisation is data breach ready'

Assess, prevent and protect

Identifying cyber security breaches and risks (continued)

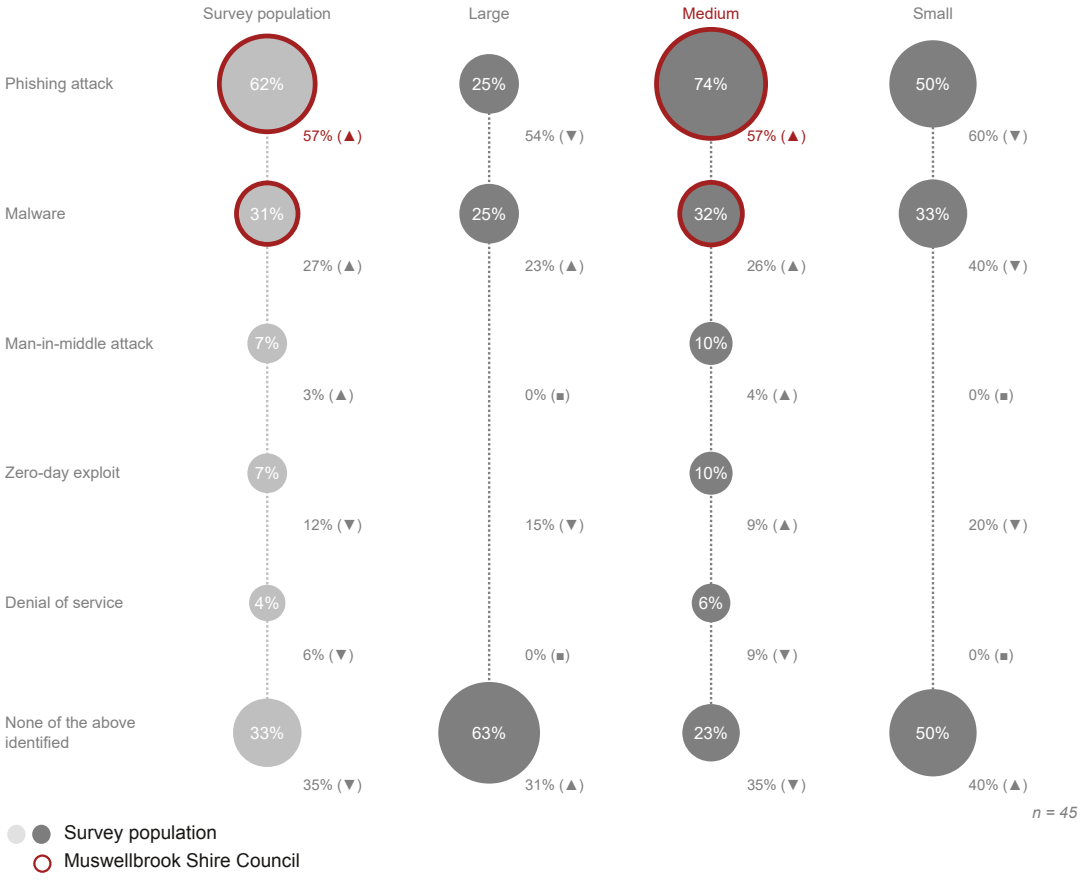
From the options presented in our survey, phishing attacks and malware remain the most prevalent types of security breaches being experienced by councils. However new threats and opportunities for cyber criminals are emerging at a fast pace, so it is prudent to consider that the 'none of the above identified' response from councils may include breaches that occurred through other means.

Is your council at risk of a cybersecurity breach? Key considerations for leadership and/or management teams

If you see news headlines regarding a cybersecurity breach at another organisation, is it possible that your council might be affected too? PwC US shares some questions for leadership teams to ask themselves in light of potential breaches:[53]

- **How vulnerable is the organisation to the breach?** For example, in the case of a malware breach, is the affected software being used in the council's network?
- **How can you limit the impact of a potential breach?** Are there rigorous controls in place to ensure staff have appropriate network access rights in line with their roles and responsibilities?
- **In the event that you are affected, do you have a plan to respond to and contain the attack?** Depending on the severity of the impact you may need to activate a crisis management plan.
- **Even if you aren't affected, do you need to reassess your IT environment?** News of an unrelated breach can serve as a timely reminder to ensure that you have a plan in place to monitor activity around critical assets such as data, business services, and any network connections to third-parties and external suppliers.

Figure 3.13: What types of successful cybersecurity breaches has your council experienced?



[53] PwC, 2020, 'Cyber attacks: 5 key questions when you're facing a potential breach'

Assess, prevent and protect

Potential consequences of a cyber attack

When considering the consequences of a cyber attack, 'Disruption of operations/services' was the primary concern for councils for the second year in a row, ahead of 'Loss or compromise of sensitive data'. However in light of recent high-profile data breaches, it is increasingly apparent that sensitive data is more valuable (and perhaps vulnerable) than ever before.

"Data protection must be top of mind, not a nice to have or viewed as a burden. Customers entrust organisations with their data and are increasingly concerned with how that data is protected."[54]

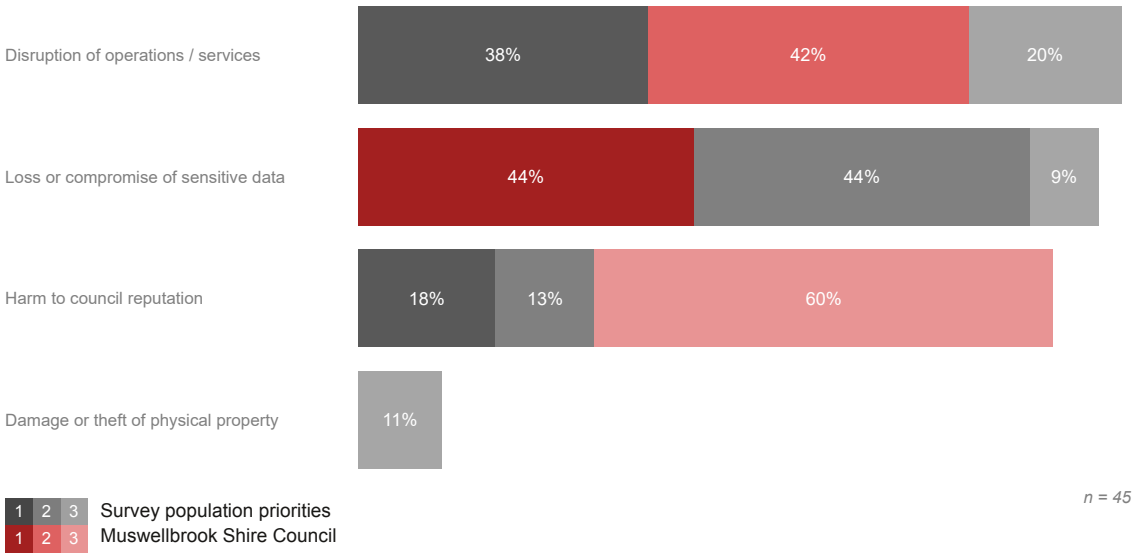
Responding to a cyber attack: Recover, reflect and remediate

What should you do after a cyber attack? PwC's Digital Pulse[55] provides a list of actions to consider, some of which we have outlined below. We encourage councils to review their incident response plans against this list to strengthen the existing cyber protection strategies in place.

- **Conduct a post incident review:** The assessment should include a review of the overall management of the incident, a summary of root causes, the systems and/or assets that were involved, and the extent to which the council's operations were impacted. This may also result in adjustments to existing incident response/business continuity plans.
- **Perform regular threat and risk assessments:** Are there any incident trends that indicate weaknesses or gaps in the council's security measures that need to be remediated?
- **Assess your defences:** Were there any controls that failed during the incident, and if so, was it due to the inherent design or the actual operation of the control? Based on root cause analysis, are there deficiencies in particular areas of the business where the security capability needs to be strengthened?
- **Prepare against ongoing exposure:** Councils should have a detailed response plan of how to respond in the event that there is public exposure or a risk of external scrutiny as a result of the cyber attack. Ideally the plan should consider a variety of possible scenarios so the council can act quickly if there are any sudden developments. Depending on the incident, the plan may also need to allow for compliance with any regulatory assessment obligations, as well as timely notification to impacted individuals.

The Australian Cyber Security Centre also provides guidance for organisations regarding their Cyber Incident Response Plan, as well as a cyber incident response readiness checklist. Scan the QR code for more information.

Figure 3.14: How would your council rank the following potential consequences of a cyber attack?



[54] PwC, 2022, 'Cyber and the C-suite in Australia: Findings from 2023 Global Digital Trust Insights'

[55] PwC, 2020, 'After the storm: What your tech, legal and risk functions should do after a cyber attack'

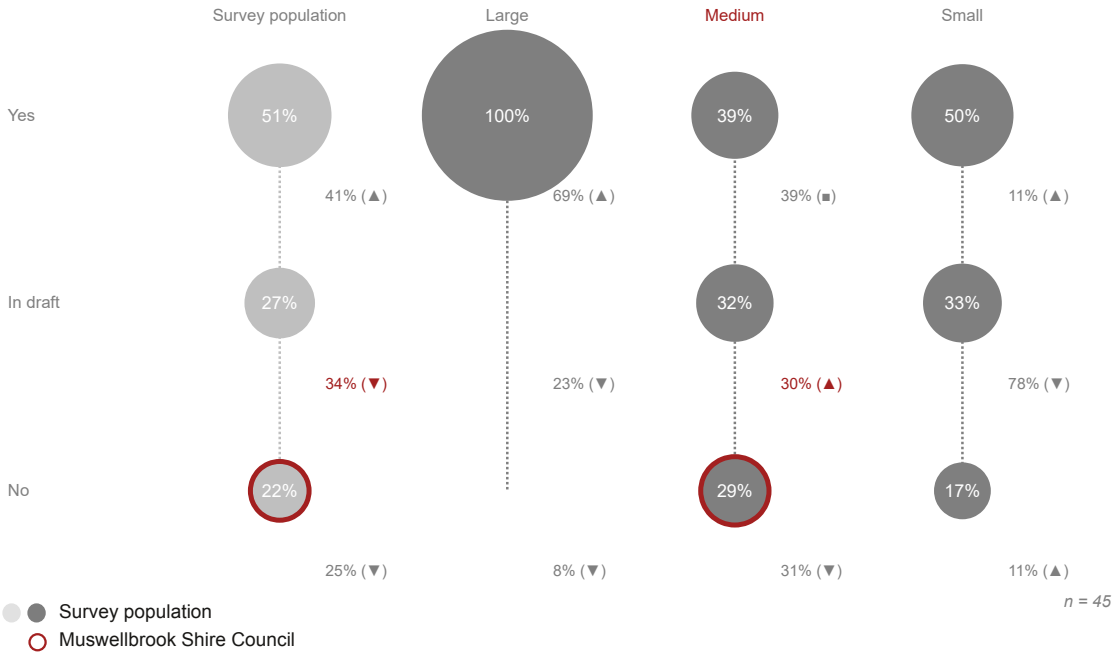
Assess, prevent and protect

The importance of a cybersecurity incident response plan

As the conversation around cyber attacks becomes more of a 'when' rather than an 'if' statement, councils will need to be prepared with an agile incident response plan that can address a variety of scenarios. The 2023 PwC Global Digital Trust Insights Survey also found that Australian organisations tend to be more reactive in their approach to cyber disruption, with 63% (47% globally) invoking plans post-incident and focussing on recovery and remediation.[56]

Accordingly, it is positive to see an increase in the proportion of councils with an incident response plan in place (51%, up from 41% in FY21), with a further 27% of councils reporting that they have a draft in progress. For the 22% of councils without a cybersecurity incident response plan in place, we strongly encourage this to be prioritised for the reasons outlined earlier in this chapter.

Figure 3.15: Does your council have a cybersecurity incident response plan?



Responding to a cyber attack: Recover, reflect and remediate

PwC's Digital Pulse[57] publication provides a list of considerations for the aftermath of a cyber attack, some of which we have outlined below. We encourage councils to review their incident response plans against this list to strengthen the existing cyber protection strategies in place.

- **Conduct a post incident review:** The assessment should include a review of the overall management of the incident, a summary of root causes, the systems and/or assets that were involved, and the extent to which the council's operations were impacted. This may also result in adjustments to existing incident response/business continuity plans.
- **Perform regular threat and risk assessments:** Are there any incident trends that indicate weaknesses or gaps in the council's security measures that need to be remediated?
- **Assess your defences:** Were there any controls that failed during the incident, and if so, was it due to the inherent design or the actual operation of the control? Based on root cause analysis, are there deficiencies in particular areas of the business where the security capability needs to be strengthened?
- **Prepare against ongoing exposure:** Councils should have a detailed response plan of how to respond in the event that there is public exposure or a risk of external scrutiny as a result of the cyber attack. Ideally the plan should consider a variety of possible scenarios so the council can act quickly if there are any sudden developments. Depending on the incident, the plan may also need to allow for compliance with any regulatory assessment obligations, as well as timely notification to impacted individuals.

[56] PwC, 2022, 'Cyber and the C-suite in Australia: Findings from 2023 Global Digital Trust Insights'

[57] PwC, 2020, 'After the storm: What your tech, legal and risk functions should do after a cyber attack'

Looking at different ways to deliver corporate services

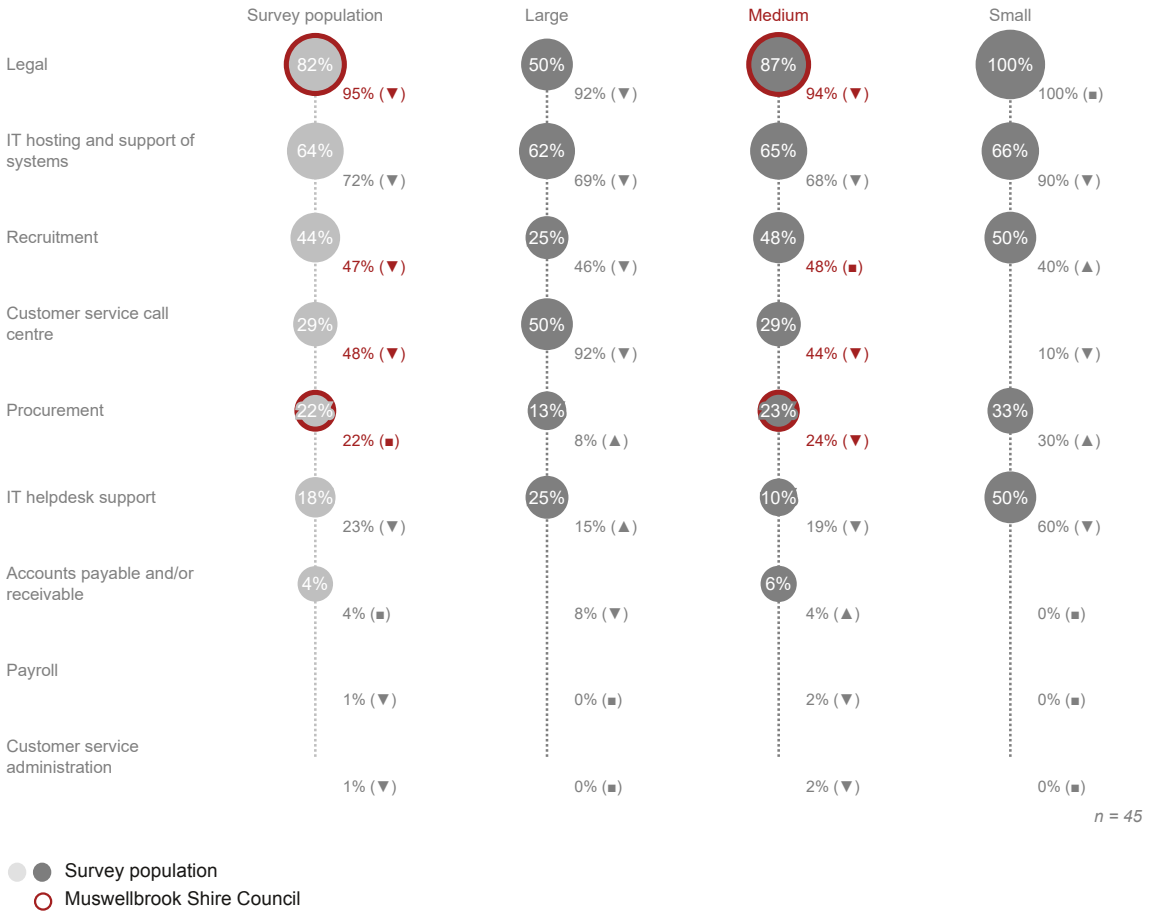
Outsourcing or sharing corporate services

The pandemic has transformed ways of working for many sectors, and it is no different for local government. In Figure 3.16, we observe an overall decline in outsourcing across all functions. However, the outsourcing of IT helpdesk support and Procurement is on the rise across large councils, compared to last year.

In particular, the proportion of councils outsourcing legal services has dipped below 85% for the first time since the inclusion of this question in our survey in FY15. Similarly, outsourced IT hosting dropped below 70% for the first time in four years. Overall, we expect a continued decline in outsourcing in the years to come, based on the results overleaf where we consider the future resourcing considerations of councils in Figure 3.17.

For councils that are feeling the pinch of a resource-constrained workforce, outsourcing and sharing corporate services may be an alternative pathway to achieving operational efficiencies. In turn, existing employees may then have the capacity to focus on value-generating activities or pursue upskilling opportunities.

Figure 3.16: Percentage of councils outsourcing or sharing corporate service areas



Looking at different ways to deliver corporate services

The future of outsourcing or sharing corporate services

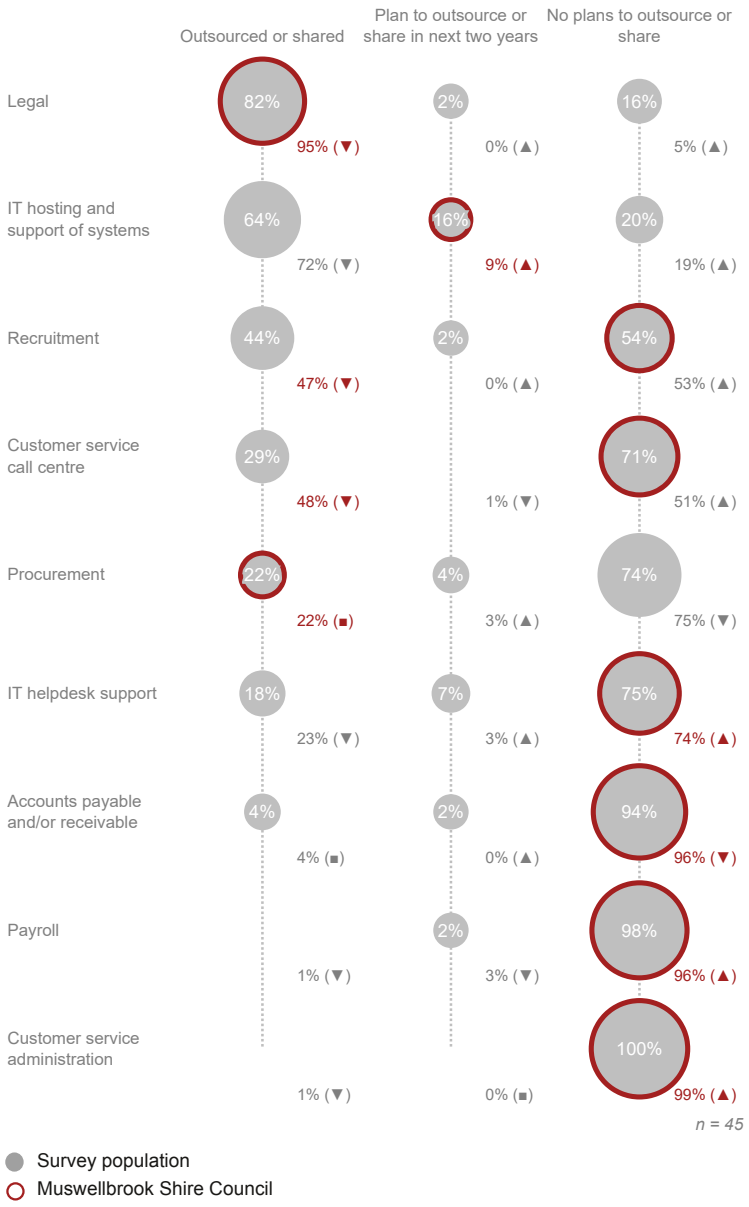
Figure 3.17 provides a look into the future for councils' outsourcing plans, and the data indicates a general trend away from using external suppliers to fulfill resourcing needs. This may be a response to a variety of environmental factors, such as the overall labour shortage in Australia (meaning less availability of contractors), or a means to mitigate cybersecurity risks stemming from third party interactions, or perhaps a reflection of upskilled staff being able to take on a greater breadth of responsibilities within their business function (and therefore less reliance on supplemental resourcing).

Successful outsourcing requires a clear vision, the right governance structure to achieve the council's strategic objectives, and a formal service-level agreement between councils and service providers. Consideration should be made as to whether these outsourcing arrangements can include several councils, to achieve cost savings and improve service quality.

Any form of outsourcing or sharing should enable councils to achieve high-quality service levels, deliver better value directly to users and generate cost savings that can be invested into other services or new initiatives. A well-managed outsourcing arrangement will also have the flexibility to meet changing business and commercial needs as the council's operations evolve over time.

As the economy continues to transform in the wake of the pandemic, we encourage councils to regularly review their corporate functions to consider the benefits that outsourcing can contribute towards a sustainable operating model, as well as understanding the breadth of new options and opportunities that may become available over time.

Figure 3.17: Current and future outsourcing or sharing of corporate services



Service Delivery









25%

of total service delivery spend represents outsourcing costs

50%

Service areas with the most balanced gender ratio are Town Planning (51% women) and Enforcement of Regulations and Animal Control (49% women)

7.9

other staff per supervisor and above for Children's Services, representing the broadest span of control across service areas

Industry Snapshot

Top Services



Councils provided information about their operating expenses for the services they deliver. Below are the top six services by the average operating cost per resident.

	Number of councils*	Average operating expense per resident*	Range of operating expense per resident^
Governance & administration**	44 councils	A$303	A$149 - $704
Roads & bridges	44 councils	A$262	A$92 - $1388
Water supplies	19 councils	A$247	A$111 - $401
Solid waste management	44 councils	A$191	A$97 - $340
Sewerage services	26 councils	A$170	A$42 - $426
Town planning	41 councils	A$55	A$20 - $201

*where service is provided
^middle 80% of councils by operating expense per resident
**Governance & administration operating expenses are a combination of Customer Service, Finance, Information Technology, Human Resources and other governance and administration costs

Overview

Introduction

Councils deliver a unique blend of services and activities that are designed to meet the needs of their respective communities. However, with limited time and resources at hand, councils may find themselves regularly reassessing the distribution of their efforts between direct service delivery and enabling administrative functions.

Since workforce costs are a consistent and major controllable component of total expenditure across all councils (median result of 37% in FY22), in this section we focus on analysing the workforce data to glean further insights into the service delivery of participating councils.

We encourage councils to use this section to better understand the:

- profile and scope of their service delivery model;
- methods used to deliver services across councils (in-house or outsourced);
- associated costs in delivering these services; and
- workforce composition of each service area.

Methodology

Participating councils have mapped their council cost centres to a defined set of 32 service areas. Employee records, which are attached to one or more of the council's cost centres (via their FTE status), have been allocated to one or more of the defined service areas using this mapping information.

Using the list of mapped service areas, participating councils then compile the specified financial data. FY22 costs are allocated to their mapped service areas across two sub-categories, outsourced contract costs (if applicable) and insourced expenses.

Our approach focuses on linking the direct workforce to each service area, without allocating overhead costs to any service areas. As a result, we present an additional service area called 'Governance and Administration' that captures all overhead costs and resources, i.e. non-direct workforce service costs. We recognise that whilst 'Governance and Administration' is not technically a service area, the total cost of this area provides a useful comparison and we have therefore treated it as a standalone component.

Understanding this section

Each participating council will be able to view a range of metrics for their top five service areas (displayed in red) either ranked by service cost or service FTE.

We have adjusted for the different scope of services provided by councils, which means participating councils will compare their metrics by service area to other councils that provide those same services. The number of councils (or 'n') that provided data for each of the service areas is displayed on each chart, and is summarised for all service areas at the end of this section.

When calculating FTE and headcount, we have used the closing balance at 30 June 2022 for fixed term and permanent staff. Given the seasonal nature of some casual employees in local government, we have analysed casual staff employed across the year and then included a casual FTE component based on casual hours worked throughout the year in the relevant service areas.

If your council did not provide service delivery cost or FTE data, the red indicator will be missing from the results for the survey population's top five service areas, as well as Governance and Administration.

In FY22, the top 3 service areas comprised 44% of the total closing FTE:

1. Governance and administration (23% of workforce)
2. Roads and bridges (13%)
3. Parks and gardens (8%)

In addition, when we analysed the share of operating expenses, the top 3 service areas comprised 49% of the total operating cost:

1. Governance and administration (19% of total operating cost)
2. Roads and bridges (18%)
3. Solid waste management (12%)

Serving the community - what's the cost?

Breakdown of service delivery by operating costs and FTE

Figure 4.1 presents your council's top five service areas ranked by total service cost, as well as an additional category called Governance and Administration. The remaining service areas for your council have been consolidated into Other Services.

If your council did not provide a breakdown of service delivery costs, the red indicator will be missing from the charts, but the charts will still represent overall survey results that have been adjusted to your council's number of residents.

To allow for a more meaningful benchmarking analysis, the survey population results displayed in this figure have been remodelled to mirror your council's population size. Additionally, for each service area, the survey population will only include other participating councils that provide that particular service.

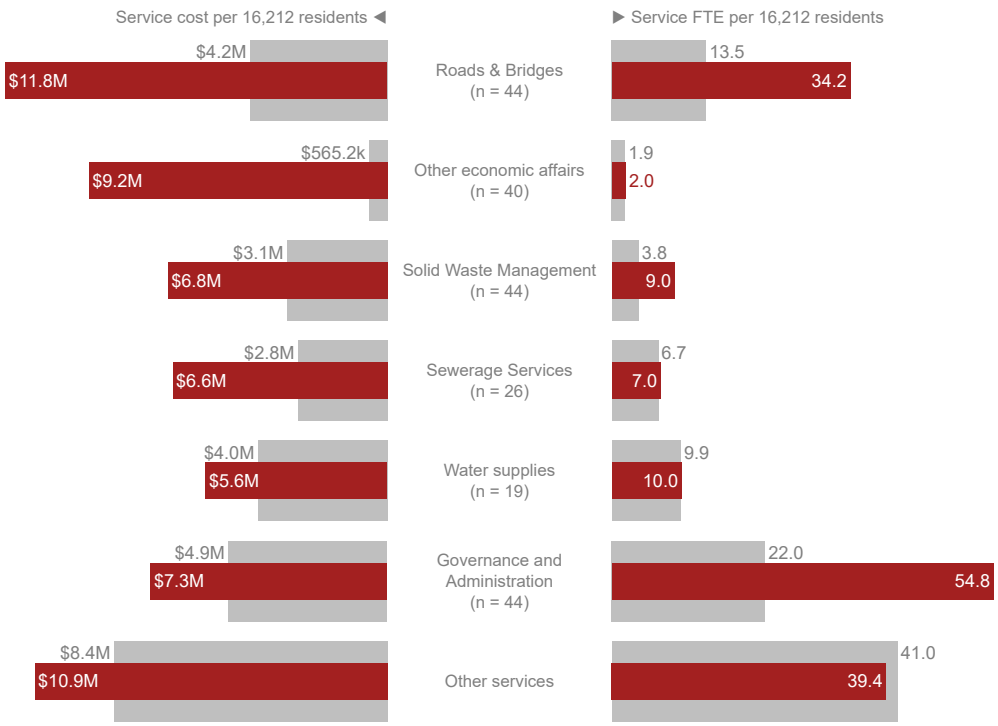
For example, Council X may have 50,000 residents and spend $10m on solid waste management, equating to a cost of $200 per resident. The remodelled survey population result, using the combined total cost from all councils that also provide solid waste management, may result in an equivalent comparative cost per resident of $220, or $11m for a relative survey population of 50,000 residents.

This means Council X is spending less than the relative survey population to deliver this service to its 50,000 residents. What are the levers that are contributing to a more efficient service delivery for this council? Conversely, if a council is spending at a level that is higher than the survey population, what insights can we gain from the comparative data? We explore this further in the following pages.

Definition of 'FTE'

Total number of full time equivalent employees at 30 June 2022, including a casual employee component based on casual hours worked throughout the financial year.

Figure 4.1: FY22 operating expenses (A$) and FTE by service area^



^ Your top 5 services ranked by operating expenses plus Governance & Administration and Other.
The population top 5 services ranked by operating expense will be displayed if you have not provided us with any cost data.

Note: We have remodelled the survey population result to be the same size as your resident population.

Survey population
Muswellbrook Shire Council

How is your council delivering its services?

Insourcing and outsourcing

The cost split percentage between insourcing and outsourcing expenses for your council's top 5 service areas (ranked by service operating expense), as well as the Governance and Administration category are displayed below.

Solid waste management continues to be the most prevalent service area for outsourcing amongst participating councils, with 49% of total operating expenses being reported as outsourced in FY22 (down from 53% in FY21). Parks and Gardens was the next most commonly outsourced service (44 councils included this data in their submission), with just over a quarter of operating expenses being outsourced during the year (26%, up from 17% in FY21). This appears to be driven primarily by large and medium-sized councils (28% and 26% respectively), as small-sized councils predominantly insourced their operations (97% insourced expense).

For the councils that reported having Other Community Amenities, 36% of their operating expenses were related to outsourcing costs, covering maintenance and operation of public cemeteries, public toilet cleaning, graffiti management and maintenance of street furniture.

