

INVERELL SHIRE COUNCIL

NOTICE OF MEETING

ECONOMIC & COMMUNITY SUSTAINABILITY COMMITTEE

7 February, 2019

An Economic & Community Sustainability Committee Meeting will be held in the Committee Room, Administrative Centre, 144 Otho Street, Inverell on Wednesday, 13 February, 2019, commencing at 10.30am.

Your attendance at this Economic & Community Sustainability Committee Meeting would be appreciated.

P J HENRY PSM

GENERAL MANAGER

A G E N D A

SECTION A	APOLOGIES CONFIRMATION OF MINUTES DISCLOSURE OF CONFLICT OF INTERESTS/PECUNIARY AND NON-PECUNIARY INTERESTS BUSINESS ARISING FROM PREVIOUS MINUTES
SECTION B	ADVOCACY REPORTS –SPORTING COMPLEX (Cr King)
SECTION D	DESTINATION REPORTS
SECTION E	INFORMATION REPORTS
SECTION F	GENERAL BUSINESS
SECTION G	GOVERNANCE REPORTS
SECTION H	CONFIDENTIAL MATTERS (COMMITTEE-OF-THE-WHOLE)

Quick Reference Guide

Below is a legend that is common between the:

- Inverell Shire Council Strategic Plan;
- Inverell Shire Council Delivery Plan; and
- Inverell Shire Council Operational Plan.



ECONOMIC & COMMUNITY SUSTAINABILITY COMMITTEE MEETING

Wednesday, 13 February, 2019

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MINUTES OF THE ECONOMIC & COMMUNITY SUSTAINABILITY COMMITTEE
MEETING HELD IN THE COMMITTEE ROOM, INVERELL SHIRE COUNCIL, 144
OTHO STREET, INVERELL ON WEDNESDAY, 14 NOVEMBER, 2018,
COMMENCING AT 10.15am.

PRESENT: Cr J A Watts (Chairperson), Crs P J Harmon, P A King and A A Michael.

Also in attendance: Crs D F Baker, S J Berryman, and J N McCosker.

Paul Henry (General Manager), Scott Norman (Director Corporate and Economic Services), Brett McInnes (Director Civil and Environmental Services) and Paul Pay (Manager Financial Services).

SECTION A

APOLOGIES:

Apologies were received from Cr Dight who could not attend due to personal reasons.

RESOLVED (Michael/Harmon) that the apology from Cr Dight be noted.

1. CONFIRMATION OF MINUTES

RESOLVED (Michael/Harmon) that the Minutes of the Economic and Community Sustainability Committee Meeting held on 10 October, 2018 as circulated to members, be confirmed as a true and correct record of that meeting.

2. DISCLOSURE OF CONFLICT OF INTERESTS/PECUNIARY AND NON-PECUNIARY INTERESTS

There were no interests declared.

3. BUSINESS ARISING FROM PREVIOUS MINUTES

Nil

SECTION B
ADVOCACY REPORTS

Cr Harmon Grandparents Day

Cr Harmon attended Grandparents Day at the Town Hall on 28 October 2018, where the theme was "Grandparents are Super Heroes too".

Cr Harmon New South Wales Country Cricket Championships

Cr Harmon attended the New South Wales Country Cricket Championships, where he received comments that the grounds and facilities were excellent and he was hopeful that the Championships would return to Inverell next year.

Cr Harmon Exhibition of Teachers and Students Art Work

Cr Harmon attended the opening of the exhibition of teachers and students art work at the Inverell Art Gallery where 5 local artists were awarded prizes of \$2000 each from NBN for their images that will be used to decorate NBN node cabinets in Inverell.

Cr Harmon Eat Drink Live Inverell

Cr Harmon attended Eat Drink Live Inverell. The event has grown exponentially and enjoyed good weather and attracted plenty of people to town.

Cr Harmon 100th anniversary of Armistice Day

Cr Harmon attended the 100th anniversary of Armistice Day in Inverell. The crowd at the ceremony was very pleasing but disappointing at Varley Oval and the Town Hall concerts events.

Cr Harmon Goonoowigall Soundtrail

Cr Harmon attended the launch of the Goonoowigall Soundtrail.

Cr Watts 100th Anniversary of Armistice Day

Cr Watts attended the 100th Anniversary of Armistice Day in Delungra where she had the honour of delivering the address.

Cr King Goonoowigall Soundtrail

Cr King attended the Launch of the Goonoowigall Soundtrail.

Cr King Grandparents Day

Cr King attended Grandparents Day, where the visiting Super Heroes were very well received.

Cr King Eat Drink Live Inverell

Cr King attended Eat Drink Live Inverell. The event organisers estimated the event attracted 4,500 people.

Cr Michael Ashford Movie Night

Cr Michael reported the Movie Night at Ashford was well attended and a resounding success.

Cr Michael Eat Drink Live Inverell

Cr Michael attended Eat Drink Live Inverell, where he noted that Council's sponsorship of the event, and asked if the funding agreement contained requirements for acknowledgement of the sponsorship..

SECTION D DESTINATION REPORTS

1. REQUEST FOR SPONSORSHIP – INVERELL SWIMMING CLUB S12.22.1/11

MOTION (Michael/King) that the Committee recommend to Council that Council donates \$200 to the Inverell Swimming Club to assist with their 2018/19.

AMENDMENT (Harmon/King) that the Committee recommend to Council that Council become a Silver Sponsor (\$300) of the Inverell Swimming Club for the 2018/19 season.

