



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

**Date: Monday, 16 May 2022**  
**Time: 10.30am**  
**Location: Narrabri Shire Council Chambers**  
**46-48 Maitland Street**  
**Narrabri**

## **AGENDA**

**Extraordinary Council Meeting**  
**16 May 2022**

**Robert Ball**  
**ACTING GENERAL MANAGER**

**PUBLIC FORUM (held outside formal Council Meeting)**

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 (listed on the Agenda).

Public forums may also be held prior to Extraordinary Council Meetings and meetings of committees of the Council.

Public forums are to be chaired by the mayor or their nominee.

**Request to Speak in the Public Forum**

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 5pm on the working day 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, and to identify any equipment needs at 5pm on the working day before the Public Forum.

The General Manager or their delegate may refuse to allow such material to be presented.

A person may apply to speak on no more than 2 items of business on the agenda of the Council Meeting.

Legal representatives acting on behalf of others are not to be permitted to speak at a public forum unless they identify their status as a legal representative when applying to speak at the public forum.

The General Manager or their delegate may refuse an application to speak at a public forum.

No more than three (3) speakers are to be permitted to speak 'for' or 'against' each item of business on the agenda for the Council Meeting.

If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the general manager or their delegate may, in consultation with the mayor or the mayor's nominated chairperson, increase the number of speakers permitted to speak on an item of business, where they are satisfied that it is necessary to do so to allow the council to hear a fuller range of views on the relevant item of business.

Each speaker will be allowed three (3) minutes to address the Council. This time is to be strictly enforced by the Chairperson.

The Chairperson of the meeting can grant one extension of up to a maximum of two (2) minutes, should further information, be considered to be important to the Council. This is solely at the discretion of the Chair.

Speakers at public forums must not digress from their nominated item on the agenda. If a speaker digresses to irrelevant matters, the Chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

A councillor (including the chairperson) may, through the chairperson, ask questions of a speaker following their address at a Public Forum. Questions put to a speaker must be direct, succinct and without argument. Debate will not be permitted by the speaker, Councillors or staff.

Speakers are under no obligation to answer a question. Answers by the speaker, to each question are to be limited to three (3) minutes.

Speakers at public forums cannot ask questions of the Council, Councillors or Council staff.

The general manager or their nominee may, with the concurrence of the chairperson, address the council for up to 5 minutes in response to an address to the council at a public forum after the address and any subsequent questions and answers have been finalised.

Where an address made at a public forum raises matters that require further consideration by council staff, the general manager may recommend that the council defer consideration of the matter pending the preparation of a further report on the matters.

The “*Request to Speak in Public Forum*”, at an Ordinary Council Meeting, can be obtained, from Council’s Administration Office, or by downloading it from Council’s website at:

<http://www.narrabri.nsw.gov.au/speaking-at-public-forum-1232.html>



### **USE OF MOBILE PHONES AND UNAUTHORISED RECORDING OF MEETINGS**

Councillors, council staff and members of the public must ensure that mobile phones are turned to silent during meetings of the council and committees of the council.

(As per Council’s Code of Meeting Practice)

A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the council or a committee of the council without the prior authorisation of the Council.

(As per Council’s Code of Meeting Practice)

### **AUDIO RECORDING NOTICE**

Council advises that this Meeting will be recorded for the purpose of webcasting, and made available on the Internet. As such, all those present should refrain from making any defamatory statements. It is requested that Councillors within the duration of the Meeting, limit discussions to only the business on the agenda and what is permissible under our Code of Meeting Practice.

(As per Council’s Code of Meeting Practice)



Mayor  
Cr Ron Campbell



Deputy Mayor  
Cr Cathy Redding



Cr Rohan Boehm



Cr Robert Browning



Cr John Clements



Cr Brett Dickinson



Cr Greg Lamont



Cr Lisa Richardson



Cr Darrell Tiemens



Acting General Manager  
Mr Robert Ball



Director  
Infrastructure Delivery  
Mrs Eloise Chaplain



Director Corporate &  
Community Services  
Mr Andrew Brown



Director Planning and  
Strategy  
Ms Donna Ausling



# Corporate *values*



## **Integrity**

Ensuring transparency and honesty in all our activities.



## **Leadership**

Providing guidance and direction to our community and our people.



## **Customer Focus**

Delivering prompt, courteous and helpful services and being responsive to the community's changing needs.



## **Accountability**

Accepting our responsibility for the provision of quality services and information.



## **Respect**

Treating everyone with courtesy, dignity and fairness.



## **Excellence**

Being recognised for providing services, programs and information which consistently meet and exceeds standards.

# Strategic direction

## OUR VISION

A strong and vibrant regional growth centre providing a quality living environment for the entire Shire community.



### Theme 1: OUR SOCIETY

#### Strategic Direction 1: Safe, Inclusive and Connected Community

A safe, supportive community where everyone feels welcomed, valued and connected.



### Theme 2: OUR ENVIRONMENT

#### Strategic Direction 2: Environmentally Sustainable and Productive Shire

Maintaining a healthy balance between our natural and built environments.



### Theme 3: OUR ECONOMY

#### Strategic Direction 3: Progressive and Diverse Economy

A strong, diverse economy that attracts, retains and inspires business, industry and tourism growth.



### Theme 4: OUR CIVIC LEADERSHIP

#### Strategic Direction 4: Collaborative and Proactive Leadership

Working pro-actively together to achieve our shared vision with strong strategic direction.

**AGENDA**

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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 OPERATIONAL AND SERVICE PLAN QUARTERLY REPORT - MARCH 2022**

**Responsible Officer:** Andrew Brown, Director Corporate and Community Services

**Author:** Alice Gemmell-Smith, Governance Coordinator

**Attachments:** 1. Operational and Service Plan Quarterly Report - March 2022 (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 regarding what that service is providing, at what cost and where works are occurring throughout the year. As of 31 March 2022, 88.2% of Council's Operational Plan Actions were either Complete or On Track to be achieved by 30 June 2022.

**RECOMMENDATION**

1. That Council adopt the March 2022 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 IPR 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 2022 Quarterly Operational and Service Plan Report is Council's progress for Quarter 3 2021/2022. From the March 2022 Quarterly Service Plan Report you will see that significant progress has been made towards achieving Council's 2021/2022 activities.

## Highlights

### Actions

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

- This item is complete. International Women's Day was successfully held on the 8/03/2022 at The Crossing Theatre where the community was invited to a free breakfast event celebrating regional women who have forged successful careers in STEM.

#### 722006 - Airport Capex - Airport Re-Seal

- The Airport Re-seal has been completed.

#### 1.1.1.1 - Deliver inclusive educational and recreational programs in all branch libraries to meet changing needs of all the community.