Outsourcing expenses as a percentage of total operating expenses

Your outsourcing expense is

0%

of your total operating expense

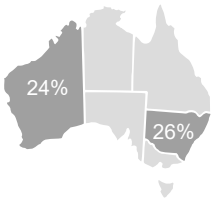
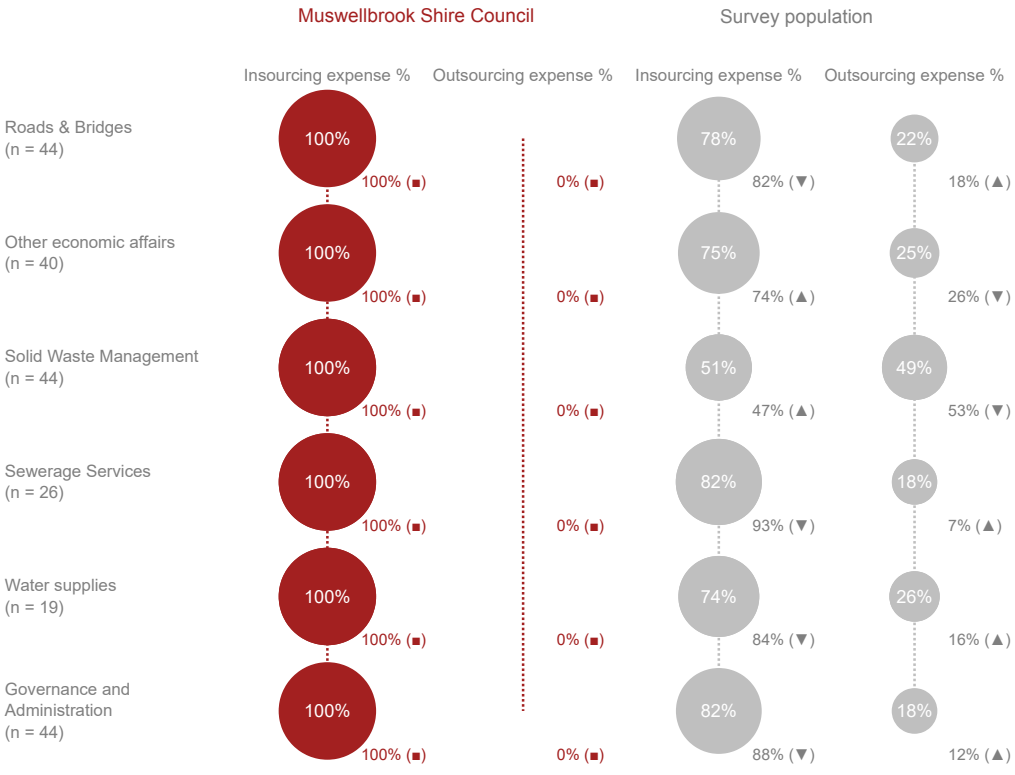


Figure 4.2: Council insourcing and outsourcing expense as a percentage of total operating expenses by service area^



^ Your top 5 services ranked by operating expenses plus Governance & Administration.
The population top 5 services ranked by operating expense will be displayed if you have not provided us with any cost data.

Survey population
Muswellbrook Shire Council

Organisational design by service area

Span of control

Earlier in the Workforce section of this report, we highlighted the importance of understanding the span of control. Management can use this metric to determine whether there is an appropriate mix of oversight and autonomy for employees within a particular service area.

The overall median span of control for all council functions and activities is 3.3 'other staff' per supervisor and above, which remains broadly consistent with prior years.

Also consistent with last year's results, Children's Services reported the broadest span of control with a median result of 7.9 other staff per supervisor and above (up from 6.2 in FY21), followed by Street Cleaning which reported a median span of control of 6.8 in FY22 (up from 5.0 in FY21).

Governance and Administration continues to maintain a relatively narrow median span of control (2.6 'other staff' per supervisor and above for the second year in a row), while Roads & Bridges and Parks & Gardens reported a wider median span of control at 3.8 and 4.7 respectively (compared to 3.6 and 4.0 in FY21 respectively).

Why is this important?

When combined with an analysis of overall staff mix, the span of control metric can provide insight into a team's operating rhythm and assist senior management with future-proofing or succession planning for the years ahead. Achieving the right balance will result in a more engaged workforce, which in turn contributes to productivity and a greater ability for councils to respond to the ever-changing needs of the community.

Definition of 'span of control'

Total number of employees (defined as other staff) per manager (defined as supervisors and above).

Councils with no span of control metric for a particular service area may find that this is due to an absence of staff at the supervisor level and above.

Figure 4.3: Span of control median by service area^

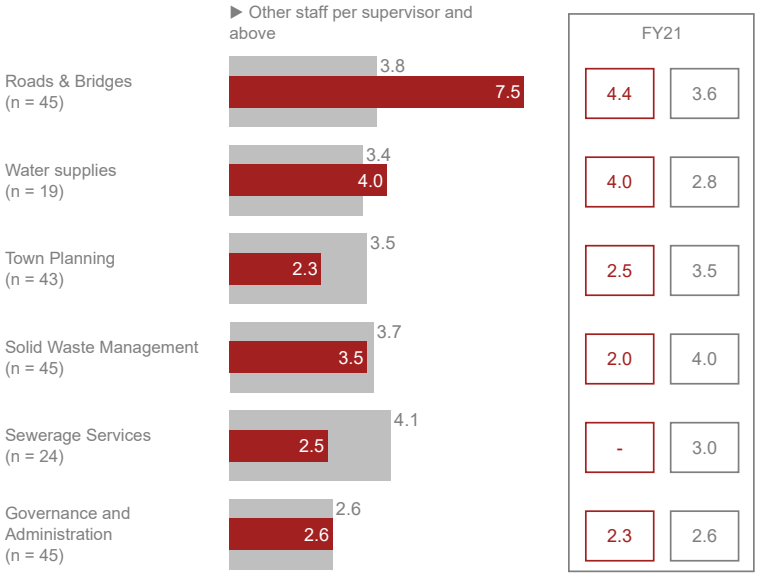
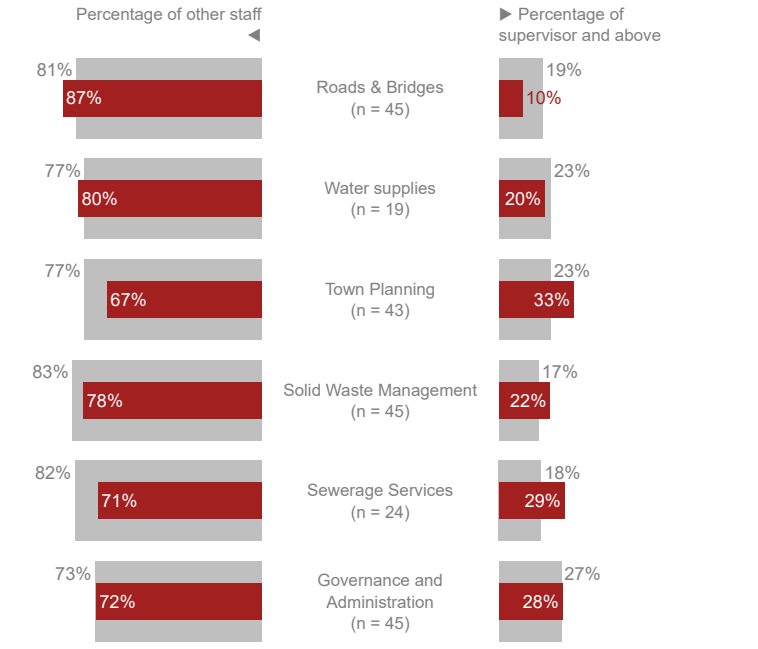


Figure 4.4: Closing full-time equivalents (FTEs) proportions by staff level^



^ Your top 5 services ranked by FTE plus Governance & Administration.
The population top 5 services ranked by FTE will be displayed if you have not provided us with any FTE data.

Survey population
Muswellbrook Shire Council

Talent management

Gender diversity and staff turnover

Whilst an overall council's results may present a picture of a gender-balanced workforce, this may mask the reality of some service areas having a workforce that is heavily skewed towards one gender or another. It can be easy to dismiss these observations for certain service areas, using the argument that 'traditional' gender-based roles may have influenced people's career choices, however this also leads to missed opportunities and benefits that a diverse and inclusive workforce could provide. Therefore, in this section we explore the extent of gender balance within the various service areas of your council.

Figure 4.5 presents the gender split for the top five service areas for your council, along with Governance and Administration. Since the introduction of service delivery data collection in 2016, the top 3 woman-dominated service areas have remained the same, being Children's Services (97% in FY22), Public Libraries (86%) and Aged Persons and Disabled Services (81%). Meanwhile, Street Lighting and Beach Control were the service areas with the highest proportion of men (97% respectively) for participating councils in FY22, followed by Street Cleaning (94%).

When averaged across all councils that provided a service area breakdown in their data, the service areas that presented the most balanced gender ratio in FY22 were Town Planning (57% of the workforce is women), Health Services (55% women) and Enforcement of Regulations and Animal Control (49% women).

Refer to the Workforce chapter for further guidance on promoting gender equality in your council's workforce.

Whilst detailed commentary on the overall median staff turnover rate across the survey population has been discussed in the Workforce section of this report, in this section we profile the staff turnover for the top five service areas for your council, along with Governance and Administration (Figure 4.6).

When we look at the overall top three service areas that make up 44% of the total workforce, Roads and Bridges had the highest median staff turnover rate of all service areas at 15.4% (up from 9.1% in FY21), followed by Parks and Gardens (12.5%, up from 9.3%) and then Governance and Administration (13%, up from 9.5%). Also, for the second year in a row, Children's Services reported the highest turnover rate for any service area in the history of the survey, with 21.4% (up from 18.7% in FY21). We note that individual council results can vary widely when compared against the overall survey results, depending on the size of the workforce for a given service area, and this should be taken into account as part of your analysis.

Figure 4.5: Gender split by service area^

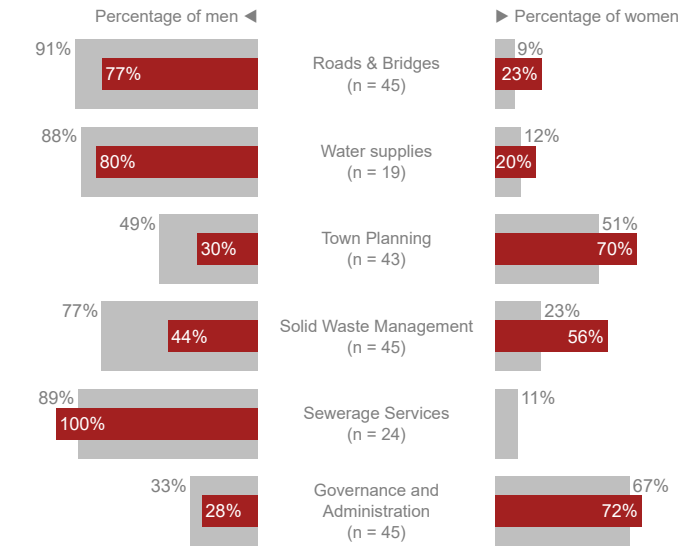
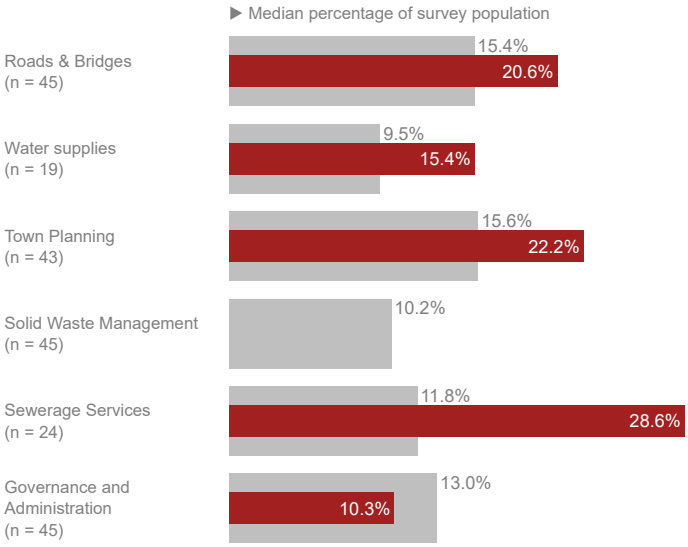


Figure 4.6: Staff turnover rate median by service area^



^ Your top 5 services ranked by FTE plus Governance & Administration.
The population top 5 services ranked by FTE will be displayed if you have not provided us with any FTE data.

Survey population
Muswellbrook Shire Council

Definition of 'staff turnover rate'

Total number of all leavers in the year divided by the headcount at the start of the year (excluding casual employees).

Talent management

Generational diversity

To explore the generational mix at a service level, we have presented your council's top five service areas based on the proportion of overall FTE ranking.

Service areas with a higher proportion of overall council FTE that also have a high proportion of baby boomer staff are Library Services (34% baby boomers), Roads and Bridges (34%) and Parks and Gardens (31%). Additionally, baby boomers represent nearly a quarter (24%) of Governance and Administration, as well as 21% of the Town Planning workforce.

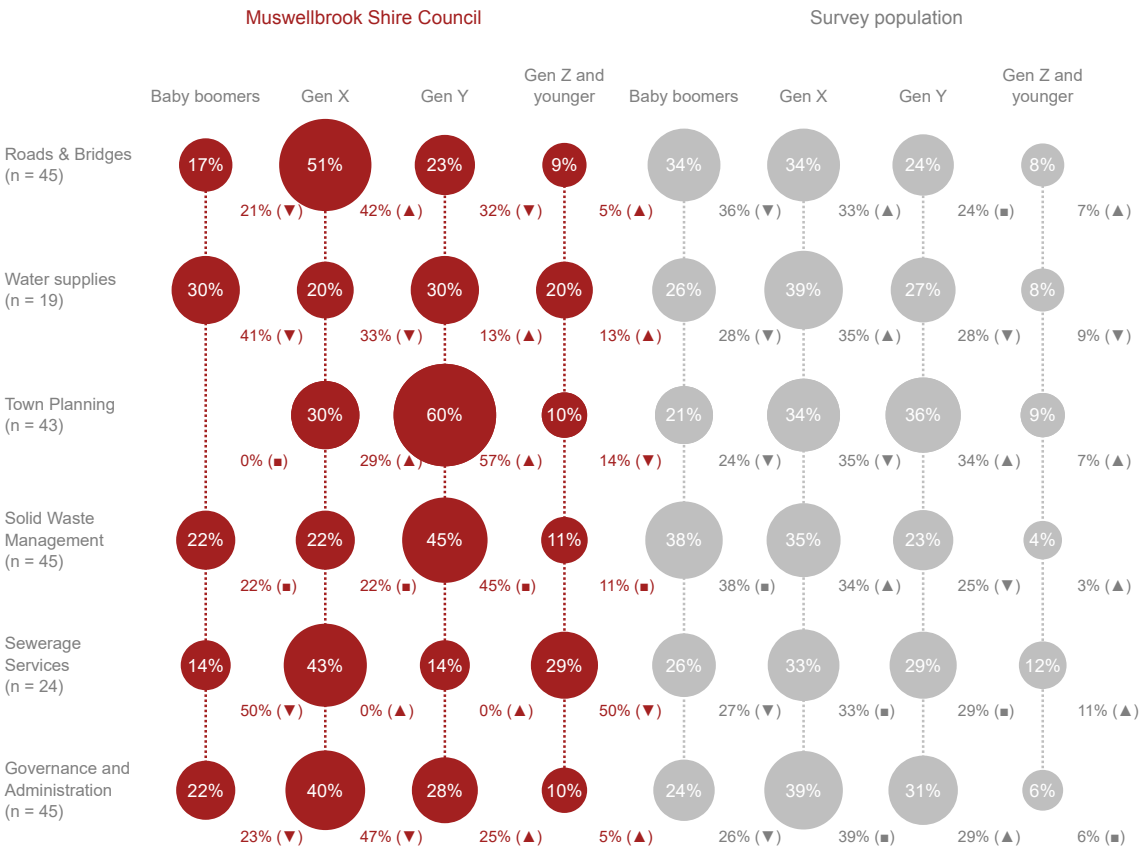
We encourage councils to focus on recognising the service areas with a high baby boomer workforce to ensure that appropriate succession planning is being considered, not only for the benefit f the service area but also to allow for a smooth career transition for baby boomer staff.

Refer to the Workforce chapter for further guidance on a successful transition to retirement for staff in your council's workforce.

Why is succession planning important?

A well-designed succession plan fosters a culture of mentorship and facilitates a transfer of knowledge and skills from one cohort to the next. It can also help minimise the risk of losing key talent, and the leakage of local government expertise and leadership skills from the council workforce. Furthermore, when developing a succession plan, management should seek to collaborate with experienced staff members to incorporate their key service area knowledge and source any innovative ideas they may have in relation to achieving a smooth transition process.

Figure 4.7: Generational mix by service area^



^ Your top 5 services ranked by FTE plus Governance & Administration.
The population top 5 services ranked by FTE will be displayed if you have not provided us with any FTE data.

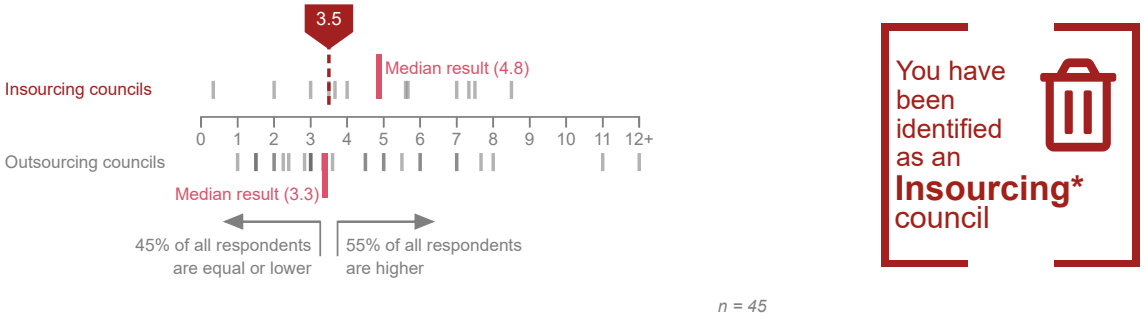
Survey population
Muswellbrook Shire Council

Explore: Solid waste management

Workforce analysis

We encourage councils to use this section of the report to further analyse and compare key **workforce** metrics across the solid waste management (SWM) service area. We have classified councils as either 'outsourcing' or 'insourcing' to assist with comparisons. If the council's SWM outsourced contract value was more than 25% of the total SWM cost, then it has been classified as an 'outsourcing' council. All other councils are classified as 'insourcing'.

Figure 4.8: Span of control ('other staff' per supervisor and above) - Solid waste management



** Outsourcing councils are defined as the SWM outsourced contract value being more than 25% of the total SWM cost. All other councils are classified as insourcing. This will be " - " if you have not provided us with any cost data for this service.*

Figure 4.9: Staff turnover rate - Solid waste management

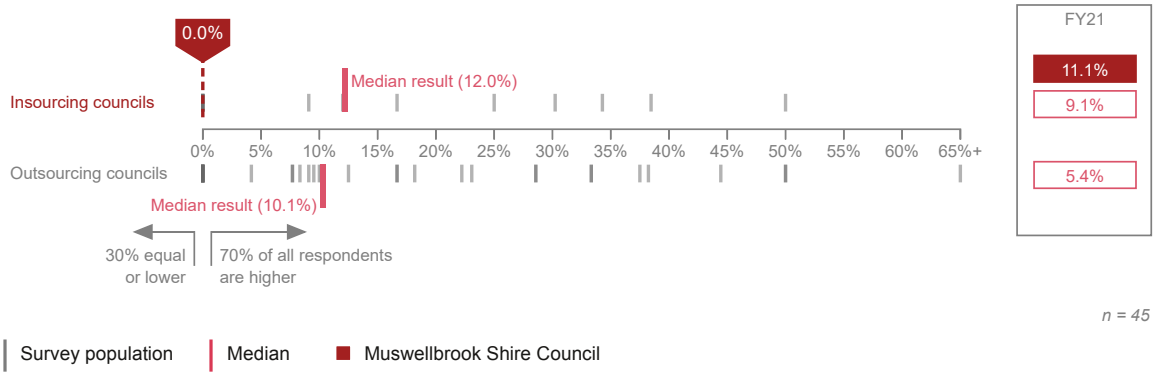
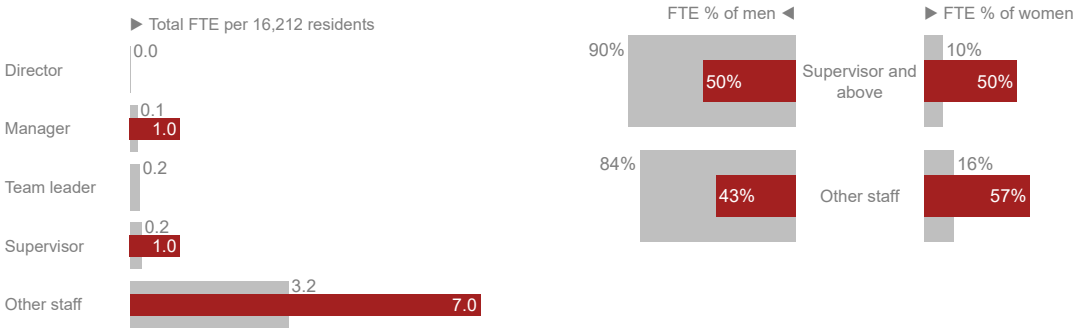


Figure 4.10: Staff level FTE breakdown and gender split - Solid waste management



Note: We have remodelled the council survey population result to be the same size as your resident population, depending on whether you are an outsourcing or insourcing council.

Insourcing survey population
Muswellbrook Shire Council

Explore: Solid waste management

Waste levy, collected volumes, and cost analysis

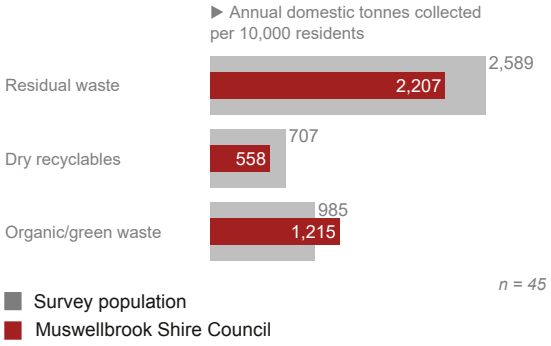
The cost associated with providing a council's solid waste service is influenced by a number of factors. These may be environmental factors, such as the unique nature and density of dwellings being serviced across the community, or the nature and scope of the service that is provided. Government landfill waste levies also have an impact on overall cost and can vary considerably by jurisdiction.

We encourage councils to use this section of the report to further analyse and compare key **cost** metrics across the solid waste management (SWM) service area.

Your council owns and operates its own landfill site

52% of councils own and operate their own landfill site

Figure 4.11: Annual domestic waste collected (tonnes per 10,000 residents)



Waste disposal or landfill levy per tonne taken to landfill ($)

Your council's waste disposal levy per tonne taken to landfill is $95.0

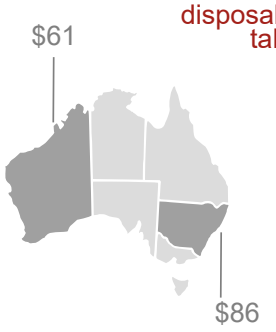
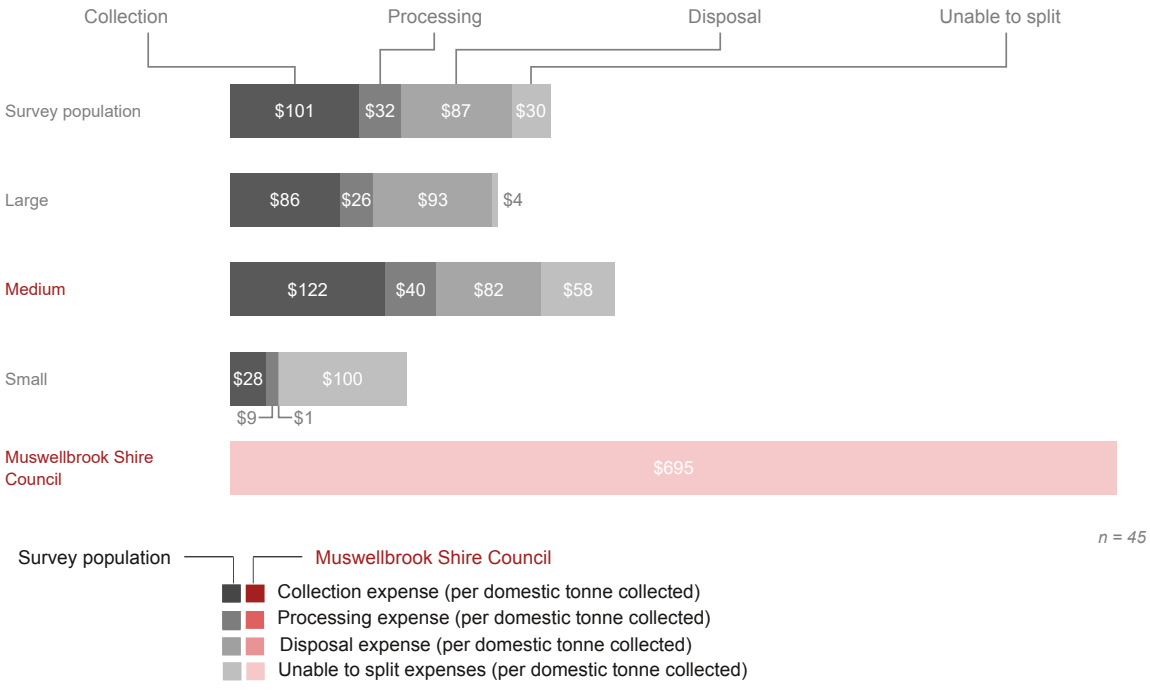


Figure 4.12: Breakdown of domestic waste annual operating cost (A$) per tonne collected



Explore: Solid waste management

Waste levy, collected volumes, and cost analysis (continued)

We have provided the annual solid waste management cost per resident for your council, compared to the median for each jurisdiction in Figure 4.13. Additionally, councils can use Figure 4.14 to better understand the cost breakdown, taking into account outsourcing costs as well as insourcing costs per resident.

Your overall solid waste management expense per resident is **$418**

NSW median solid waste management expense per resident is **$215**

Figure 4.13: Solid waste management annual operating expense (A$) per resident

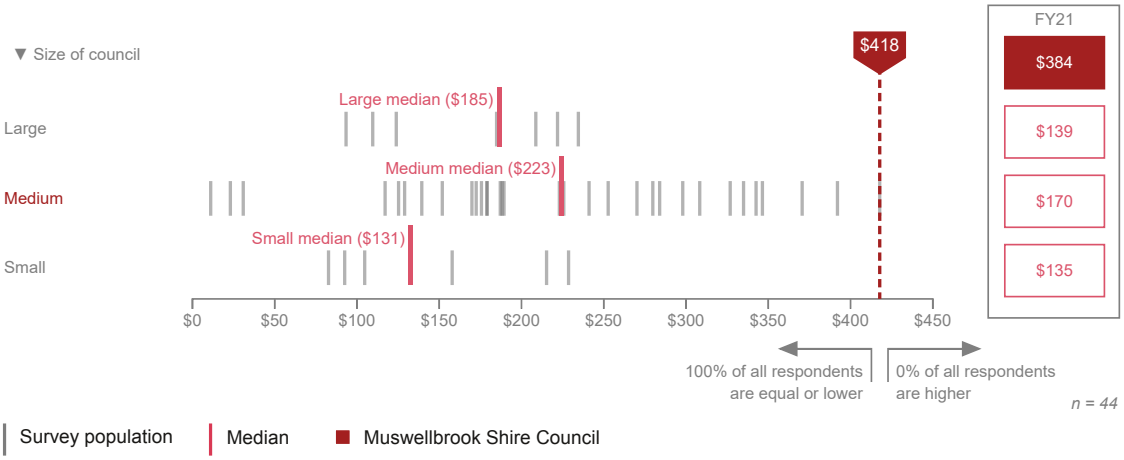
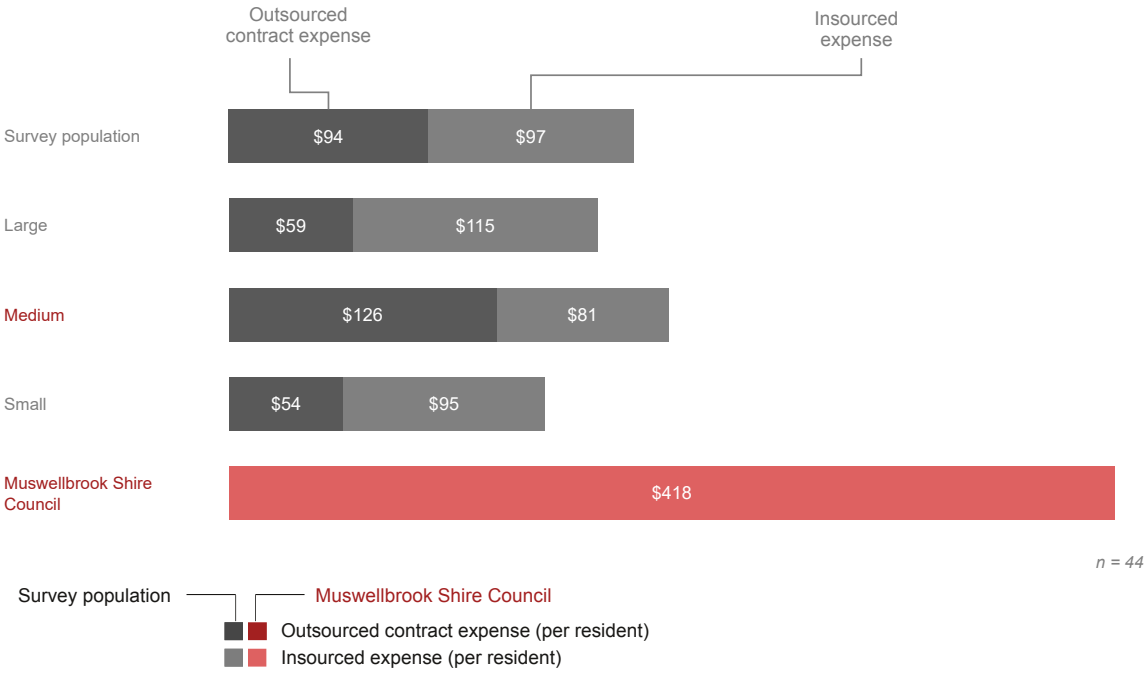


Figure 4.14: Breakdown of solid waste management annual operating expense (A$) per resident

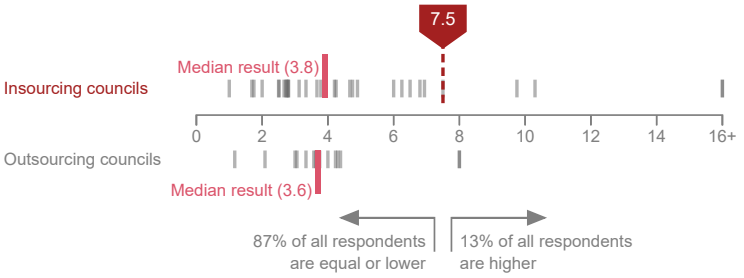


Explore: Roads and bridges

Workforce analysis

We encourage councils to use this section of the report to further analyse and compare key **workforce** metrics across the Roads and Bridges (ROAD) service area. We have classified councils as either 'outsourcing' or 'insourcing' to assist with comparisons. If the council's ROAD outsourced contract value was more than 25% of the total ROAD cost, then it has been classified as an 'outsourcing' council. All other councils are classified as 'insourcing'.

