



I hereby give notice that an Extraordinary Meeting of Council will be held on:

**Date:** Tuesday, 18 May 2021  
**Time:** 1.00pm  
**Location:** Narrabri Shire Council Chambers  
46-48 Maitland Street  
Narrabri

## **AGENDA**

**Extraordinary Council Meeting**  
**18 May 2021**

**Stewart Todd**  
**GENERAL MANAGER**

**AGENDA**

<b>1</b>	<b>Opening Prayer by a Member of the Narrabri Minister's Fraternal .....</b>	<b>3</b>
<b>2</b>	<b>Acknowledgement of Country .....</b>	<b>3</b>
<b>3</b>	<b>Recognition of Service Men &amp; Women.....</b>	<b>3</b>
<b>4</b>	<b>Apologies/Granting of Leave of Absences .....</b>	<b>3</b>
<b>5</b>	<b>Declaration of Pecuniary and Non-Pecuniary Interests .....</b>	<b>3</b>
<b>6</b>	<b>Items to be Considered in the Confidential (Public Excluded) Meeting .....</b>	<b>3</b>
<b>7</b>	<b>Our Civic Leadership .....</b>	<b>5</b>
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**1 OPENING PRAYER BY A MEMBER OF THE NARRABRI MINISTER'S FRATERNAL**

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Members and officers are asked to be upstanding for the opening prayer.

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**2 ACKNOWLEDGEMENT OF COUNTRY**

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I'd like to begin by acknowledging the Traditional Owners of the land on which we meet today, the Kamilaroi people, and pay my respects to Elders past and present.

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**3 RECOGNITION OF SERVICE MEN & WOMEN**

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Council acknowledges the sacrifice made by Australian service men and women, in particular those who gave their lives in defence of the freedom we enjoy today.

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**4 APOLOGIES/GRANTING OF LEAVE OF ABSENCES**

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**5 DECLARATION OF PECUNIARY AND NON-PECUNIARY INTERESTS**

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Councillors are reminded of their obligation to declare their interest in any matters listed before them.

In considering your interest, you are reminded to include pecuniary, non-pecuniary and conflicts of interest as well as any other interest you perceive or may be perceived of you.

Councillors may declare an interest at the commencement of the meeting, or alternatively at any time during the meeting should any issue progress or arise that would warrant a declaration.

Councillors must state their reasons in declaring any type of interest.

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**6 ITEMS TO BE CONSIDERED IN THE CONFIDENTIAL (PUBLIC EXCLUDED) MEETING**

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**Extract from Council's Code of Meeting Practice**

**Part 4 Section 17a.**

**17a. Which parts of a meeting can be closed to the public?**

- (1) A Council, or a Committee of the Council of which all the members are Councillors, may close to the public so much of its meeting as comprises:
  - (a) the discussion of any of the matters listed in Sub-Clause (2) below, or
  - (b) the receipt or discussion of any of the information so listed.
- (2) The matters and information are the following:
  - (a) personnel matters concerning particular individuals (other than Councillors),
  - (b) the personal hardship of any resident or ratepayer,
  - (c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business,
  - (d) commercial information of a confidential nature that would, if disclosed:

- i. prejudice the commercial position of the person who supplied it, or
    - ii. confer a commercial advantage on a competitor of the Council, or
    - iii. reveal a trade secret,
  - (e) information that would, if disclosed, prejudice the maintenance of law,
  - (f) matters affecting the security of the Council, Councillors, Council staff or Council property,
  - (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
  - (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land.
- (3) A Council, or a Committee of the Council of which all the members are Councillors, may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.
- (4) Members of the public may be allowed to make representations to or at a Council or Committee meeting for a period of up to three (3) minutes, immediately after the motion to close the part of the meeting.
- (5) is moved and seconded, as to whether that part of the meeting should be closed at the discretion of the Council

## 7 OUR CIVIC LEADERSHIP



### THEME 4: OUR CIVIC LEADERSHIP

#### STRATEGIC DIRECTION 4: COLLABORATIVE AND PROACTIVE LEADERSHIP

*By 2027, we will proactively together to achieve our shared vision with strong strategic direction.*

#### COMMUNITY ENGAGEMENT

Through extensive community engagement, the Narrabri Shire community identified several civic leadership priority areas to be actioned over the 2017 - 2018 financial year.

#### COMMUNITY SERVICES

Current services provided within the Narrabri Shire community include:

- Integrated strategic planning and reporting
- Community engagement and consultation
- Representation and governance
- Human resource management
- Customer services
- Information services
- Financial services
- Risk management
- Compliance and regulation

#### COMMUNITY OUTCOMES






In partnership with the community, government and non-government agencies, the Operational Plan will work towards achieving the following civic leadership strategic outcomes:

- Improved community engagement and decision-making processes
- Well established community, industry, government and non-government partnerships
- Well maintained core infrastructure and service provision that delivers public value
- Transparent and accountable planning and reporting
- Financial efficiency and sustainability

**7.1 DRAFT 2021/2022 OPERATIONAL PLAN**

**Responsible Officer:** Andrew Brown, Executive Manager Corporate Planning & Workforce

**Author:** Alice Gemmell- Smith, Corporate Planning and Audit Officer

- Attachments:**
1. Draft 2021/2022 Operational Plan (under separate cover) 
  2. Appendix A - Draft 2021/2022 Revenue Policy (under separate cover) 
  3. Appendix B - Draft 2021/2022 Fees and Charges (under separate cover) 
  4. Appendix C - Draft 2021/2022 Operational Budget (under separate cover) 
  5. Appendix D - Draft 2021/2022 Capital Works Program (under separate cover) 

**DELIVERY PROGRAM ALIGNMENT****4 Leadership**

**Objective** 4.4 Our strategic goals will be achieved through transparent and accountable planning and reporting

**Strategy** 4.4.2 Ensure effective and sound local governance practice

**EXECUTIVE SUMMARY**

The draft 2021/2022 Operational Plan (the Plan) and related attachments provides the public with a draft plan of Council's strategic and business activities, spending, financial planning and fees and charges for the next financial year.

The Plan incorporates actions identified in the four-year Delivery Program, the draft Operational Budget, the draft Capital Works Program, the draft Revenue Policy and draft Fees and Charges for the 2021/2022 financial year.

Under the NSW Government's Integrated Planning and Reporting Framework the Plan must be publicly exhibited for 28 days prior to formal adoption. The Plan, once endorsed by Council, will be publicly exhibited via Council's website, with a process set up to receive public submissions and feedback. Hard copies of the Plan will be available to the community once again, as the NSW Public Health (COVID-19 Restrictions on Gathering and Movement) Order 2020 is no longer in force. After consideration of submissions and feedback, the final Operational Plan will be prepared and presented to Council for consideration and adoption at the June 2021 Ordinary Council Meeting.

The actions identified in the Plan are a result of the pre-planning that exists in the Delivery Program, ensuring Council is focussing on the specific actions marked as a priority for the 2021/2022 financial year in its longer-term strategic plan.

Council's existing four-year Delivery Program 2017/2021 was extended for a further 12 months due to the extenuating circumstances of the COVID-19 pandemic. Therefore, this Plan marks the fifth Operational Plan from Council's Delivery Program 2017/2021.