- Deliver inclusive educational and recreational programs in all branch libraries to meet changing needs of all the community. - Period 09 2021/22
  - 1000 Books Before School early literacy program continues. 34 children registered
  - Dolly Parton's Imagination Library – 25 enrolments to date
  - Spanish Conversation Club began meeting weekly on Mondays at the Library

## Key Performance Measures

Maintain or increase Gross Regional Product amount after the construction phase of local resource companies and throughout drought conditions.

- Target: > \$1,800,000,000; YTD \$1,917,666,667

Complying Development Certificate determined within SEPP timeframes (20 days)

- Target: 95%; YTD: 100%

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

- Target: \$6,000,000; YTD: \$10,465,995

Total value of Development Applications lodged.

- Target: \$15,000,000; YTD: \$22,465,504



**FINANCIAL IMPLICATIONS**

Nil.

**STATUTORY AND POLICY IMPLICATIONS**

*Local Government Act 1993 (NSW)*

*Local Government (General) Regulation 2021 (NSW)*

**CONSULTATION**

**External Consultation**

Nil.



**Internal Consultation**

- Executive Management.
- Senior Management.

**7.2 QUARTERLY BUDGET REVIEW STATEMENT - MARCH 2022**

**Responsible Officer:** Andrew Brown, Director Corporate and Community Services

**Author:** Luke Meppem, Budget Coordinator

**Attachments:** 1. March 2022 QBR  

**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 2022 as the revised Budget estimates for the year ended 30 June 2022 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 B1-1 of the Annual Financial Statements.

Council's Note B1-1 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 2022 and is attached for Council consideration.

In December, the projected Operating Result (excluding Capital Income) was a deficit of \$3,998,000. The March Quarterly Budget Review, as presented, reflects an improvement of \$5,822,000, resulting in a budgeted surplus forecast of \$1,824,000. The March quarter adjustment is mainly due to prepayment of the Financial Assistance Grant (FAG) resulting in an increase in income of \$6,148,000. This payment represents approximately 75% of the anticipated FAG allocation for 2022/23.

It is noted that this budget review includes a restructure of the Directorates and Departments to fall in line with the revised organisational structure. This includes the Planning, Strategy and People

Directorate being created to replace the previous General Manager Directorate. All movements are included in the 'Other than QBRs' column.

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	\$6,148,000	Increase in Operating Income
Planning, Strategy & People	(\$48,000)	Decrease in Operating Income
Corporate & Community Services	(\$7,000)	Decrease in Operating Income
Infrastructure Delivery	(\$14,000)	Decrease in Operating Income
Infrastructure Delivery	(\$4,415,000)	Decrease in Capital Income
<b>Expenditure</b>		
Strategic Management	\$266,000	Increase in Expenditure
Planning, Strategy & People	\$175,000	Increase in Expenditure
Corporate & Community Services	(\$70,000)	Decrease in Expenditure
Infrastructure Delivery	(\$26,000)	Decrease in Expenditure
<b>Result Variation (incl. Capital Income)</b>	<b>\$1,319,000</b>	
<b>Result Variation (excl. Capital Income)</b>	<b>\$5,822,000</b>	Increased Net Operating Result

The capital budget on page 7 of Quarterly Budget Review Statement shows a net reduction in the expected cost of Capital Works of \$9,485,000. 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).

The largest budget increases for capital expenditure are the K&G replacement program 21/22 (grant funded for Barwon St Narrabri) and Boston St Bridge additional funding (grant funded). There are significant decreases to the Capital Works Program especially in Transport. This is due to the weather events throughout the year and the prioritisation of jobs. These works have been removed from 2021/22 budget and added to the 2022/23 capital budget.

## FINANCIAL IMPLICATIONS

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

### **General Purpose Revenue** (Net increase in income of \$6,148,000)

- \$6,148,000 increase in income based on the FAG in advance payment as mentioned above.

### **Strategic Management** (net increase in expenditure of \$266,000)

- \$266,000 increase in employee costs for allowance of the General Manager's resignation.

### **Planning, Strategy and People Revenue** (net decrease in operating income of \$48,000)

#### Development Services

- Decrease in \$88,000 based on the current actuals for all development and environmental fees.

Human Resources

- Increase in income based on Government incentives received to offset staff training costs (\$40,000).

**Planning, Strategy and People Expenditure** (net increase in expenditure of \$175,000)Development

- Decrease of \$59,000 in Employee expenses due to staff vacancies throughout the year.

Human Resources

- \$60,000 increase in employee costs resulting from the resignation of the General Manager.
- \$60,000 decrease in the staff Training budget.

Economic Development

- Reduction of \$84,000 in N2IP expenses resulting from less than expected use of consultants and marketing campaigns.

Governance & Risk

- Increase of \$240,000 in Employee costs due to the new structure and an allowance for the resignation of the General Manager.
- Increase of \$53,000 for recruitment expenses, delegations' software, and other minor adjustments.

Other

- Only minor budget adjustments across the remainder of the Directorate.

**Corporate & Community Services Revenue** (net decrease in operational income of \$7,000)Financial Services

- \$41,500 reduction in debt recovery income offset by a reduction in expenses.

Other

Only Minor adjustments occurred throughout the remainder of the directorate

**Corporate & Community Services Expenditure** (net decrease in expenditure of \$70,000)Cultural Facilities

- \$48,000 increase including increase to casual staff costs and increase in cinema expenses.

Property Services

- An increase in maintenance expenditure of \$40,000 to complete urgent maintenance activities.

Community Relations

- \$53,000 decrease in Communication costs due to savings on subscriptions, and the movement of the new website budget to next financial year.
- \$20,000 reduction in printing, stationery, and postage costs.

Financial Services

- \$50,000 reduction in debt recovery fees (\$41,500) and other minor savings.

Other

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

**Infrastructure Delivery Income** (net decrease in operating income of \$14,000)Parks & Open Spaces

- Only minor adjustments across the Department.

Emergency Support

- Decrease in expected reimbursement from Rural Fire Service of \$342,000 due to the anticipated two station builds not occurring this financial year.

Water & Sewerage Services

- Increase of \$79,000 for contribution to works charges and additional internal plant hire income.

Roads & Ancillary Services

- \$198,000 increase in Quarry income due to increased volume of gravel extraction.

**Infrastructure Delivery Income** (net decrease in capital income of \$4,415,000)

- \$2,000,000 reduction in income for a capital grant received for Pilliga Road upgrade, this has been moved to next financial year.
- \$1,600,000 reduction in capital grant income for Doreen Lane Rehabilitation that has been moved to next financial year.
- \$1,200,000 removed from Tourism Hub due to failure to attract grant funding.
- \$280,000 increase for K&G replacement in Barwon St, which is grant funded.
- Other smaller capital grant funding has been added across the directorate.

**Infrastructure Delivery Expenditure** (net increase in expenditure of \$26,000)Solid Waste Management

- \$173,000 reduction across the service, found due to efficiencies in operational changes and reduction in use of consultants/ contractors.

Projects & Assets

- \$113,000 reduction due to vacancy in the position of Projects & Assets manager previously being filled by a contractor.