Figure 4.15: Span of control ('other staff' per supervisor and above) - Roads and bridges

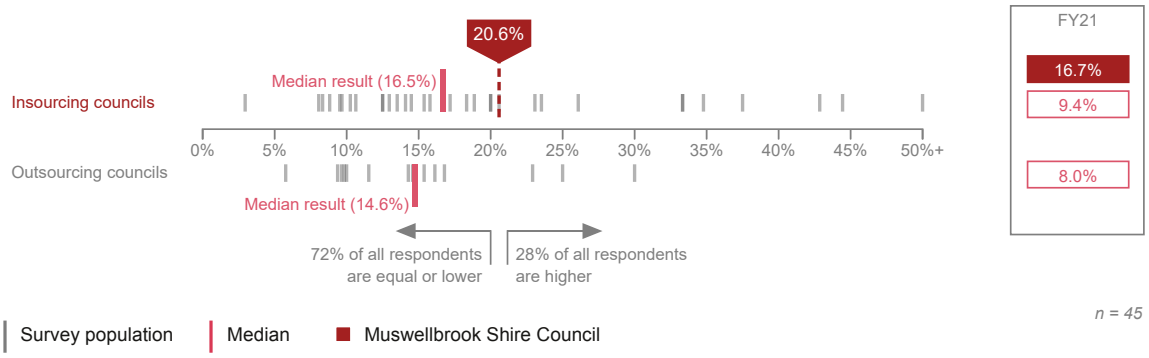


You have been identified as an **Insourcing*** council

n = 45

** Outsourcing councils are defined as the Road/Bridge outsourced contract value being more than 25% of the total Road/Bridge cost. All other councils are classified as insourcing. This will be " - " if you have not provided us with any cost data for this service.*

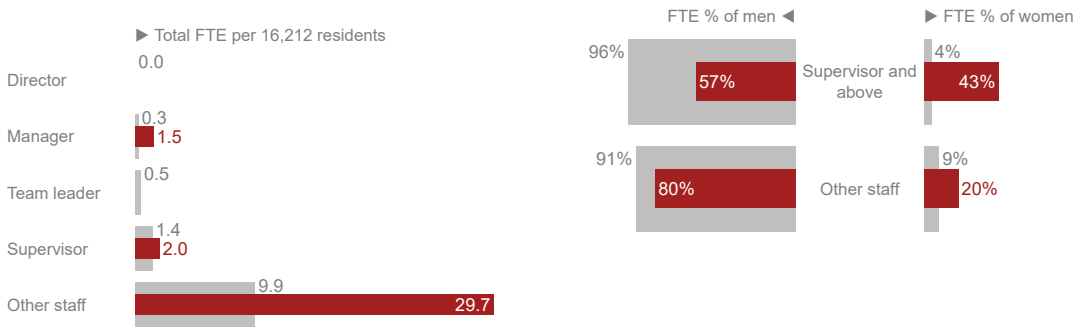
Figure 4.16: Staff turnover rate - Roads and bridges



n = 45

Survey population | Median | Muswellbrook Shire Council

Figure 4.17: Staff level FTE breakdown and gender split - Roads and bridges



Note: We have remodelled the council survey population result to be the same size as your resident population, depending on whether you are an outsourcing or insourcing council.

Insourcing survey population
Muswellbrook Shire Council

Explore: Roads and bridges

Cost analysis

We encourage councils to use this section of the report to further analyse and compare the **cost per kilometre (km)** across roads and bridges in this service area.

Figure 4.18 shows that metro councils continue to maintain a higher median cost per km due to the higher proportion of sealed roads with higher traffic volumes.

Figure 4.19 displays the relationship between the extent of unsealed to sealed roads in a council's road network, and the associated operating cost. Sealed roads are typically associated with higher volumes of traffic, therefore the operating expense comprises not only the cost of construction, but the cost of maintaining appropriate road quality. Given the mix of sealed and unsealed roads in the network, councils below the curved line have a higher than expected cost per km.

Your roads roads and bridges expense per kilometre is
A$19.0k

NSW median roads and bridges expense per kilometre is
A$18.3k

Figure 4.18: Roads and bridges annual operating expense (A$) per kilometre (council type)

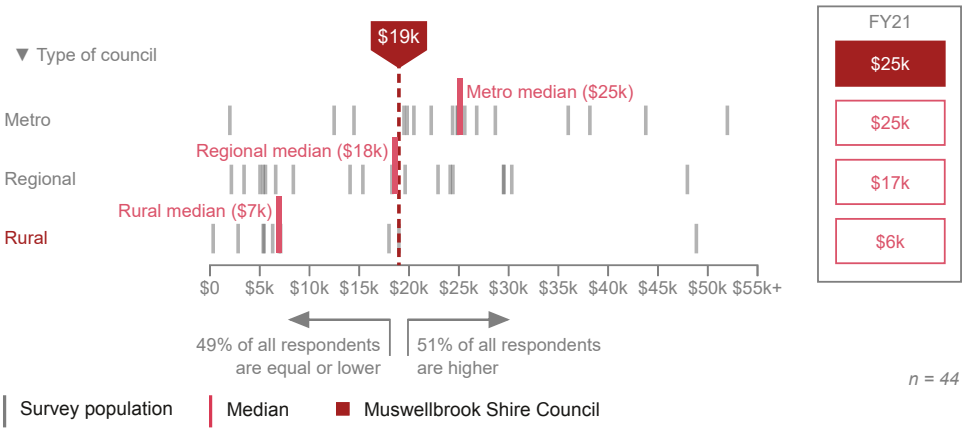
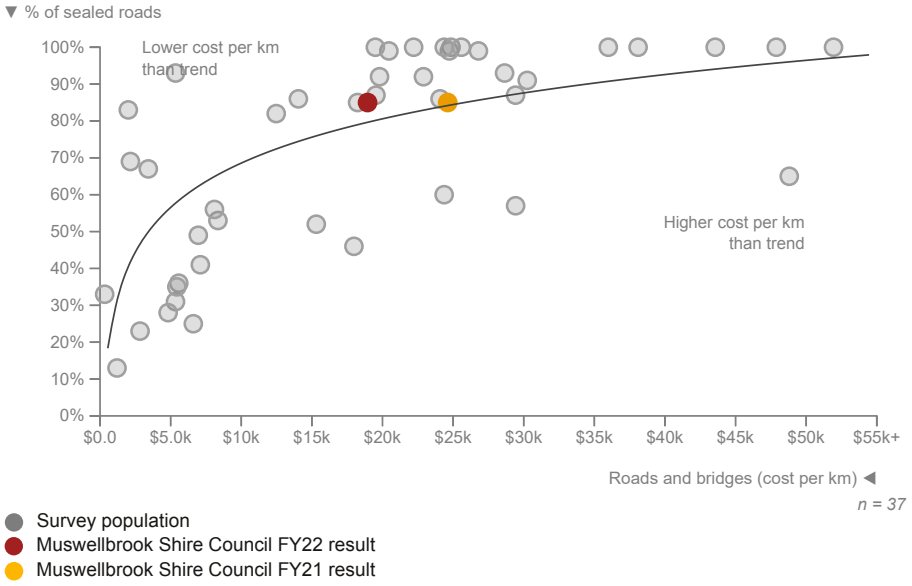


Figure 4.19: Relationship between percentage of sealed roads (in km) and Roads and bridges annual operating expense (A$) per kilometre



Explore: Parks, gardens and sporting grounds

Workforce analysis

In this section we have combined the Parks and Gardens data with the Sporting Grounds data to present a holistic view of a predominantly outdoor-based workforce. Figure 4.20 highlights a narrowing span of control across metro and regional councils, while rural councils have broadened their span of control compared to last year. Figure 4.21 indicates that the median staff turnover rate across rural councils has increased dramatically this year to 25% (up from 15.9% in FY21).

Figure 4.20: Span of control ('other staff' per supervisor and above) - Parks, gardens and sporting grounds

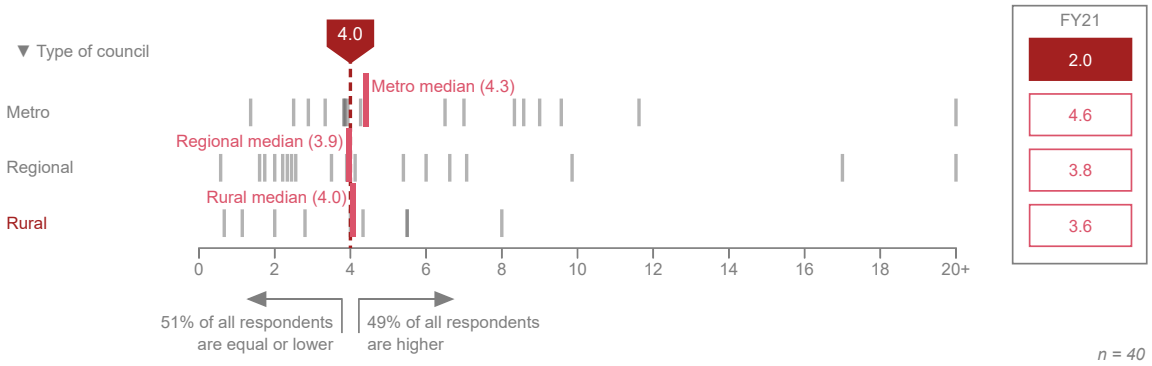


Figure 4.21: Staff turnover rate - Parks, gardens and sporting grounds

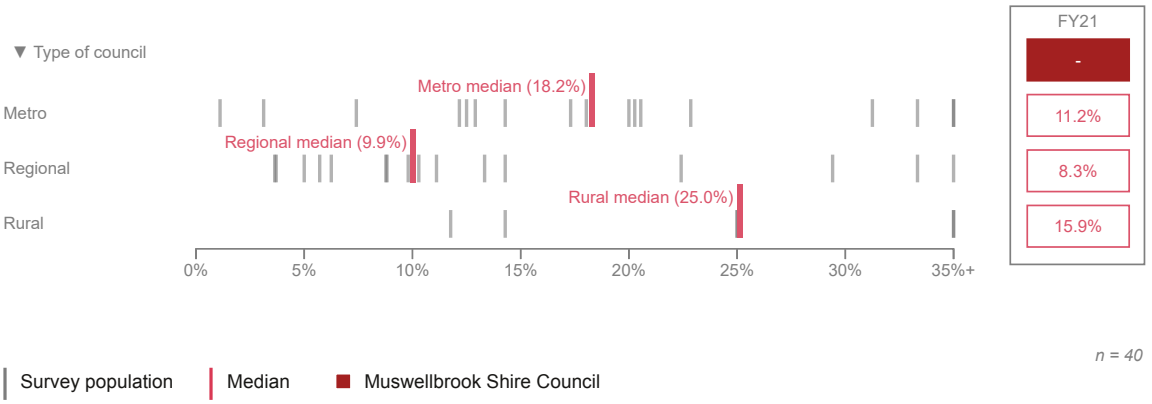
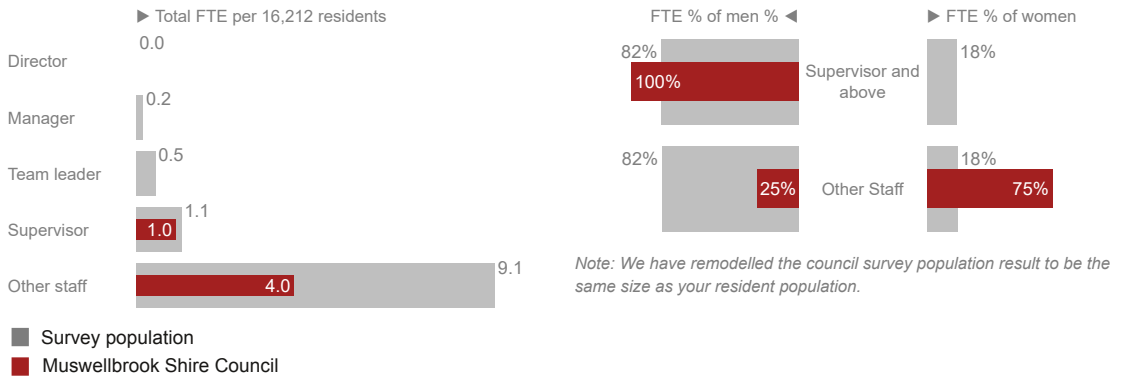


Figure 4.22: Staff level FTE breakdown and gender split - Parks, gardens and sporting grounds



Explore: Parks, gardens and sporting grounds

Analysis of segmentation, land area and relative cost per hectare

Our report highlights the variety of segmentation of outdoor recreational areas across types of councils.

Figure 4.23 illustrates that rural councils have a greater proportion of active space (17%) compared to the remaining survey population, whilst regional councils report a larger segment of land dedicated to conservation and utility (52%).

Not surprisingly, in Figure 4.24 we see that rural councils also have the largest per-resident area of parks, gardens and sporting grounds (362.4ha per 10,000 residents) and appear to benefit from economies of scale when it comes to maintenance, reporting a significantly lower cost per hectare when compared to their metro and regional counterparts.

Figure 4.23: Parks, gardens and sporting grounds breakdown by category (hectares)

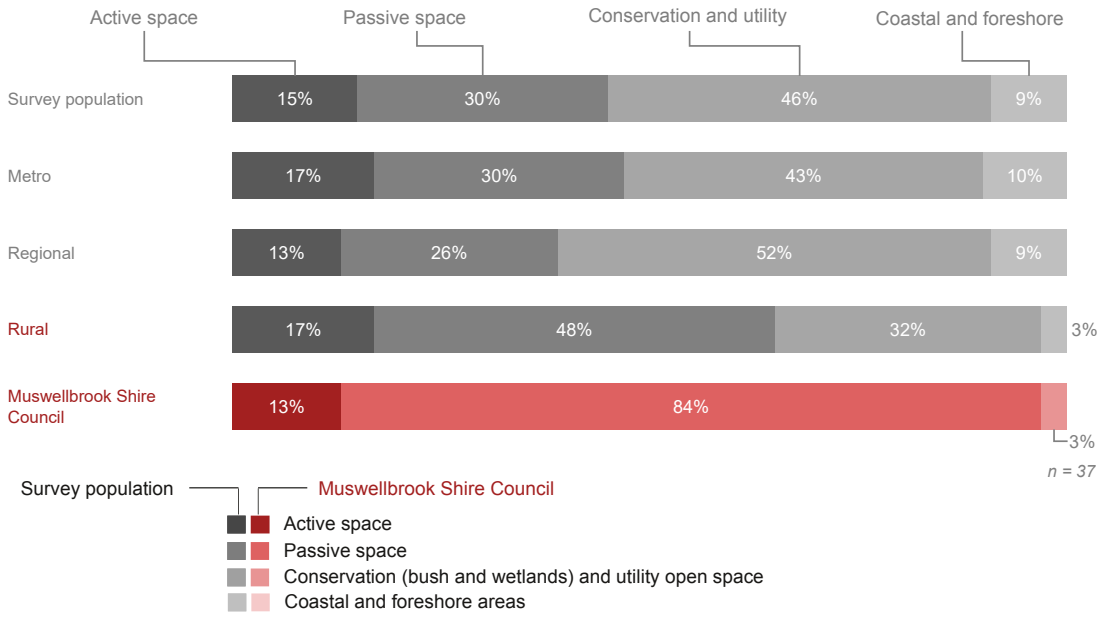
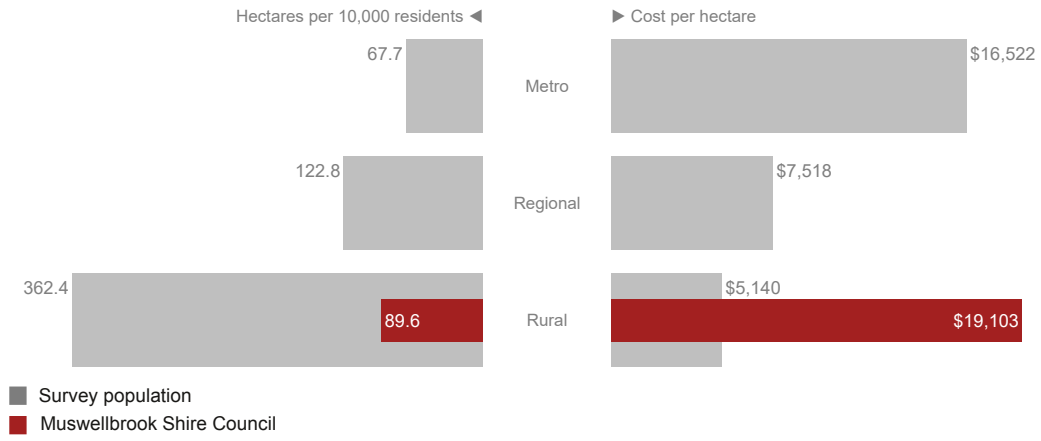


Figure 4.24: Parks, gardens and sporting grounds area and cost breakdown (council type)



Explore: Parks, gardens and sporting grounds

Analysis of operating expense

We encourage councils to use this section of the report to further analyse and compare the key **cost** metrics across parks, gardens and sporting grounds.

Figure 4.25 presents the median operating expense for your council on a per resident basis, compared to the corresponding median for your jurisdiction and against the backdrop of council type.

Figure 4.26 displays the cost components involved in operating outdoor recreational areas, split between insourced and outsourced expenses.

Your parks and sporting grounds expense per resident is **$171**

NSW median parks and sporting grounds expense per resident is **$128**

Figure 4.25: Parks, Gardens and Sporting Grounds annual operating expense (A$) per resident (council type)

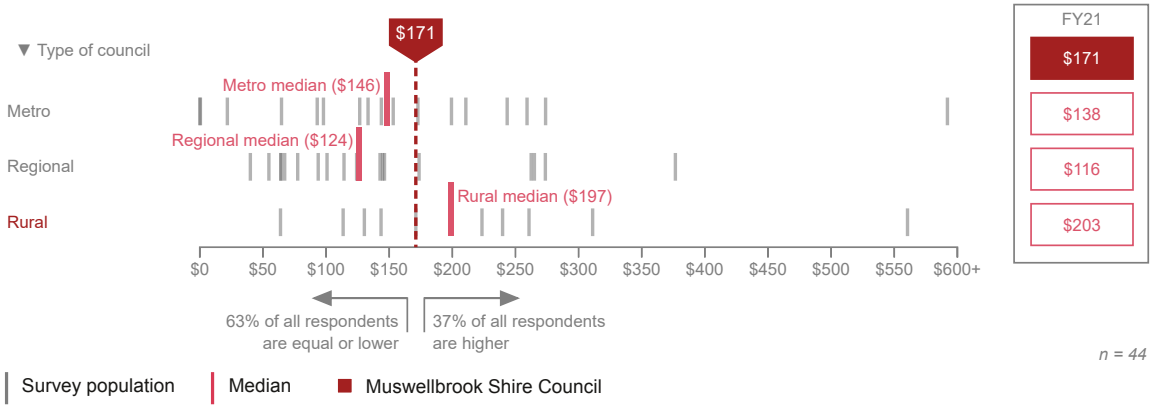


Figure 4.26: Breakdown of Parks, Gardens and Sporting Grounds annual operating expense (A$) per resident



Explore: Swimming pool leisure centres

Analysis of operations

Results from our survey continue to indicate that swimming pool leisure centre facilities represent a substantial investment of council financial resources, with the median average operating cost per visit being nearly double the median average revenue earned per visit (Fig 4.29).

However we also note that swimming pool leisure centres are a vital community resource. They generate a variety of tangible benefits including an increased sense of community and social network, encouragement of a healthier/more active lifestyle, and reduced criminal/anti-social behaviour.

Your council reported **2** facilities

Your council reported **50%** single-use facilities

50% multi-use facilities

Figure 4.27: Relationship between average revenue (A$) per visit and annual visits per resident

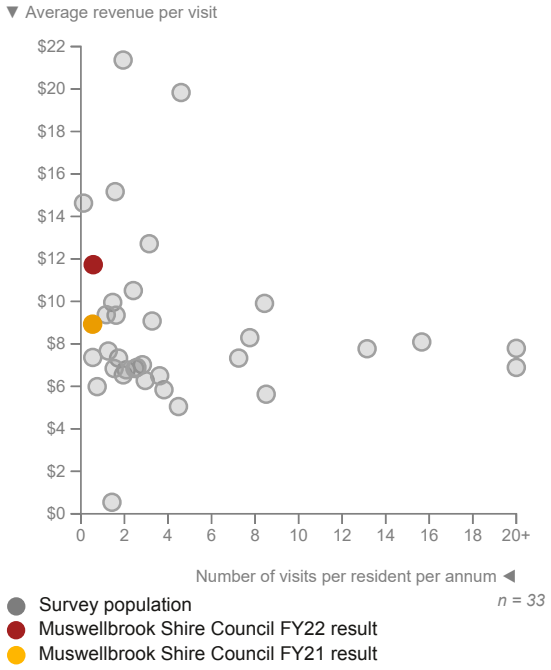


Figure 4.28: Relationship between average operating cost (A$) per visit and annual visits per resident

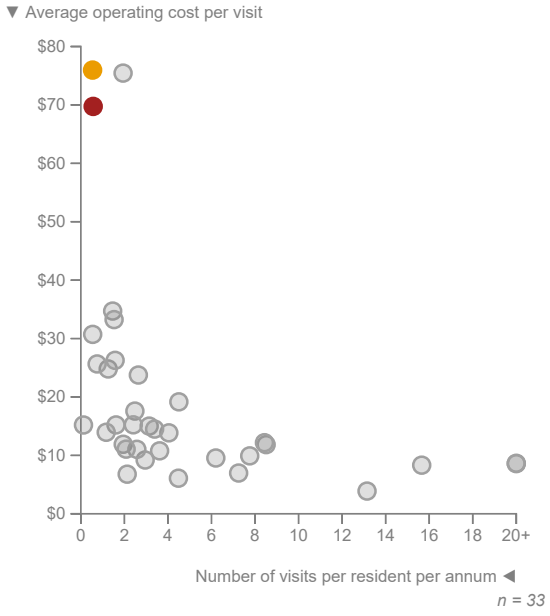
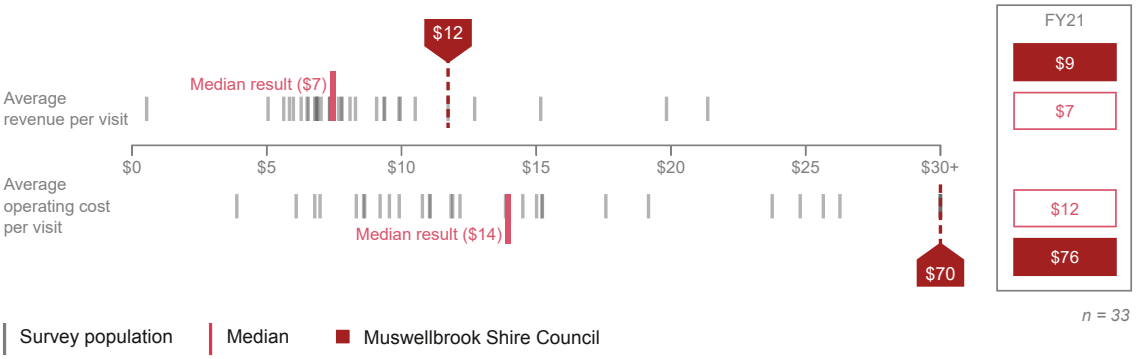


Figure 4.29: Swimming pool leisure centres - annual average revenue and operating cost (A$) per visit



Breakdown of participating councils by service area

The table below shows the number of councils that provided cost and FTE data for each individual service area.

Service Area	Councils providing cost data	Councils providing FTE data
	n count	n count
Aerodromes	17	13
Aged Persons and Disabled	24	22
Agriculture	2	2
Beach Control and Maritime Activities	8	6
Camping Area and Caravan Parks	14	10
Children's Services	22	21
Cultural and Community Service Centres	38	37
Drainage and Stormwater Management	28	23
Emergency Services, Fire levy and Protection	20	14
Enforcement of Regs and Animal Control	44	44
Footpaths	24	17
Fuel & Energy	3	2
Governance and Administration	44	45
Health	19	15
Mining, Manufacturing & Construction	23	23
Other Community Amenities	31	29
Other Community Services and Education	35	34
Other Economic Affairs	40	41
Other Environment	39	39
Other Public Order and Safety	15	15
Other Transport Infrastructure	34	38
Parks and Gardens	44	45
Public Libraries	41	40
Roads & Bridges	44	45
Sewerage Services	26	24
Solid Waste Management	44	45
Sporting Grounds and Venues	37	36
Street Cleaning	21	19
Street Lighting	17	5
Swimming Pools	29	26
Town Planning	41	43
Water Supplies	19	19

Participating Councils

List of participating councils by jurisdiction

The table below shows the list of particpating councils in the FY22 LG Performance Excellence Survey Program:



New South Wales

1. Albury City Council
2. Ballina Shire Council
3. Bega Valley Shire Council
4. Bellingen Shire Council
5. Bland Shire Council
6. Byron Shire Council
7. Campbelltown City Council
8. Central Coast Council
9. Cessnock City Council
10. City of Newcastle
11. Coffs Harbour City Council
12. Eurobodalla Shire Council
13. Georges River Council
14. Gwydir Shire Council
15. Kempsey Shire Council
16. Lane Cove Council
17. Leeton Shire Council
18. MidCoast Council
19. Muswellbrook Shire Council
20. Narrandera Shire Council
21. Narromine Shire Council
22. Oberon Council
23. Parkes Shire Council
24. Port Macquarie-Hastings Council
25. Port Stephens Council
26. Queanbeyan-Palerang Regional Council
27. Singleton Council
28. Snowy Monaro Regional Council
29. Temora Shire Council
30. Tweed Shire Council
31. Willoughby City Council
32. Wollondilly Shire Council



Western Australia

1. City of Armadale
2. City of Canning
3. City of Gosnells
4. City of Joondalup
5. City of Kalgoorlie-Boulder
6. City of Kwinana
7. City of Nedlands
8. City of Rockingham
9. City of South Perth
10. City of Subiaco
11. City of Vincent
12. City of Wanneroo
13. Shire of Serpentine Jarrahdale

Contacts

PwC Contacts

The Local Government Performance Excellence Program FY22 is produced in conjunction with Local Government Professionals Australia, NSW and the results are analysed by PwC.



Stuart Shinfield
Partner
stuart.shinfield@pwc.com



Sarah Gibson
Managing Director
sarah.gibson@pwc.com



Adam Rowling
Senior Manager
adam.rowling@pwc.com



Joan Lee
Manager
joan.j.lee@pwc.com



Mayra Rabines Lara
Manager
mayra.rabines.lara@pwc.com

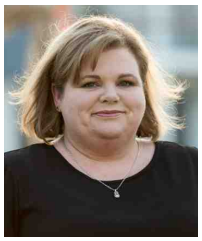


Shirley Xu
Consultant
shirley.b.xu@pwc.com



Mira Xu
Consultant
Mira.xu@pwc.com

Local Government Sector Contacts



Vicki Mayo
Chief Executive Officer
LG Professionals Australia, NSW
vicki@lgprofessionals.com.au



Candy Choo
Chief Executive Officer
LG Professionals Australia, WA
candy@lgprofessionalswa.org.au

Definitions
&
Report References

Definitions

Headcount

Headcount includes permanent and fixed term contract employees based on your submitted HR extract. Casual employees are excluded. We calculate headcount at two points in the financial year, 1 July for opening headcount and 30 June for closing headcount.

When we refer to your 'workforce', 'employees' or 'staff' it relates to headcount thereby including only permanent and fixed term contract employees. If we use full-time equivalents, we will always refer to this group as FTE employees or refer to it in the metric name, for example, Actual training spend per FTE.

Full time equivalents (FTE)

FTE includes permanent, fixed term contract employees and casuals based on your submitted HR extract. We calculate FTE at two points in the financial year, 1 July for opening FTE and 30 June for closing FTE.

Calculating headcount of FTE at 1 July 2021

Headcount of FTE employees with the following criteria are included:

- Start date on or before 1 July 2021
- An FTE status greater than zero at 1 July 2021 (FTEs of zero or blank are NOT included)

Headcount of FTE employees with the following are excluded:

- A termination date before 1 July 2021

Calculating headcount of FTE at 30 June 2022

Headcount of FTE employees with the following criteria are included:

- Start date on or before 30 June 2022
- An FTE status greater than zero at 30 June 2022 (FTEs of zero or blank are NOT included)

Headcount of FTE employees with the following are excluded:

- A termination date before 30 June 2022

Calculating service area FTE

The calculation for FTE by service area is made up of two components:

1. The sum of all closing FTE at 30 June for permanent and fixed term contract staff where no casual hours were worked during the year.
2. If casual hours were worked during the year, we ignore the closing FTE value for those staff. Instead, we sum those casual hours worked in a particular service area throughout the financial year and convert into an FTE value by using a 38 hour week. This reflects the seasonal nature of some service areas, such as pools or beach control.

Definitions

Staff levels

General Manager or CEO – This is the one person responsible for managing the council. In NSW, they are referred to as the General Manager, in WA the CEO. For the purposes of this survey, this position is called GM/CEO throughout the report.

Director – Senior executives responsible for individual directorates/areas. This level could also be a high level specialist role with few direct reports or they could manage a unit - this may vary from council to council.

Manager – Typically a manager of a unit which reports to a Director. Responsibilities include strategic planning, budget, team building and development, dealing with complex staff situations and other issues. This person is considered the technical expert in the field of work.