There has been consultation with executive and senior management staff to ensure the plan represents the intended activities and priorities for the next financial year, as well as sound financial planning.

The Plan was developed following significant community consultation, undertaken to develop the Community Strategic Plan 2017/2027.

There have been additional new Actions added that have been identified following the development of new relationships and activities in the current financial year.

A small number of Actions have been identified as needing to be 'carried over' from the current financial year (2020/2021) to allow more time for completion.

Please note the reference numbers for Actions in the Plan are subject to change in the final plan.

#### **RECOMMENDATION**

- 1. That Council endorse the following draft documents for public exhibition for a minimum period of 28 days pursuant to the requirements of the Local Government Act 1993:**
  - a. Draft 2021/2022 Operational Plan.**
  - b. Draft 2021/2022 Revenue Policy.**
  - c. Draft 2021/2022 Fees and Charges.**
  - d. Draft 2021/2022 Operational Budget.**
  - e. Draft 2021/2022 Capital Works Program.**
- 2. That Council place on exhibition the draft documents (a. – e. above) for a period of at least 28 days, and during the exhibition period call for and accept submissions from the public on the draft documents.**

#### **BACKGROUND**

All councils in NSW must have an annual Operational Plan, adopted before the beginning of each financial year, outlining the activities to be undertaken that year, as part of the four-year Delivery Program under the Integrated Planning and Reporting framework.

In 2009, the NSW Government introduced the current integrated planning and reporting framework for NSW Local Government. This was embedded into the *Local Government Act 1993* (LG Act). It includes the requirement to prepare a long-term Community Strategic Plan, along with a four-year Delivery Program, Operational Program and Resourcing Strategy.

The Integrated Planning and Reporting Framework and Operational Plan guidelines are pursuant to sections 405 and 406 of the LG Act.

The Office of Local Government released a Circular to Councils on the 1 May 2020 (20-15) with advice to councils, that their existing Delivery Program would apply for a further 12 months (to 2022), due to the extenuating circumstances under the COVID-19 pandemic.

#### **CURRENT SITUATION**

Under the LG Act, Council must prepare a Plan incorporating Council's draft Budget, Fees and Charges and Revenue Policy and Capital Works Program each financial year.

The Plan details the activities Council will undertake during the next financial year in order to meet Delivery Program objectives. The Plan sets the priority areas of focus for Council; detailing the programs, actions and capital works that will be carried out. It also shows the public the draft budget for the coming financial year and Council's proposed revenue policy and fees and charges.

Once the Plan has been endorsed by Council, it will be publicly exhibited for a minimum of 28 days. Council must consider any submissions that have been made regarding the Plan during the 28 days. Council must have the 2021/2022 Operational Plan formally adopted before 1 July 2021.

**FINANCIAL IMPLICATIONS**

This report proposes the public exhibition of the draft budget for 2021/2022 financial year. Council is not yet adopting the 2021/2022 budget.

Two road projects in the draft 2021/2022 Capital Works Program, being the Pilliga Road upgrade and the Flood Damage Restoration (following the February 2020 flood event) are likely to carry across 2021/2022 into 2022/2023:

**Pilliga Road Upgrade**

Council has been granted \$6,231,000 to upgrade Pilliga Road (MR127), but due to delivery capacity, has only budgeted \$2,000,000 for 2021/2022. The remainder of the project is programed for completion in 2022/2023.

**Flood Damage Restoration (February 2020)**

Council is awaiting the outcome of its flood damage claim for restoration works to shire roads following the damage that occurred in the February 2020 flood event. Council's claim is for approximately \$7,400,000. In anticipation of receiving a large portion of the funds, Council has budgeted \$3,700,000 in its 2021/2022 capital works program. The remainder of the project will be completed in 2022/2023, or earlier if time, funding, and resources permits.

**STATUTORY AND POLICY IMPLICATIONS**

Section 405 of the *Local Government Act 1993* addresses the requirements and the process for the establishment, by a council, of an annual Operational Plan.

Section 406 of the *Local Government Act 1993* identifies the guidelines councils are to follow to establish the Integrated Planning and Reporting Framework.

**CONSULTATION****External Consultation**

If Council resolves to do so, external consultation will commence with the draft documents being placed on public exhibition for a minimum period of 28 days. Council will call for and accept submissions from the public on the draft documents for further consideration at the current scheduled Ordinary Council Meeting of 25 June 2021.

**Internal Consultation**


Executive and senior management (including additional Council staff).



**7.2 OPERATIONAL AND SERVICE PLAN QUARTERLY REPORT - MARCH 2021**

**Responsible Officer:** Andrew Brown, Executive Manager Corporate Planning & Workforce

**Author:** Alice Gemmell- Smith, Corporate Planning and Audit Officer

**Attachments:** 1. Operational Plan and Service Plan Quarterly Report - March 2021  
(under separate cover) 

**DELIVERY PROGRAM ALIGNMENT****4 Leadership**

**Objective** 4.4 Our strategic goals will be achieved through transparent and accountable planning and reporting

**Strategy** 4.4.3 Report in a clear, concise manner that is easily understood

**EXECUTIVE SUMMARY**

Council's Quarterly Operational and Service Plan Report provides the community with an update on Council's progress in achieving its strategic objectives through specific actions, key performance measures and capital works projects. Quarterly Operational and Service Plan Reporting lets the community track each service of Council in regard to what that service is providing, at what cost and where works are occurring throughout the year. As at 31 March 2021, 90% of Council's Operational Plan Actions were either 'Complete' or 'On Track' to be achieved by the 30 June 2021.

**RECOMMENDATION**

1. That Council adopt the March 2021 Quarterly Operational and Service Plan Report, as attached, detailing Council's progress in meeting its actions, capital works and key performance measures.

**BACKGROUND**

In 2009, the NSW Government introduced the Integrated Planning and Reporting (IPR) Framework. The IPR framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live; a sustainable environment; opportunities for social interaction; opportunities for education and employment; and reliable infrastructure. This framework allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future.

**CURRENT SITUATION**

This report presents the Council's quarterly progress report against its Actions, Capital Works Program and Key Performance Measures for each of its service areas, as established in the Council's IP&R documents and related Service Plans. Council's Service Plans provide an in-depth strategic focus for all services of Council, defining exactly what each service is, what it provides, at what cost and where works are occurring. The community can analyse any of the individual Service Plans and ascertain what is being provided to the local community.

These Service Plans provide the community with key performance measures and a capital works program for each service area, that are measured in this report in terms of progress.

The attached March 2021 Quarterly Operational and Service Plan Report is Council's progress for the second quarter of the 2020/2021 financial year. From the March 2021 Quarterly Operational and Service Plan Report you will see that significant progress has been made towards achieving Council's 2020/2021 activities.

### **Highlights**

#### **Actions**

##### **4.1.1.3 - Successfully organise and run Australia Day Event**

- Council successfully organised and run an Australia Day Event across the Shire with the Mayor and Ambassador attending all three planned events. Boggabri hosted a breakfast ceremony at the HACC Building, Narrabri hosted a lunchtime event at The Crossing Theatre and Wee Waa hosted an evening event at the Namoi Echo Museum. Council was successful in receiving grant funding to ensure these were COVIDsafe events.