Water & Sewerage Services

- Minor adjustments in internal plant.

Roads & Ancillary Services

- \$200,000 in increased Quarry costs due to increased production.
- \$300,000 decrease due to the roads condition survey being moved to next financial year.

Parks & Open Spaces



- Increases of \$170,000 across parks and cemeteries for the reallocation of employee costs and internal plant based on current actuals.
- \$33,000 increase in Weeds based on grant program values.

#### Other

- There have been only minor adjustments across other Infrastructure Delivery 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.
- Manager Financial Services.

## Narrabri Shire Council

Quarterly Budget Review Statement  
for the period 01/01/22 to 31/03/22

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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 31/03/22 indicates that Council's projected financial position at 30/6/22 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: 06/05/22

Tim McClellan  
Responsible Accounting Officer

## Narrabri Shire Council

## Quarterly Budget Review Statement

## Income &amp; Expenses Budget Review Statement

for the period 01/01/22 to 31/03/22

Budget review for the quarter ended 31 March 2022

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

(\$000's)	Original Budget 2021/22	Approved Changes				Revised Budget 2021/22	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	21,697			102		21,799	(74)		21,725	21,851
User Charges and Fees	8,744			(15)	(915)	7,814	(24)		7,790	4,646
Interest and Investment Revenues	333			(54)	5	284	(15)		269	218
Other Revenues	1,971			(84)	78	1,965	21		1,986	1,277
Grants & Contributions - Operating	12,059			(3,448)	(56)	8,555	5,920		14,475	5,178
Grants & Contributions - Capital	19,853			142	519	20,514	(4,503)		16,011	1,666
Other Income	156			3	16	175	-		175	109
Net Gain from Disposal of Assets	-					-	-		-	414
<b>Total Income from Continuing Operations</b>	<b>64,813</b>	<b>-</b>	<b>-</b>	<b>(3,456)</b>	<b>(251)</b>	<b>61,106</b>	<b>1,325</b>		<b>62,431</b>	<b>35,359</b>
<b>Expenses</b>										
Employee Costs	18,103			(222)	(183)	17,698	142		17,840	13,291
Borrowing Costs	253			(32)	-	221	(24)		197	96
Materials & Contracts	13,134			134	102	13,370	(306)		13,064	9,751
Depreciation	11,252			(158)	85	11,179	226		11,405	8,304
Legal Costs	130			(1)	5	134	(2)		132	111
Consultants	1,042			108	31	1,181	(30)		1,151	325
Other Expenses	772			(2)	37	807	-		807	444
<b>Total Expenses from Continuing Operations</b>	<b>44,686</b>	<b>-</b>	<b>-</b>	<b>(173)</b>	<b>77</b>	<b>44,590</b>	<b>6</b>		<b>44,596</b>	<b>32,322</b>
<b>Net Operating Result from Continuing Operations</b>	<b>20,127</b>	<b>-</b>	<b>-</b>	<b>(3,283)</b>	<b>(328)</b>	<b>16,516</b>	<b>1,319</b>		<b>17,835</b>	<b>3,037</b>
Discontinued Operations - Surplus/(Deficit)						-			-	
<b>Net Operating Result from All Operations</b>	<b>20,127</b>	<b>-</b>	<b>-</b>	<b>(3,283)</b>	<b>(328)</b>	<b>16,516</b>	<b>1,319</b>		<b>17,835</b>	<b>3,037</b>
<b>Net Operating Result excl. Capital Income</b>	<b>274</b>	<b>-</b>	<b>-</b>	<b>(3,425)</b>	<b>(847)</b>	<b>(3,998)</b>	<b>5,822</b>		<b>1,824</b>	<b>1,371</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 2022

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

(\$000's)	Original Budget 2021/22	Approved Changes				Revised Budget 2021/22	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	21,521	-	-	(3,530)	-	17,991	6,148		24,139	16,913
Strategic Management	47	-	-	-	-	47	-		47	32
Planning, Strategy & People	4,316	-	-	11	120	4,447	(48)		4,399	1,688
Corporate & Community Services	2,625	-	-	(62)	128	2,691	(7)		2,684	1,614
Infrastructure Delivery	42,107	-	-	120	(202)	42,025	(4,429)		37,596	19,992
<b>Total Income from Continuing Operations</b>	<b>70,616</b>	<b>-</b>	<b>-</b>	<b>(3,461)</b>	<b>46</b>	<b>67,201</b>	<b>1,664</b>		<b>68,865</b>	<b>40,239</b>
Adjustment for internal income budgeted	(5,199)			5	(297)	(5,491)	(339)		(5,830)	(4,442)
Adjustment for capital sales budgeted	(604)					(604)	-		(604)	(438)
<b>64,813</b>	<b>-</b>	<b>-</b>	<b>(3,456)</b>	<b>(251)</b>	<b>61,106</b>	<b>1,325</b>		<b>62,431</b>	<b>35,359</b>	
<b>Expenses</b>										
Strategic Management	409	-	25	2	(45)	391	266		657	415
Planning, Strategy & People	5,349	-	(25)	147	50	5,521	175		5,696	3,452
Corporate & Community Services	9,184	-	-	(146)	(4)	9,034	(70)		8,964	6,635
Infrastructure Delivery	34,943	-	-	(181)	373	35,135	(26)		35,109	26,144
<b>Total Expenses from Continuing Operations</b>	<b>49,885</b>	<b>-</b>	<b>-</b>	<b>(178)</b>	<b>374</b>	<b>50,081</b>	<b>345</b>		<b>50,426</b>	<b>36,764</b>
Adjustment for internal income budgeted	(5,199)			5	(297)	(5,491)	(339)		(5,830)	(4,442)
<b>44,686</b>	<b>-</b>	<b>-</b>	<b>(173)</b>	<b>77</b>	<b>44,590</b>	<b>6</b>		<b>44,596</b>	<b>32,322</b>	
<b>Net Operating Result incl. Capital Income</b>	<b>20,127</b>	<b>-</b>	<b>-</b>	<b>(3,283)</b>	<b>(328)</b>	<b>16,516</b>	<b>1,319</b>		<b>17,835</b>	<b>3,037</b>
<b>Net Operating Result excl. Capital Income</b>	<b>274</b>	<b>-</b>	<b>-</b>	<b>(3,425)</b>	<b>(847)</b>	<b>(3,998)</b>	<b>5,822</b>		<b>1,824</b>	<b>1,371</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 B1-1 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 01/01/22 to 31/03/22