Team Leader – Responsible for a large team of operational staff and would be involved in some difficult conversations with staff. Accountable for budget and operational targets and would rely on existing procedures or precedents to resolve problems. Able to deal with a level of complexity regarding customer interactions and contact.

Supervisor – Generally reports to a team leader. Responsible for supervising a small team of staff, overseeing the day to day operational tasks and ensuring these are met. Responsible for planning activities and resources up to a week in advance. When making decisions, Team Leader consultation would be required. Limited responsibility for budget.

Other Staff – This catergory relates to all other staff that are not a GM, CEO, Director, Manager, Team Leader or Supervisor.

Service Areas

For further information on service area definitions, please refer to section Appendix A in the FY22 Participant Guide available on Data Kit.

Report References

(2) PwC 2021 Global Culture Survey

(3)(5)(6) PwC, 2022, ‘How to make workplaces so inclusive people won’t want to leave’

(4) PwC, 2022, ‘A contemporary approach to workplace mental health and wellbeing’

(7) Duncan AS, Mavisakalyan A and Salazar S (2022), Gender Equity Insights 2022: The State of Inequality in Australia, BCEC|WGEA Gender Equity Series, Issue #7, October 2022

(8) Cassells R and Duncan A (2020), Gender Equity Insights 2020: Delivering the Business Outcomes, BCEC|WGEA Gender Equity Series, Issue #5, March 2020

(9) Workplace Gender Equality Agency, 2020, 'Women in leadership: Lessons from Australian companies leading the way'

Report References

(11) PwC, 2022, Women in Work 2022

(13) Workplace Gender Equality Agency, ‘Women in leadership’

(14) Workplace Gender Equality Agency, 2016, ‘Supporting careers: mentoring or sponsorship?’

(15)(16)(30) PwC, 2022, Global Workforce Hopes and Fears Survey

(17)(19)(20)(21)(22)(23) PwC, 2022, ‘PwC Australia's CEO Survey shows CEOs are concerned about attracting and retaining key skills’

(18)(25)(31) PwC, 2022, ‘Balancing Act: The New Equation in hybrid working’

Report References

(24)(29) PwC, 2021, ‘The Future of Work: What workers want: Winning the war for talent'

(26) Australian Government Productivity Commission, 2020, Mental Health: Productivity Commission Inquiry Report Volume 1

(27) PwC, 2022, ‘How to pick the right mental health solution for your organisation’

(28) strategy+business, 2017, 'Getting to the Critical Few Behaviors That Can Drive Cultural Change'

(32) PwC, 2021, ‘How the best boards approach CEO succession planning’

(33)(34) PwC, 2022, ‘Shaping CFOs and their finance teams for tomorrow’

Report References

(35) PwC 2021 Finance Effectiveness Benchmark Study

(36)(37)(39)(40)(44)(45) PwC, 2022, ‘Your finance transformation can flourish when you prioritise people’s growth’

(38)(43) PwC, 2021, ‘More than tech: Why finance transformations should start with people first’

(46) PwC, n.d., 'Making digital services ‘human’ to serve vulnerable Australians'

(47)(49)(50)(51)(54)(56) PwC 2022, ‘Cyber and the C-suite in Australia: Findings from 2023 Global Digital Trust Insights'

(52) PwC, n.d. ‘Ensuring your organisation is data breach ready'

Report References

(53) PwC, 2020, ‘Cyber attacks: 5 key questions when you’re facing a potential breach’

(55)(57) PwC, 2020, 'After the storm: What your tech, legal and risk functions should do after a cyber attack'

© 2022 Local Government Professionals Australia, NSW and PwC. All rights reserved.
PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see www.pwc.com/structure for further details.
Liability limited by a scheme approved under Professional Standards Legislation.

10.4.7. Appointment of General Manager's Performance Panel

Attachments:	1. Guidelines-for-the-appointment-and-oversight-of-general-managers [**10.4.7.1** - 20 pages]
Responsible Officer:	Derek Finnigan - General Manager
Author:	Katie McCann (Executive Assistant)
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.
	Not applicable

PURPOSE

To appoint a panel to conduct the General Manager's performance review in accordance with the Local Government Act 1993.

OFFICER'S RECOMMENDATION

Council delegates the General Manager's performance review to a panel comprising:

1. The Mayor
2. The Deputy Mayor
3. A councillor nominated by Council: _____
4. A councillor nominated by the General Manager:_____

Moved: _____Seconded: _____

BACKGROUND

The *Guidelines for the Appointment and Oversite of General Managers (July 2011)*, as per section 23A of the Local Government Act 1993, provides the following advice:

The council's governing body is to establish a performance review panel and delegate the task of performance reviews of the general manager to this panel. The extent of the delegation should be clear.

All councillors should be notified of relevant dates in the performance review cycle and be kept advised of the panel's findings and recommendations. The panel should report back to the governing body of council in a closed session the findings and recommendations of its performance review as soon as practicable following any performance review. This should not be an opportunity to debate the results or re-enact the performance review of the general manager. The general manager should not be present when the matter is considered.

The performance management report of any council staff member, including the general manager, should not be released to the public and should be retained on the appropriate

confidential council employment file. Release of such personal information to other than the Performance Review Panel, the general manager and the councillors in confidence may be a breach of privacy legislation.

CONSULTATION

Cr Steve Reynolds (Mayor)

Gareth Broadrick – Capstone Recruitment

REPORT

The *Guidelines for the Appointment and Oversite of General Managers 2022* recommends that the whole process of performance management be delegated to the performance review panel, including discussions about performance, any actions that should be taken and the determination of the new performance agreement.

The performance review panel should comprise the mayor, the deputy mayor, another councillor nominated by council and a councillor nominated by the general manager. The council's governing body may also consider including an independent observer on the panel.

The role of the review panel includes:

- conducting performance reviews
- reporting the findings and recommendations of those reviews to council
- development of the performance agreement.

The governing body and the general manager may agree on the involvement of a suitably qualified external facilitator such as a human resources professional to assist with the performance review process and the development of a new performance agreement. That person may be selected by the governing body or the performance review panel.

Councillors who are not members of the performance review panel may be invited to contribute to the performance review process by providing feedback to the mayor on the general manager's performance relevant to the agreed performance criteria.

OPTIONS

Not applicable

CONCLUSION

It is recommended that Council appoints a Performance Review Panel in line with the *Guidelines for the Appointment and Oversite of General Managers, July 2011*.

SOCIAL IMPLICATIONS

Not applicable

FINANCIAL IMPLICATIONS

Not applicable

POLICY IMPLICATIONS

Not applicable

STATUTORY IMPLICATIONS

Section 23A of the Local Government Act 1993

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

Guidelines for the Appointment and Oversight of General Managers

2022



NSW GOVERNMENT

Office of Local Government, Department of Planning and Environment
5 O'Keefe Avenue NOWRA NSW 2541
Locked Bag 3015 NOWRA NSW 2541
Phone 02 4428 4100
TTY 02 4428 4209
olg@olg.nsw.gov.au
www.olg.nsw.gov.au

Special arrangements can be made for our publications to be provided in large print or an alternative media format. If you need this service, please contact Client Services on 02 4428 4100.

DISCLAIMER
While every effort has been made to ensure the accuracy of the information in this publication, the Department of Planning, Industry and Environment expressly disclaims any liability to any person in respect of anything done or not done as a result of the contents of the publication or the data provided.

© NSW Department of Planning and Environment 2022
Produced by the Department of Planning and Environment

TABLE OF CONTENTS

TABLE OF CONTENTS....3
INTRODUCTION....4
ROLE OF THE GENERAL MANAGER....5
RECRUITMENT AND SELECTION....7
DAY-TO-DAY OVERSIGHT AND LIAISON WITH THE GENERAL MANAGER....10
PERFORMANCE MANAGEMENT....11
REMUNERATION AND REWARD....14
SEPARATION....15
RENEWING THE GENERAL MANAGER'S CONTRACT....18
Appendix 1 – Performance management timelines....19
Appendix 2 – Stages of performance management....20

INTRODUCTION

The *Local Government Act 1993* (the Act) requires councils to appoint a person to be the council's general manager (section 334).

One of the prescribed functions of the governing body of a council is to determine the process for the appointment of the general manager and to monitor their performance (section 223).

These Guidelines have been developed to assist councillors when performing their functions under the Act relating to the appointment of general managers and overseeing their performance. They provide guidance on:

- the role of the general manager and the importance of a good working relationship between councillors and the general manager
- the recruitment process and the appointment of a general manager
- day to day oversight of and liaison with the general manager
- the performance review process
- separation, and
- renewal of the general manager's contract.

These Guidelines are issued under section 23A of the Act and must be taken into consideration by councils when exercising their functions in relation to the recruitment and oversight of general managers. They should be read in conjunction with the relevant provisions of the Act and the *Local Government (General) Regulation 2021* (the Regulation) and the standard contract of employment for general managers approved by the Departmental Chief Executive of the Office of Local Government under section 338 of the Act (the approved standard contract).

ROLE OF THE GENERAL MANAGER

Councillors comprise the governing body of a council and make decisions by passing resolutions. It is the general manager's role to implement the lawful decisions of the council and to carry out the functions conferred on them by the Act and Regulation and other legislation.

General managers also perform other functions delegated to them by the governing body.

The governing body monitors the implementation of its decisions through the general manager's reports to council meetings.

Key functions of the general manager

The Act confers certain functions on general managers of councils (section 335). Key aspects of the general manager's role are set out below:

Management of the council

The general manager is responsible for conducting the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies approved by the governing body of the council and implementing without undue delay, lawful decisions of the governing body.

Assisting the governing body to set the strategic direction

The general manager also plays a key role in assisting the governing body to develop the council's strategic direction. The general manager is responsible for guiding the preparation of the community strategic plan and the council's response to it via the delivery program and operational plans. The general manager is also responsible for implementing the delivery program and operational plans and reports to the governing body on their implementation. More information on this is available on the Office of Local Government's website.

Determining the organisation structure

The general manager is responsible for determining the organisation structure of the council (other than senior staff positions) following consultation with the governing body and in accordance with the budget approved by the governing body (section 332). The positions within the organisation structure of the council must be determined to give effect to the priorities set out in the council's strategic plans, including the community strategic plan and delivery program.

Appointment and direction of staff

The general manager is responsible for the appointment and direction of staff and their dismissal. The general manager must consult with the governing body before appointing or dismissing senior staff.

Supporting councillors

The general manager is also responsible for ensuring councillors are provided with the information and the advice they require to make informed decisions and to carry out their civic duties.

The general manager should ensure that council meeting business papers contain sufficient information to allow councillors to make informed decisions and to allow them to effectively monitor and review the council's operations and performance. This will assist councils in ensuring they are complying with statutory requirements, keeping within the budget approved by the council, and achieving the strategic goals set by the council in its delivery program and operational Plan.

The governing body may direct the general manager to provide councillors with advice but

cannot direct them as to the content of that advice.

Requests by councillors for assistance or information outside of meetings should be made to the general manager unless the general manager has authorised another staff member to receive such requests. The *Model Code of Conduct for Local Councils in NSW* contemplates that councils should adopt a policy to provide guidance on interactions between councillors and staff. The policy should be agreed to by both the governing body and the general manager. To assist councils, the Office of Local Government has prepared a model councillor and staff interaction policy which reflects best practice. This is available on the Office of Local Government's website.

The delegation of functions to the general manager

A governing body may delegate certain functions of the council to the general manager but cannot delegate the functions set out in section 377(1) of the Act. The delegation of a council's functions must be made by resolution and be evidenced in writing. Delegations must be reviewed during the first 12 months of each term of the council (section 380).

The general manager may sub-delegate a function delegated to them by the governing body (section 378). However, the general manager still retains responsibility to ensure that any sub-delegated function is carried out appropriately.

The importance of a good working relationship with the general manager

The position of general manager is pivotal in a council. It is the interface between the governing body which sets the strategic direction of the council and monitors its performance, and the administrative body of the council, headed by the general manager, which implements the decisions of the governing body. A good working relationship between the general manager and the councillors is therefore critical for good governance and a well-functioning council. Where this relationship breaks down, this can quickly lead to dysfunction.

The Centre for Local Government at the University of Technology in Sydney has identified the following as key components of a good working relationship between councillors and the general manager:

- mutual trust and respect
- councillors publicly supporting the work of the general manager
- councillors dealing with any performance concerns through appropriate channels e.g., not the media or council meetings
- councillors not getting involved in the day-to-day operational matters of the council (which makes it difficult for the general manager to do their job)
- councillors having a clear understanding of how and when to approach the general manager or other staff for information or support and following agreed protocols
- regular meetings between the general manager, mayor and councillors to ask questions and share information and advice
- respect of confidentiality, and
- any conflict is dealt with professionally and quickly and where it can't be addressed informally, proper processes are followed.

RECRUITMENT AND SELECTION

Requirements of the *Local Government Act 1993*

One of the prescribed functions of the governing body of a council is to determine the process for the appointment of the general manager (section 223).

When recruiting a new general manager, the position must be advertised in a manner sufficient to enable suitably qualified persons to apply for the position (section 348).

As with the appointment of all council staff, councils must ensure that the appointment of the general manager is made using merit selection principles (section 349). Recruitment using merit selection is a competitive process where the applicant who demonstrates that they have the best qualifications and experience relevant to the role is appointed. Equal employment opportunity principles also apply to the recruitment of general managers (sections 349 and 344).

The recruitment process must be open and transparent, but the confidentiality of individual applicants must be maintained. A failure to maintain appropriate confidentiality may constitute a breach of the Act, the council's code of conduct and the *Privacy and Personal Information Protection Act 1998*.

Councils should engage an external recruitment consultant to assist them with the recruitment process and that person should have a role in verifying that proper processes and procedures are followed in the appointment of the general manager.

There are a range of possible approaches to undertaking the recruitment of the general manager. The guidance contained in these Guidelines reflects what the Office of Local Government considers to be best practice.

The pre-interview phase

As noted above, the council's governing body is responsible for determining the process for recruiting the general manager.

The governing body should delegate the task of recruitment to a selection panel led by the mayor and approve the recruitment process. The panel will report back to the governing body on the process and recommend the most meritorious applicant for appointment by the council.

The selection panel should consist of at least the mayor, the deputy mayor, another councillor and a suitably qualified person independent of the council. Where practicable, the selection panel membership should remain the same throughout the entire recruitment process.

Selection panels should, where possible, have a mix of genders.

The council's governing body should delegate to one person (generally the mayor) the task of ensuring:

- the selection panel is established
- the general manager's position description is current and evaluated in terms of salary to reflect the responsibilities of the position
- the proposed salary range reflects the responsibilities and duties of the position
- the position is advertised according to the requirements of the Act
- information packages are prepared, and
- applicants selected for interview are notified.

The mayor, or another person independent of council staff, should be the contact person for the position and should maintain confidentiality with respect to contact by potential applicants.

Interview phase

Interviews should be held as soon as possible after candidates are short listed.

Questions should be designed to reflect the selection criteria for the position and assist the selection panel to assess the suitability of the candidate for the position.

Interviews should be kept confidential.

All written references must be checked. The selection panel must delegate the task of contacting referees to one panel member. Other panel members should not contact referees.

If contact with someone other than a nominated referee is required, the applicant's permission must be sought.

At least 2 referees must be contacted and asked questions about the candidate relevant to the selection criteria.

Where tertiary qualifications are relied on, they should be produced for inspection and if necessary, for verification.

Appropriate background checks must be undertaken, for example, bankruptcy and criminal records checks and whether the candidate has been disqualified from managing a corporation by the Australian Securities and Investments Commission. For guidance on better practice recruitment background checks, see the Australian Standard AS 4811:2022 Workforce Screening and the Independent Commission Against Corruption's publication, *Strengthening employment screening practices in the NSW public sector* which is available on its website.

Selection panel report

The selection panel is responsible for preparing a report to the council's governing body that:

- outlines the selection process
- recommends the most meritorious applicant with reasons
- recommends an eligibility list if appropriate
- recommends that no appointment is made if the outcome of interviews is that there are no suitable applicants.

This report should be confidential and reported to a closed meeting of the council.

The appointment of a general manager is a non-delegable function of the council under section 377 of the Act and a general manager cannot be appointed without a formal resolution of the council.

The council's governing body must by resolution approve the position of the general manager being offered to the successful candidate before the position is offered to the candidate.

Finalising the appointment

The mayor makes the offer of employment after the governing body has resolved to appoint the successful candidate. The initial offer can be made by telephone.

Conditions such as term of the contract (1-5 years) and remuneration package (within the range approved by the governing body of the council) can be discussed by telephone but must be confirmed in writing.

The standard contract of employment for general managers approved by the Departmental Chief Executive of the Office of Local Government under section 338 of the Act must be used. The approved standard contract is available on the Office's website. The terms of the approved standard contract must not be varied. Only the term of the contract and the schedules to the approved standard contract can be adapted by councils.

General managers must be employed for 1–5 years.

The contract governs:

- the duties and functions of general managers
- performance agreements
- the process for renewal of employment contracts
- termination of employment and termination payments
- salary increases, and
- leave entitlements.

It should be noted that the Departmental Chief Executive of the Office of Local Government cannot approve individual variations to the standard terms of the contract.

Candidates who are placed on the eligibility list and unsuccessful applicants should be advised of the outcome of the recruitment process before the successful applicant's details are made public.

Record keeping

Councils should retain all records created as part of the recruitment process including the advertisement, position description, selection criteria, questions asked at interview, interview panel notes, selection panel reports and notes of any discussions with the selected candidate. These records are required to be stored and disposed of in accordance with the *State Records Act 1998*.

DAY-TO-DAY OVERSIGHT AND LIAISON WITH THE GENERAL MANAGER

While one of the prescribed functions of the governing body is to monitor the general manager's performance, day-to-day oversight of and liaison with the general manager should be undertaken by the mayor.

The mayor's role in the day-to-day management of the general manager should include:

- approving leave
- approving expenses incurred, and
- receiving and managing complaints about the general manager in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*.

The council's governing body should ensure there are adequate and appropriate policies in place to guide the mayor in the day-to-day oversight of and liaison with the general manager and keep those policies under regular review.

Some of the key policies the governing body should ensure are in place are those relating to:

- leave
- travel
- credit cards
- purchasing and procurement
- expenses and facilities
- petty cash, and
- financial and non-financial delegations of authority.

The governing body should also ensure there are appropriate policies in place with respect to the expenditure of council funds and reporting requirements in relation to that expenditure.

The council's governing body should satisfy itself that any policy governing the conferral of a benefit on the general manager, such as use of a motor vehicle, allows the actual dollar value of that benefit to be quantified so it can be accurately reflected in the general manager's salary package in Schedule C to the approved standard contract.

PERFORMANCE MANAGEMENT

Managing the performance of the general manager

The general manager is made accountable to the council for their performance principally through their contract of employment.

The role of the governing body is to monitor the general manager's performance in accordance with their contract of employment.

The performance of the general manager must be reviewed at least annually against the agreed performance criteria for the position. Councils may also choose to undertake more frequent interim reviews of the general manager's performance.

The agreed performance criteria must be set out in an agreement that is signed within three months of the commencement of the contract. Development of the performance agreement is discussed below.

Establishing a performance review panel

The governing body must establish a performance review panel led by the mayor, and delegate the task of undertaking the general manager's performance reviews to the panel. The extent of the delegation should be clear.

It is recommended that full responsibility for performance management be delegated to the performance review panel, including discussions about performance, any actions that should be taken and the determination of the new performance agreement.

Performance review panels should comprise of the mayor, the deputy mayor, another councillor nominated by council and a councillor nominated by the general manager.

The council's governing body may also consider including an independent observer on the panel. Panel members should be trained in the performance management of general managers.

The role of the review panel includes:

- conducting performance reviews
- reporting the findings and recommendations of reviews to the council, and
- development of the performance agreement.

The governing body and the general manager may agree on the involvement of a suitably qualified external facilitator such as a human resources professional to assist with the performance review process and the development of a new performance agreement. That person may be selected by the governing body or the performance review panel.

Councillors who are not members of the performance review panel may be invited to contribute to the performance review process by providing feedback to the mayor on the general manager's performance relevant to the agreed performance criteria.

All councillors should be notified of relevant dates in the performance review cycle and be kept advised of the panel's findings and recommendations.

The panel should report back to the governing body of the council in a closed session on the findings and recommendations of performance reviews as soon as practicable following any performance review. This should not be an opportunity to debate the results or revisit the general manager's performance review. The general manager should not be present when the matter is considered.

The performance agreement, action plan and any associated records that contain specific information about the work performance or conduct of the general manager are to remain confidential unless otherwise agreed to by the general manager or are required to be disclosed by law. The unauthorised disclosure of this information may constitute a breach of the Act, the council's code of conduct and the *Privacy and Personal Information Protection Act 1998*.

Establishing the performance agreement

The performance agreement is the most important component of successful performance management. The performance agreement should include clearly defined and measurable performance indicators against which the general manager's performance can be measured.

As one of the general manager's key responsibilities is to oversee the implementation of the council's strategic direction, it is important to align the general manager's performance criteria to the goals contained in the community strategic plan, and the council's delivery program and operational plans.

The performance agreement should also include indicators relevant to the general manager's personal contribution to the council's key achievements and their core capabilities, including leadership qualities.

The performance agreement should also include indicators related to promoting and maintaining an ethical culture within the council. These could include the conduct and measurement of the outcomes from staff surveys and the promotion of whistleblowing procedures under the *Public Interest Disclosures Act 1994* and the reporting of suspected wrongdoing to appropriate oversight agencies including the Independent Commission Against Corruption and the Office of Local Government.

The performance agreement should contain but not be limited to key indicators that measure how well the general manager has met the council's expectations with respect to:

- service delivery targets in the council's delivery program and operational plans
- budget compliance
- organisational capability
- timeliness and accuracy of information and advice to councillors
- timely implementation of council resolutions
- management of organisational risks
- promotion of an ethical culture
- ensuring a safe workplace and facilitating compliance with the *Work Health and Safety Act 2011*, and
- leadership and providing a consultative and supportive working environment for staff etc.

Performance review process

The approved standard contract requires that the performance of the general manager must be formally reviewed at least annually. The governing body of the council may also undertake interim performance reviews as appropriate.

The assessment should include:

- a self-assessment by the general manager, and
- an assessment by the review panel of the general manager's performance against the performance agreement.

The performance review meeting should be scheduled with sufficient notice to all parties in accordance with clauses 7.6 and 7.7 of the approved standard contract. These require:

- the general manager to give the council 21 days' written notice that an annual performance review is due, and
- the council to give the general manager at least 10 days' written notice that the performance review is to be conducted.

The meeting should concentrate on constructive dialogue about the general manager's performance against all sections of the performance agreement.

The meeting should identify any areas of concern and agreed actions to address those concerns.

In undertaking the performance review, care must be taken to ensure that the review is conducted fairly and in accordance with the principles of natural justice. The appointment by the council, in agreement with the general manager, of a suitably qualified external facilitator to advise on the process (see above) should assist councils to comply with these requirements.

The council's governing body must advise the general manager, in writing, in clear terms, the outcome of any performance review.

The new performance agreement for the next period should be prepared as soon as possible after the completion of the previous period. The agreement should be presented to the governing body of the council for discussion in a closed meeting together with the outcomes of the previous review period.

REMUNERATION AND REWARD

Under the approved standard contract, general managers are entitled to an annual increase in their salary package on each anniversary of the contract, equivalent to the latest percentage increase in remuneration for NSW public sector senior executive office holders as determined by the Statutory and Other Offices Remuneration Tribunal.

Councils may also approve discretionary increases to the general manager's total remuneration package under the approved standard contract as a reward for good performance. Discretionary increases may only be approved after a formal review of the general manager's performance has been undertaken and the general manager's performance has been assessed as being better than satisfactory.

Any discretionary increases should be modest and in line with community expectations and only apply for one year unless the council determines that it is to apply for the balance of the contract. All discretionary increases in remuneration, together with the reasons for the increase, must be reported to an open meeting of the council.

Councils may also on one occasion during the term of the contract approve the payment of a retention bonus to the general manager as an incentive for them to serve out their contract. If approved, the retention bonus is to be accrued on an annual, pro-rata basis for the remainder of the contract and is to be paid at the end of the contract period.

SEPARATION

Termination of the general manager's employment

The approved standard contract sets out how the general manager's employment contract can be terminated before its expiry date by either the governing body or the general manager (see clause 10 of the approved standard contract). The circumstances in which the general manager's employment contract may be terminated are set out below:

By agreement

The contract may be terminated at any time by written agreement between the council and the general manager.

Resignation

The general manager may terminate the contract by giving 4 weeks written notice to the governing body of the council.

Incapacity

A council may terminate the general manager's contract by giving them 4 weeks written notice or by paying the equivalent of 4 weeks' remuneration calculated in accordance with Schedule C of the approved standard contract where:

- the general manager has become incapacitated for 12 weeks or more
- they have exhausted their sick leave, and
- the duration of the incapacity is either indefinite or for a period that would make it unreasonable for the contract to be continued.

Poor performance

A council may terminate the general manager's contract by giving them 13 weeks written notice or by paying the equivalent of 13 weeks' remuneration calculated in accordance with Schedule C of the approved standard contract on grounds of poor performance.

A council may only terminate the general manager's contract on the grounds of poor performance where:

- a performance review has been conducted, and
- the council has concluded that the general manager's performance falls short of the performance criteria or the terms of their performance agreement, and
- the general manager has been afforded a reasonable opportunity to utilise dispute resolution under clause 17 of the contract (see below).

No fault termination

A council may terminate the general manager's contract at any time by giving them 38 weeks written notice or paying the equivalent of 38 weeks remuneration calculated in accordance with Schedule C of the approved standard contract. If there are less than 38 weeks left to run in the term of the general manager's contract, the council can pay out the balance of the contract in lieu of notice.

Where the council proposes to terminate the general manager's contract on these grounds, if either party requests it and both parties agree, they may participate in mediation in relation to the proposed decision to terminate the contract. If the council does not agree to participate in mediation, it must give the general manager reasons for its decision where the general manager requests them.

Where a council terminates the contract on these grounds, it must give the general manager reasons for its decision to terminate their employment where the general manager requests it.

Summary dismissal

Councils may summarily dismiss the general manager on the grounds set out under clause 10.4 of the approved standard contract. These include:

- serious or persistent breach of the employment contract
- serious and wilful disobedience of any reasonable and lawful instruction or direction given by the council,
- serious and wilful misconduct, dishonesty, insubordination or neglect in the discharge of the general manager's duties and functions under their contract,
- failure to comply with any law or council policy concerning sexual harassment or racial or religious vilification
- serious or persistent breach of the council's code of conduct
- commission of a crime, resulting in conviction and sentencing (whether or not by way of periodic detention), which affects the general manager's ability to perform their duties and functions satisfactorily, or that brings the council into disrepute
- absence without approval for a period of 3 or more consecutive business days.

Automatic termination

The general manager's contract of employment is automatically terminated where the general manager becomes bankrupt, or they are disqualified from managing a corporation under Part 2D.6 of the *Corporations Act 2001*.

Where this occurs, the general manager's employment with the council automatically ends without the need for a decision by the council to terminate their contract of employment.

Suspension of the general manager

Councils may suspend the general manager, for example while allegations against them are being investigated. Suspension should be on full pay for a clearly defined period. Councils should not suspend a general manager's employment without first seeking expert legal advice. It would not be appropriate to seek advice from council human resources staff on the proposed suspension of the general manager.

Any decision to suspend a general manager should be made at a closed council meeting, having first carefully considered the expert legal advice received in relation to the specific matter.

The principals of procedural fairness apply to any decision to suspend a general manager, i.e., the general manager must be advised of the circumstances leading to their suspension, the reasons for the suspension, the period of the suspension and be given a right to respond to the decision to suspend.

Dispute resolution

The approved standard contract contains a dispute resolution clause at clause 17. These provisions are designed to encourage councils and general managers to attempt to resolve disputes when they arise.

Councils are required to offer the general manager an opportunity to utilise dispute resolution before they can terminate their employment for poor performance.

Where it is proposed to terminate the contract on the "no fault" grounds (clause 10.3.1(e)), if either party requests it and both parties agree, they may participate in mediation under clause 17 in relation to the proposed decision to terminate. If the council does not agree to participate in mediation, it must give the general manager reasons for its decision where the general manager requests them.

The governing body of the council should ideally resolve to delegate this function to the mayor or a panel of 3 councillors including the mayor.

If the dispute involves the mayor, then the deputy mayor should take the mayor's place. If there is no deputy mayor then the governing body should resolve to appoint another councillor to take the mayor's place.

The governing body of the council and the general manager should agree on an independent mediator to mediate the dispute. The approved standard contract allows the Departmental Chief Executive of the Office of Local Government to appoint a mediator where the parties cannot agree on one.

Councils and general managers may also agree on a mediator when the contract is made.

RENEWING THE GENERAL MANAGER'S CONTRACT

Clause 5 of the approved standard contract sets out the process for renewing the general manager's contract of employment. The key steps in the process are as follows:

- At least 9 months before the contract expires (or 6 months if the term of employment is for less than 3 years), the general manager must apply to the council in writing if seeking re-appointment to the position
- At least 6 months before the contract expires (or 3 months if the term of employment is for less than 3 years), the council must respond to the general manager's application by notifying the general manager in writing of its decision to either offer the general manager a new contract of employment (and on what terms) or to decline their application for re-appointment
- At least 3 months before the contract expires (or 1 month if the term of employment is for less than 3 years) the general manager must notify the council in writing of their decision to either accept or decline the offer made by the council.

Approval may be sought from the Departmental Chief Executive of the Office of Local Government to vary these timeframes in exceptional or unforeseen circumstances.

The terms of the new contract of employment, and in particular the schedules to the new contract, should be set out in the letter of offer. Before offering a new contract, the council should carefully review the terms of the schedules to the new contract.

The governing body should ensure that the performance criteria of the new performance agreement adequately reflect its expectations of the general manager's performance.

The governing body should also consider previous performance reviews conducted under previous contracts.

The process of deciding whether to offer the general manager a new contract should be as follows:

- a performance review is conducted
- findings and recommendations are reported to a closed council meeting in the absence of the general manager
- the closed meeting considers and decides whether to offer a new contract of employment to the general manager and on what terms as set out in the schedules to the contract
- the mayor informs the general manager of the council's decision.

Details of the decision to offer a new contract and a salary package should be reported to an open council meeting.