##### **4.1.1.4 - Successfully organise and run the Lillian Hulbert Scholarship and award presentation and Seniors Festival and awards**

- The successful nominees were contacted and advised that interviews have been scheduled for 11 February 2021. The annual event was held on 24 February 2021, where the award winner was announced.

##### **4.1.1.5 - Successfully organise and run International Women's Day Event.**

- International Women's Day was held 8 March 2021. The theme for 2021 was "Women in Leadership: Achieving an equal future in a COVID-19 world". Council hosted a breakfast on 8 March 2021 at The Crossing Theatre and engaged speakers to address the theme and together celebrate the success of women.

### **Key Performance Measures**

#### **Risk Management Action Plan Completed**

- Target: 100%; YTD: 100%

#### **Total value of applications determined**

- Target: \$15,000,000; YTD: \$29,466,479

#### **Overall visitor satisfaction (Surveys and Social Media)**

- Target: 96%; YTD: 99%

#### **Value of Council and Community Grants submitted that are successful (\$).**

- Target: \$6,000,000; YTD: \$42,771,641.

#### **Number of written complaints regarding maintenance of Cemeteries**

- Target: 0; YTD: 0

### **FINANCIAL IMPLICATIONS**

Nil.

### **STATUTORY AND POLICY IMPLICATIONS**

Nil.

**CONSULTATION**

**External Consultation**

Nil.



**Internal Consultation**

- Executive Management.
- Senior Management.

**7.3 QUARTERLY BUDGET REVIEW STATEMENT - MARCH 2021**

**Responsible Officer:** Lindsay Mason, Director Corporate and Community Services

**Author:** Tim McClellan, Manager Financial Services

**Attachments:** 1. QBRs March 2021  

**DELIVERY PROGRAM ALIGNMENT****4 Leadership**

Objective 4.2 Decision making will ensure Council remains financially sustainable

Strategy 4.2.1 Maintain and improve Council's financial sustainability with a focus on core business

**EXECUTIVE SUMMARY**

This report is presented to Council quarterly to revise estimates of income and expenditure in accordance with clause 203 of the *Local Government (General) Regulation 2005*.

**RECOMMENDATION**

1. That Council adopt the Quarterly Budget Review Statement for the period ended 31 March 2021 as the revised Budget estimates for the year ended 30 June 2021 and the Operational Plan and Capital Works Plan be amended accordingly.

**BACKGROUND**

The budget review statement is provided in two (2) formats. The first being by type and reflective of how the end of year Income Statement is reported. The second being by activity as per Note 2a of the Annual Financial Statements.

Council's Note 2a reflects the individual service plans that have been established as an additional reporting layer to the community. Pages 3 to 6 of the attachment provides an additional level of the information from the summary that appears on page 2.

A capital budget review is included on page 7 of the Quarterly Budget Review Statement attached, also reflecting individual service plan capital expenditures.

**CURRENT SITUATION**

This review is for the quarter ending 31 March 2021 and is attached for Council consideration.

In December, the projected Operating Result (excluding Capital Income) was a deficit of \$6,367,000. The March Quarterly Budget Review, as presented, reflects an improvement of \$1,866,000, resulting in a budgeted deficit forecast of \$4,501,000.

This forecast includes only half of Council's normal Financial Assistance Grant, the other half being paid in advance last year. Based on information provided, the original estimate less the revised grant leaves a shortfall of \$3,975,000.

An adjustment has been made to the budgets for Employee Costs, Material & Contracts and Other Expenses on the Income & Expenses (Income Statement) - Council Consolidated page under 'Other than by QBRs'. This is to reflect changes to reporting under the latest edition of the Code of Accounting Practice.

Variations to the projected year end result as listed in the 'Variations for this Mar Qtr.' column on page 2 of the attached Quarterly Budget Review Statement are summarised by Directorate below:

Directorate	Variation	Budget Implication
<b>Income</b>		
General Purpose Revenue	\$5,000	Increase in Operating Income
General Manager	\$34,000	Increase in Operating Income
Corporate & Community Services	\$90,000	Increase in Operating Income
Infrastructure Delivery	\$1,106,000	Increase in Operating Income
<b>Expenditure</b>		
General Manager	\$634,000	Decrease in Expenditure
Corporate & Community Services	\$351,000	Decrease in Expenditure
Infrastructure Delivery	(\$354,000)	Increase in Expenditure
<b>Result Variation (incl. Capital Income)</b>	<b>\$1,866,000</b>	
<b>Result Variation (excl. Capital Income)</b>	<b>\$1,866,000</b>	Improved Net Operating Result

The capital budget on page 7 of Quarterly Budget Review Statement shows a net decrease in the expected cost of Capital Works of \$6,618,000. This includes the movements by asset category and by service.

All adjustments made to capital works are listed in individual Service Plan reviews, with updated commentary, included in the Operational Plan Review (the subject of a separate report in this business paper).

## FINANCIAL IMPLICATIONS

The major variations (greater than \$50,000) are detailed below:

### General Purpose Revenue (minor adjustment to pensioner rebate costs)

- As mentioned previously, part of Council's Financial Assistance Grant (FAG) for 2020/2021 was paid in advance last financial year. The resulting shortfall is \$3,975,000. While this payment in advance has been reoccurring for the past couple of years, the expectation is that Council will not be paid half of its 2021/2022 grant in advance late in the financial year, but there is the possibility that this will occur. At some stage, councils will be faced with a financial year where only half of its annual FAG will be recognised as income, as occurred in 2013/2014.

### General Manager Revenue (net increase in operating income of \$34,000)

#### Planning & Environment

- Operating Grants were reduced by \$291,000 in-line with expenditure on the Boggabri Flood Study and Wee Waa Levee Concept Design projects that have been deferred to 2021/22.
- An additional \$330,000 of VPA tonnage charges have been allowed for based on receipts to date.
- There were other minor budget adjustments across this service.

### General Manager Expenditure (net decrease in expenditure of \$634,000)

#### Economic Development

- \$167,000 was transferred to the capital budget to fund deposits for the impending purchase of water licences for the Northern NSW Inland Port.

Planning & Environment

- \$362,000 of expenditure on the Boggabri Flood Study and Wee Waa Levee Concept Design projects have been deferred to 2021/22. An additional \$45,000 has been deferred from the Narrabri Flood Study budget.
- There were other minor budget adjustments across this service.

**Corporate & Community Services Revenue** (net increase in operating income of \$90,000)

- There have been only minor adjustments across several Corporate & Community services income budgets.

**Corporate & Community Services Expenditure** (net decrease in expenditure of \$351,000)Community & Customer Relations

- \$56,000 saving in employee costs for the remainder of the year based on projected occupancy rates. Website upgrade costs of \$47,000 have been deferred to next year.

Information Services

- \$132,000 of depreciation added because of the TechOne system capitalisation.

Property Services

- A reduction in depreciation of \$66,000 based on year to date calculations.
- The GIS Officer position (\$66,000) is currently on hold. There have been difficulties in this recruitment.

Other

- There have been only minor adjustments across other Corporate & Community services expenditure budgets.

**Infrastructure Delivery Income** (net increase in income of \$1,106,000)Solid Waste Management Services

- Estimated General Waste Fees for the Narrabri Landfill reduced from \$1,000,000 to \$850,000 based on year to date receivables.