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

Budget review for the quarter ended 31 March 2022

## Income &amp; Expenses - General Purpose Income

(\$000's)	Original Budget 2021/22	Approved Changes				Revised Budget 2021/22	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	13,839					13,839	-		13,839	13,792
Interest & Investment Revenue	175			(21)		154	-		154	122
General Purpose (Untied) Grants	7,507			(3,509)		3,998	6,148		10,146	2,999
<b>Total Income from Continuing Operations</b>	<b>21,521</b>	-	-	(3,530)	-	<b>17,991</b>	<b>6,148</b>		<b>24,139</b>	<b>16,913</b>
<b>Expenses</b>										
Rates & Charges	118					118			118	118
<b>Total Expenses from Continuing Operations</b>	<b>118</b>	-	-	-	-	<b>118</b>	-		<b>118</b>	<b>118</b>
<b>Net Operating Result before Capital Items</b>	<b>21,403</b>	-	-	(3,530)	-	<b>17,873</b>	<b>6,148</b>		<b>24,021</b>	<b>16,795</b>

Budget review for the quarter ended 31 March 2022

## Income &amp; Expenses - Planning, Strategy &amp; People

(\$000's)	Original Budget 2021/22	Approved Changes				Revised Budget 2021/22	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>										
Development	3,751	-	-	(3)	-	3,748	(88)		3,660	1,422
Statutory Land Use Planning	3,410			(3)		3,407	15		3,422	1,221
Building Surveying and Certification	160			-		160	(71)		89	62
Regulatory Enforcement	174			-		174	(50)		124	118
Environmental Health	7					7	18		25	21
Economic Development	38	-	-	-	60	98	-		98	88
Economic Development	5			-	50	55	-		55	54
Northern NSW Inland Port (N2IP)	33				10	43	-		43	34
Governance & Risk	26	-	50	14	-	90	-		90	50
Governance	26			14		40	-		40	-
Risk	-		50			50	-		50	50
Human Resources	60	-	(50)	-	60	70	40		110	103
Human Resources Management	10					10	-		10	4
Organisational Development	50		(50)		60	60	40		100	89
Strategic Planning	441	-	-	-	-	441	-		441	25
Strategic Land Use Planning	441			-		441			441	25
<b>Total Income from Continuing Operations</b>	<b>4,316</b>	-	-	11	120	<b>4,447</b>	<b>(48)</b>		<b>4,399</b>	<b>1,688</b>
<b>Expenses</b>										
Development	1,481	-	-	73	52	1,606	(58)		1,548	999
Statutory Land Use Planning	504			33	28	565	(12)		553	362
Building Surveying and Certification	345			1	-	346	(41)		305	110
Regulatory Enforcement	608			39	24	671	(5)		666	503
Environmental Health	24					24			24	24
Economic Development	581	-	-	55	(11)	625	(95)		530	326
Economic Development	89			33	2	124	(11)		113	95
Northern NSW Inland Port (N2IP)	348			22	(13)	357	(84)		273	134
Small Business Liaison	144					144	-		144	97
Governance & Risk	931	-	283	17	9	1,240	328		1,568	1,062
Governance	626		(25)	(2)	8	607	294		901	596
Corporate Planning	305		(126)	19	1	199	12		211	191
Risk	-		434	-		434	22		456	275
Human Resources	1,106	-	(308)	2	-	800	-		800	612
Human Resources Management	647			(22)		625	60		685	555
Organisational Development	459		(308)	24		175	(60)		115	57
Strategic Planning	1,250	-	-	-	-	1,250	-		1,250	453
Strategic Land Use Planning	1,250			-		1,250	-		1,250	453
<b>Total Expenses from Continuing Operations</b>	<b>5,349</b>	-	(25)	147	50	<b>5,521</b>	<b>175</b>		<b>5,696</b>	<b>3,452</b>
<b>Net Operating Result before Capital Items</b>	<b>(1,033)</b>	-	25	(136)	70	<b>(1,074)</b>	<b>(223)</b>		<b>(1,297)</b>	<b>(1,764)</b>

## Narrabri Shire Council

## Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

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

Budget review for the quarter ended 31 March 2022

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

(\$000's)	Original Budget 2021/22	Approved Changes				Revised Budget 2021/22	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	433	-	-	-	-	433	-		433	275
Airport Management	1					1	-		1	1
Airside Operations	403					403			403	255
Landside Operations	16			-		16			16	12
Aviation Fuel Facilities	13			-		13			13	7
Community Relations	20	-	-	-	-	20	-		20	5
Cultural Facilities	909	-	-	37	(31)	915	(2)		913	614
TCT Cinemas & Front of House	306			(10)	-	296	-		296	250
The Crossing Café & Kitchen	232			(22)	(30)	180	-		180	116
TCT Events	266			(73)	(1)	192	(2)		190	147
Libraries Management	105			142	-	247	-		247	101
Financial Services	169	-	-	3	(1)	171	(41)		130	50
Information Services	5	-	-	-	-	5	5		10	7
IT Technical Support	5					5	-		5	2
IT Corporate Network	-					-	5		5	5
Property Services	875	-	-	(46)	160	989	19		1,008	508
Property Management	759			(46)	160	873	20		893	432
Saleyard Operations	68					68	(1)		67	46
Truck Wash Facilities	48			-		48			48	30
Tourism & Community Development	214	-	-	(56)	-	158	12		170	155
Visitor Information Centre Operations	135			(55)		80	-		80	66
Tourism Network Management	1			-		1	-		1	-
Shire Marketing & Promotion	74			(1)		73	-		73	73
Community Development	4					4	12		16	16
<b>Total Income from Continuing Operations</b>	<b>2,625</b>	<b>-</b>	<b>-</b>	<b>(62)</b>	<b>128</b>	<b>2,691</b>	<b>(7)</b>		<b>2,684</b>	<b>1,614</b>
<b>Expenses</b>										
Airport Services	670	-	-	(48)	(31)	591	(26)		565	425
Airport Management	627			(48)	(120)	459	(6)		453	323
Airside Operations	24				56	80	(10)		70	67
Landside Operations	18				21	39	(10)		29	25
Aviation Fuel Facilities	1			-	12	13	-		13	10
Community Relations	1,048	-	-	-	(5)	1,043	(74)		969	733
Customer Management	639			(1)	(14)	624	(20)		604	463
Communications	409			1	9	419	(54)		365	270
Cultural Facilities	2,248	-	-	(30)	(26)	2,192	49		2,241	1,738
TCT Management	517			6	18	541	43		584	581
TCT Cinemas & Front of House	254			(4)	(15)	235	46		281	255
The Crossing Café & Kitchen	402			(23)	(14)	365	(44)		321	243
TCT Events	243			(19)	(15)	209	4		213	204
Libraries Management	832			10	-	842	-		842	455
Financial Services	1,193	-	-	5	-	1,198	(50)		1,148	785
Information Services	1,069	-	-	-	15	1,084	-		1,084	783
IT Technical Support	400			1	(46)	355	-		355	271
IT Corporate Network	669			(1)	61	729	-		729	512
Property Services	2,023	-	-	(47)	43	2,019	45		2,064	1,515
Property Management	1,337			(68)	8	1,277	45		1,322	1,068
Insurance Management	323					323	-		323	105
Depot Management	165			(12)	(11)	142	-		142	126
Saleyard Operations	191			33	46	270	-		270	212
Truck Wash Facilities	7			-		7	-		7	4
Tourism & Community Development	933	-	-	(26)	-	907	(14)		893	656
Visitor Information Centre Operations	545			(26)	(1)	518			518	423
Tourism Network Management	67					67			67	41
Shire Marketing & Promotion	62			2	-	64	-		64	52
Event Facilitation	10					10			10	7
Community Development	138			(2)	-	136	6		142	90
Grants Administration	111			-	1	112	(20)		92	43
<b>Total Expenses from Continuing Operations</b>	<b>9,184</b>	<b>-</b>	<b>-</b>	<b>(146)</b>	<b>(4)</b>	<b>9,034</b>	<b>(70)</b>		<b>8,964</b>	<b>6,635</b>
<b>Net Operating Result before Capital Items</b>	<b>(6,559)</b>	<b>-</b>	<b>-</b>	<b>84</b>	<b>132</b>	<b>(6,343)</b>	<b>63</b>		<b>(6,280)</b>	<b>(5,021)</b>