Appendix 1 – Performance management timelines

Timeline	Activity	Responsibility
At commencement of each new council	Provide induction training on performance management of the general manager	Council
Within 3 months of the commencement date of the contract	A performance agreement setting out agreed performance criteria must be signed between the general manager and the council	Council or council panel General Manager
Within 2 months of the signing of the performance agreement	The general manager must prepare and submit to the council an action plan which sets out how the performance criteria are to be met	General Manager
21 days' notice (before annual review)	The general manager gives the council written notice that an annual performance review is due	General Manager
At least 10 days' notice	The council must give the general manager written notice that the performance review is to be conducted	Council or council panel
After 6 months	The council may also decide, with the agreement of the general manager, to provide interim feedback to the general manager midway through the annual review period	Council or council panel General Manager
Prior to the annual review	Ensure all councillors on the review panel have been trained in performance management of general managers	Council
Prior to the annual performance review	The general manager may submit to council a self-assessment of their performance	General Manager
Annually	The general manager's performance must be reviewed having regard to the performance criteria in the agreement	Council or council panel General Manager
Annually	The performance agreement must be reviewed and varied by agreement	Council or council panel General Manager
Within 6 weeks of the conclusion of the performance review	Council will prepare and send to the general manager a written statement with council's conclusions on the general manager's performance during the performance review period	Council or council panel
As soon as possible after receipt of the statement	The general manager and the council will agree on any variation to the performance agreement for the next period of review	Council or council panel General Manager

Appendix 2 – Stages of performance management

STAGE	ACTION	PROCESS
1. Developing performance agreement	▪ Examine the position description and contract ▪ List all position responsibilities from the position description ▪ Identify stakeholder expectations ▪ List the key strategic objectives from the delivery program and operational plans ▪ Develop performance measures (identify indicators - set standards)	▪ Good planning ▪ Direct and effective communication ▪ Open negotiation ▪ Joint goal setting
2. Action planning	▪ Develop specific strategies to meet strategic objectives ▪ Identify resources ▪ Delegate tasks (e.g., put these delegated tasks into the performance agreements for other senior staff)	▪ Detailed analysis ▪ Two-way communication ▪ Detailed documentation
3. Monitoring progress (feedback halfway through the review period)	▪ Assess performance ▪ Give constructive feedback ▪ Adjust priorities and reset performance measures if appropriate	▪ Communication ▪ Avoid bias ▪ Counselling ▪ Coaching ▪ Joint problem solving
4. Annual	▪ Assess performance against measures ▪ Give constructive feedback ▪ Identify poor performance and necessary corrective action ▪ Identify outstanding performance and show appreciation	▪ Evaluation of the reasons behind performance being as assessed ▪ Open, straightforward communication (as bias free as possible) ▪ negotiation ▪ Counselling, support, training ▪ Documenting ▪ Decision making
5. Developing revised agreement	See stage 1	See Stage 1

10.4.8. Monthly Financial Report - March 2023

Attachments:	1. Monthly Report - March 2023 [**10.4.8.1** - 13 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 Council with an overview of the monthly financial performance of Council's General, Water, Sewer and Future Funds and to identify and explain any material variances against Council's approved budget for the month ending 31 March 2023.

OFFICER'S RECOMMENDATION

Council notes the Financial Reports for the month ending 31 March 2023.

Moved: _____ Seconded: _____

REPORT

Please refer to the attachment for the March 2023 details of:

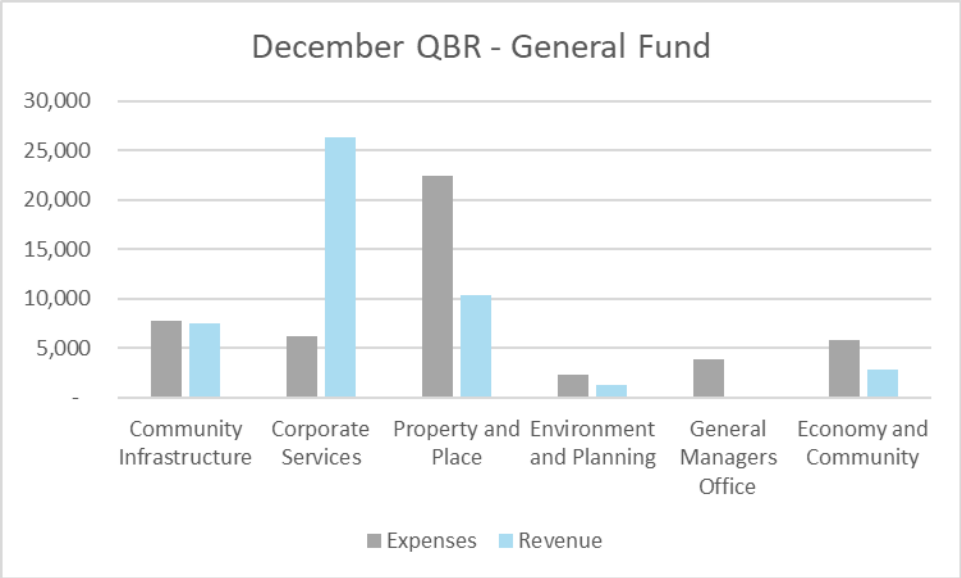
- Monthly & YTD operating performance by Fund.
- Project Spend.
- Details of Current Loans.
- Reserve Balances.
- Outstanding Debtor Balances.

Overview

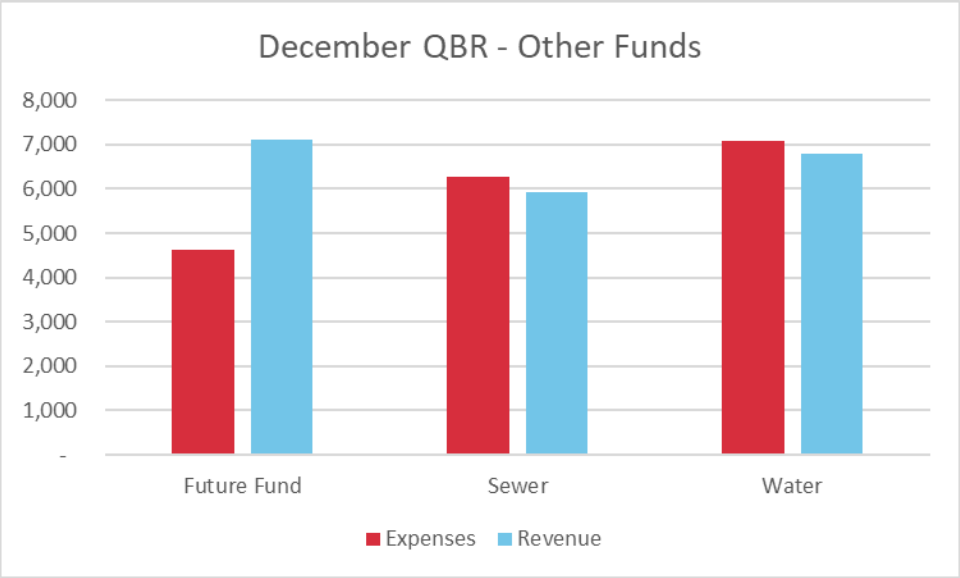
Rising electricity costs and other impacts of inflation continue to put significant pressure on Council's Budget and its capacity to deliver services. As stated in the September and December Quarterly Budget Reviews, management have taken steps to identify offsets for these rising costs. In addition to specific cuts, Management have also implemented measures including: a freeze on all non-essential recruitment, limiting overtime to only urgent, essential activities, a restriction on non-essential training and conferences, postponement of non-essential projects and purchases, and limiting discretionary spending where practicable.

Council Officers are proactively seeking to identify savings across the organisation and ensuring prudent fiscal management.

General Fund



- **Revenue:**
  - Mixed Waste Fees, which show current actuals of $1.21M (63%) against the adjusted December Quarterly budget of $1.91M. This will continue to be monitored and updated accordingly in the March Quarterly Budget Review.
  - Aquatic Centre income shows current actuals of $399k (58%) against the adjusted December budget of $691k. The Aquatic Centre Manager is currently developing and implementing strategies to increase income. The impact of this will be ascertained over the coming months but it's likely there will be a structural shortfall in the Aquatic Centre revenue for the foreseeable future. Any adjustments to be made will be as part of the March Quarterly Budget Review process.
  - Investment Interest is currently showing a favourable result (96%).
- **Expenses:**
  - Electricity costs have increased dramatically across all areas of Council and projections indicate an unfavourable impact of over $1M for 22/23. This is due to the combined effect of major increases in pricing plus significant increases in electricity consumption at the new Aquatic Centre facilities. Council staff are exploring practical avenues to improve energy efficiency across the organisation as well as identify offsets in other areas.
  - Legal expenses YTD actuals are $575k (53%). The Legal Budget was increased by $725k in the December Quarterly Budget Review process and offsets have been identified.



Water Fund

- User Charges show an unfavourable variance. The second water billing account was sent out in February. Budgets will be adjusted accordingly after the third water bill has been calculated in May 2023.
- Investment Interest revenue is showing a favourable result at 85%.
- Water Mains and Water Treatment costs are trending high and will continue to be monitored. It is estimated a further $150k will be required for Water Chemical expenses for this financial year. Savings will be found within the fund, and adjustments made as part of the March Quarterly Budget Review.

Sewer

- Investment Interest revenue is showing a favourable result at 86%.
- Sewer Treatment chemical and maintenance costs are trending high. The budget for these areas will be increased as part of the March Quarterly Budget Review with savings found within the fund.

Future Fund

- Other Costs show an unfavourable variance for the YTD due to the recognition of the full-year insurance and rates expenses at the beginning of the financial year.

Capital Projects

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

Muswellbrook Shire Council

Financial Report - March 2023

Council Consolidated

Account Group	Monthly Actuals	Monthly Budget	Monthly Var	Mth Var %	YTD Actuals	YTD Budget	YTD Var	YTD % Spend vs Budget	Full-Year Budget	December Review Budget	YTD as % of FY Budget	Variance Commentary (By material exception)
	Monthly				YTD				Full Year			
Revenue												
Rates and Charges	$223	$2,566,304	($2,566,081)	-100%	$30,414,600	$23,096,737	$7,317,863	32%	$30,795,649	$30,795,649	99%	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 99% of the FY Budget * Overall revenue is at 80% of the FY Budget.
User Charges and Fees	$2,004,735	$1,709,436	$295,299	17%	$14,006,257	$15,384,921	($1,378,664)	-9%	$20,513,229	$20,918,324	67%	
Interest and Investments Revenues	$208,226	$42,533	$165,693	390%	$918,107	$382,795	$535,312	140%	$510,393	$987,159	93%	
Other Revenues	$247,377	$213,864	$33,513	16%	$2,164,162	$1,924,776	$239,386	12%	$2,566,369	$2,685,748	81%	
Operating Grants and Contributions	$201,222	$607,749	($406,527)	-67%	$4,541,166	$5,469,740	($928,574)	-17%	$7,292,987	$8,869,435	51%	
Internal Revenue	$298,971	$343,687	($44,716)	-13%	$2,781,939	$3,093,187	($311,248)	-10%	$4,124,249	$4,011,276	69%	*See individual funds for commentary specific to that fund*
Total Revenue	**$2,960,754**	**$5,483,573**	**($2,522,819)**	**-46%**	**$54,826,231**	**$49,352,156**	**$5,474,075**	**11%**	**$65,802,874**	**$68,267,589**	**80%**	
Expenses												
Wages and Salaries	$1,162,015	$1,399,321	$237,306	17%	$11,258,991	$12,593,892	$1,334,901	11%	$16,791,856	$16,093,245	70%	
Materials and Contracts	$2,735,254	$1,609,922	($1,125,332)	-70%	$14,722,835	$14,489,301	($233,534)	-2%	$19,319,068	$21,955,313	67%	Other costs are at 70% against FY budget. Rates and Insurances are paid at the start of the year. Higher Electricity charges are also included in this area.
Other Costs	$677,109	$449,602	($227,507)	-51%	$4,709,508	$4,046,416	($663,092)	-16%	$5,395,222	$6,747,897	70%	
Borrowing Costs	$108,799	$185,607	$76,808	41%	$1,294,953	$1,670,464	$375,511	22%	$2,227,285	$2,268,286	57%	
Overheads	$321,028	$379,510	$58,482	15%	$2,889,250	$3,415,588	$526,338	15%	$4,554,118	$4,554,118	63%	*See individual funds for commentary specific to that fund*
Depreciation	$1,227,680	$1,266,708	$39,028	3%	$11,049,147	$11,400,374	$351,227	3%	$15,200,499	$14,796,142	75%	
Total Expenses	**$6,231,885**	**$5,290,671**	**($941,214)**	**-18%**	**$45,924,684**	**$47,616,036**	**$1,691,352**	**4%**	**$63,488,048**	**$66,415,000**	**69%**	
Result	**($3,271,131)**	**$192,902**	**($3,464,033)**		**$8,901,547**	**$1,736,120**	**$7,165,427**		**$2,314,827**	**$1,852,589**		

Muswellbrook Shire Council

Financial Report - March 2023

General Fund

Account Group	Monthly Actuals	Monthly Budget	Monthly Var	Mth Var %	YTD Actuals	YTD Budget	YTD Var	YTD % Spend vs FY Budget	Full-Year Budget	December Review Budget	YTD as % of FY Budget	Variance Commentary *(By material exception)*
	Monthly				YTD				Full Year			
Revenue												
Rates and Charges	$572	$1,964,382	($1,963,810)	-100%	$23,336,008	$17,679,439	$5,656,569	32%	$23,572,585	$23,572,585	99%	Revenue commentary will focus on material exceptions and concerns * Most of the Rates Revenue is levied and recognised at the start of the year. As a result, a favourable year-to-date result will show for much of the year. * Investment Interest is showing a favourable variance, with the budget to be increased in the March Quarterly Budget Review.
User Charges and Fees	$1,409,060	$693,038	$716,022	103%	$6,120,121	$6,237,339	($117,218)	-2%	$8,316,453	$9,022,801	68%	
Interest and Investments Revenues	$154,766	$28,352	$126,414	446%	$682,727	$255,168	$427,559	168%	$340,223	$711,989	96%	
Other Revenues	$247,377	$213,864	$33,513	16%	$2,164,162	$1,924,776	$239,386	12%	$2,566,369	$2,685,748	81%	
Operating Grants and Contributions	$201,222	$601,572	($400,350)	-67%	$4,461,835	$5,414,151	($952,316)	-18%	$7,218,869	$8,795,317	51%	
Internal Revenue	$295,371	$312,449	($17,078)	-5%	$2,658,339	$2,812,039	($153,700)	-5%	$3,749,386	$3,636,413	73%	
Total Revenue	**$2,308,368**	**$3,813,657**	**($1,505,289)**	**-39%**	**$39,423,192**	**$34,322,913**	**$5,100,279**	**15%**	**$45,763,884**	**$48,424,852**	**81%**	
Expenses												
Wages and Salaries	$979,887	$1,196,667	$216,780	18%	$9,650,601	$10,770,004	$1,119,403	10%	$14,360,006	$13,725,795	70%	
Materials and Contracts	$2,432,245	$1,224,712	($1,207,533)	-99%	$11,409,719	$11,022,405	($387,314)	-4%	$14,696,540	$17,560,892	65%	Wages and Salaries and Materials and Contracts are on track against budget from a YTD perspective. * Other Costs show 71% with the recognition of full-year insurance premium and rates costs at the start of the year and high Electricity costs.
Other Costs	$523,634	$303,270	($220,364)	-73%	$3,182,178	$2,729,426	($452,752)	-17%	$3,639,235	$4,467,192	71%	
Borrowing Costs	$14,176	$40,666	$26,490	65%	$91,676	$365,992	$274,316	75%	$487,990	$487,990	19%	
Overheads	$134,251	$192,732	$58,481	30%	$1,208,257	$1,734,587	$526,330	30%	$2,312,783	$2,312,783	52%	
Depreciation	$818,377	$855,611	$37,234	4%	$7,365,403	$7,700,498	$335,095	4%	$10,267,330	$9,870,200	75%	
Total Expenses	**$4,902,570**	**$3,813,657**	**($1,088,913)**	**-29%**	**$32,907,834**	**$34,322,913**	**$1,415,079**	**4%**	**$45,763,884**	**$48,424,851**	**68%**	
Result	**($2,594,202)**	**($0)**	**($2,594,202)**		**$6,515,358**	**($0)**	**$6,515,358**		**($0)**	**$0**		

Muswellbrook Shire Council

Financial Report - March 2023

Water Fund

Account Group	Monthly Actuals	Monthly Budget	Monthly Var	Mth Var %	YTD Actuals	YTD Budget	YTD Var	YTD % Spend vs FY Budget	Full-Year Budget	December Review Budget	YTD as % of FY Budget	Variance Commentary *(By material exception)*
	Monthly				YTD				Full Year			
Revenue												
Rates and Charges	$0	$157,663	($157,663)	-100%	$1,896,325	$1,418,967	$477,358	34%	$1,891,956	$1,891,956	100%	* Rates Revenue is levied and recognised at the start of the year. As a result, a favourable year-to-date result will show for much of the year. * User Charges and Fees show an unfavourable variance against YTD Budget due to the levying and recognition of this revenue in line with the billing periods throughout the year. Bill 2 has now been raised. When the final bill for 2022/23 is calculated in May, a further analysis of the water consumption will be completed.
User Charges and Fees	$43,626	$368,246	($324,620)	-88%	$2,206,932	$3,314,212	($1,107,280)	-33%	$4,418,950	$4,430,950	50%	
Interest and Investments Revenues	$36,709	$9,919	$26,790	270%	$161,132	$89,275	$71,857	80%	$119,033	$189,033	85%	
Other Revenues	$0	$0	$0	0%	$0	$0	$0	0%	$0	$0	0%	
Operating Grants and Contributions	$0	$3,127	($3,127)	-100%	$39,461	$28,144	$11,317	40%	$37,526	$37,526	105%	
Internal Revenue	$0	$20,939	($20,939)	-100%	$0	$188,447	($188,447)	-100%	$251,263	$251,263	0%	
Total Revenue	**$80,335**	**$559,894**	**($479,559)**	**-86%**	**$4,303,850**	**$5,039,046**	**($735,196)**	**-15%**	**$6,718,728**	**$6,800,728**	**63%**	
Expenses												
Wages and Salaries	$98,042	$110,366	$12,324	11%	$862,390	$993,290	$130,900	13%	$1,324,386	$1,299,986	66%	Overall costs on track against YTD projections at 73%. * All cost categories are at or below expected levels for YTD except Materials and Contracts, due to high Water Main and Water Treatment chemical expenses.
Materials and Contracts	$187,895	$161,839	($26,056)	-16%	$1,694,185	$1,456,553	($237,632)	-16%	$1,942,071	$2,042,418	83%	
Other Costs	$43,271	$30,512	($12,759)	-42%	$305,849	$274,610	($31,239)	-11%	$366,147	$553,213	55%	
Borrowing Costs	$0	$7,122	$7,122	100%	$21,338	$64,100	$42,762	67%	$85,467	$85,467	25%	
Overheads	$86,445	$86,446	$1	0%	$778,005	$778,011	$6	0%	$1,037,348	$1,037,348	75%	
Depreciation	$170,417	$163,609	($6,808)	-4%	$1,533,764	$1,472,482	($61,282)	-4%	$1,963,310	$2,058,037	75%	
Total Expenses	**$586,070**	**$559,894**	**($26,176)**	**-5%**	**$5,195,531**	**$5,039,046**	**($156,485)**	**-3%**	**$6,718,728**	**$7,076,468**	**73%**	
Result	**($505,735)**	**($0)**	**($505,735)**		**($891,681)**	**($0)**	**($891,681)**		**($0)**	**($275,740)**		

Muswellbrook Shire Council

Financial Report - March 2023

Sewer Fund

Account Group	Monthly Actuals	Monthly Budget	Monthly Var	Mth Var %	YTD Actuals	YTD Budget	YTD Var	YTD % Spend vs FY Budget	Full-Year Budget	December Review Budget	YTD as % of FY Budget	Variance Commentary *(By material exception)*
	Monthly				YTD				Full Year			
Revenue												
Rates and Charges	($349)	$444,259	($444,608)	-100%	$5,182,267	$3,998,331	$1,183,936	30%	$5,331,108	$5,331,108	97%	
User Charges and Fees	$61,560	$48,065	$13,495	28%	$356,356	$432,582	($76,226)	-18%	$576,776	$476,776	75%	* 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.
Interest and Investments Revenues	$16,751	$4,261	$12,490	293%	$74,248	$38,352	$35,896	94%	$51,136	$86,136	86%	* Interest Investment Revenues is showing a favourable result due to higher rates.
Other Revenues	$0	$0	$0	0%	$0	$0	$0	0%	$0	$0	0%	
Operating Grants and Contributions	$0	$3,049	($3,049)	-100%	$39,870	$27,444	$12,426	45%	$36,593	$36,593	109%	
Internal Revenue	$0	$0	$0	0%	$0	$0	$0	0%	$0	$0	0%	
Total Revenue	**$77,962**	**$499,634**	**($421,672)**	**-84%**	**$5,652,741**	**$4,496,710**	**$1,156,031**	**26%**	**$5,995,613**	**$5,930,613**	**95%**	
Expenses												
Wages and Salaries	$61,108	$72,138	$11,030	15%	$562,918	$649,243	$86,325	13%	$865,658	$825,658	68%	
Materials and Contracts	$50,201	$90,153	$39,952	44%	$720,226	$811,373	$91,147	11%	$1,081,830	$1,043,898	69%	
Other Costs	$46,241	$37,612	($8,629)	-23%	$455,932	$338,508	($117,424)	-35%	$451,344	$752,728	61%	Overall costs are below YTD projections at 71%.
Borrowing Costs	$81,653	$58,395	($23,258)	-40%	$494,279	$525,557	$31,278	6%	$700,742	$700,742	71%	
Overheads	$59,008	$59,008	$0	0%	$531,072	$531,074	$2	0%	$708,099	$708,099	75%	
Depreciation	$187,700	$182,328	($5,372)	-3%	$1,689,303	$1,640,955	($48,348)	-3%	$2,187,940	$2,253,666	75%	
Total Expenses	**$485,911**	**$499,634**	**$13,723**	**3%**	**$4,453,730**	**$4,496,710**	**$42,980**	**1%**	**$5,995,613**	**$6,284,791**	**71%**	
Result	**($407,949)**	**($0)**	**($407,949)**		**$1,199,011**	**($0)**	**$1,199,011**		**($0)**	**($354,178)**		

Muswellbrook Shire Council

Financial Report - March 2023

Future Fund

Account Group	Monthly Actuals	Monthly Budget	Monthly Var	Mth Var %	YTD Actuals	YTD Budget	YTD Var	YTD % Spend vs FY Budget	Full-Year Budget	December Review Budget	YTD as % of FY Budget	Variance Commentary *(By material exception)*
	Monthly				YTD				Full Year			
Revenue												
Rates and Charges	$0	$0	$0	0%	$0	$0	$0	0%	$0	$0	0%	
User Charges and Fees	$490,489	$600,087	($109,598)	-18%	$5,322,848	$5,400,787	($77,939)	-1%	$7,201,050	$6,987,797	76%	
Interest and Investments Revenues	$0	$0	$0	0%	$0	$0	$0	0%	$0	$0	0%	
Other Revenues	$0	$0	$0	0%	$0	$0	$0	0%	$0	$0	0%	
Operating Grants and Contributions	$0	$0	$0	0%	$0	$0	$0	0%	$0	$0	0%	
Internal Revenue	$3,600	$10,300	($6,700)	-65%	$123,600	$92,700	$30,900	33%	$123,600	$123,600	100%	
Total Revenue	**$494,089**	**$610,387**	**($116,298)**	**-19%**	**$5,446,448**	**$5,493,487**	**($47,039)**	**-1%**	**$7,324,650**	**$7,111,397**	**77%**	
Expenses												
Wages and Salaries	$22,978	$20,151	($2,827)	-14%	$183,082	$181,355	($1,727)	-1%	$241,807	$241,807	76%	
Materials and Contracts	$64,913	$133,219	$68,306	51%	$898,705	$1,198,970	$300,265	25%	$1,598,627	$1,308,105	69%	Overall costs are trending on track against YTD projections - with costs at 73% against FY budget.
Other Costs	$63,963	$78,208	$14,245	18%	$765,549	$703,872	($61,677)	-9%	$938,496	$974,764	79%	* Other Costs show an unfavourable variance against YTD budget due to the recognition of full-year insurance premium and rates costs at the start of the year and high electricity expenses.
Borrowing Costs	$12,970	$79,424	$66,454	84%	$687,660	$714,814	$27,154	4%	$953,086	$994,087	69%	
Overheads	$41,324	$41,324	$0	0%	$371,916	$371,917	$1	0%	$495,889	$495,889	75%	
Depreciation	$51,186	$65,160	$13,974	21%	$460,677	$586,439	$125,762	21%	$781,919	$614,239	75%	
Total Expenses	**$257,334**	**$417,485**	**$160,151**	**38%**	**$3,367,589**	**$3,757,367**	**$389,778**	**10%**	**$5,009,823**	**$4,628,890**	**73%**	
Result	**$236,755**	**$192,902**	**$43,853**		**$2,078,859**	**$1,736,120**	**$342,739**		**$2,314,827**	**$2,482,507**		

Muswellbrook Shire Council

Financial Report - March 2023

Capital Costs (Incl. Loan Repayments & excl. Revenue)

	YTD Actuals	Carry Overs	Total Budget	September Review Budget	December Review Budget	YTD % Spend	Over Budget	Comments
General Fund Projects								
Planning, Community and Corporate Services Projects								
Adventure Playground - Wollombi Road	22,991	480,000	480,000	480,000	480,000	5%		
Aquatic Centres program	83,918	-	110,000	110,000	110,000	76%		
Art Acquistions	71,200	-	70,000	71,200	71,200	100%		
Buildings New and Replacement	68,515	1,009,696	1,562,566	1,562,566	1,612,566	4%		
Bushfire Assets	24,574	591,239	591,239	591,239	591,239	4%		
Capital Works Contingency	-	-	100,000	100,000	-	0%		
CBD Stage 7 (Town Centre)	2,001,760	1,000,345	1,630,345	1,630,345	2,330,345	86%		
Civic Precinct (Town Square)	1,540,955	2,762,782	3,404,981	3,404,981	3,404,981	45%		
Contribution to Future Fund	-	-	880,000	880,000	880,000	0%		
COVID 19	60,587	-	121,711	121,711	121,711	50%		
Denman Childrens Centre - Expansion	80,241	521,402	521,402	521,402	521,402	15%		
Denman Heritage Village	593,835	876,394	1,809,525	1,809,525	1,809,525	33%		
Denman Netball Courts	27,813	206,286	311,451	311,451	311,451	9%		
Future Fund Contribution	-	-	1,120,000	1,120,000	972,869	0%		
General Design Program	16,150	25,707	25,707	25,707	25,707	63%		
General Projects - Loans	-	-	149,999	149,999	-	0%		
Hunter Beach	2,269,161	3,128,232	3,128,232	3,128,232	3,128,232	73%		
Information Technology Strategy	54,531	-	200,000	200,000	200,000	27%		
Investigation and Design - Aquatic Centre	127,067	151,553	151,553	151,553	151,553	84%		
Karoola Park Citizens Walk Pathway	12,778	30,000	30,000	30,000	30,000	43%		
Library Books General Capital Purchases	50,132	25,225	83,725	83,725	83,725	60%		
Library Subsidy Projects	16,261	65,649	65,649	65,649	65,649	25%		
Local Priority Grant	25,496	51,240	62,240	62,240	62,240	41%		
Major Landcare Projects	89,479	46,286	171,286	171,286	171,286	52%		
Mbk and Dnm Indoor Sports Centre Upgrades	-	261,462	261,462	261,462	261,462	0%		
MSC Depot	51,650	-	200,000	200,000	200,000	26%		
Muscle Creek Nature Trail and Revegetation	139,617	140,238	140,238	140,238	140,238	100%		
Olympic Park Project	326,228	2,909,650	3,409,650	3,409,650	3,409,650	10%		
Performance and Convention Centre	84,392	5,581,007	6,208,018	6,208,018	6,208,018	1%		
Companion Animal Impounding Facility	675,212	1,206,134	1,206,134	1,206,134	1,206,134	56%		
Recreation Capital Works	289,268	364,834	859,834	859,834	809,834	36%		
Renewable Energy Target Works	-	-	250,000	250,000	250,000	0%		
STEM Equipment Replacement	-	-	-	-	102,500	0%		
Sport and Rereation Small Capital Grants	2,000	-	25,000	25,000	25,000	8%		
Total Planning, Community and Corporate Service	**8,805,811**	**21,435,361**	**29,341,947**	**29,343,147**	**29,748,517**	30%		

Muswellbrook Shire Council

Financial Report - March 2023

Capital Costs (Incl. Loan Repayments & excl. Revenue)