Roads & Ancillary Services

- The Roads to Recovery program was increased by \$183,000 resulting in this additional income.
- Council received a Local Roads & Community Infrastructure (LRCI) grant for \$1,475,000 that has been allocated to contributory funding of the Maitland Street upgrade.

Water Services

- Expected income from water consumption charges has been reduced by \$553,000 based on current usage. This has been partly offset by adding a budget for bulk sales (\$50,000) and increased water connection charges (\$42,000).
- Grant income for an Integrated Water Cycle Management (IWCM) plan has been reduced by \$72,000 to match a proportionate reduction of expected costs this financial year.

**Infrastructure Delivery Expenditure** (net increase in expenditure of \$354,000)Fleet Management

- Potential savings of \$270,000 have been identified across numerous operational budgets, particularly materials costs.

Parks & Open Spaces

- Plant Hire income has been reduced by \$96,000 to match plant usage costs adjusted in previous reviews. As this is netted off as an internal transaction for reporting purposes, the effect is an increase in net expenditure.

Solid Waste Management Services

- Materials and Services costs have been revised down by \$208,000.

Swimming Pools

- An adjustment to interest on the loan of \$93,000. The loan was renewed in June 2020. The loan was renegotiated with a lower interest rate and reduced overall term, based on a very similar quarterly loan repayment amount. This resulted in the interest component of the loan repayment increasing.

Sewerage Services

- Employee costs have been revised down by \$86,000.
- Materials and Services costs have been revised down by \$305,000.
- Plant usage costs have increased by \$157,000. The corresponding plant hire income adjustment is in Water Services (as the recognised plant 'owner').

Roads & Ancillary Services

- Depreciation expense has been revised down by \$281,000 based on current asset data.
- Employee costs have been realigned across cost centres to better reflect where the costs are being incurred.
- The Shire Roads maintenance budget has been increased by \$921,000.
- Quarry costs have increased by \$500,000 due to increased production for flood damage repairs.

Water Services

- Internal plant hire income increased \$273,000 to reflect usage in Water Services of \$116,000 and Sewerage Services of \$157,000. As this is netted off as an internal transaction for reporting purposes, the effect is a decrease in net expenditure.
- Costs in preparing an IWCM plan have been reduced by \$120,000, for deferral to next year.
- There have been several minor adjustments across other Water Services expenditure budgets.

**STATUTORY AND POLICY IMPLICATIONS**

A quarterly budget review is required under the *Local Government (General) Regulation 2005*, clause 203.

**CONSULTATION**

**External Consultation**

- Nil.

**Internal Consultation**

- Executive and senior management.



## Narrabri Shire Council

Quarterly Budget Review Statement  
for the period 01/01/21 to 31/03/21

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## Report by Responsible Accounting Officer

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

It is my opinion that the Quarterly Budget Review Statement for Narrabri Shire Council for the quarter ended 31/03/21 indicates that Council's projected financial position at 30/6/21 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed: Tim McClellan

date: 11/5/21

Tim McClellan  
Responsible Accounting Officer

## Narrabri Shire Council

Quarterly Budget Review Statement  
for the period 01/01/21 to 31/03/21

## Income &amp; Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2021

## Income &amp; Expenses (Income Statement) - Council Consolidated

(\$000's)	Original Budget 2020/21	Approved Changes				Revised Budget 2020/21	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRs	Sep QBRs	Dec QBRs					
<b>Income</b>										
Rates and Annual Charges	20,805			-	(7)	20,798	44		20,842	20,988
User Charges and Fees	10,214		(313)	(82)	(491)	9,328	(125)		9,203	6,323
Interest and Investment Revenues	821			(400)	-	421	(2)		419	221
Other Revenues	1,927			(241)	(158)	1,528	(47)		1,481	771
Grants & Contributions - Operating	12,630			(3,646)	33	9,017	1,379		10,396	9,648
Grants & Contributions - Capital	11,558			491	-	12,049	-		12,049	4,444
Rental Income	-		313	-	(8)	305	(104)		201	121
Net Gain from Disposal of Assets	-			-	-	-	90		90	(128)
<b>Total Income from Continuing Operations</b>	<b>57,955</b>	<b>-</b>	<b>-</b>	<b>(3,878)</b>	<b>(631)</b>	<b>53,446</b>	<b>1,235</b>		<b>54,681</b>	<b>42,388</b>
<b>Expenses</b>										
Employee Costs	19,141		(313)	(231)	(205)	18,392	(564)		17,828	13,239
Borrowing Costs	598			(259)	5	344	(92)		252	111
Materials & Contracts	11,591		4,195	98	(658)	15,226	256		15,482	13,273
Depreciation	10,519			500	339	11,358	(209)		11,149	7,092
Legal Costs	149			41	-	190	-		190	112
Consultants	1,261			12	-	1,273	-		1,273	375
Other Expenses	4,982		(3,882)	(99)	(20)	981	(22)		959	466
<b>Total Expenses from Continuing Operations</b>	<b>48,241</b>	<b>-</b>	<b>-</b>	<b>62</b>	<b>(539)</b>	<b>47,764</b>	<b>(631)</b>		<b>47,133</b>	<b>34,668</b>
<b>Net Operating Result from Continuing Operation</b>	<b>9,714</b>	<b>-</b>	<b>-</b>	<b>(3,940)</b>	<b>(92)</b>	<b>5,682</b>	<b>1,866</b>		<b>7,548</b>	<b>7,720</b>
Discontinued Operations - Surplus/(Deficit)						-			-	
<b>Net Operating Result from All Operations</b>	<b>9,714</b>	<b>-</b>	<b>-</b>	<b>(3,940)</b>	<b>(92)</b>	<b>5,682</b>	<b>1,866</b>		<b>7,548</b>	<b>7,720</b>
<b>Net Operating Result excl. Capital Income</b>	<b>(1,844)</b>	<b>-</b>	<b>-</b>	<b>(4,431)</b>	<b>(92)</b>	<b>(6,367)</b>	<b>1,866</b>		<b>(4,501)</b>	<b>3,276</b>

This statement provides a summary of the budget movements based on the presentation format for the Income Statement in Council's annual financial reporting. 'Grants & Contributions - Capital' are included in the 'Net Operating Result from All Operations', but then excluded to provide the 'Net Operating Result before Capital Items'.