## Narrabri Shire Council

## Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

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

Budget review for the quarter ended 31 March 2022

## Income &amp; Expenses - Infrastructure Delivery

(\$000's)	Original Budget 2021/22	Approved Changes				Revised Budget 2021/22	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	205	-	-	-	6	211	1		212	157
Cemeteries Management	5					5	1		6	5
Cemeteries Interment Services	150				21	171	-		171	125
Cemeteries Maintenance	50				(15)	35	-		35	27
Design & Investigation Services	5					5	-		5	4
Emergency Support	538	-	-	-	-	538	(342)		196	178
Parks & Open Spaces	1,814	-	-	60	-	1,874	(1,003)		871	538
Parks & Open Spaces Management	383			-		383	19		402	338
Open Space Maintenance	1,200			-		1,200	(1,176)		24	-
Sporting Facilities	5			60		65	123		188	90
Recreational Parks	100			-		100			100	-
Weeds Management	31			-		31	34		65	18
Weeds North West Action Program	95			-		95	(3)		92	92
Projects & Assets	750	-	-	-	-	750	-		750	475
Projects & Assets	5					5			5	5
Fleet Management	745					745			745	470
Sewerage Services	3,496	-	-	(14)	61	3,543	(57)		3,486	3,467
Sewerage Management	141			(14)	1	128	(90)		38	27
Boggabri Sewerage Operations	351			-	14	365	-		365	365
Narrabri Sewerage Operations	2,318			-	36	2,354	25		2,379	2,373
Wee Waa Sewerage Operations	686			-	10	696	8		704	702
Solid Waste Management Services	4,240	-	-	90	36	4,366	-		4,366	4,124
Urban Waste Management	1,817				40	1,857	-		1,857	1,856
Narrabri Waste Depot	2,096			90	-	2,186	-		2,186	1,947
Rural Waste (incl Transfer Stations)	327				(4)	323	-		323	321
Swimming Pools	277	-	-	-	(8)	269	-		269	194
Swimming Pools Management	11			-	(8)	3	-		3	1
Swimming Pool Operations - Narrabri	203				-	203	-		203	152
Swimming Pool Operations - Wee Waa	39					39			39	23
Swimming Pool Operations - Boggabri	24					24			24	18
Roads & Ancillary Services	25,691	-	-	-	331	26,022	(3,164)		22,858	6,925
Roads Management	2,590					2,590	-		2,590	1,901
State Highway Maintenance Contract	2,500					2,500			2,500	1,060
Regional Roads Maintenance	3,591					3,591	(2,000)		1,591	1,191
Shire Roads Maintenance	10,062					10,062	(1,642)		8,420	732
Bridges Maintenance	2,622					2,622			2,622	687
Town Streets Maintenance	2,924					2,924			2,924	14
Footpaths	200				331	531	-		531	331
Kerb & Guttering	-					-	280		280	-
Quarries	1,202					1,202	198		1,400	1,009
Water Services	5,091	-	-	(16)	(628)	4,447	136		4,583	3,930
Water Management	529			(16)	297	810	89		899	659
Baan Baa Water Operations	37				(5)	32	-		32	30
Bellata Water Operations	77				(17)	60	27		87	82
Boggabri Water Operations	629			-	(131)	498	-		498	444
Gwabegar Water Operations	36			-		36	-		36	35
Narrabri Water Operations	2,770			-	(413)	2,357	15		2,372	2,094
Pilliga Water Operations	66			-	(13)	53	-		53	50
Wee Waa Water Operations	947			-	(346)	601	5		606	536
<b>Total Income from Continuing Operations</b>	<b>42,107</b>	<b>-</b>	<b>-</b>	<b>120</b>	<b>(202)</b>	<b>42,025</b>	<b>(4,429)</b>		<b>37,596</b>	<b>19,992</b>