	YTD Actuals	Carry Overs	Total Budget	September Review Budget	December Review Budget	YTD % Spend	Over Budget	Comments
Roads and Drainage Projects								
Bridge St Footpath	48,124	-	64,304	64,304	64,304	75%		
Bridges Renewal program	39,495	42,281	42,281	42,281	42,281	93%		
Carpark Renewal program	-	93,143	93,143	93,143	-	0%		
CPTIGS - Bus Shelter	5,668	48,400	278,400	278,400	343,527	2%		
Drainage	-	300,000	615,188	615,188	615,188	0%		
Drainage Devices program	-	-	150,000	150,000	-	0%		
Drainage Channel - Lorne Street	810,485	711,573	711,573	711,573	811,573	100%		
Flood Warning Systems	-	-	50,000	50,000	50,000	0%		
Footpath and Cycleway Renewal program	33,408	-	150,000	150,000	150,000	22%		
Heavy Patching program	416,928	-	500,000	500,000	500,000	83%		
Kerb and Gutter Replacement program	149,999	-	150,000	150,000	150,000	100%		
Kirk and Peberdy Bridges	-	-	80,322	80,322	80,322	0%		
Large Plant Items	72,755	1,170,000	1,680,000	1,680,000	1,680,000	4%		
Leachate Dam	15,185	482,980	482,980	482,980	482,980	3%		
LED Fire Danger Warning Signs (BSBR)	46,731	152,304	152,304	152,304	152,304	31%		
LISF - Roads Infrastructure Backlog	278,309	-	371,478	371,478	371,478	75%		
Natural Disaster - ARGN 987	292,639	-	-	410,891	410,891	71%		
Natural Disaster Event - Baerami Creek Causeway	20	-	-	689,674	689,674	0%		
New Footpath and Cycleway program	71,670	-	250,000	250,000	250,000	29%		
Oakleigh Bridge Replacement (BSBR)	533,720	543,988	543,988	543,988	543,988	98%		
Purchase of Vehicles	262,939	92,558	342,558	342,558	342,558	77%		
Rainbow Creek Bridge	358	-	-	-	294,906	0%		
Regional Road Renewal program	117,757	-	307,000	307,000	614,000	19%		
Resources for Regions - Round 5	3,500,891	2,425,459	2,425,459	2,425,459	3,127,101	112%	(373,790)	Budget increased, included in the March Quarterly Budget Review.
Resources for Regions - Round 6	521,282	521,282	521,282	521,282	521,282	100%		
Resources for Regions- Round 7	9,490	-	-	-	1,643,461	1%		
Road Resealing program	709,274	92,655	892,655	892,655	892,655	79%		
Roads Capital Contingency	-	-	100,000	100,000	-	0%		
Roads to Recovery Program	-	-	577,898	577,898	577,898	0%		
Road Safety Program-School Zone	180,735	213,498	213,498	213,498	213,498	85%		
Rosebrook Bridge	115,269	1,543,391	1,543,391	1,543,391	1,543,391	7%		
Rural Road Regravelling Program	291,191	-	329,628	300,628	300,628	97%		
Safety Device Renewal program	50,952	73,120	193,120	193,120	193,120	26%		
Sandy Creek Road Curve Improvement	-	167,484	167,484	167,484	167,484	0%		
Transport Vehicles	71,777	52,258	152,258	152,258	152,258	47%		
Urban Road Renewal Program	-	-	372,000	372,000	-	0%		
Widden Creek Bank	274,249	223,569	223,569	274,249	274,249	100%		
Widden Creek Stabilisation Works	67,109	-	-	-	-	0%		Budget is included as part of the March Quarterly Budget Review
Widden Valley Road Pavement Rehab	-	7,211	7,211	7,211	7,211	0%		
Wilkinson Bridge	81,899	-	109,398	109,398	109,398	75%		
Yarrawa Road (Fixing Local Roads)	1,027,798	1,027,801	1,027,801	1,027,801	1,027,801	100%		
Total Roads and Drainage	**10,098,106**	**9,984,955**	**15,872,171**	**16,994,416**	**19,391,409**	64%	**(373,790)**	
Total General Fund	**18,903,917**	**31,420,316**	**45,214,118**	**46,337,563**	**49,139,926**	42%	**(373,790)**	

Muswellbrook Shire Council

Financial Report - March 2023

Capital Costs (Incl. Loan Repayments & excl. Revenue)

	YTD Actuals	Carry Overs	Total Budget	September Review Budget	December Review Budget	YTD % Spend	Over Budget	Comments
Future Fund Projects								
Donald Horne Building	103,019	-	150,000	150,000	208,834	49%		
Marketplace	3,002,321	-	3,768,747	3,768,747	3,562,782	84%		
Renewal of Existing Assets/New Acquisitions	344,448	-	657,999	657,999	657,999	52%		
Throsby ACT	389,999	-	520,000	520,000	520,000	75%		
Town Education Centre 2	573,009	580,613	580,613	580,613	580,613	99%		
Upgrade of Loxton House	281,690	-	275,000	275,000	875,000	32%		
Total Future Fund	**4,694,486**	**580,613**	**5,952,359**	**5,952,359**	**6,405,228**	79%		
Sewer Fund								
Access & Security Improvements RWTW	136,877	100,466	155,466	155,466	155,466	88%		
Mains Renewal and Replacement	139,171	-	589,431	300,979	300,979	46%		
Operations Contingency Project	72,019	-	150,000	150,000	150,000	48%		
Solar Array	49,233	-	1,800,000	1,800,000	1,800,000	3%		
System Plant Asset Renewals	300,496	-	650,000	650,000	650,000	46%		
Transportation System Improvement	40,111	81,939	81,939	81,939	81,939	49%		
Loan - Sewer RWTW	486,654	-	651,553	651,553	651,553	75%		
Skellatar Main	45,384	-	91,957	91,957	91,957	49%		
Total Sewer Fund	**1,269,945**	**182,405**	**4,170,346**	**3,881,894**	**3,881,894**	30%		

Muswellbrook Shire Council

Financial Report - March 2023

Capital Costs (Incl. Loan Repayments & excl. Revenue)

	YTD Actuals	Carry Overs	Total Budget	September Review Budget	December Review Budget	YTD % Spend	Over Budget	Comments
Water Fund								
Asbestos, Earthworks, Security	155,000	-	155,000	155,000	155,000	100%		
Mains Renewal and Replacement	741,325	448,278	748,278	748,278	748,278	99%		
Operations Contingency Project	104,414	-	117,686	117,686	117,686	89%		
Replacement of Water Meters program	36,205	-	65,000	65,000	65,000	56%		
Sandy Hollow Augmentation	12,288	-	25,427	25,427	25,427	48%		
South Muswellbrook Reservoir	164,600	-	350,197	350,197	350,197	47%		
System Plant Asset Renewals	548,451	191,376	891,376	791,376	791,376	69%		
Upgrade Fluoride Dosing System WTP	39,658	346,461	346,461	346,461	346,461	11%		
Vehicle-Equipment Replacement	34,288	78,684	78,684	78,684	78,684	44%		
Water Stop Valve Replacement	91,690	35,627	285,627	204,614	204,614	45%		
Total Water Fund	**1,935,895**	**1,100,426**	**3,063,736**	**2,882,723**	**2,882,723**	63%		
Consolidated Total	**26.804.243**	**33.283.760**	**58.400.559**	**59.054.539**	**62.309.771**	**46%**	**(373.790)**	

Details of Current Council Loans

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

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

Reserves

$'000's	Balance as at 1 July 2022	2022/2023 Original Budget		Carryovers	September 2022 Review		December 2022 Review		Projected Balance 30 June 2023
		Transfer to	Transfer From	Transfer From	Transfer to	Transfer From	Transfer to	Transfer From	
Externally Restricted									
General Fund									
Developer Contributions	1,299			(242)					1,057
Domestic Waste	881								881
Unexpended Grants (G)	4,098			(3,419)					679
Unexpended Loan	1,684			(1,684)					-
VPAs	3,725			(2,256)					1,469
General Fund Total	**11,687**			**(7,601)**					**4,086**
Water Fund									
Developer Contributions	7,671								7,671
Water	5,092			(1,100)					3,992
Water Fund Total	**12,763**			**(1,100)**					**11,663**
Sewer Fund									
Developer Contributions	3,520		(1,800)						1,720
Sewer	1,475			(182)	-				1,293
Sewer Fund Total	**4,995**		**(1,800)**	**(182)**	**-**				**3,013**
Externally Restricted Total	**29,445**		**(1,800)**	**(8,883)**	**-**				**18,762**

Reserves

$'000's	Balance as at 1 July 2022	2022/2023 Original Budget		Carryovers	September 2022 Review		December 2022 Review		Projected Balance 30 June 2023
		Transfer to	Transfer From	Transfer From	Transfer to	Transfer From	Transfer to	Transfer From	
Internally Restricted									
Future Fund									
Future Fund	1,118								1,118
Future Fund Total	**1,118**								**1,118**
General Fund									
Asset Replacement	2,497			(417)					2,080
Carryover Works	2,917			(2,717)					200
Deposits, Retentions and Bonds	4,450								4,450
Drainage	143								143
Economic Development	1,910		(1,196)						714
Employee Leave Entitlements	1,132								1,132
Financial Assistance Grant	3,115		(3,115)						-
Insurances	33								33
Mine Affected Roads	2,353								2,353
Natural Disaster - Flood	1,000								1,000
Other	286			(114)					172
Other Legal	1,050								1,050
Plant Replacement	2,404		(350)	(793)					1,261
Projects							430		430
Renewable Energy							113		113
Risk Management	78								78
SRV	1,578			(820)					758
Stormwater	1,030								1,030
Waste Management	6,525	1,251		(1,125)					6,651
General Fund Total	**32,501**	**1,251**	**(4,661)**	**(5,986)**			**543**		**23,648**
Internally Restricted Total	**33,619**	**1,251**	**(4,661)**	**(5,986)**			**543**		**24,766**
Unrestricted									
General Fund									
Unrestricted	24								24
General Fund Total	**24**								**24**
Unrestricted Total	**24**								**24**
Total	**63,088**	**1,251**	**(6,461)**	**(14,869)**	**-**		**543**		**43,552**

Debtor Balances as at 31 March 2023

Account	120 days	90 days	60 days	30 days	Current	Balance
Waste Depot Charges	$28,617	$6,289	$4,426	$142,800	$182,817	$364,949
Inspection Fees	$12,507	$0	$4,136	$432	$2,524	$19,599
Sam Adams College Rent	$0	$0	$0	$41	$0	$41
Council Properties - Future Fund *	$97,150	$0	$0	$47,284	$175,921	$320,355
Council Properties - Marketplace *	$430,128	$0	$17,107	$40,843	$92,039	$580,117
Council Properties - Education Fund	$0	$0	$0	$4,614	$7,562	$12,175
Recreation	$0	$0	$0	$17,708	$6,860	$24,568
Sundries**	$536,987	$104,433	$407,834	$71,131	$696,592	$1,816,976
Water Tanker Sales	$26,392	$17,939	$84	$431	$35,298	$80,143
Trade Waste Charges	$684	$0	$0	$0	$0	$684
Muswellbrook Sewer	$212,564	$32,920	$23,785	$0	$61,559	$330,828
GST Tax Debtor	$0	$0	$0	$0	$0	$0
TOTAL	$1,345,029	$161,581	$457,372	$325,284	$1,261,172	$3,550,437

* Balances include rent deferrals due to COVID, and other commercial receivables currently with debt recovery/legal services.
** Includes $1.44M in Grants.

10.4.9. Report on Investments held as at 31 March 2023

Attachments:	1. Portfolio Valuation Report - 31 March 2023 [**10.4.9.1** - 5 pages] 2. Trading Limit Report - 31 March 2023 [**10.4.9.2** - 8 pages]
Responsible Officer:	Derek Finnigan - General Manager
Author:	Mandy Fitzgerald (Senior Financial Accountant)
Community Plan Issue:	*6 - Community Leadership*
Community Plan Goal:	24.1 - Maintain a strong focus on financial discipline to enable Council to properly respond to the needs of the communities it serves.
Community Plan Strategy:	6.2.1 - Maintain a strong focus on financial discipline to enable Council to properly respond to the needs of the communities it serves.

PURPOSE

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

OFFICER'S RECOMMENDATION

Council notes Council's Investments as at 31 March 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, as at 31 March 2023, are shown in the attachments.

COMMENT:

As at 31 March 2023, Council held $69.16M in cash and investments with a weighted running yield of 3.59%.

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

	Fixed Interest Security	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	**Market Value**	% Total Value	Running Yield	Weighted Running Yield
At Call Deposit											
	Westpac Bus Prem At Call		7,912,251.08	1.00000000	7,912,251.08	100.000	0.000	**7,912,251.08**	11.36%	0.34%	
	Westpac Muswellbrook Trading Acct At Call		100,000.00	1.00000000	100,000.00	100.000	0.000	**100,000.00**	0.14%	0.34%	
			8,012,251.08		8,012,251.08			**8,012,251.08**	11.50%		0.34%
Fixed Rate Bond											
	BENAU 1.7 06 Sep 2024 Fixed	AU3CB0266377	2,500,000.00	1.00000000	2,500,000.00	96.485	0.115	**2,415,000.00**	3.47%	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	0.319	**2,006,380.00**	2.88%	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	0.319	**1,504,785.00**	2.16%	1.10%	
	SunBank 1.85 30 Jul 2024 Fixed	AU3CB0265403	2,000,000.00	1.00000000	2,000,000.00	96.801	0.307	**1,942,160.00**	2.79%	1.80%	
			8,000,000.00		8,000,000.00			**7,868,325.00**	11.29%		1.46%
Floating Rate Note											
	Auswide 0.6 22 Mar 2024 FRN	AU3FN0059317	1,500,000.00	1.00000000	1,500,000.00	99.809	0.106	**1,498,725.00**	2.15%	4.29%	
	Auswide 1.5 07 Nov 2025 FRN	AU3FN0073037	1,000,000.00	1.00000000	1,000,000.00	100.358	0.695	**1,010,530.00**	1.45%	4.88%	
	Auswide 1.5 17 Mar 2026 FRN	AU3FN0076352	2,000,000.00	1.00000000	2,000,000.00	100.008	0.199	**2,004,140.00**	2.88%	5.19%	
	BOQ 1.03 18 Jul 2024 FRN	AU3FN0049094	1,000,000.00	1.00000000	1,000,000.00	100.235	0.858	**1,010,930.00**	1.45%	4.34%	
	BOQ 1.1 30 Oct 2024 FRN	AU3FN0051272	500,000.00	1.00000000	500,000.00	100.296	0.737	**505,165.00**	0.72%	4.48%	
	MACQ 0.48 09 Dec 2025 FRN	AU3FN0057709	3,000,000.00	1.00000000	3,000,000.00	98.926	0.248	**2,975,220.00**	4.27%	4.12%	
	MYS 0.65 16 Jun 2025 FRN	AU3FN0061024	3,000,000.00	1.00000000	3,000,000.00	98.967	0.177	**2,974,320.00**	4.27%	4.31%	
	NAB 0.93 26 Sep 2023 FRN	AU3FN0044996	2,000,000.00	1.00000000	2,000,000.00	100.260	0.051	**2,006,220.00**	2.88%	4.65%	
	NPBS 1.12 04 Feb 2025 FRN	AU3FN0052627	5,500,000.00	1.00000000	5,500,000.00	99.814	0.651	**5,525,575.00**	7.93%	4.48%	
	Qld Police 0.75 22 Mar 2024 FRN	AU3FN0059416	1,500,000.00	1.00000000	1,500,000.00	99.805	0.109	**1,498,710.00**	2.15%	4.44%	
	Qld Police 1.75 06 Dec 2025 FRN	AU3FN0073979	2,000,000.00	1.00000000	2,000,000.00	100.360	0.369	**2,014,580.00**	2.89%	5.38%	
	UBS Aust 0.87 30 Jul 2025 FRN	AU3FN0055307	1,650,000.00	1.00000000	1,650,000.00	99.524	0.699	**1,653,679.50**	2.37%	4.19%	
			24,650,000.00		24,650,000.00			**24,677,794.50**	35.42%		4.55%
Term Deposit											

	Fixed Interest Security	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	**Market Value**	% Total Value	Running Yield	Weighted Running Yield
	AMP 4.2 15 Jun 2023 365DAY TD		4,000,000.00	1.00000000	4,000,000.00	100.000	3.325	**4,133,019.16**	5.93%	4.20%	
	AMP 4.45 21 Jul 2023 365DAY TD		1,250,000.00	1.00000000	1,250,000.00	100.000	3.085	**1,288,556.51**	1.85%	4.45%	
	AMP 4.55 30 Nov 2023 365DAY TD		1,000,000.00	1.00000000	1,000,000.00	100.000	1.508	**1,015,083.56**	1.46%	4.55%	
	AUBANK 4.2 01 Aug 2023 386DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	3.026	**5,151,315.05**	7.39%	4.20%	
	BOQ 4 21 Jul 2023 365DAY TD		1,250,000.00	1.00000000	1,250,000.00	100.000	2.773	**1,284,657.54**	1.84%	4.00%	
	BVIC 4.6 11 Oct 2023 273DAY TD		2,000,000.00	1.00000000	2,000,000.00	100.000	0.996	**2,019,912.32**	2.90%	4.60%	
	BVIC 4.65 11 Jan 2024 365DAY TD		4,000,000.00	1.00000000	4,000,000.00	100.000	1.006	**4,040,257.52**	5.80%	4.65%	
	BBA 4.5 12 Jul 2023 182DAY TD		2,000,000.00	1.00000000	2,000,000.00	100.000	0.974	**2,019,479.46**	2.90%	4.50%	
	JUDO 4.25 10 Jan 2024 457DAY TD		4,000,000.00	1.00000000	4,000,000.00	100.000	2.003	**4,080,109.60**	5.86%	4.25%	
	NAB 4.05 13 Sep 2023 365DAY TD		4,000,000.00	1.00000000	4,000,000.00	100.000	2.208	**4,088,323.28**	5.87%	4.05%	
			28,500,000.00		28,500,000.00			**29,120,714.00**	41.79%		4.31%
Fixed Interest Total			69,162,251.08		69,162,251.08			**69,679,084.58**	100.00%		3.59%

Section 2: FI Portfolio Valuation With Associated Latest Deal Information

	Fixed Interest Security	ISIN	Latest FI Deal Settlement Date	WAL / Maturity Date Interim	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Market Value	% Total Value	Latest FI Deal Code	Notes of Latest FI Deal
At Call Deposit													
	Westpac Bus Prem At Call		31 Mar 2023	31 Dec 3020	7,912,251.08	1.00000000	7,912,251.08	100.000	0.000	**7,912,251.08**	11.36%	LC165966	
	Westpac Muswellbrook Trading Acct At Call		31 Oct 2018	31 Dec 3020	100,000.00	1.00000000	100,000.00	100.000	0.000	**100,000.00**	0.14%	LC64506	
					8,012,251.08		8,012,251.08			**8,012,251.08**	11.50%		
Fixed Rate Bond													
	BENAU 1.7 06 Sep 2024 Fixed	AU3CB0266377	9 Jun 2020	6 Sep 2024	2,500,000.00	1.00000000	2,500,000.00	96.485	0.115	**2,415,000.00**	3.47%	LC88979	
	NTTC 1.1 15 Dec 2025 - Issued 31 August 2021 - Muswellbrook Council Fixed		31 Aug 2021	15 Dec 2025	2,000,000.00	1.00000000	2,000,000.00	100.000	0.319	**2,006,380.00**	2.88%	LC111825	
	NTTC 1.1 15 Dec 2025 - Issued 6 September 2021 - Muswellbrook Council Fixed		6 Sep 2021	15 Dec 2025	1,500,000.00	1.00000000	1,500,000.00	100.000	0.319	**1,504,785.00**	2.16%	LC112238	
	SunBank 1.85 30 Jul 2024 Fixed	AU3CB0265403	29 Sep 2021	30 Jul 2024	2,000,000.00	1.00000000	2,000,000.00	96.801	0.307	**1,942,160.00**	2.79%	LC112956	
					8,000,000.00		8,000,000.00			**7,868,325.00**	11.29%		
Floating Rate Note													
	Auswide 0.6 22 Mar 2024 FRN	AU3FN0059317	22 Mar 2021	22 Mar 2024	1,500,000.00	1.00000000	1,500,000.00	99.809	0.106	**1,498,725.00**	2.15%	LC103798	
	Auswide 1.5 07 Nov 2025 FRN	AU3FN0073037	7 Nov 2022	7 Nov 2025	1,000,000.00	1.00000000	1,000,000.00	100.358	0.695	**1,010,530.00**	1.45%	LC156236	
	Auswide 1.5 17 Mar 2026 FRN	AU3FN0076352	17 Mar 2023	17 Mar 2026	2,000,000.00	1.00000000	2,000,000.00	100.008	0.199	**2,004,140.00**	2.88%	LC164286	
	BOQ 1.03 18 Jul 2024 FRN	AU3FN0049094	18 Jul 2019	18 Jul 2024	1,000,000.00	1.00000000	1,000,000.00	100.235	0.858	**1,010,930.00**	1.45%	LC74377	
	BOQ 1.1 30 Oct 2024 FRN	AU3FN0051272	2 Jun 2020	30 Oct 2024	500,000.00	1.00000000	500,000.00	100.296	0.737	**505,165.00**	0.72%	LX88585	
	MACQ 0.48 09 Dec 2025 FRN	AU3FN0057709	8 Mar 2021	9 Dec 2025	3,000,000.00	1.00000000	3,000,000.00	98.926	0.248	**2,975,220.00**	4.27%	LC103387	
	MYS 0.65 16 Jun 2025 FRN	AU3FN0061024	16 Jun 2021	16 Jun 2025	3,000,000.00	1.00000000	3,000,000.00	98.967	0.177	**2,974,320.00**	4.27%	LC107737	
	NAB 0.93 26 Sep 2023 FRN	AU3FN0044996	18 Mar 2020	26 Sep 2023	2,000,000.00	1.00000000	2,000,000.00	100.260	0.051	**2,006,220.00**	2.88%	LX84919	
	NPBS 1.12 04 Feb 2025 FRN	AU3FN0052627	12 Oct 2022	4 Feb 2025	5,500,000.00	1.00000000	5,500,000.00	99.814	0.651	**5,525,575.00**	7.93%	LC155163	
	Qld Police 0.75 22 Mar 2024 FRN	AU3FN0059416	22 Mar 2021	22 Mar 2024	1,500,000.00	1.00000000	1,500,000.00	99.805	0.109	**1,498,710.00**	2.15%	LC103942	
	Qld Police 1.75 06 Dec 2025 FRN	AU3FN0073979	6 Dec 2022	6 Dec 2025	2,000,000.00	1.00000000	2,000,000.00	100.360	0.369	**2,014,580.00**	2.89%	LC157907	
	UBS Aust 0.87 30 Jul 2025 FRN	AU3FN0055307	10 Mar 2021	30 Jul 2025	1,650,000.00	1.00000000	1,650,000.00	99.524	0.699	**1,653,679.50**	2.37%	LC103504	
					24,650,000.00		24,650,000.00			**24,677,794.50**	35.42%		
Term Deposit													
	AMP 4.2 15 Jun 2023 365DAY TD		15 Jun 2022	15 Jun 2023	4,000,000.00	1.00000000	4,000,000.00	100.000	3.325	**4,133,019.16**	5.93%	LC145780	
	AMP 4.45 21 Jul 2023 365DAY TD		21 Jul 2022	21 Jul 2023	1,250,000.00	1.00000000	1,250,000.00	100.000	3.085	**1,288,556.51**	1.85%	LC147777	
	AMP 4.55 30 Nov 2023 365DAY TD		30 Nov 2022	30 Nov 2023	1,000,000.00	1.00000000	1,000,000.00	100.000	1.508	**1,015,083.56**	1.46%	LC158134	
	AUBANK 4.2 01 Aug 2023 386DAY TD		11 Jul 2022	1 Aug 2023	5,000,000.00	1.00000000	5,000,000.00	100.000	3.026	**5,151,315.05**	7.39%	LC147411	
	BOQ 4 21 Jul 2023 365DAY TD		21 Jul 2022	21 Jul 2023	1,250,000.00	1.00000000	1,250,000.00	100.000	2.773	**1,284,657.54**	1.84%	LX147775	
	BVIC 4.6 11 Oct 2023 273DAY TD		11 Jan 2023	11 Oct 2023	2,000,000.00	1.00000000	2,000,000.00	100.000	0.996	**2,019,912.32**	2.90%	LC159958	
	BVIC 4.65 11 Jan 2024 365DAY TD		11 Jan 2023	11 Jan 2024	4,000,000.00	1.00000000	4,000,000.00	100.000	1.006	**4,040,257.52**	5.80%	LC159887	
	BBA 4.5 12 Jul 2023 182DAY TD		11 Jan 2023	12 Jul 2023	2,000,000.00	1.00000000	2,000,000.00	100.000	0.974	**2,019,479.46**	2.90%	LC159977	
	JUDO 4.25 10 Jan 2024 457DAY TD		10 Oct 2022	10 Jan 2024	4,000,000.00	1.00000000	4,000,000.00	100.000	2.003	**4,080,109.60**	5.86%	LC155160	

Fixed Interest Security	ISIN	Latest FI Deal Settlement Date	WAL / Maturity Date Interim	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Market Value	% Total Value	Latest FI Deal Code	Notes of Latest FI Deal
NAB 4.05 13 Sep 2023 365DAY TD		13 Sep 2022	13 Sep 2023	4,000,000.00	1.00000000	4,000,000.00	100.000	2.208	**4,088,323.28**	5.87%	LX153816	
				28,500,000.00		28,500,000.00			**29,120,714.00**	41.79%		
Fixed Interest Total				69,162,251.08		69,162,251.08			**69,679,084.58**	100.00%		

Disclaimer:

Laminar Capital Pty Ltd ABN 33 134 784 740 (AFSL 476686), its officers, employees, agents and associates ("Associates") from time to time hold interests in securities of, or earn brokerage, fees and other benefits from, corporations or investment vehicles referred to in documents provided to clients. All information contained herein is confidential and proprietary to Laminar Capital and, accordingly, this material is not to be reproduced in whole or in part or used for any purpose except as authorised by Laminar Capital. It is to be treated as strictly confidential and not disclosed directly or indirectly to any other person, firm or entity.

Distribution of this information to anyone other than the original recipient and that party's advisers is unauthorised. Any reproduction of these materials, in whole or in part, or the divulgence of any of its contents, without the prior consent of Laminar Capital is prohibited. Any securities recommendation or comments (including an opinion) contained in this document is general advice only and does not take into account your personal objectives, financial situation or needs. Laminar Capital is not acting in a fiduciary capacity. Recommendations or statements of opinion expressed may change without notice. You should not act on a recommendation or statement of opinion without first considering the appropriateness of the general advice to your personal circumstances or consulting your investment advisor to determine whether the recommendation or statement of opinion is appropriate for your investment objectives, financial situation or needs.

Laminar Capital believes that the information contained in this document is accurate when issued. Laminar Capital does not warrant that the information contained herein is accurate, reliable, complete or up-to-date, and, to the fullest extent permitted by law, disclaims all liability of Laminar Capital and its Associates for any loss or damage suffered by any person by reason of the use by that person of, or their reliance on, any information contained in this document or any error or defect in this document, whether arising from the negligence of Laminar Capital or its Associates or otherwise. No action should be taken on the basis of or in reliance on the information, opinions or conclusions contained in this document.

Laminar Capital acts as principal when we buy and sell fixed interest securities in the secondary markets. The yield that we quote to you incorporates any margin that we may receive. The margin is the difference between the price at which we, as principal, buy the security and the price at which we sell the security to you. Laminar Capital may also receive placement fees from Issuers for distributing securities on their behalf.

This document is not, and is not intended to be, an offer or invitation for subscription or sale, or a recommendation, with respect to any securities, nor is it to form the basis of any contract or commitment. This document does not purport to identify the nature of the specific market or other risks associated with these products. Before entering into any transaction in relation to the products, the investor should ensure that it fully understands the terms of the products and the transaction, relevant risk factors, the nature and extent of the investor's risk of loss and the nature of the contractual relationship into which the investor is entering. Prior to investing in these products, an investor should determine, based on its own independent review and such professional advice as it deems appropriate, the economic risks and merits, the legal, tax accounting characteristics and risk, and the consequences of an investment in them. This is not a substantive commentary or analysis by Laminar Capital and has not been prepared as a research product or comments by a research analyst.