Budget review for the quarter ended 31 March 2021

## Income &amp; Expenses (Directorate Summary) - Council Consolidated

(\$000's)	Original Budget 2020/21	Approved Changes				Revised Budget 2020/21	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRs	Sep QBRs	Dec QBRs					
<b>Income</b>										
General Purpose Revenue	21,220	-	-	(4,115)	-	17,105	5		17,110	16,108
General Manager	1,844	-	-	(80)	12	1,776	34		1,810	1,497
Corporate & Community Services	2,387	-	-	(323)	(156)	1,908	90		1,998	1,314
Infrastructure Delivery	32,504	-	-	640	(487)	32,657	1,106		33,763	23,469
<b>Total Income from Continuing Operations</b>	<b>57,955</b>	<b>-</b>	<b>-</b>	<b>(3,878)</b>	<b>(631)</b>	<b>53,446</b>	<b>1,235</b>		<b>54,681</b>	<b>42,388</b>
<b>Expenses</b>										
General Purpose Revenue	(118)	-	-	-	-	(118)	-		(118)	0
General Manager	5,279	-	-	51	(168)	5,162	(634)		4,528	3,491
Corporate & Community Services	9,787	-	-	(471)	(277)	9,039	(351)		8,688	6,856
Infrastructure Delivery	33,293	-	-	482	(94)	33,681	354		34,035	24,321
<b>Total Expenses from Continuing Operations</b>	<b>48,241</b>	<b>-</b>	<b>-</b>	<b>62</b>	<b>(539)</b>	<b>47,764</b>	<b>(631)</b>		<b>47,133</b>	<b>34,668</b>
<b>Net Operating Result incl. Capital Income</b>	<b>9,714</b>	<b>-</b>	<b>-</b>	<b>(3,940)</b>	<b>(92)</b>	<b>5,682</b>	<b>1,866</b>		<b>7,548</b>	<b>7,720</b>
<b>Net Operating Result excl. Capital Income</b>	<b>(1,844)</b>	<b>-</b>	<b>-</b>	<b>(4,431)</b>	<b>(92)</b>	<b>(6,367)</b>	<b>1,866</b>		<b>(4,501)</b>	<b>3,276</b>

This statement provides a summary of the budget movements of Council's service activities based on directorate responsibilities. The following pages (3-6) provides the services reported in Note 2(a) of Council's annual financial statements. This is broken down a further level (line items in green font) to provide a better understanding of the costing components of the services where applicable.

## Narrabri Shire Council

## Quarterly Budget Review Statement

for the period 01/01/21 to 31/03/21

## Detailed Income &amp; Expenses Budget Review Statement of Directorate Summary (on page 2)

Budget review for the quarter ended 31 March 2021

## Income &amp; Expenses - General Purpose Income

(\$000's)	Original Budget 2020/21	Approved Changes				Revised Budget 2020/21	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRs	Sep QBRs	Dec QBRs					
<b>Income</b>										
Rates & Charges	13,212			-	84	13,296	5		13,301	13,276
Interest & Investment Revenue	304			(140)	-	164	-		164	98
General Purpose (Untied) Grants	7,704			(3,975)	(84)	3,645	-		3,645	2,734
<b>Total Income from Continuing Operations</b>	<b>21,220</b>	-	-	<b>(4,115)</b>	-	<b>17,105</b>	<b>5</b>		<b>17,110</b>	<b>16,108</b>
<b>Expenses</b>										
Rates & Charges	(118)					(118)			(118)	
<b>Total Expenses from Continuing Operations</b>	<b>(118)</b>	-	-	-	-	<b>(118)</b>	-		<b>(118)</b>	-
<b>Net Operating Result before Capital Items</b>	<b>21,338</b>	-	-	<b>(4,115)</b>	-	<b>17,223</b>	<b>5</b>		<b>17,228</b>	<b>16,108</b>

Budget review for the quarter ended 31 March 2021

## Income &amp; Expenses - General Manager

(\$000's)	Original Budget 2020/21	Approved Changes				Revised Budget 2020/21	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRs	Sep QBRs	Dec QBRs					
<b>Income</b>										
Corporate Planning & Workforce	100	-	-	-	-	100	-		100	81
Economic Development	5	-	-	-	12	17	(5)		12	9
Planning & Environment	1,695	-	-	(80)	-	1,615	39		1,654	1,377
Strategic Land Use Planning	391			-	-	391	(291)		100	72
Statutory Land Use Planning	1,046			(80)		966	330		1,296	1,182
Building Surveying and Certification	124					124	-		124	67
Regulatory Enforcement	122			-		122	-		122	56
Environmental Health Management	12					12	-		12	-
Strategic Management & Governance	44	-	-	-	-	44	-		44	30
<b>Total Income from Continuing Operations</b>	<b>1,844</b>	-	-	<b>(80)</b>	<b>12</b>	<b>1,776</b>	<b>34</b>		<b>1,810</b>	<b>1,497</b>
<b>Expenses</b>										
Corporate Planning & Workforce	1,106	-	-	39	16	1,161	(1)		1,160	968
Corporate Planning	167			16	16	199	(1)		198	124
Human Resources Management	552			-		552	73		625	647
Organisational Development	387			23		410	(73)		337	197
Economic Development	835	-	-	-	(195)	640	(167)		473	245
Economic Development	109					109	(39)		70	60
Northern NSW Inland Port (N2IP)	726				(195)	531	(128)		403	185
Planning & Environment	2,326	-	-	9	16	2,351	(466)		1,885	1,425
Strategic Land Use Planning	943			-	(26)	917	(438)		479	427
Statutory Land Use Planning	575			-	49	624	(36)		588	410
Building Surveying and Certification	291			-	(31)	260	(42)		218	123
Regulatory Enforcement	434			9	22	465	46		511	401
Environmental Health Management	83			-	2	85	4		89	64
Strategic Management & Governance	1,012	-	-	3	(5)	1,010	-		1,010	853
Governance	602			(7)	1	596	-		596	400
Strategic Management	410			10	(6)	414	-		414	453
<b>Total Expenses from Continuing Operations</b>	<b>5,279</b>	-	-	<b>51</b>	<b>(168)</b>	<b>5,162</b>	<b>(634)</b>		<b>4,528</b>	<b>3,491</b>
<b>Net Operating Result before Capital Items</b>	<b>(3,435)</b>	-	-	<b>(131)</b>	<b>180</b>	<b>(3,386)</b>	<b>668</b>		<b>(2,718)</b>	<b>(1,994)</b>