## Narrabri Shire Council

## Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

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

Budget review for the quarter ended 31 March 2022

## Income &amp; Expenses - Infrastructure Delivery

(\$000's)	Original Budget 2021/22	Approved Changes				Revised Budget 2021/22	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	384	-	-	-	13	397	21		418	299
Cemeteries Management	106				7	113	-		113	72
Cemeteries Interment Services	52				21	73	17		90	68
Cemeteries Maintenance	226				(15)	211	4		215	159
Design & Investigation Services	404	-	-	2	79	485	(2)		483	337
Emergency Support	665	-	-	18	-	683	-		683	504
Parks & Open Spaces	3,434	-	-	6	32	3,472	205		3,677	2,727
Parks & Open Spaces Management	839			-	32	871	147		1,018	626
Open Space Maintenance	968			2		970	(109)		861	744
Sporting Facilities	768			3		771	(367)		404	351
Recreational Parks	152			-		152	243		395	292
Public Waste / Litter Control	14			-		14	72		86	63
Street Trees Program	23			-		23	40		63	56
Public Amenities & Monument Maintenance	237			-		237	65		302	255
Central Business District Maintenance	51			-		51	81		132	90
Weeds Management	286			1		287	(148)		139	80
Weeds North West Action Program	96			-		96	181		277	170
Projects & Assets	784	-	-	(60)	-	724	(113)		611	323
Projects & Assets	703			5		708	(113)		595	370
Fleet Management	81			(65)		16			16	(47)
Sewerage Services	3,492	-	-	60	29	3,581	69		3,650	2,647
Sewerage Management	216			60	1	277	(29)		248	75
Boggabri Sewerage Operations	487			-	62	549	40		589	445
Narrabri Sewerage Operations	1,989			-	8	1,997	48		2,045	1,526
Wee Waa Sewerage Operations	800			-	(42)	758	10		768	601
Solid Waste Management Services	4,257	-	-	(221)	38	4,074	(173)		3,901	2,630
Urban Waste Management	1,263			1		1,264	(88)		1,176	768
Narrabri Waste Depot	1,940			(127)	38	1,851	20		1,871	1,381
Rural Waste (incl Transfer Stations)	1,054			(95)		959	(105)		854	481
Swimming Pools	1,640	-	-	3	146	1,789	-		1,789	1,269
Swimming Pools Management	223			1	(10)	214	-		214	72
Swimming Pool Operations - Narrabri	962			2	106	1,070	-		1,070	824
Swimming Pool Operations - Wee Waa	233				31	264	-		264	186
Swimming Pool Operations - Boggabri	222				19	241	-		241	187
Roads & Ancillary Services	14,932	-	-	15	-	14,947	(130)		14,817	11,754
Roads Management	5,757			2		5,759	(244)		5,515	4,834
State Highway Maintenance Contract	2,097				-	2,097	-		2,097	1,191
Regional Roads Maintenance	609			1		610	-		610	567
Shire Roads Maintenance	2,803			7		2,810	-		2,810	2,346
Bridges Maintenance	440					440	-		440	376
Town Streets Maintenance	1,081			4		1,085	-		1,085	895
Footpaths	320			1		321	(86)		235	107
Kerb & Guttering	426					426	-		426	249
Stormwater Management	204					204	-		204	92
Quarries	1,195					1,195	200		1,395	1,097
Water Services	4,951	-	-	(4)	36	4,983	97		5,080	3,654
Water Management	963			(18)	15	960	44		1,004	587
Baan Baa Water Operations	83			11	16	110	17		127	92
Bellata Water Operations	162			3	(33)	132	7		139	91
Boggabri Water Operations	514				107	621	(4)		617	414
Gwabegar Water Operations	82				(5)	77	(2)		75	51
Narrabri Water Operations	2,494				(160)	2,334	30		2,364	1,897
Pilliga Water Operations	108				(13)	95	(1)		94	62
Wee Waa Water Operations	545			-	109	654	6		660	460
<b>Total Expenses from Continuing Operations</b>	<b>34,943</b>	<b>-</b>	<b>-</b>	<b>(181)</b>	<b>373</b>	<b>35,135</b>	<b>(26)</b>		<b>35,109</b>	<b>26,144</b>
<b>Net Operating Result before Capital Items</b>	<b>7,164</b>	<b>-</b>	<b>-</b>	<b>301</b>	<b>(575)</b>	<b>6,890</b>	<b>(4,403)</b>		<b>2,487</b>	<b>(6,152)</b>

## Narrabri Shire Council

## Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

## Capital Budget Review Statement

Budget review for the quarter ended 31 March 2022

## Capital Budget - Council Consolidated

(\$000's)	Original Budget 2021/22	Approved Changes				Revised Budget 2021/22	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				152	-	152			152	13
- Land & Buildings	1,950			275	-	2,225	(181)		2,044	1,772
- Roads, Bridges, Footpaths	-				120	120	-		120	108
- Water & Sewerage Assets	-					-			-	-
- Other	-					-			-	-
Renewal Assets (Replacement)										
- Plant & Equipment	2,558	1,260		7	-	3,825	11		3,836	2,485
- Land & Buildings	304	104		50	183	641	127		768	360
- Roads, Bridges, Footpaths	22,907	2,077			792	25,776	(5,504)		20,272	6,708
- Water & Sewerage Assets	1,980	12		680	-	2,672	(549)		2,123	440
- Other	6,617	787		(114)	571	7,861	(3,389)		4,472	1,267
Loan Repayments (Principal) - General	687				-	687			687	430
<b>Total Capital Expenditure</b>	<b>37,003</b>	<b>4,240</b>	<b>-</b>	<b>1,050</b>	<b>1,666</b>	<b>43,959</b>	<b>(9,485)</b>		<b>34,474</b>	<b>13,583</b>
<b>Capital Funding</b>										
Rates & Other Untied Funding	867			17	16	900	(143)		757	436
Grants & Contributions	21,039	256		202	639	22,136	(3,585)		18,551	6,454
Reserves:										
- Restrictions/Reserves	5,861	3,422		(124)	546	9,705	(2,116)		7,589	2,960
- VPA Restrictions	3,852	445		275	465	5,037	(2,737)		2,300	670
- s94a	350	105		-	-	455	39		494	129
- Water Fund	1,240	6		-	-	1,246	-		1,246	273
- Sewerage Fund	740	6		680	-	1,426	(549)		877	167
New Loans	2,450				-	2,450	(394)		2,056	2,056
Receipts from Sale of Assets										
- Plant & Equipment	604				-	604	-		604	438
<b>Total Capital Funding</b>	<b>37,003</b>	<b>4,240</b>	<b>-</b>	<b>1,050</b>	<b>1,666</b>	<b>43,959</b>	<b>(9,485)</b>		<b>34,474</b>	<b>13,583</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 2022

## 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	435				-	435	(60)		375	10
Cemeteries	-	100		7	-	107	(50)		57	7
Cultural Facilities	-	61		152	-	213	-		213	80
Economic Development	2,450			-	-	2,450	(393)		2,057	2,057
Financial Services	40			-	1	41	-		41	41
Fleet Management	2,493	1,260		-	-	3,753	-		3,753	2,460
Information Services	65	19		-	-	84	80		164	102
Parks & Open Spaces	2,946	451		(71)	120	3,446	(2,757)		689	492
Planning & Environment	350			-	-	350	-		350	8
Projects & Assets	-	32		-	-	32	-		32	-
Property Services	304	58		275	188	825	127		952	242
Sewerage Services	740	6		680	-	1,426	(549)		877	167
Solid Waste Management	1,800	50		-	565	2,415	-		2,415	333
Swimming Pools	158	127		7	-	292	-		292	173
Tourism & Community Development	388	(8)		-	-	380	(379)		1	-
Transport (Roads & Ancillary)	22,907	2,078		-	792	25,777	(5,504)		20,273	6,708
Water Supplies	1,240	6		-	-	1,246	-		1,246	273
Loan Repayments (Principal) - General	687			-	-	687	-		687	430
<b>Total Capital Expenditure</b>	<b>37,003</b>	<b>4,240</b>	<b>-</b>	<b>1,050</b>	<b>1,666</b>	<b>43,959</b>	<b>(9,485)</b>		<b>34,474</b>	<b>13,583</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 01/01/22 to 31/03/22

## Cash &amp; Investments Budget Review Statement

Budget review for the quarter ended 31 March 2022

## Cash &amp; Investments - Council Consolidated

(\$000's)

Externally Restricted <sup>(1)</sup>

	Opening Balance 2021/22	Movement during the Year	Projected Year End Result
Developer Contributions - General	8,296	(392)	7,904
Specific Purpose Unexpended Grants	6,098	(5,606)	492
Water Supplies	6,780	401	7,181
Sewerage Services	1,710	1,741	3,451
Sewerage Services (Federation Farm)	160	-	160
Domestic Waste Management	513	(377)	136
Kamilaroi Highway Group Funds	84	-	84
Leards Forest Environmental Trust	199	-	199
<b>Total Externally Restricted</b>	<b>23,840</b>	<b>(4,233)</b>	<b>19,607</b>