LAMINAR CAPITAL PTY LTD
ACN 134 784 740
WWW.LAMINARCAPITAL.COM.AU

MELBOURNE OFFICE: LEVEL 5 RIALTO NORTH, 525 COLLINS STREET, MELBOURNE, VIC 3000 T 61 3 9001 6990 F 61 3 9001 6933
SYDNEY OFFICE: LEVEL 18 ANGEL PLACE, 123 PITT STREET, SYDNEY NSW, 2000 T 61 2 8094 1230
BRISBANE OFFICE: LEVEL 15 CENTRAL PLAZA 1, 345 QUEEN STREET, BRISBANE QLD, 4000 T 61 7 3123 5370

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

1 Issuer Trading Limits

Issuer	Issuer Rating Group (Long Term)	Issuer Parent	Already Traded (with Issuer Group) Face Value Notional	Limit For Book or Entity	Trading Limit	Trading Limit Type	Trading Limit Value	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)	Trading Limit Exceeded (%)	Trading Limit Exceeded ($)
AMP Bank Ltd	BBB+ to BBB-		6,250,000.00	Book	10.00	% of 69,162,251.08	6,916,225.11	90.00	10.00	666,225	0.00	0
ANZ Banking Group Ltd	AA+ to AA-		0.00	Book	30.00	% of 69,162,251.08	20,748,675.32	0.00	100.00	20,748,675	0.00	0
Australian Unity Bank	BBB+ to BBB-		5,000,000.00	Book	10.00	% of 69,162,251.08	6,916,225.11	72.00	28.00	1,916,225	0.00	0
Auswide Bank Limited	BBB+ to BBB-		4,500,000.00	Book	10.00	% of 69,162,251.08	6,916,225.11	65.00	35.00	2,416,225	0.00	0
Bank of Melbourne	AA+ to AA-	Westpac Banking Corporation Ltd	8,012,251.08	Book	30.00	% of 69,162,251.08	20,748,675.32	39.00	61.00	12,736,424	0.00	0
Bank of Queensland Ltd	A+ to A-		2,750,000.00	Book	10.00	% of 69,162,251.08	6,916,225.11	40.00	60.00	4,166,225	0.00	0
BankSA	AA+ to AA-	Westpac Banking Corporation Ltd	8,012,251.08	Book	30.00	% of 69,162,251.08	20,748,675.32	39.00	61.00	12,736,424	0.00	0
BankVic	BBB+ to BBB-		6,000,000.00	Book	10.00	% of 69,162,251.08	6,916,225.11	87.00	13.00	916,225	0.00	0
BankWest Ltd	AA+ to AA-	Commonwealth Bank of Australia Ltd	0.00	Book	30.00	% of 69,162,251.08	20,748,675.32	0.00	100.00	20,748,675	0.00	0
Bendigo & Adelaide Bank Ltd	A+ to A-		2,500,000.00	Book	10.00	% of 69,162,251.08	6,916,225.11	36.00	64.00	4,416,225	0.00	0
Beyond Bank Australia Ltd	BBB+ to BBB-		2,000,000.00	Book	10.00	% of 69,162,251.08	6,916,225.11	29.00	71.00	4,916,225	0.00	0
Commonwealth Bank of Australia Ltd	AA+ to AA-		0.00	Book	30.00	% of 69,162,251.08	20,748,675.32	0.00	100.00	20,748,675	0.00	0
Credit Suisse Sydney	BBB+ to BBB-		0.00	Book	20.00	% of 69,162,251.08	13,832,450.22	0.00	100.00	13,832,450	0.00	0
Credit Union Australia Ltd t/as Great Southern Bank	BBB+ to BBB-		0.00	Book	10.00	% of 69,162,251.08	6,916,225.11	0.00	100.00	6,916,225	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 69,162,251.08	6,916,225.11	80.00	20.00	1,416,225	0.00	0
Heritage and People's Choice Limited	BBB+ to BBB-		0.00	Book	10.00	% of 69,162,251.08	6,916,225.11	0.00	100.00	6,916,225	0.00	0
ING Bank Australia Limited	A+ to A-		0.00	Book	10.00	% of 69,162,251.08	6,916,225.11	0.00	100.00	6,916,225	0.00	0
Investec Bank Australia Limited	A+ to A-		0.00	Book	10.00	% of 69,162,251.08	6,916,225.11	0.00	100.00	6,916,225	0.00	0
Judo Bank	BBB+ to BBB-		4,000,000.00	Book	10.00	% of 69,162,251.08	6,916,225.11	58.00	42.00	2,916,225	0.00	0
Macquarie Bank	A+ to A-		3,000,000.00	Book	20.00	% of 69,162,251.08	13,832,450.22	22.00	78.00	10,832,450	0.00	0
ME Bank - a division of Bank of Queensland Ltd	A+ to A-	Bank of Queensland Ltd	2,750,000.00	Book	10.00	% of 69,162,251.08	6,916,225.11	40.00	60.00	4,166,225	0.00	0
Members Banking Group Limited t/as RACQ Bank	BBB+ to BBB-		0.00	Book	10.00	% of 69,162,251.08	6,916,225.11	0.00	100.00	6,916,225	0.00	0
MyState Bank Ltd	BBB+ to BBB-		3,000,000.00	Book	10.00	% of 69,162,251.08	6,916,225.11	43.00	57.00	3,916,225	0.00	0
National Australia Bank Ltd	AA+ to AA-		6,000,000.00	Book	30.00	% of 69,162,251.08	20,748,675.32	29.00	71.00	14,748,675	0.00	0
Newcastle Greater Mutual Group Ltd	BBB+ to BBB-		5,500,000.00	Book	10.00	% of 69,162,251.08	6,916,225.11	80.00	20.00	1,416,225	0.00	0
Northern Territory Treasury Corporation	AA+ to AA-		3,500,000.00	Book	30.00	% of 69,162,251.08	20,748,675.32	17.00	83.00	17,248,675	0.00	0
NSW Treasury Corporation	AA+ to AA-		0.00	Book	100.00	% of 69,162,251.08	69,162,251.08	0.00	100.00	69,162,251	0.00	0
P&N Bank Ltd	BBB+ to BBB-		0.00	Book	10.00	% of 69,162,251.08	6,916,225.11	0.00	100.00	6,916,225	0.00	0
QPCU LTD t/a QBANK	BBB+ to BBB-		3,500,000.00	Book	10.00	% of 69,162,251.08	6,916,225.11	51.00	49.00	3,416,225	0.00	0
Rabobank Australia Ltd	A+ to A-		0.00	Book	20.00	% of 69,162,251.08	13,832,450.22	0.00	100.00	13,832,450	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 Nederland Australia Branch	A+ to A-		0.00	Book	20.00	% of 69,162,251.08	13,832,450.22	0.00	100.00	13,832,450	0.00	0
Royal Bank of Scotland	A+ to A-		0.00	Book	5.00	% of 69,162,251.08	3,458,112.55	0.00	100.00	3,458,113	0.00	0
Rural Bank Ltd	A+ to A-	Bendigo & Adelaide Bank Ltd	2,500,000.00	Book	10.00	% of 69,162,251.08	6,916,225.11	36.00	64.00	4,416,225	0.00	0
St George Bank Limited	AA+ to AA-	Westpac Banking Corporation Ltd	8,012,251.08	Book	30.00	% of 69,162,251.08	20,748,675.32	39.00	61.00	12,736,424	0.00	0
Suncorp-Metway Ltd	A+ to A-		2,000,000.00	Book	20.00	% of 69,162,251.08	13,832,450.22	14.00	86.00	11,832,450	0.00	0
UBS Australia Ltd	AA+ to AA-		1,650,000.00	Book	20.00	% of 69,162,251.08	13,832,450.22	12.00	88.00	12,182,450	0.00	0
Westpac Banking Corporation Ltd	AA+ to AA-		8,012,251.08	Book	30.00	% of 69,162,251.08	20,748,675.32	39.00	61.00	12,736,424	0.00	0
			103,949,004.32				480,677,645.01			376,728,635		0
		(Excluding Parent Group Duplicates)	69,162,251.08									

2 Security Rating Group Trading Limits

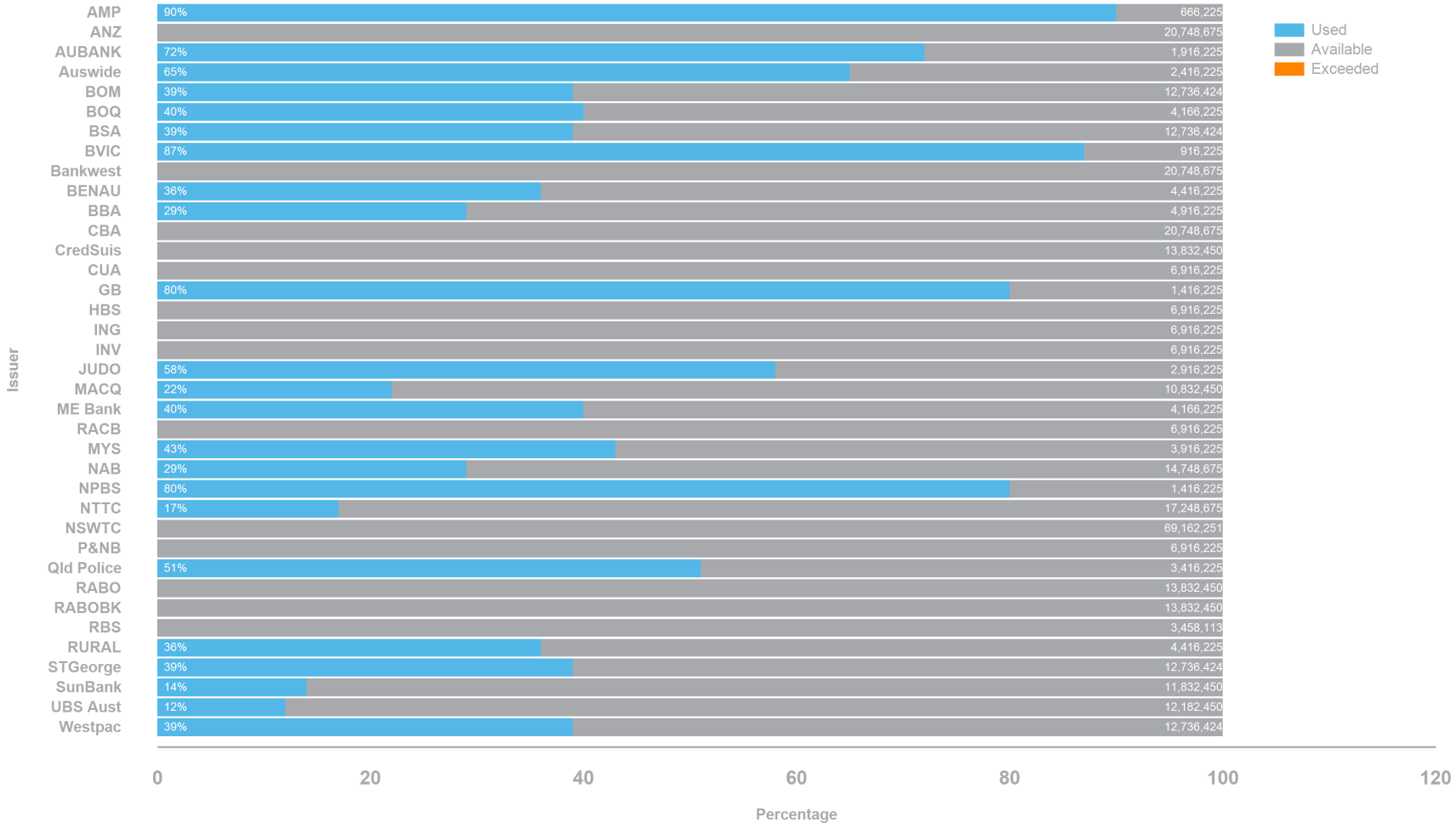
Security Rating Group	Already Traded Face Value Notional	Limit For Book or Trading Entity	Trading Limit	Trading Limit Type	Trading Limit Value	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)	Trading Limit Exceeded (%)	Trading Limit Exceeded ($)
AAA	0.00	Book	100.00	% of 69,162,251.08	69,162,251.08	0.00	100.00	69,162,251	0.00	0
AA+ to AA-	3,500,000.00	Book	100.00	% of 69,162,251.08	69,162,251.08	5.00	95.00	65,662,251	0.00	0
A+ to A-	10,650,000.00	Book	70.00	% of 69,162,251.08	48,413,575.76	22.00	78.00	37,763,576	0.00	0
A1+	14,012,251.08	Book	100.00	% of 69,162,251.08	69,162,251.08	20.00	80.00	55,150,000	0.00	0
A1	0.00	Book	100.00	% of 69,162,251.08	69,162,251.08	0.00	100.00	69,162,251	0.00	0
A2	22,000,000.00	Book	70.00	% of 69,162,251.08	48,413,575.76	45.00	55.00	26,413,576	0.00	0
A3	5,500,000.00	Book	60.00	% of 69,162,251.08	41,497,350.65	13.00	87.00	35,997,351	0.00	0
BBB+ to BBB-	13,500,000.00	Book	60.00	% of 69,162,251.08	41,497,350.65	33.00	67.00	27,997,351	0.00	0
	69,162,251.08				456,470,857.13			387,308,607		0

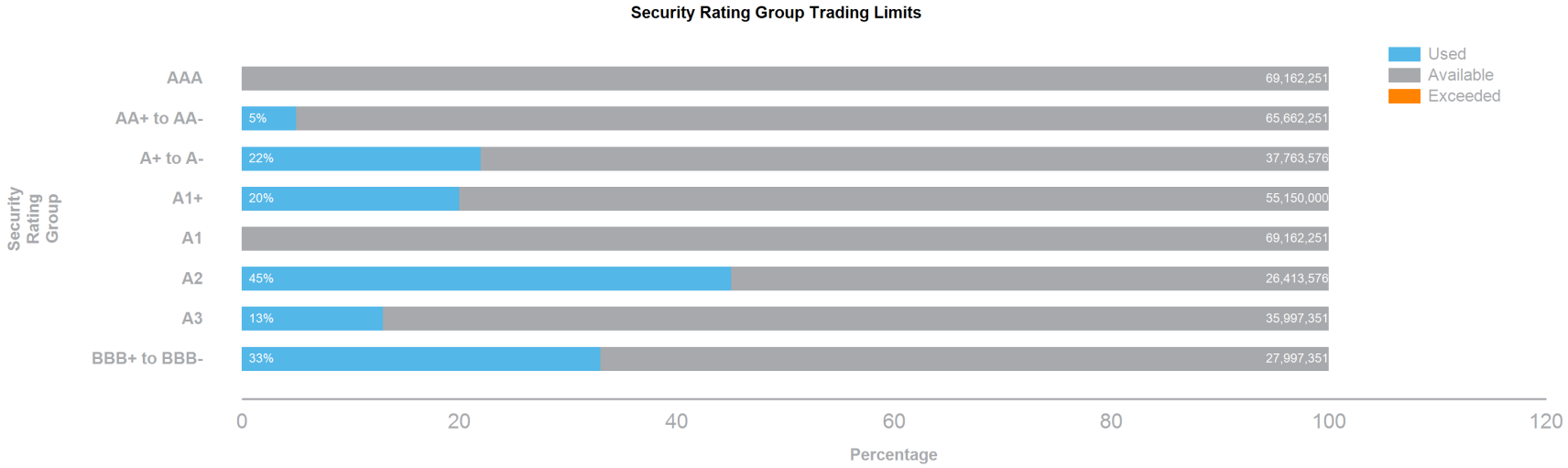
Notes
1. In instances where long securities have a term remaining which is less than 365 days, the issuer's short term rating is used instead of the security's (presumably long term) rating.

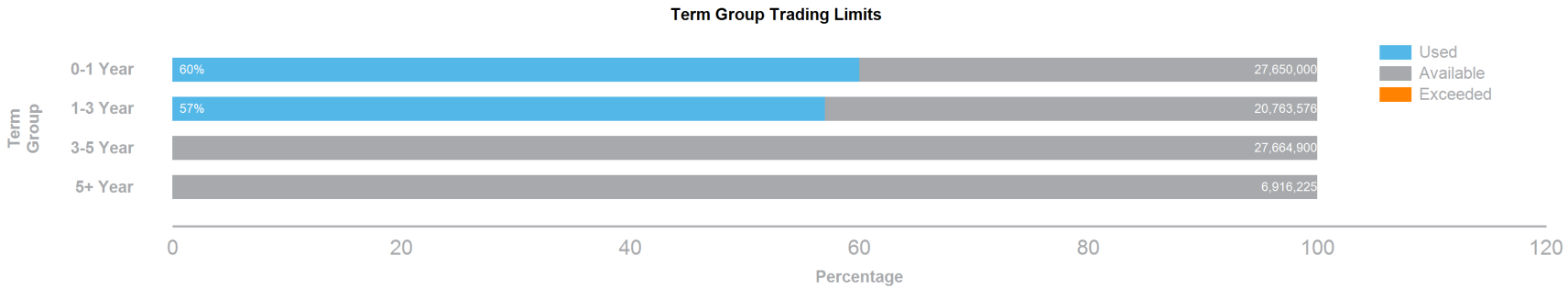
3 Term Group Trading Limits

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	41,512,251.08	Book	100.00	% of 69,162,251.08	69,162,251.08	60.00	40.00	27,650,000	0.00	0
1-3 Year	27,650,000.00	Book	70.00	% of 69,162,251.08	48,413,575.76	57.00	43.00	20,763,576	0.00	0
3-5 Year	0.00	Book	40.00	% of 69,162,251.08	27,664,900.43	0.00	100.00	27,664,900	0.00	0
5+ Year	0.00	Book	10.00	% of 69,162,251.08	6,916,225.11	0.00	100.00	6,916,225	0.00	0
	69,162,251.08				152,156,952.38			82,994,701		0

Issuer Trading Limits




Security Rating Group Trading Limits
Used
Available
Exceeded
AAA
AA+ to AA-
A+ to A-
A1+
A1
A2
A3
BBB+ to BBB-
Security Rating Group
69,162,251
5%
65,662,251
22%
37,763,576
20%
55,150,000
69,162,251
45%
26,413,576
13%
35,997,351
33%
27,997,351
0
20
40
60
80
100
120
Percentage


Term Group Trading Limits
0-1 Year
1-3 Year
3-5 Year
5+ Year
Term Group
60%
57%
27,650,000
20,763,576
27,664,900
6,916,225
Used
Available
Exceeded
0
20
40
60
80
100
120
Percentage

Disclaimer:

Laminar Capital Pty Ltd ABN 33 134 784 740 (AFSL 476686), its officers, employees, agents and associates ("Associates") from time to time hold interests in securities of, or earn brokerage, fees and other benefits from, corporations or investment vehicles referred to in documents provided to clients. All information contained herein is confidential and proprietary to Laminar Capital and, accordingly, this material is not to be reproduced in whole or in part or used for any purpose except as authorised by Laminar Capital. It is to be treated as strictly confidential and not disclosed directly or indirectly to any other person, firm or entity.

Distribution of this information to anyone other than the original recipient and that party's advisers is unauthorised. Any reproduction of these materials, in whole or in part, or the divulgence of any of its contents, without the prior consent of Laminar Capital is prohibited. Any securities recommendation or comments (including an opinion) contained in this document is general advice only and does not take into account your personal objectives, financial situation or needs. Laminar Capital is not acting in a fiduciary capacity. Recommendations or statements of opinion expressed may change without notice. You should not act on a recommendation or statement of opinion without first considering the appropriateness of the general advice to your personal circumstances or consulting your investment advisor to determine whether the recommendation or statement of opinion is appropriate for your investment objectives, financial situation or needs.

Laminar Capital believes that the information contained in this document is accurate when issued. Laminar Capital does not warrant that the information contained herein is accurate, reliable, complete or up-to-date, and, to the fullest extent permitted by law, disclaims all liability of Laminar Capital and its Associates for any loss or damage suffered by any person by reason of the use by that person of, or their reliance on, any information contained in this document or any error or defect in this document, whether arising from the negligence of Laminar Capital or its Associates or otherwise. No action should be taken on the basis of or in reliance on the information, opinions or conclusions contained in this document.

Laminar Capital acts as principal when we buy and sell fixed interest securities in the secondary markets. The yield that we quote to you incorporates any margin that we may receive. The margin is the difference between the price at which we, as principal, buy the security and the price at which we sell the security to you. Laminar Capital may also receive placement fees from Issuers for distributing securities on their behalf.

This document is not, and is not intended to be, an offer or invitation for subscription or sale, or a recommendation, with respect to any securities, nor is it to form the basis of any contract or commitment. This document does not purport to identify the nature of the specific market or other risks associated with these products. Before entering into any transaction in relation to the products, the investor should ensure that it fully understands the terms of the products and the transaction, relevant risk factors, the nature and extent of the investor's risk of loss and the nature of the contractual relationship into which the investor is entering. Prior to investing in these products, an investor should determine, based on its own independent review and such professional advice as it deems appropriate, the economic risks and merits, the legal, tax accounting characteristics and risk, and the consequences of an investment in them. This is not a substantive commentary or analysis by Laminar Capital and has not been prepared as a research product or comments by a research analyst.

LAMINAR CAPITAL PTY LTD
ACN 134 784 740
WWW.LAMINARCAPITAL.COM.AU

MELBOURNE OFFICE: LEVEL 5 RIALTO NORTH, 525 COLLINS STREET, MELBOURNE, VIC 3000 T 61 3 9001 6990 F 61 3 9001 6933
SYDNEY OFFICE: LEVEL 18 ANGEL PLACE, 123 PITT STREET, SYDNEY NSW, 2000 T 61 2 8094 1230
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 March 2023
Balance Date: 4 April 2023 (but 31 Mar 2023 used instead)
Trading Entity: Muswellbrook Shire Council
Trading Book: Muswellbrook Shire Council
Report Mode: BalOnly
Using Face Value
Trading Entity and Book Limits
Effects of Parent/Child Issuers Not Ignored

10.4.10. Report on Council Grant Funding and Community Engagement

Attachments:	Nil
Responsible Officer:	Derek Finnigan - General Manager
Author:	Ivan Skaines (Grants and Community Engagement Officer)
Community Plan Issue:	*6 - Community Leadership*
Community Plan Goal:	Collaborative and responsive leadership that meets the expectations and anticipates the needs of the community.
Community Plan Strategy:	6.2.1 - Maintain a strong focus on financial discipline to enable Council to properly respond to the needs of the communities it serves.

PURPOSE

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

OFFICER'S RECOMMENDATION

Council notes the information contained in this report.

Moved: _____Seconded: _____

BACKGROUND

Council has been successful in obtaining grants which have been decided via competitive applications and, in addition, Council has continued to receive grant allocations from both State and Federal government sources for which Council is required to nominate appropriate projects for funding.

CONSULTATION

Grant applications are aligned to projects identified by the Muswellbrook Shire 2022-2026 Delivery Program and prepared in consultation with the Mayor, Council's senior managers and key staff in relevant sections. Councillors are regularly consulted regarding grant applications via the Grants Advisory Committee.

REPORT

Grant applications recently submitted

- The **Local Government Waste Solutions Fund Round 1** encourages a transition to a circular economy through supporting innovative waste and recycling solutions designed in collaboration with partners to achieve impactful projects with long-term outcomes. **Council applied for funding of $72,450 for the purchase of a Flip Screen** which will dramatically improve our operational efficiency and productivity in the screening of processed garden organics and increase the range of products Council can offer customers.

- Under the $70 million **Community Assets Program**, **Council applied for funding of $1,569,375 for Karoola Park, Muswellbrook community assets resilience and betterment** which included the following components:
  - the relocation of the existing playground at the western end of Karoola Park to a site east of the current Netball Clubhouse and adjacent to the carpark, and the construction of new shared paths from the northern ends of two bridges over the stormwater channel to the netball courts to facilitate access from the Clubhouse, playground and carpark to the courts;
  - renewal/betterment of existing paths in the Karoola Park precinct, and specifically from Newman Street, past Muswellbrook Public School and east to Semillon Street;
  - renewal/betterment of the footpath in the drainage gully near the Dog Park in Karoola Park;
  - renewal/betterment of failing pavement at Queen Street near Verdelho Reserve; and
  - repair of scouring of the path east of Queen Street near Mataro Avenue.

Upcoming Grant and Funding Opportunities

- The **NSW Executive Committee for National Science Week and Inspiring Australia** seeks applications from NSW event providers to deliver innovative in person, online or hybrid events and activities that can be delivered as part of **National Science Week from 12-20 August 2023.** The purpose of this funding is to connect community members with science and technology, including in regional communities, and to enable community presenters to develop interactive science events and activities for the general public. Applicants that meet the selection criteria can apply for **funds of $2,000 to $5,000** to support the delivery of National Science Week activities and **applications close 21 April 2023.**
- The **Regional Leakage Reduction Program** is providing grants to local water utilities to help reduce non-revenue water levels. The program will co-fund selected projects with local water utilities in the areas of capacity building, pressure management, leakage control and metering. **Grants are available up to $150,000 and applications close 28 April 2023.** Successful applicants will be required to co-fund projects, in line with the Safe and Secure Water Program subsidy levels and **requires a contribution ranging from 10% to 75%.**
- The **Better Regulation Division (BRD) within the Department of Customer Service** administers a sponsorship program **(funding up to $25,000)** to help make NSW safer, fairer, and more productive for consumers, workers and businesses. The program aims to form mutually beneficial relationships between organisations and BRD, and sponsorship funding may be provided for initiatives that align with SafeWork NSW or NSW Fair Trading priority areas, which improve and raise awareness of:
  - work health and safety to reduce serious injuries, illness, and fatalities in NSW workplaces;
  - consumer protection to promote a fair marketplace, and rights and responsibilities for consumers and traders.

Applications for Round 1 2022-23 close 30 April 2023.

- The **Commonwealth Community Heritage Grants** (CHG) program supports community organisations to look after Australian cultural heritage collections. CHG is open to non-profit, incorporated organisations and the program has a strong focus on supporting local groups with limited funding who would benefit from access to professional cultural heritage expertise. Organisations progress through a three-stage journey to learn about their collection, how to care for it, and plan for its future. Projects also aim to build the knowledge and skills of paid and volunteer staff to increase their capacity to share valuable heritage collections with all Australians. The grant could **assist Muswellbrook Shire Council and possibly the Muswellbrook Historical Society to work with heritage practitioners to explain the meaning and value of our collections (a significance assessment) and outline the condition of their collections and create a plan to manage them (a preservation needs assessment). Applications close 8 May 2023.**
- The **Community Local Infrastructure Recovery Package – Arts and Cultural Assets Program** supports the medium-long term recovery of the arts and cultural sector by providing funding for the restoration, replacement and betterment of directly damaged arts and cultural infrastructure most impacted by the severe weather and flood events of February and June 2022. The funding supports arts and cultural organisations to rebuild and recover and while at the same time provide arts and cultural experiences that are crucial to community wellbeing. **Applications close 22 May 2023 and funding requests must be a minimum of $5,000, with no maximum limit.**
- The NSW Rural Fire Service **Bush Fire Risk Mitigation and Resilience Grant Program** assists public land managers/owners to undertake bush fire mitigation works, to provide access for firefighting, and deliver projects that increase the resilience of NSW communities to the risks of bush fire. The funding is available to supplement resources of public land managers/owners and enable additional works to be implemented. Local Councils, State Government Agencies and Forestry Corporation of NSW are all eligible to apply for grants under this program. **A potential project involves fire risk mitigation works around the Denman Water Treatment Works and Denman Waste Transfer Station with applications closing May/June.**

Grant funding recently announced

- Muswellbrook Shire Council has been successful with a **2023-2025 Local Government Heritage Grant** application. **The grant of up to $25,000** can be put towards any number of projects that support local heritage outcomes.

Unsuccessful applications

- Our Expression of Interest for **Hunter Beach Recreation Area River Monitoring** under the **Smart Places Acceleration Program** was unsuccessful**.**

Muswellbrook Shire Council Grants Portal

The report for data from September 2022 to March 2023 for Council's grant finding portal at https://muswellbrook.grantguru.com.au/ is listed in the table below:

Indicator	Mar	Feb	Jan	Dec	Nov	Oct	Sep
Total unique portal visitors[1]	45	60	27	44	40	97	43
Number of page views[2]	151	182	108	128	165	250	134
Total cumulative registrations to the portal (via the sign-up form)[3]	90	87	84	83	82	81	79
Grant alerts sent per month to registered users	730	716	564	485	784	680	630

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

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

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

Community interaction with the grant finding portal is generally positive. **The number of registered users is continuing to increase and the number is now at 90 users.**

CONCLUSION

Council notes recent grant applications submitted, grant funding recently announced or to be announced shortly, upcoming grant opportunities and other grants and community engagement activities.

SOCIAL IMPLICATIONS

Applications for funding submitted by Council address priority issues in the community.

FINANCIAL IMPLICATIONS

The funding received under these grant programs will offset expenditure that would otherwise need to be committed by Council.

POLICY IMPLICATIONS

Council will need to maintain any assets for which funding is obtained according to Policy A40-1 - Asset Management Policy.

STATUTORY IMPLICATIONS

Council's grant applications align with the goals identified in the Muswellbrook Shire 2022-2032 Community Strategic Plan and with a range of Federal, State and regional strategies and plans.

LEGAL IMPLICATIONS

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

OPERATIONAL PLAN IMPLICATIONS

The projects funded by these grants are in line with the Muswellbrook Shire 2022-2032 Community Strategic Plan and the Muswellbrook Shire 2022-2026 Delivery Program.

RISK MANAGEMENT IMPLICATIONS

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

WASTE MANAGEMENT IMPLICATIONS

Nil.

COMMUNITY CONSULTATION/MEDIA IMPLICATIONS

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

10.5. Community and Economy

10.5.1. Community Services

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

PURPOSE

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

OFFICER'S RECOMMENDATION

The information contained in this report be noted.

Moved: _____ Seconded: _____

REPORT

MUSWELLBROOK SHIRE LIBRARIES – MUSWELLBROOK AND DENMAN

The Muswellbrook and Denman Branches were attended by **1,950 customers** during March with Library spaces being heavily utilised for study, tutoring and community group usage.

- The foyer Exhibit 'Mardi Gras' closed with Exhibitor Marc Donaldson sharing his stories at two well attended Q&A sessions.
- Pacific Brook Christian School commenced weekly visits to the Muswellbrook Library. The library was excited to welcome 60 new Junior memberships.
- The Library celebrated World Water Day with a themed Baby Rhyme Time, Story Time and Dam building Challenge at LEGO club.
- Denman Library launched their monthly Coffee & Craft group
- Completed an upgrade to the Public PCs at Muswellbrook & Denman Libraries utilising Library Local Priority Funding.

Increasing and maintaining library memberships
Muswellbrook and Denman libraries registered **93 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 March this service conducted **2 deliveries** and delivered **304 items**.

Online Engagement:
Over the past month the library has had **5,886** post views on Facebook. Throughout the month the library promoted our current new and recommended items, upcoming events and exhibits.

Collections:
During March the library added **347 new items** to the physical collections . Over the month the library loaned **5,975 physical items** and there have been **223 eAudio loans, 150 eBook Loans and 61 Digital magazine 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	20	168
Informed and connected citizens	2	27
Digital Inclusion	3	8
Personal development and wellbeing	5	39
Stronger and more creative communities	7	65
Economic and workforce development	0	0
TOTAL	**37**	**307**

Children and Young Adult Programs

Story Time, Baby Rhyme Time, LEGO Club and STEM Story Time sessions continued as well as weekly school visits. These sessions were attended by **188 children**.

The Library awarded a certificate and book prize to one of our 1000 Books Before School program participants who has achieved their first 100 books. This program continues to encourage local children to read each day and build core literacy skills within the Muswellbrook Shire and is free to participants.

Adults Programs:

All regular adult events including Book Club, Brain Training, Coffee & Craft, Tech help and Home Library continued in March. The Muswellbrook Library also provides activity sessions each Friday with visiting disability support organisations with activities such as gaming, LEGO and colouring.

COMMUNITY PARTNERSHIPS

- Maintain and facilitation of the Upper Hunter Community Services Interagency.
- Attended and participated in Youth Engagement Meeting, Youth Action Meeting, Local Drug Action Team (LDAT);
- Governance support provided to Upper Hunter Homeless Support Inc, Drug & Alcohol Health Services Inc and Upper Hunter Youth Services Inc;
- Organise the Muswellbrook Shire Council Annual Reconciliation Week Aboriginal Flag Raising event;
- Attended and participated Youth Mentor Training and the Muswellbrook Welcome Experience workshop
- Organise and followed up on the Muswellbrook Resilience and Wellbeing Project, and Aboriginal Cultural Inclusion Committee

PARTNERSHIPS & ENGAGEMENT

Partnerships assistance and support for the following April Community Events is in its final stages – all these events are taking place on the Saturday 22 April 2023,

- **Denman Chamber of Commerce Markets** – 22 April 2023 – Council has sponsored the Childrens Entertainment.
- The **Diesel Rust and Dust Machinery and Truck Show**
- **Sandy Hollow Charity Horse Ride** – Westpac Rescue Helicopter- 22 April, 2023 – this group received a **Community Grant** from Council to assist with costs of operating the event.
- Saturday 8 April, 2023 saw another enormously successful **Easter Family Fun Day** – with **1500** people in attendance. Once again, the event had overwhelmingly positive feedback from the Community. The Events major sponsor **Bengalla Mining Company,** in addition to financial support Bengalla provided four apprentices who assisted council staff in the delivery of the children's activities on the day.
- **Denman Visitor Information Centre** has successfully recruited two (2) new Volunteers. This has the Centre back to being open more days which is great for the travellers coming through.
- The establishment of the **Muswellbrook Visitor Information Centre** is progressing, the Traffic Committee will provide a recommendation regarding long vehicle parking in Brook Street Muswellbrook and internal fit out is being progressed.
- **Citizenship Ceremony** scheduled for 19th April at 11am for **13 conferees**, the ceremony will be held at the Upper Hunter Conservatorium of Music.