## Narrabri Shire Council

## Quarterly Budget Review Statement

for the period 01/01/21 to 31/03/21

## Detailed Income &amp; Expenses Budget Review Statement of Directorate Summary (on page 2)

Budget review for the quarter ended 31 March 2021

## Income &amp; Expenses - Corporate &amp; Community Services

(\$000's)	Original Budget 2020/21	Approved Changes				Revised Budget 2020/21	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRs	Sep QBRs	Dec QBRs					
<b>Income</b>										
Airport Services	406	-	-	1	1	408	30		438	314
Community & Customer Relations	-	-	-	4	10	14	7		21	23
Cultural Facilities	1,182	-	-	(296)	(193)	693	-		693	499
TCT Management	110	-	-	-	(3)	107	-		107	-
TCT Cinemas & Front of House	507	-	-	(170)	(196)	141	16		157	134
The Crossing Café & Kitchen	200	-	-	-	5	205	(9)		196	148
TCT Events	264	-	-	(124)	-	140	(8)		132	117
Libraries Management	95	-	-	(2)	1	94	-		94	94
Library - Narrabri	5	-	-	-	-	5	1		6	5
Library - Wee Waa	1	-	-	-	-	1	-		1	1
Financial Services	57	-	-	-	-	57	41		98	33
Information Services	5	-	-	-	-	5	-		5	3
Property Services	564	-	-	(52)	(15)	497	2		499	236
Property Management	370	-	-	-	(15)	355	3		358	159
Geospatial Information Services	1	-	-	-	-	1	-		1	1
Insurance Management	-	-	-	-	-	-	17		17	17
Depot Management	-	-	-	-	-	-	-		-	-
Saleyard Operations	148	-	-	(52)	-	96	(28)		68	22
Truck Wash Facilities	45	-	-	-	-	45	10		55	37
Tourism & Community Development	173	-	-	20	41	234	10		244	206
Visitor Information Centre Operations	76	-	-	20	23	119	-		119	96
Tourism Network Management	5	-	-	-	-	5	-		5	-
Shire Marketing & Promotion	83	-	-	-	(6)	77	6		83	82
Event Facilitation	-	-	-	-	6	6	-		6	6
Community Development	9	-	-	-	15	24	4		28	19
Small Business Liaison	-	-	-	-	3	3	-		3	3
<b>Total Income from Continuing Operations</b>	<b>2,387</b>	<b>-</b>	<b>-</b>	<b>(323)</b>	<b>(156)</b>	<b>1,908</b>	<b>90</b>		<b>1,998</b>	<b>1,314</b>
<b>Expenses</b>										
Airport Services	720	-	-	(40)	(10)	670	(25)		645	543
Airport Management	671	-	-	(38)	(10)	623	(37)		586	476
Airsides Operations	26	-	-	-	-	26	6		32	34
Landside Operations	20	-	-	(2)	-	18	4		22	27
Aviation Fuel Facilities	3	-	-	-	-	3	2		5	6
Community & Customer Relations	1,095	-	-	-	(52)	1,043	(102)		941	737
Customer Management	725	-	-	-	(44)	681	1		682	525
Communications	370	-	-	-	(8)	362	(103)		259	212
Cultural Facilities	2,519	-	-	(296)	(173)	2,050	(17)		2,033	1,525
TCT Management	703	-	-	(65)	(114)	524	(3)		521	509
TCT Cinemas & Front of House	440	-	-	(147)	(71)	222	(2)		220	171
The Crossing Café & Kitchen	315	-	-	(25)	(11)	279	(5)		274	251
TCT Events	238	-	-	(45)	18	211	-		211	159
Libraries Management	464	-	-	(9)	11	466	-		466	172
Library - Narrabri	221	-	-	(2)	(5)	214	(7)		207	155
Library - Wee Waa	94	-	-	(2)	-	92	-		92	74
Library - Boggabri	44	-	-	(1)	(1)	42	-		42	34
Financial Services	1,107	-	-	(30)	-	1,077	(44)		1,033	829
Information Services	926	-	-	-	(38)	888	112		1,000	910
IT Technical Support	355	-	-	35	(18)	372	(1)		371	357
IT Corporate Network	571	-	-	(35)	(20)	516	113		629	553
Property Services	2,241	-	-	(84)	17	2,174	(231)		1,943	1,484
Property Management	1,370	-	-	(15)	(10)	1,345	(113)		1,232	868
Geospatial Information Services	80	-	-	(6)	(5)	69	(61)		8	(5)
Insurance Management	268	-	-	48	-	316	-		316	315
Depot Management	6	-	-	-	-	6	7		13	9
Depot Operations - Narrabri	110	-	-	-	-	110	(11)		99	89
Depot Operations - Wee Waa	65	-	-	(24)	-	41	(27)		14	11
Depot Operations - Boggabri	9	-	-	-	-	9	1		10	9
Saleyard Operations	319	-	-	(87)	32	264	(21)		243	186
Truck Wash Facilities	14	-	-	-	-	14	(6)		8	2
Tourism & Community Development	1,179	-	-	(21)	(21)	1,137	(44)		1,093	828
Visitor Information Centre Operations	575	-	-	(22)	-	553	(36)		517	420
Tourism Network Management	83	-	-	-	(3)	80	(8)		72	46
Shire Marketing & Promotion	139	-	-	(13)	(23)	103	(5)		98	78
Event Facilitation	18	-	-	-	(2)	16	(2)		14	10
Community Development	152	-	-	3	7	162	2		164	102
Small Business Liaison	102	-	-	11	-	113	3		116	86
Grants Administration	110	-	-	-	-	110	2		112	86
<b>Total Expenses from Continuing Operations</b>	<b>9,787</b>	<b>-</b>	<b>-</b>	<b>(471)</b>	<b>(277)</b>	<b>9,039</b>	<b>(351)</b>		<b>8,688</b>	<b>6,856</b>
<b>Net Operating Result before Capital Items</b>	<b>(7,400)</b>	<b>-</b>	<b>-</b>	<b>148</b>	<b>121</b>	<b>(7,131)</b>	<b>441</b>		<b>(6,690)</b>	<b>(5,542)</b>

## Narrabri Shire Council

## Quarterly Budget Review Statement

for the period 01/01/21 to 31/03/21

## Detailed Income &amp; Expenses Budget Review Statement of Directorate Summary (on page 2)

Budget review for the quarter ended 31 March 2021

## Income &amp; Expenses - Infrastructure Delivery

(\$000's)	Original Budget 2020/21	Approved Changes				Revised Budget 2020/21	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRs	Sep QBRs	Dec QBRs					
<b>Income</b>										
Cemeteries	211	-	-	-	-	211	-		211	161
Design & Investigation Services	23	-	-	-	-	23	-		23	4
Emergency Support	405	-	-	-	-	405	46		451	357
Fleet Management	135	-	-	-	(12)	123	3		126	(12)
Projects & Assets	5	-	-	-	-	5	3		8	6
Parks & Open Spaces	370	-	-	233	-	603	40		643	567
Parks & Open Spaces Management	15	-	-	-	-	15	-		15	11
Open Space Maintenance	82	-	-	-	-	82	-		82	-
Sporting Facilities	106	-	-	-	-	106	-		106	78
Recreational Parks	-	-	-	-	-	-	40		40	150
Weeds Management	65	-	-	233	-	298	-		298	233
Weeds North West Action Program	102	-	-	-	-	102	-		102	95
Sewerage Services	10,634	-	-	(72)	-	10,562	25		10,587	6,605
Sewerage Management	145	-	-	(72)	-	73	-		73	76
Boggabri Sewerage Operations	4,992	-	-	-	-	4,992	3		4,995	2,714
Narrabri Sewerage Operations	2,288	-	-	-	-	2,288	18		2,306	2,216
Wee Waa Sewerage Operations	3,209	-	-	-	-	3,209	4		3,213	1,599
Solid Waste Management Services	3,788	-	-	-	-	3,788	(149)		3,639	3,494
Urban Waste Management	1,756	-	-	-	-	1,756	6		1,762	1,694
Narrabri Waste Depot	1,721	-	-	-	-	1,721	(152)		1,569	1,506
Rural Waste (incl Transfer Stations)	311	-	-	-	-	311	(3)		308	294
Swimming Pools	283	-	-	-	-	283	(11)		272	235
Swimming Pool Operations - Narrabri	195	-	-	-	-	195	-		195	175
Swimming Pool Operations - Wee Waa	42	-	-	-	-	42	(5)		37	34
Swimming Pool Operations - Boggabri	35	-	-	-	-	35	(6)		29	20
Artesian Bore Baths - Pilliga	11	-	-	-	-	11	-		11	6
Roads & Ancillary Services	12,489	-	-	-	(475)	12,014	1,651		13,665	7,405
Roads Management	19	-	-	-	-	19	-		19	15
State Highway Maintenance Contract	4,460	-	-	-	-	4,460	-		4,460	489
Regional Roads Maintenance	1,600	-	-	-	-	1,600	(9)		1,591	(44)
Shire Roads Maintenance	4,478	-	-	-	-	4,478	183		4,661	4,724
Bridges Maintenance	1,400	-	-	-	-	1,400	-		1,400	1,400
Town Streets Maintenance	57	-	-	-	-	57	1,477		1,534	797
Water Services	4,161	-	-	479	-	4,640	(502)		4,138	4,647
Water Management	225	-	-	(12)	-	213	(72)		141	96
Baan Baa Water Operations	34	-	-	-	-	34	(3)		31	30
Bellata Water Operations	74	-	-	491	-	565	(17)		548	52
Boggabri Water Operations	487	-	-	-	-	487	(19)		468	456
Gwabegar Water Operations	34	-	-	-	-	34	1		35	33
Narrabri Water Operations	2,380	-	-	-	-	2,380	(227)		2,153	3,301
Pilliga Water Operations	64	-	-	-	-	64	6		70	63
Wee Waa Water Operations	863	-	-	-	-	863	(171)		692	616
<b>Total Income from Continuing Operations</b>	<b>32,504</b>	<b>-</b>	<b>-</b>	<b>640</b>	<b>(487)</b>	<b>32,657</b>	<b>1,106</b>		<b>33,763</b>	<b>23,469</b>