(1) Funds that must be spent for a specific purpose

Internally Restricted <sup>(2)</sup>

Plant Reserve	455	(452)	3
ELE Reserve	874		874
Deposits, Retentions & Bonds	351		351
Airport Reserve	323	127	450
Buildings Infrastructure Reserve	227	400	627
Crown Reserves Management	64		64
Election Costs Reserve	160	(105)	55
FAG Payments Received in Advance	3,903	2,245	6,148
Friends of the Crossing Theatre	60		60
Narrabri CBD Masterplan	92		92
Office Equipment (incl F&F) Reserve	-	87	87
Parks & Gardens (Bulk Water Reserve)	53		53
Quarries Reserve	187	25	212
Risk Management Reserve	69	(30)	39
Roads Infrastructure Reserve	-	197	197
Roads Infrastructure (Stormwater) Reserve	286	(126)	160
Roads Narrabri West (Old Turrawan Rd)	150	(134)	16
Swimming Pools	460	(180)	280
Tonnage Payments (Gravel) Reserve	294	(212)	82
Tonnage Payment (Mining) Reserve	-	554	554
Waste Management	355	(310)	45
Less: Land Acquisition for N2IP	(2,100)	700	(1,400)
<b>Total Internally Restricted</b>	<b>6,263</b>	<b>2,786</b>	<b>9,049</b>

(2) Funds that Council has earmarked for a specific purpose

## Unrestricted (ie available after the above Restrictions)

	227	2,968	3,195
<b>Total Cash &amp; Investments</b>	<b>30,330</b>	<b>1,521</b>	<b>31,851</b>

## Narrabri Shire Council

Quarterly Budget Review Statement  
for the period 01/01/22 to 31/03/22

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

Budget review for the quarter ended 31 March 2022

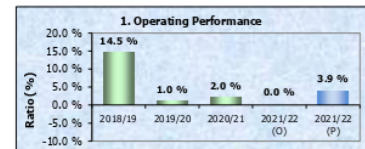
(\$000's)	Current Projection		Original Budget 21/22	Actuals Prior Periods	
	Amounts 21/22	Indicator 21/22		20/21	19/20

NSW Local Government Industry Key Performance Indicators (OLG):

## 1. Operating Performance

Operating Revenue (excl. Capital) - Operating Expenses	1,824	3.9 %	0.0 %	2.0 %	1.0 %
Operating Revenue (excl. Capital Grants & Contributions)	46,420				

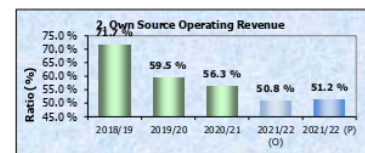
This ratio measures Council's achievement of containing operating expenditure within operating revenue.



## 2. Own Source Operating Revenue

Operating Revenue (excl. ALL Grants & Contributions)	31,945	51.2 %	50.8 %	56.3 %	59.5 %
Total Operating Revenue (incl. Capital Grants & Cont)	62,431				

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 01/01/22 to 31/03/22**Contracts Budget Review Statement**

Budget review for the quarter ended 31 March 2022

**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
Nil Contracts issued for the quarter.						

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 & Legal Expenses Budget Review Statement**

Budget review for the quarter ended 31 March 2022

**Consultancy & Legal Expenses Overview**

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	325,402	Y
Legal Fees	111,048	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**


**7.3 DRAFT 2022/2026 RESOURCING STRATEGY****Responsible Officer:** Andrew Brown, Director Corporate and Community Services**Author:** Alice Gemmell-Smith, Governance Coordinator

- Attachments:**
1. Draft 2022/2026 Resourcing Strategy (under separate cover) 
  2. Appendix A - Draft 2022/2026 Workforce Management Plan (under separate cover) 
  3. Appendix B - Draft 2022/2026 Long-Term Financial Plan (under separate cover) 
  4. Appendix C - Draft 2022/2026 Asset Management Plans (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** 4.4.4 Implement Strategic Asset Management Plans focusing on renewal of assets

**EXECUTIVE SUMMARY**

A Council must have a long-term strategy (Resourcing Strategy) for the provision of the resources required to perform its functions (including implementing the strategies set out in the Community Strategic Plan).

The draft 2022/2026 Resourcing Strategy has been developed and is ready to be placed on 28 days public exhibition, in accordance with the *Local Government Act 1993* (NSW). A further report will be presented to Council at the June 2022 Ordinary Meeting to advise Council of any public submissions received during the 28 day period. The report will outline any proposed changes in response to these submissions, before their final adoption.

**RECOMMENDATION**

1. That Council endorse the draft 2022/2026 Resourcing Strategy for public exhibition for a minimum period of 28 days pursuant to the requirements of the *Local Government Act 1993*.

**BACKGROUND**

The Integrated Planning and Reporting (IP&R) Framework consists of an inter-related hierarchy of plans which aims to ensure a more sustainable local government sector. A council must have a long-term strategy for the provision of the resources required to perform its functions (including implementing the strategies set out in the Community Strategic Plan).

Councils in NSW must adopt their Resourcing Strategy prior to 30 June following an Ordinary Council Election. A Resourcing Strategy is made up of:

1. Workforce Management Plan;
2. Long-Term Financial Plan; and
3. Asset Management Plans (including an Asset Management Policy).

## CURRENT SITUATION

The draft 2022/2026 Resourcing Strategy has been developed and is ready to be placed on 28 days public exhibition, as per the requirements in the *Local Government Act 1993* (NSW). A further report will be presented to Council at the June 2022 Ordinary Meeting to advise Council of any public submissions received during the 28 day period. The report will outline any proposed changes in response to these submissions, before their final adoption.

## FINANCIAL IMPLICATIONS

The Resourcing Strategy plays a role in resourcing the achievement of the Delivery Program and Operational Plans, as well as any other strategic plans the Council has developed to support the achievement of the Community Strategic Plan.

The Long-Term Financial Plan (LTFP) is a 10-year rolling plan that informs decision-making and demonstrates how the objectives of the Community Strategic Plan and commitments of the Delivery Program and the Operational Plan will be resourced and funded. The LTFP captures financial implications of asset management and workforce planning. For example, by identifying how additional assets will be funded, or existing assets renewed or upgraded and what provisions are made for changes to service levels. The LTFP is based on predictions and should not take the place of a Council's budget.

## STATUTORY AND POLICY IMPLICATIONS

- Section 403 of the *Local Government Act 1993* addresses the requirements and the process for the establishment, by a Council, of a long-term Resourcing Strategy.
- 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 26 June 2022.







### Internal Consultation

- Executive Management.
- Senior Management.
- Council staff.