MUSWELLBROOK FITNESS & AQUATIC CENTRE – MUSWELLBROOK & DENMAN

- Learn to Swim enrolment have increased by 35% from the previous term.
- We are excited to be planning to upgrade the fitness centre to help support the health and wellbeing of our community. The upgrade is expected to be completed by 3rd week of April.
- This quarter the focus will be on applying new strategies to market and improve fitness centre memberships.
- Holiday intensives learn to swim program has begun with 40 enrolments

- The outdoor seasonal pool and Denman pools are closed for the season.
- Works to increasing security and safety at Denman pool will commence next month.
- Family fun days with Inflatable toy to be introduced during the school holidays. Plans to operate our pool inflatable during the school holidays (excluding public holidays)

MUSWELLBROOK REGIONAL ARTS CENTRE

- The 2023 Muswellbrook Art Prize winners of the 2023 Painting Prize – Tuppy Ngintja Goodwin, ‘Antara’ 2022; Works on Paper Prize – Allie Webb, ‘Giant Crab’ 2022; and Ceramics Prize – Casey Chen, ‘Big Robot 5’ 2022 are currently on display until the 29 April, 2023;
- Entries close for the Australian Photographic Society's Mullins Conceptual Photography Prize on the 19 May 2023, this national prize of $25,000 is an acquisitive prize that seeks to find Australia's best conceptual photographic works, it is made possible by the Australian Photographic Society in partnership with the Muswellbrook Regional Arts Centre, and with the support of the Australian Photography Magazine, Bengalla Mining Company, MACH Energy, Malabar Coal, and Ilford Photo.
- The Muswellbrook Regional Arts Centre monthly Art Station will reflect out our current exhibition ‘Art Tracks VI - The pastoral, the picturesque and the sublime’ and get inspired to create your own landscapes. The Art Station is designed for children and their carers and runs the third Saturday of every month. This activity is free with all materials provided.

11. Minutes of Committee Meetings

11.1. Event Steering Committee Meetings - 13 December, 2022 and 11 April, 2023

Attachments:	1. Minutes - Events Steering Committee - 13/12/2022 [**11.1.1** - 3 pages] 2. Minutes - Events Steering Committee - 11/04/2023 [**11.1.2** - 2 pages]
Responsible Officer:	Shaelee Welchman - Director - Community & Economy
Author:	Fiona Wilton (Economic Development Officer), Shaelee Welchman (Director - Community & Economy)
Community Plan Issue:	*1 - Economic Prosperity* *4 - Cultural Vitality*
Community Plan Goal:	*A dynamic Local economy with full employment for current and future residents in a diverse range of high value industries.* A culturally rich and diverse Community with strong identities, history and sense of belonging.
Community Plan Strategy:	1.2.1 - Facilitate the diversification of the Shire's economy and support growth of existing industry and business enterprise 4.3.1 - Develop and implement a program of Shire events to engage more locals and attract more visitors 4.3.1.1 - Council works in partnership with community groups to deliver a minimum of six events a year.

PURPOSE

To inform Council of the following meetings of the Events Steering Committee:

1. Events Steering Committee Meeting held on 13 December 2022
2. Events Steering Committee Meeting held on 11 April 2023

OFFICER'S RECOMMENDATION

The minutes for the following Events Steering Committee meetings be ENDORSED:

1. Events Steering Committee Meeting held on 13 December 2022;
2. Events Steering Committee Meeting held on 11 April 2023.

Moved: _____ Seconded: _____

REPORT

The Economic Development Officer reports that the following Events Steering Committee meetings were held:

1. Events Steering Committee Meeting held on 13 December 2022
2. Events Steering Committee Meeting held on 11 April 2023

The minutes of these meetings are attached for the information and endorsement of Council.

Council delivered the Karoola Park Run Colour Run and Rock'n the Brook event over the period. This completes the three events delivered from the Reconnecting Regional NSW – Community Events Program, where Council received $258,651 as part of a $25 million commitment by the NSW Government to promote economic and social recovery across all regional NSW through the delivery of COVID-Safe community events and festivals.

The funding allocated to the events included New Years Eve $65,301 - 31 December 2022, Karoola Park Run Colour Run $1,850 - 11 February 2023, and $172,500.00 funding towards the Rock'n the Brook event.

Karoola Park Run Colour Run

The Karoola Park Fun Run held at Karoola Park, Muswellbrook, on Saturday, 11 February 2023 and was attended by over 1200 people. This was a very well received community event delivered in partnership with the Karoola Park Run organisers.

Rock'n the Brook

Rock'n the Brook was held at Olympic Park, Muswellbrook, on Saturday 4 March 2023 from 3pm to 10pm, and was attended by approximately 4,500 people.

The event was a free family friendly music event, featuring headline act James Reyne, supported by James Blundell and local artists, The Collective, Katie Jayne, Shyanne Irwin and Imogen Hall. Local development artists Slay Valley and Ben Martin/Miles Chapman performed a 20-minute set each on the main stage. The event opened with the spectacular Indigenous smoking ceremony, didgeridoo performance and dancing by the Waagan Galga Dance Group.

Additional security measures were put in place, including restricting public access to the venue to one location, conducting bag checks on entry, condition of entry regulatory signs and refusing access to persons under the age of 18 without being accompanied by an adult. 39 security personnel and three user paid police were in attendance as well as a strong police presence at the venue and in town.

The event attracted sponsorship totalling $112,000 and, due to the success of the event and overwhelming positive community feedback, comments have been received from sponsors regarding continued and increased sponsorship for the 2024 event.

Council achieved a total reach of 151,401, including 1,525 likes, 2,331 link clicks, 265 shares and 488 comments from Council generated posts. A total of 36 posts were generated for the event and the majority of people heard about the event through social media.

There was a $7,215.45 overspend on the event which has been covered through Council's existing Economic Development budget.

As this is the first event of this scale delivered in Muswellbrook Shire, there are many learnings from the event which will ensure financial savings and improved operations for future events:

- Earlier planning and engagement with key stakeholders and the establishment of a stakeholder event working group is required.
- Traffic management plan response can be scaled back for future events depending on event capacity.
- Setting realistic crowd numbers for future event planning based on the free event.
- Cost savings could be made on entertainment.
- Local artist development concept was well received and could be grown to support the lead up to the event.

- Bulk service bins to be used to decant rubbish.
- Stage location could be reviewed in terms of heat and sun.
- Pass outs should be issued.
- The March timing worked well.

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 13 December 2022 COMMENCING AT 4:32 pm.

PRESENT:	Cr S. Reynolds (Chair), Cr D. Douglas, and Cr D. Marshall
IN ATTENDANCE:	Mr D. Finnigan (Acting General Manager), Ms S. Welchman (Director - Community & Economy), Ms K. Manwarring (Manager - Community Services), Ms C. Middleton (Communication & Media), Mrs F. Wilton (Economic Development Officer), Ms E. Lane (Coordinator Customer Service & Administration), Ms L. Manning (Director - Hunter Events Group) & Ms A. Fournier (Lead Publlic Event Manager - Hunter Events Group).

1 Apologies

RECOMMENDED on the motion of Cr D. Marshall and Cr D. Douglas that:

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

2 Confirmation of Minutes of Previous Meeting

RECOMMENDED on the motion of Cr D. Marshall and Cr D. Douglas that:

The Minutes of the Events Management Steering Committee Meeting held on **17 November, 2022,** a copy of which has been distributed to all members, be taken as read and confirmed as a true record.

3 Disclosure of Any Pecuniary and Non-Pecuniary Interests

Nil

4 Business Arising

Nil

5 Business

5.1 Action List

Cr Reynolds requested that Council books the Indigenous Dance Group for the Australia Day and Rock'n the Brook events as soon as possible. Staff have been proactive with sponsorship, however, if any other Councillors can offer or recommend any further assistance, it would be appreciated.

RECOMMENDED on the motion of Cr D. Marshall and Cr D. Douglas that:

The information contained in the report be noted.

5.2 Event Management Services

NYE

Ms Manning noted that there will be 12 security guards including a supervisor at the NYE Event 2022 which will be adequate for the expected numbers. With Council staff and volunteers in attendance this will allow monitoring of any unruly behaviour. A suggestion was made to utilise user-paid police that will provide additional security with the presence of a uniformed authority.

Ms Manning noted that the more "fenced-off" areas there are, the higher the possibility of unmonitored gatherings - it is suggested to have the event inside the arena with two access points manned with a pair of security guards, bag checks, additional roaming security guards, etc.

Traffic meeting is to be held on Wednesday 14 Decemeber, with the recommendation from the Acting General Manager to have a member from the Works team and the WHS advisor at this meeting. The traffic management company engaged is Traffic Logistics.Traffic Logistics will complete the traffic management plan and manage traffic on the day. Traffic management signs on rutherford and maitland streets will warn guests in advance of possible congestion in the lead up to the event. Graphics will be given to Council's communications team to distribute to the community in a "community friendly" visual.

Discussion took place around what barriers could be used to direct guests to the entry so guests always pass through security before re-entering.

A quote for lighting towers has been sent to Ms Wilton.

Ms Manning confirmed that any circumstances outside the event is not Council's responsibility, however, with sufficient preparation this should minimise any adverse events outside of the event.

Ms Manning has advised the local emergency services of the event and is happy to join the onsite meeting between the Showground Committee, Muswellbrook Police, and Council's event management team.

RECOMMENDED on the motion of Cr D. Marshall and Cr D. Douglas that:

The committee notes the report.

5.3 New Year's Eve Event 2022

RECOMMENDED on the motion of Cr S. Reynolds and Cr D. Marshall that:

The committee notes the report.

5.4 Rock'n the Brook Event 2023

Crs Douglas and Marshall noted the efforts of staff and passed on her congratulations to all involved.

RECOMMENDED on the motion of Cr D. Douglas and Cr D. Marshall that:

The committee notes the report.

6 Date of Next Meeting

10 January, 2023

7 Closure

The meeting was declared closed at 5.02PM.

....

Mr D. Finnigan
Acting General Manager

Cr S. Reynolds
Chairperson

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 11 APRIL 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, Cr J. Lecky, Mr D. Finnigan (General Manager), Ms S. Welchman (Director - Community & Economy), Ms K. Manwarring (Manager - Community Services), Ms C. Middleton (Communication & Media), Mrs F. Wilton (Economic Development Officer) and Ms K. Randall (Team Leader - Administration)

1. Acknowledgement of Country

The Acknowledgement of Country was read by Cr Douglas.

2 Apologies

The apologies for inability to attend the meeting submitted by Cr R. Scholes, Cr L. Dunn and Cr A. Barry be ACCEPTED.

3 Confirmation of Minutes of Previous Meeting

RECOMMENDED on the motion of Cr S. Reynolds and Cr D. Marshall that:

The Minutes of the Events Management Steering Committee Meeting held on **31 January 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 Action List

RECOMMENDED on the motion of Cr D. Marshall and Cr S. Reynolds that:

The information contained in the report be noted.

6 Business

6.1 Rock'n the Brook Post Event Report 2023

RECOMMENDED on the motion of Cr D. Marshall and Cr D. Douglas that:

Council:

1. Notes the information contained in the report;
2. Approves the reallocation of $7,500 from Economic Development General Ledger 0833.2989.500 to Rock'n the Brook General Ledger 0833.2996.500; and
3. Requests planning to commence for the 2024 Rock'n the Brook event, and for a detailed event plan and budget to be presented to the Event Steering Committee

subject to sufficient resources and funding being allocated through the 2023-24 Budget.

6.2 ANZAC Day Ceremonies - Partnerships

RECOMMENDED on the motion of Cr J. Drayton and Cr D. Marshall that:

The report is noted.

7 Closed Committee

7.1 Rock n the Brook Financial Report

RESOLVED on the motion of Cr S. Reynolds and Cr D. Marshall that:

The information in the report be noted.

8 Resumption of Open Committee

RECOMMENDED on the motion of Cr D. Douglas and Cr D. Marshall that:

The meeting return to Open Committee.

9 Date of Next Meeting

9 May 2023

10 Closure

The meeting was declared closed at 5:40pm.

....

Mr D. Finnigan
General Manager

Cr S. Reynolds
Chairperson

11.2. Finance Review Advisory Committee - 21 March, 2023

Attachments:	1. Minutes - Finance Review Advisory Committee - 21/03/2023 [**11.2.1** - 2 pages]
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.

PURPOSE

To inform Council of a meeting of the Finance Review Advisory Committee meeting held on 21 March, 2023.

OFFICER'S RECOMMENDATION

The minutes for the Finance Review Advisory Committee meeting held on 21 March, 2023 be NOTED.

Moved: _____ Seconded: _____

REPORT

The Chief Financial Officer reports that the Finance Review Advisory Committee met on 21 March, 2023..

The minute 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 21 MARCH 2023 COMMENCING AT 4:02PM.

PRESENT:	Cr S. Reynolds (Chair), Cr R. Mahajan, Mr D. Finnigan (General Manager), Mr J. Hogan (Acting Chief Financial Officer) and Mr M. Lysaught (Director - Property & Place).
IN ATTENDANCE:	Cr D. Marshall, Cr A. Barry, Cr L. Dunn, Cr J. Lecky and Ms K. Randall

1 Acknowledgement to Country

The Acknowledgement of Country was ready by Cr Reynolds

2 Apologies

RECOMMENDED on the motion of Cr S. Reynolds and Cr R. Mahajan that:

The apologies for inability to attend the meeting submitted by Cr R.Scholes be ACCEPTED.

3 Confirmation of Minutes of Previous Meeting

RESOLVED on the motion of Cr J. Lecky and Cr R. Mahajan that:

The Minutes of the Finance Review Advisory Committee Meeting held on **21 February 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 Investments held as at 28 February 2023

RECOMMENDED on the motion of Cr S. Reynolds and Cr R. Mahajan that:

Council notes the Council's Investments as at 28 February 2023.

6.2 Monthly Financial Report - February 2023

RECOMMENDED on the motion of Cr L.Dunn and Cr R. Mahajan that:

Council notes the Financial Reports for the month ending 28 February 2023.

8 Date of Next Meeting

18 April 2023

9 Closure

The meeting was declared closed at 4:46pm.

.....	.....
Mr D. Finnigan	Cr S. Reynolds
General Manager	**Chairperson**

11.3. Sport and Recreation Committee - 29 March, 2023

Attachments:	1. 20220329 - Sport and Recreation Committee - Minutes [**11.3.1** - 5 pages]
Responsible Officer:	Derek Finnigan - General Manager
Author:	Paul Chandler (Recreation & Property 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:	5.1.4 - Maintain and continually improve community infrastructure across the Shire.

PURPOSE

To inform Council of a meeting of the Sport and Recreation Committee Meeting held on 29 March 2023.

OFFICER'S RECOMMENDATION

The minutes for the Sport and Recreation Committee Meeting held on 29 March 2023 be NOTED.

Moved: _____ Seconded: _____

REPORT

The Technical Officer – Recreation & Property reports that the Sport and Recreation Committee Meeting held on 29 March 2023.

The Minutes of the meeting are attached for the information of the Councillors.

MINUTES OF THE SPORT AND RECREATION COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD VIA TEAMS/THE LOXTON ROOM, ADMINISTRATION CENTRE, 60-82 BRIDGE STREET, MUSWELLBROOK ON WEDNESDAY 29 MARCH. 2023 COMMENCING AT 6.00PM.

PRESENT:	Cr G. McNeill (Chair), Cr A. Barry, Pam King (Muswellbrook Park Tennis), Val Angel (Muswellbrook Park Tennis), John Broadley (Muswellbrook Football Club), Peter Cooper (Muswellbrook Senior Rugby League) and (The Brook Cricket Club), Rhiarne Hagan (Denman Junior Rugby League), Paul Benkovic (Muswellbrook Touch Football Association), Russell Fitzgerald (Muswellbrook Junior Cricket Club), Chris Agosto (Muswellbrook Squash Club), Tony McTaggart (Olympic Park Tennis Club Inc).
IN ATTENDANCE:	Derek Finnigan (General Manager), Matthew Lysaught (Director - Property & Place), Paul Chandler (Technical Officer Property & Building Services), Sarah Medcalf (Property Officer - Community)

1 Acknowledgement to Country

The Acknowledgement of Country was read by Cr A. Barry.

2 Apologies

RECOMMENDED on the motion of Cr A. Barry and Mr P. Benkovic that:

The apologies for inability to attend the meeting submitted by Cr. R. Scholes, Cr. S. Reynolds, Kim Shackleton (Denman Squash Club), Mark Wicks (Denman Pony Club), Alex Newton (Denman Tennis) and (Denman Little Athletics), Adam Regan (Muswellbrook Football Club), John Marco (Muswellbrook Junior Rugby League), Matt Jeans (Muswellbrook RSL Youth Swimming Club), Mark McLaughlin (Muswellbrook AFL) and Yvonne Wright (Muswellbrook AFL) be ACCEPTED.

3 Confirmation of Minutes of Previous Meeting

RECOMMENDED on the motion of Cr A. Barry and Mr P. Benkovic that:

The Minutes of the Sport & Recreation Committee Meeting held on 29 November 2022, 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 Olympic Park Redevelopment Update

Mr Chandler gave an update on the Olympic Park Redevelopment progress, noting no formal recommendations have yet been received from the JRPP.

Mr Chandler explained that advice has been provided to the appropriate Grant funding bodies to explain the time delay in the project.

Mr Chandler also advised the Olympic Park Redevelopment Advisory Committee has been voted in and accepted at the most recent Council meeting, including nominated club representatives and community members.

RECOMMENDED on the motion of Mr P. Benkovic and Mr C. Agosto that:

The information be noted.

6.2 Recreation Needs and Management Study

Mr Chandler advised the Recreation Needs and Management Study Draft is nearing completion and is expected to be reported to the April 2023 Ordinary Council Meeting before being places on public exhibition for feedback from user groups and the community.

The study will be presented in two volumes. The first volume is background analysis, and the second volumes will contain the recommendations for consideration of Council.

RECOMMENDED on the motion of Mr C. Agosto and Ms V. Angel that:

The information contained in this report be noted.

6.3 General Recreation Programme

Mr Chandler provided an update on the progress of the 2022-23 General Recreation Programme and advised:

The lighting upgrade at Denman Tennis Courts is in progress and expected to happen in the next few months.

CCTV is to be installed at Weeraman Field and Victoria Park in the coming weeks.

A tender is out for the upgrade of Simpson Park.

Guttering at Highbrook Park is completed. Repair of the goal post is still in progress.

Hydrawise is installed at all facilities.

Victoria Park facilities – still seeking quotes as sourcing trades is proving difficult.

Netball courts at Denman project is out to tender. An evaluation panel will meet next week and make recommendations to Council.

RECOMMENDED on the motion of Mr J. Broadley and Mr P. Cooper that:

The information contained in this report be noted.

6.4 Small and Large Capital Grants Programme

Mr Chandler explained the Small and Large Capital Grants have been awarded and funding agreements and rejection letters have been sent out. Successful applicants are advised their signed acceptance letters should have been returned to Council by now.

Mr Chandler confirmed approximately $125,000 was available for all projects in this round of funding.

Mr Chandler reminded clubs to run project ideas past Council first before applying for future grants for large projects.

RECOMMENDED on the motion of Mr C. Agosto and Mr J. Boradley that:

The information contained in this report be noted.

6.5 Booking Requirements

Mr Chandler reminded clubs to not make blanket bookings where possible, and to send draws to Council's Property Officer, Sarah Medcalf. Council is aware draws may not be out at the beginning of the season, but Mr Chandler asks to send them through as soon as possible when they become available. This will allow Council to ensure the fields are maintained at the best times and meet the needs of local community users. During the cross over of seasons in particular, having accurate bookings helps to accommodate booking requests and a maintenance schedule.

RECOMMENDED on the motion of Mr T. McTaggart and Mr R. Hagan that:

The information contained in this report be noted.

6.6 General Business

Mr Hagan enquired if there are any plans to improve the driveway access to Denman Recreation Area.

Mr Chandler explained that grant funding has been successful, and the program is being finalised, but no ETA is advised yet.

Mr Benkovic wanted to thank Council for their swift action to repair the damage to the field after the Rock N' The Brook event. He also extended his thanks to Junior Rugby League for their assistance.

Mr Cooper reported there is a significant delay when the lights at Olympic Park are switched off before the light actually shuts down, sometimes of up to 45 to 60 minutes.

Mr Chandler will investigate this and ensure lights are working correctly.

Mr Cooper also reports Weeraman Field is affected by rabbit holes, and asked MSC to consider rabbit baiting or a similar solution.

Mr Chandler to investigate.

Mr Cooper also wanted to thank Council for the excellent state of the Victoria Park wicket this year.

Cr. McNeill wanted to thank Council on behalf of Paul Watts for the excellent state of Victoria Park wicket and the outfield, and acknowledged the work that went into this.

Cr. McNeill asked clubs about their thoughts on Junior sport participation in recent years and what can be done to improve participation.

Mr Fitzgerald said cricket numbers were down.

Mr Broadley said soccer numbers were up.

Ms Hagan said Denman Junior Rugby League numbers were down

Mr Cooper said Muswellbrook Junior Rugby League numbers were up.

Mr Benkovic said Touch Football has lost older children but have an influx of 7-8 year olds.

Mr McTaggart said tennis junior numbers were up.

It was agreed that the physical assets are up to a good standard, but volunteers are hard to get, and it is hard to encourage promotors from Newcastle to come further out than Singleton.

Mr Benkovic highlighted that because Touch Football doesn't run a local winter competition, the talented players go to places like Wallsend and Newcastle for the season and get poached.

Ms Hagan asked if Council can do anything to highlight junior sport in the area, such as spotlight achievements of clubs and players on social media or Council website.

Mr Chandler advised we could look into this and some attention could be drawn, and acknowledged the governing bodies of each sport are currently promoting junior participation. Mr Chandler offered clubs can write to the NSW Office of Sport, and they have some tangible things they can do to assist. Trainers and coaches can come to the area for workshops and training camps, and it may be a good idea to contact other local clubs of the same code to share the cost and get enough numbers for the event. Local schools also have a large impact on sport in the area.

RECOMMENDED on the motion of Mr J. Broadley and Mr P. Benkovic that:

The information contained in this report be noted.

7 Closed Committee

Nil

8 Date of Next Meeting

19 July 2023

9 Closure

The meeting was declared closed at 7.22pm.

....

Mr D. Finnigan
General Manager

Cr G. McNeill
Chairperson

11.4. Local Traffic Committee Meeting - 11 April 2023

Attachments:	1. Minutes - Local Traffic Committee - 11/04/2023 [**11.4.1** - 4 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 11 April 2023.

OFFICER'S RECOMMENDATION

The minutes for the Local Traffic Committee meeting held on 11 April 2023 be received and the recommendations contained therein be ADOPTED.

Moved: _____ Seconded: _____

REPORT

The Technical Officer reports that the Local Traffic Committee met on 11 April 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 TUESDAY 11 APRIL 2023 COMMENCING AT 1.30PM

PRESENT: Cr D. Marshall (Chair), Mr M. Kelly, Ms B. Haverhoek, Mrs K. Scholes, Sgt J. Cassidy (NSW Police)

IN ATTENDANCE: Mrs I. Williams, Mr C. Tola and Mrs M. Eriksson

1 Acknowledgement of Country

The Acknowledgement of Country was read by Cr Marshall.

2 Apologies

RECOMMENDED on the motion of Kellie Scholes and Cr D. Marshall that:

The apologies for inability to attend the meeting submitted by Cr M. Bowditch and Snr. Const. A. Sweeney be ACCEPTED.

3 Confirmation of Minutes of Previous Meeting

RECOMMENDED on the motion of Kellie Scholes and Cr D. Marshall that:

The Minutes of the Local Traffic Committee Meeting held on **14 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

Mrs K. Scholes declared a non-pecuniary interest in Item 6.2. Mrs Scholes advised the Committee that she is a resident of Brentwood Street and lives in close proximity to the Business in item 6.2.

5 Business Arising

5.1 Market Street Lane Widths

RECOMMENDED that:

Further investigation be undertaken on this matter.

VOTE: Unanimous Support

6 Business

6.1 Parking Provisions to Accommodate the Visitor Information Centre

RECOMMENDED that:

Council to use its delegated authority to approve the following regulatory signage:

1) Replace the existing “1 hour 8:30am to 6:00pm Mon-Fri, 8:30am to 12:30pm Sat” with “No Parking 8:30am to 6:00pm Vehicles over 8m Excepted” in Bridge Street as described below and as shown on the attached plan:

a) On the northern side of the driveway access to 116 Bridge Street, Muswellbrook for a length of 18m for northbound traffic; and

b) Commencing 10m from the intersection of Hill Street, Muswellbrook for a length of 18m for south bound vehicles.

c) The frequency of use of the parking by long vehicles visiting the Visitor Information Centre (VIC) be monitored over a period of 6 months once the VIC becomes operational in the Weidmann Cottage building.

VOTE: Unanimous Support

6.2 Parking Restrictions Brentwood Street

Disclosure of Interest

Mrs Scholes declared a non-pecuniary interest in this item. Mrs Scholes advised the Committee that she lives in Brentwood Street and owns a property in close proximity to the proposal. Mrs Scholes left the meeting and took no part in discussion or voting with regards to this item.

RECOMMENDED that:

Council takes no action to install restricted parking signage in Brentwood Street, Muswellbrook, as identified in the report.

VOTE: Unanimous Support



Proposed Long Vehicle Parking Sites

Signage "No Parking 8:30 am to 6:00pm Vehicles over 8m Excepted"

Mrs Scholes returned to the meeting.

GENERAL BUSINESS

Discussions were held regarding safety and parking congestion at the Muswellbrook Marketplace due to the drop off and pick up of passengers utilising the Transcare Bus Service, Taxi and other similar Point to Point Transport Option services. In the recent months there has been several instances of safety concerns raised by the NSW Police around the transport vehicles blocking traffic and sight distance for pedestrians accessing the site. At present the car park is undergoing upgrade works.

It was agreed by the committee that a site inspection be undertaken by the committee in early May to look at options at the site which may be able to be incorporated into the current works.

If time permits a site inspection will also be undertaken at Market Street to look at matters raised in item 5.1.

7 Closed Committee

Nil

8 Date of Next Meeting

9 May, 2023

9 Closure

The meeting was declared closed at 2.30pm.

.....
Cr D. Marshall
CHAIR

12. Notices of Motion

12.1. Notice of Motion - Cr McNeill

Attachments:	Nil

Responsible Officer: Derek Finnigan - Acting General Manager

Councillor G. McNeill has indicated his intention to move the following motion at the next Ordinary Council Meeting on 28 February 2023, as follows:

BACKGROUND:

For the purpose of clarification, Resolution Number 222 from the 20 December 2022 Ordinary Council Meeting is as follows:

16.5. Rate of Pay - Regional Planning Panel Community Member

222 RESOLVED on the motion of Cr L. Dunn and Cr J. Lecky that:

Council approves a rate of pay for the community representative on the Regional Planning Panel as:

a. A base fee of $500.00 (plus GST and subject to annual CPI increase) per application (this assumes 6hrs of meeting preparation and attendance time);

b. An hourly rate of $78.70 (plus GST and subject to annual CPI increase) for each hour of additional meeting preparation and attendance time required after the first 6 hours; and

c. An allowance for vehicle use based on the cents per kilometre expense calculation method published by the ATO.

In Favour: Cr J. Lecky, Cr A. Barry, Cr L. Dunn, Cr G. McNeill, Cr R. Mahajan, Cr R. Scholes and Cr B. Woodruff.

Against: Cr M. Bowditch and Cr J. Drayton.

The matter was submitted to the Ordinary Council Meeting held on 28 February, 2023 where Council resolved as follows:

288 RESOLVED on the motion of Cr G. McNeill and Cr R. Mahajan that:

This matter be deferred to allow further clarification of possible costs implications with the Rate of Pay for community representatives on the Regional Planning Panel.

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

Against: Cr M. Bowditch.

MOTION:

In relation to Resolution Number 222, I move the following alterations:

Council approves a rate of pay for ~~the~~ community representative~~s~~ on the Regional Planning Panel as:

a. A base fee of $600.00 per determination ~~(plus GST and subject to annual CPI increase) per application (this assumes 6hrs of meeting preparation and attendance time);~~

b. An hourly rate of $80.00 (plus GST ~~and subject to annual CPI increase~~) for each hour of ~~additional~~ meeting preparation and attendance time required~~, after the first 6 hours~~ payable following the completion of the determination; and

c. An allowance for vehicle use based on the cents per kilometre expense calculation method published by the ATO.

d. Payments are capped to a maximum of $2000 per determination

Further information will be distributed to Councillors and appended to this report prior to the 27 April 2022 Ordinary Council Meeting.

Moved: _____ Seconded: _____

13. Councillors Reports

14. Written Questions

Nil

15. Questions for Next Meeting

16. 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.

17. 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:** _____

17.1. Tender 2021-2022-0499 - Design, Supply and Installation of Replacement Fluoride Dosing System at Muswellbrook Water Treatment Plant

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.

17.2. Tender 2022-2023-0547 - Design, Construction and Installation of Bus Shelters Muswellbrook

This report is CONFIDENTIAL under the provisions of Section 10A(2)(c) of the Local Government Act 1993, as it relates to information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

Council considers that discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

17.3. Contract 2021-2022-0500 - Design and Construction of Denman Heritage Village - Variations

This report is CONFIDENTIAL under the provisions of Section 10A(2)(c) of the Local Government Act 1993, as it relates to information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

Council considers that discussion of the matter *in an open meeting would be, on balance, contrary to the public interest.*

17.4. Options to Tender following EOI for Organics Processing

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.

17.5. Bush Fire Protection Zones Northview Estate - Maintenance Requirements

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.

17.6. Cleantech Ecosystem Development Grant

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.

17.7. Outcome of Refinanced $1.64M General Fund Loan

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.

17.8. Legal Matter

This report is CONFIDENTIAL under the provisions of Section 10A(2)(g) of the Local Government Act 1993, as it relates to advice concerning litigation or advice that would otherwise be privileged from production in legal proceedings on the grounds of legal professional privilege.

Council considers that discussion *of the matter in an open meeting would be, on balance, contrary to the public interest.*

18. Resumption of Open Council

19. Closure

Date of Next Meeting: 23 May, 2023