## Narrabri Shire Council

## Quarterly Budget Review Statement

for the period 01/01/21 to 31/03/21

## Detailed Income &amp; Expenses Budget Review Statement of Directorate Summary (on page 2)

Budget review for the quarter ended 31 March 2021

## Income &amp; Expenses - Infrastructure Delivery

(\$000's)	Original Budget 2020/21	Approved Changes				Revised Budget 2020/21	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRs	Sep QBRs	Dec QBRs					
<b>Expenses</b>										
Cemeteries	484	-	-	-	-	484	7		491	322
Design & Investigation Services	516	-	-	-	(5)	511	(1)		510	277
Emergency Support	884	-	-	(32)	-	852	(24)		828	617
Fleet Management	(14)	-	-	-	357	343	(270)		73	244
Projects & Assets	531	-	-	1	(1)	531	-		531	409
Parks & Open Spaces	3,156	-	-	269	-	3,425	138		3,563	2,641
Parks & Open Spaces Management	1,875	-	-	-	-	1,875	78		1,953	499
Community Use & Event Support	7	-	-	-	-	7	-		7	-
Open Space Maintenance	363	-	-	-	-	363	-		363	570
Sporting Facilities	209	-	-	-	-	209	-		209	324
Recreational Parks	72	-	-	-	-	72	-		72	315
Public Waste / Litter Control	54	-	-	-	-	54	-		54	13
Street Trees Program	50	-	-	-	-	50	-		50	57
Public Amenities & Monument Maintenance	167	-	-	-	-	167	-		167	244
Central Business District Maintenance	23	-	-	-	-	23	-		23	120
Weeds Management	163	-	269	-	-	432	58		490	266
Weeds North West Action Program	173	-	-	-	-	173	2		175	233
Sewerage Services	3,609	-	-	(100)	-	3,509	(223)		3,286	2,686
Sewerage Management	897	-	-	(100)	-	797	(570)		227	245
Boggabri Sewerage Operations	412	-	-	-	-	412	69		481	344
Narrabri Sewerage Operations	1,631	-	-	-	-	1,631	240		1,871	1,520
Wee Waa Sewerage Operations	669	-	-	-	-	669	38		707	577
Solid Waste Management Services	4,196	-	-	(28)	48	4,216	(185)		4,031	2,376
Urban Waste Management	1,202	-	-	-	44	1,246	3		1,249	805
Narrabri Waste Depot	1,981	-	-	71	(3)	2,049	(202)		1,847	1,062
Rural Waste (incl Transfer Stations)	1,013	-	-	(99)	7	921	14		935	509
Swimming Pools	1,857	-	-	-	-	1,857	(63)		1,794	1,226
Swimming Pools Management	48	-	-	-	-	48	1		49	81
Swimming Pool Operations - Narrabri	1,204	-	-	-	-	1,204	(74)		1,130	701
Swimming Pool Operations - Wee Waa	280	-	-	-	-	280	5		285	218
Swimming Pool Operations - Boggabri	295	-	-	-	-	295	5		300	203
Artesian Bore Baths - Pilliga	30	-	-	-	-	30	-		30	23
Roads & Ancillary Services	14,697	-	-	182	(493)	14,386	789		15,175	10,749
Roads Management	3,352	-	-	-	592	3,944	(581)		3,363	2,464
State Highway Maintenance Contract	3,560	-	-	-	-	3,560	-		3,560	1,567
Regional Roads Maintenance	548	-	-	182	-	730	6		736	552
Shire Roads Maintenance	2,978	-	-	-	(12)	2,966	926		3,892	3,211
Bridges Maintenance	450	-	-	-	-	450	5		455	348
Culverts / Causeways Maintenance	20	-	-	-	-	20	(19)		1	-
Town Streets Maintenance	1,827	-	-	-	-	1,827	29		1,856	1,501
Footpaths	174	-	-	-	-	174	(35)		139	100
Kerb & Guttering	1,023	-	-	-	(598)	425	(58)		367	256
Stormwater Management	128	-	-	-	-	128	11		139	109
Quarries	637	-	-	-	(475)	162	505		667	618
Roads Private Works	-	-	-	-	-	-	-		-	23
Water Services	3,377	-	-	190	-	3,567	186		3,753	2,774
Water Management	298	-	-	160	-	458	(165)		293	149
Baan Baa Water Operations	101	-	-	(1)	-	100	16		116	78
Bellata Water Operations	130	-	-	(1)	-	129	(6)		123	100
Boggabri Water Operations	493	-	-	-	-	493	(2)		491	397
Gwabegar Water Operations	72	-	-	(2)	-	70	(9)		61	55
Narrabri Water Operations	1,653	-	-	37	-	1,690	288		1,978	1,474
Pilliga Water Operations	104	-	-	(3)	-	101	(9)		92	70
Wee Waa Water Operations	526	-	-	-	-	526	73		599	451
<b>Total Expenses from Continuing Operations</b>	<b>33,293</b>	<b>-</b>	<b>-</b>	<b>482</b>	<b>(94)</b>	<b>33,681</b>	<b>354</b>		<b>34,035</b>	<b>24,321</b>
<b>Net Operating Result before Capital Items</b>	<b>(789)</b>	<b>-</b>	<b>-</b>	<b>158</b>	<b>(393)</b>	<b>(1,024)</b>	<b>752</b>		<b>(272)</b>	<b>(852)</b>