**7.4 DRAFT 2022/2023 OPERATIONAL PLAN AND DRAFT 2022/2026 DELIVERY PROGRAM**

**Responsible Officer:** Andrew Brown, Director Corporate and Community Services

**Author:** Alice Gemmell-Smith, Governance Coordinator

- Attachments:**
1. Draft 2022/226 Delivery Program (under separate cover) 
  2. Draft 2022/2023 Operational Plan (under separate cover) 
  3. Appendix A - Draft 2022/2023 Revenue Policy (under separate cover) 
  4. Appendix B - Draft 2022/2023 Fees and Charges (under separate cover) 
  5. Appendix C - Draft 2022/2023 Operational Budget (under separate cover) 
  6. Appendix D - Draft 2022/2023 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 2022/2026 Delivery Program and draft 2022/2023 Operational Plan (and related attachments) have been developed and are ready to be placed on 28 days public exhibition, in accordance with the requirements in the *Local Government Act 1993* (NSW). A further report will be presented to Council at the June 2022 Ordinary Meeting to advise Council of any public submissions received during the 28 day period. The report will outline any proposed changes in response to these submissions, before their final adoption.

There has been consultation with executive and senior management staff to ensure these documents represent the intended activities and priorities for the next four financial years.

These documents were developed following significant community engagement, undertaken to develop the draft 2022/2032 Community Strategic 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 2022/2026 Delivery Program;
  - b. Draft 2022/2023 Operational Plan;
  - c. Draft 2022/2023 Revenue Policy;
  - d. Draft 2022/2023 Fees and Charges;
  - e. Draft 2022/2023 Operational Budget; and,
  - f. Draft 2022/2023 Capital Works Program.

**BACKGROUND**

Councils in NSW must have a four year Delivery Program and an annual Operational Plan.

A Delivery Program must be adopted before 30 June in the year following an ordinary election. Additionally, an Operational Plan must be adopted before 30 June each year.

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.

**CURRENT SITUATION**

The draft 2022/2026 Delivery Program and draft 2022/2023 Operational Plan (and related attachments) have been developed and are ready to be placed on 28 days public exhibition, in accordance with the *Local Government Act 1993* (NSW). There has been consultation with executive and senior management staff to ensure these documents represent the intended activities and priorities for the next four financial years.

Once endorsed by Council, these documents will be publicly exhibited for a period of 28 days via Council's website and with hardcopies available at each of Council's libraries and the Administration Building. Council must consider any submissions that have been made regarding the Plans during the 28 days. Council must have the 2022/2023 Operational Plan formally adopted before 1 July 2022.

**FINANCIAL IMPLICATIONS**

This report proposes the public exhibition of the draft budget for 2022/2023 financial year. Council is not yet adopting the 2022/2023 budget.

Three (3) road projects in the draft 2022/2023 Capital Works Program, being the Pilliga Road upgrade and the Flood Damage Restoration (following the March 2021 and November 2021 flood events) are likely to carry across into 2023/2024.

**Pilliga Road Upgrade**

Council has been granted \$6,231,000 to upgrade Pilliga Road (MR127) but, due to delays in funding from the State and Federal Governments, has only budgeted \$2,980,000 for 2022/2023. The remainder of the project is programed for completion in 2023/2024.

**Flood Damage Restoration (March 2021 and November 2021)**

Council is awaiting the outcome of its flood damage claim for restoration works to shire roads following the damage that occurred in the March 2021 and November 2021 flood events. In anticipation of receiving a large portion of the funds, Council has budgeted \$2,000,000 in its 2022/2023 capital works program. The remainder of the project will be completed in 2023/2024, or earlier if time, funding, and resources permits.

**STATUTORY AND POLICY IMPLICATIONS**

- Section 404 of the *Local Government Act 1993* addresses the requirements and the process for the establishment, by a council, of a four-yearly Delivery Program.
- 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 26 June 2022.

### Internal Consultation

- Executive Management.
- Senior Management.
- Council staff.

**7.5 DRAFT 2022/2026 DISABILITY INCLUSION ACTION PLAN**

**Responsible Officer:** Donna Ausling, Director Planning and Strategy

**Author:** Marie Labonte, Community Development Officer

**Attachments:** 1. **DRAFT 2022/2026 Disability Inclusion Action Plan (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 *Disability Inclusion Act 2014* (NSW) requires Councils to develop a Disability Inclusion Action Plan (DIAP) to assist in the removal of barriers and to enable people living with a disability to participate equally in their communities. The DIAP will work homogenously with the Community Strategic Plan to deliver positive outcomes for the community.

**RECOMMENDATION**

1. **That Council endorse the draft 2022/2026 Disability Inclusion Action Plan for the purposes of public exhibition and place it on public exhibition for a period of at least 28 days.**

**BACKGROUND**

The DIAP will work homogenously with the Community Strategic Plan and works to deliver positive outcomes for the community. Narrabri Shire Council developed their first Disability Inclusion Action Plan in 2017/2018. This plan is now due for review.

Disability Inclusion Planning enables government, public authorities, and all organisations to reduce and remove barriers for people living with disability and foster a more accessible and inclusive community. Disability Inclusion Planning is about making a plan that outlines the intention and actions that the government organisations (including local Councils) will take to remove barriers to accessing Government information services and employment whilst promoting the rights of people with disability.

**CURRENT SITUATION**

The Disability Access and Inclusion Survey ran from December 2020 until end of February 2021 and was available on Council's website, social media as well as an 'Easy Read' hard copy. Responses provided information on the disability demographic in the Narrabri shire area.

Five community consultations and four focus group sessions were held across all major towns in the Shire between April and June 2021. These discussions have helped to identify priority areas and actions to be incorporated into the new plan.

The draft 2022/2026 Disability Inclusion Action Plan has now been prepared for consideration (**Attachment 1**).

### FINANCIAL IMPLICATIONS

Nil

### STATUTORY AND POLICY IMPLICATIONS

- *Disability Discrimination Act 1992* (Cth).
- *Disability Discrimination Regulations 1996* (Cth).
- *Australian Human Rights Commission Act 1986* (Cth).
- *Disability Inclusion Act 2014* (NSW).
- *Carers (Recognition) Act 2010* (NSW).
- *Local Government Act 1993* (NSW).
- *Local Government (General) Regulation 2005* (NSW).
- Principles of the UN Convention on the Rights of People with a Disability.
- National Disability Strategy 2010-2020 (New Strategy Release Due 2021).
- National Art and Disability Strategy 2009.
- Disability (Access to Premises Standards – Buildings) Standards 2010.
- National Disability Insurance Scheme 2013.
- National Standards for Disability Services 2014.
- *Anti-Discrimination Act 1977* (NSW).
- Disability Standards for Accessible Public Transport 2002.
- National Disability Strategy.
- NSW Disability Inclusion Plan.

### CONSULTATION

#### External Consultation

- Disability Access and Inclusion Survey.
- Five Community Consultation Sessions and four Focus Group Sessions occurred across the Shire.

#### Internal Consultation

- Executive Management.
- Senior Management.



**8 MEETING CLOSED**

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