## Narrabri Shire Council

## Quarterly Budget Review Statement

for the period 01/01/21 to 31/03/21

## Capital Budget Review Statement

Budget review for the quarter ended 31 March 2021

## Capital Budget - Council Consolidated

(\$000's)	Original Budget 2020/21	Approved Changes				Revised Budget 2020/21	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS	Sep QBRS	Dec QBRS					
<b>Capital Expenditure</b>										
New Assets										
- Plant & Equipment	305			7	(70)	242	128		370	268
- Land & Buildings	101	30		10	195	336	(89)		247	259
- Roads, Bridges, Footpaths	49				-	49	(49)		-	6
- Water & Sewerage Assets	-				-	-	-		-	-
- Other	2,872	158		80	(212)	2,898	(1,248)		1,650	482
Renewal Assets (Replacement)										
- Plant & Equipment	2,815	208		(78)	904	3,849	44		3,893	1,952
- Land & Buildings	606	162		55	(16)	807	(258)		549	217
- Roads, Bridges, Footpaths	13,846	(16)		3,480	620	17,930	(3,622)		14,308	7,383
- Water & Sewerage Assets	12,621	(2,354)		2,645	-	12,912	(252)		12,660	9,803
- Other	1,133	436		252	588	2,409	(1,272)		1,137	620
Loan Repayments (Principal) - General	430			-	123	553	-		553	413
<b>Total Capital Expenditure</b>	<b>34,778</b>	<b>(1,376)</b>	<b>-</b>	<b>6,451</b>	<b>2,132</b>	<b>41,985</b>	<b>(6,618)</b>		<b>35,367</b>	<b>21,403</b>
<b>Capital Funding</b>										
Rates & Other Untied Funding	450	10		(20)	329	769	-		769	413
Grants & Contributions	11,478	(2,397)		587	730	10,398	(3,125)		7,273	7,065
Reserves:										
- Restrictions/Reserves	15,803	766		2,310	1,048	19,927	(3,567)		16,360	11,248
- VPA Restrictions	484	20		1,000	19	1,523	150		1,673	68
- s94a	240	-		-	-	240	(30)		210	50
- Water Fund	835	155		1,151	220	2,361	(67)		2,294	1,385
- Sewerage Fund	4,662	70		1,423	-	6,155	21		6,176	610
Receipts from Sale of Assets										
- Plant & Equipment	826			-	(294)	532	-		532	564
- Land & Buildings				-	80	80	-		80	-
<b>Total Capital Funding</b>	<b>34,778</b>	<b>(1,376)</b>	<b>-</b>	<b>6,451</b>	<b>2,132</b>	<b>41,985</b>	<b>(6,618)</b>		<b>35,367</b>	<b>21,403</b>
<b>Net Capital Funding - Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>

Budget review for the quarter ended 31 March 2021

## Capital Expenditure by Activity - Council Consolidated

(\$000's)	Original Budget	Approved Changes				Revised Budget	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS	Sep QBRS	Dec QBRS					
<b>Capital Expenditure</b>										
Airport	610			49		659	(264)		395	13
Cemeteries	100	75		(70)		105	5		110	5
Cultural Facilities	182	98		-	(51)	229	(11)		218	113
Economic Development	-				195	195	-		195	207
Fleet Management	2,493			-	918	3,411	-		3,411	1,640
Information Services	172	62		80	(3)	311	(4)		307	248
Parks & Open Spaces	1,438	83		371	310	2,202	(286)		1,916	925
Planning & Environment	60			-		60	-		60	24
Projects & Assets	-				70	70	-		70	23
Property Services	256	74		17	(50)	297	(68)		229	49
Sewerage Services	11,786	(2,311)		1,423		10,898	21		10,919	8,253
Solid Waste Management	1,813	404		-		2,217	(2,085)		132	67
Swimming Pools	443			-		443	-		443	154
Tourism & Community Development	230			(15)		215	(188)		27	5
Transport (Roads & Ancillary)	13,930	(16)		3,445	620	17,979	(3,671)		14,308	7,388
Water Supplies	835	155		1,151		2,141	(67)		2,074	1,876
Loan Repayments (Principal) - General	430			-	123	553	-		553	413
<b>Total Capital Expenditure</b>	<b>34,778</b>	<b>(1,376)</b>	<b>-</b>	<b>6,451</b>	<b>2,132</b>	<b>41,985</b>	<b>(6,618)</b>		<b>35,367</b>	<b>21,403</b>

This statement provides the same capital expenditure information as above, but in Service activity format in line with Council's Service Plans.



**Narrabri Shire Council****Quarterly Budget Review Statement**  
for the period 01/01/21 to 31/03/21**Cash & Investments Budget Review Statement**

Budget review for the quarter ended 31 March 2021

**Cash & Investments - Council Consolidated****Reconciliation Status**

The YTD Cash &amp; Investment figure reconciles to the actual balances held as follows:

**\$ 000's**

Cash at Bank (as per bank statements)

2,510

Investments on Hand

29,500

less: Unpresented Cheques

(Timing Difference)

(1,778)

add: Undeposited Funds

(Timing Difference)

433

**Reconciled Cash at Bank & Investments****30,665**



## Narrabri Shire Council

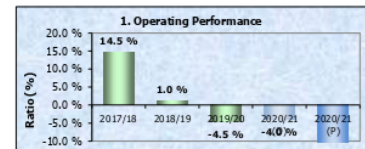
Quarterly Budget Review Statement  
for the period 01/01/21 to 31/03/21

## Key Performance Indicators Budget Review Statement - Industry KPI's (OLG)

Budget review for the quarter ended 31 March 2021

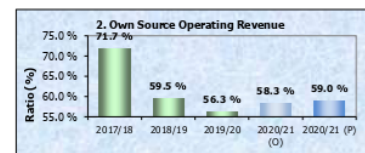
(\$000's)	Current Projection		Original Budget 20/21	Actuals Prior Periods	
	Amounts 20/21	Indicator 20/21		19/20	18/19
NSW Local Government Industry Key Performance Indicators (OLG):					
1. Operating Performance					
Operating Revenue (excl. Capital) - Operating Expenses	-4,501	-10.6 %	-4.0 %	-4.5 %	1.0 %
Operating Revenue (excl. Capital Grants & Contributions)	42,632				

This ratio measures Council's achievement of containing operating expenditure within operating revenue.



<b>2. Own Source Operating Revenue</b>					
Operating Revenue (excl. ALL Grants & Contributions)	32,236	59.0 %	58.3 %	56.3 %	59.5 %
Total Operating Revenue (incl. Capital Grants & Cont)	54,681				

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants & contributions.



## Narrabri Shire Council

Quarterly Budget Review Statement  
for the period 01/01/21 to 31/03/21

## Contracts Budget Review Statement

Budget review for the quarter ended 31 March 2021

## Part A - Contracts Listing - contracts entered into during the quarter

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted (Y/N)	Notes
JLE Concreting P/L	Contract 2020-21/10 Narrabri Creek Shared Pathway Stage 4	212,000	15/01/21	3 months	Y	
WTC Earthmoving P/L	Contract 2020-21/11 Narrabri Airport Apron Extension	210,719	15/02/21	3 months	Y	

Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 - whatever is the lesser.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.

## Consultancy &amp; Legal Expenses Budget Review Statement

Budget review for the quarter ended 31 March 2021

## Consultancy &amp; Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	375,478	Y
Legal Fees	111,577	Y

## Definition of a consultant:

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

## Comments

Expenditure included in the above YTD figure but not budgeted includes:

## Details


**8 MEETING CLOSED**

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