The Amendment on being put to the meeting was CARRIED. It then became the motion. The motion on being put to the meeting was CARRIED.

2. REQUEST TO LICENCE LAND – MANDY WATTS S5.10.54

RESOLVED (Harmon/King) that the Committee recommend to Council that:

- i) Council enter into a Licence Agreement with Ms. Mandy Watts for, Lot 89, DP 754847, Little Plain Recreation Reserve, Little Plain for a five (5) year period with a further five (5) year option;*
- ii) the Licence fee be \$400 per annum (GST Inclusive) with a 3% increase per annum; and*
- iii) the Licence Agreement be subject to any other terms and conditions as negotiated by Council's General Manager.*

SECTION F
QUESTIONS WITHOUT NOTICE

DCES Cr Harmon Electronic Sign Boards S28.9.18

Cr Harmon asked that given the frequency that Council hires electronic sign boards is there a case for purchasing one.

The Director Civil and Environmental Services replied that a report would be prepared for Council's consideration.

Cr Michael Delungra Post Office

Cr Michael asked if the seat outside the Delungra Post Office could be moved to the HACC Centre.

It was suggested the matter be referred to the Delungra District Development Council.

Cr Berryman Fly Corporate

Cr Berryman asked for an update on the Fly Corporate regular passenger transport flights between Inverell and Brisbane and if there was any indication that a direct flight to Sydney may be established in the near future.

Mr Paul Henry (General Manager) replied that Fly Corporate is very happy with passenger numbers on the Brisbane flight and has just recommenced the Narrabri to Sydney flights. It was possible that this flight could be triangulated to include Inverell.

The other possibility is a triangulated flight from Wellcamp to Sydney.

SECTION G
GOVERNANCE REPORTS

1. GOVERNANCE - MONTHLY INVESTMENT REPORT S12.12.2/11

RESOLVED (Harmon/King) that:

- i) the report indicating Council's Fund Management position be received and noted; and*

ii) *the Certification of the Responsible Accounting Officer be noted.*

2. QUARTERLY BUDGET AND OPERATIONAL PLAN REVIEW 2018/2019
S12.5.1/11

RESOLVED (Harmon/King) that the Committee recommend to Council that:

- i) Council's Quarterly Operational Plan and Budget Review for 30 September, 2018 be adopted; and*
- ii) the proposed variations to budget votes for the 2018/2019 Financial Year be adopted providing an estimated Cash Surplus at 30 June, 2019 from operations of \$5,427.*

GENERAL BUSINESS

Paul Henry (General Manager) updated the Committee on the following:

- Two (2) expressions of interest have been received for the preparation of the Cultural Strategic Plan.
- Applications have been submitted for drought resilience funding, it is expected to be able to report the outcome to the November Council Meeting.
- Discussions have been held with Northern Inland Academy of Sport (NIAS) in regard to the sponsorship proposal presented to Council; an alternative proposal is expected that will include holding sporting events in Inverell.
- The current program of youth engagement activities has almost ended, the General Manager asked for feedback from Council if they would support renewal applications for funding to continue the program of activities. All feedback was supportive.
- The General Manager has been advised that the Department of Premier & Cabinet has organised a visit from the Heads of 8 State Agencies to Inverell Shire on 4 December 2018.

There being no further business, the meeting closed at 10.57am.

CR J A WATTS

CHAIRPERSON

TO ECONOMIC & COMMUNITY SUSTAINABILITY COMMITTEE MEETING 13/02/2019

ITEM NO:	1.	FILE NO: S5.10.147
DESTINATION 5:	The communities are served by sustainable services and infrastructure.	S
SUBJECT:	EXPIRING LICENCE AGREEMENT – BROOKE WHITE	
PREPARED BY:	Kristy Paton, Corporate Support Officer - Publishing	

SUMMARY:

The Licence Agreement between Council and Brooke White expired on 18 January, 2019. The Committee is requested to consider offering Brooke White a new Agreement.

COMMENTARY:

The Licence Agreement between Council and Brooke White for Part Lot 2 DP 1148462, Jardine Road, Inverell, expired on 18 January, 2019. The authorised use of the land is for the purpose of grazing stock.

An inspection of the area confirms use is in accordance with the Licence Agreement.

It is noted that the licences are issued subject to the licensee providing Public Liability Insurance for \$10M. These Policies now cost over \$500 p.a.

Further noted is the last billed amount of \$225.10 (GST inclusive).

The Committee is requested to consider offering Brooke White a new Agreement.



RELATIONSHIP TO STRATEGIC PLAN, DELIVERY PLAN AND MANAGEMENT PLAN:

Strategy: S.01 Sound Local Government Administration, Governance and Financial Management are provided.

Term Achievement: S.01.10 Best Practice in Land Use Administration has been adopted and implemented.

Operational Objective: To maintain a suitable portfolio of land for development and sale at a fair market price.

POLICY IMPLICATIONS:

Nil.

CHIEF FINANCIAL OFFICERS COMMENT:

Nil.

LEGAL IMPLICATIONS:

Nil.

RECOMMENDATION:

That the Committee recommends to Council that:

- i) Council renew the agreement with Brooke White for Part Lot 2 DP 1148462, Jardine Road, Inverell;*
- ii) The licence agreement be for a five (5) year period with a five (5) year option;*
- iii) The Licence fee be \$225.10 per annum (GST Inclusive) with a 3% increase per annum; and*
- iv) The Licence Agreement be subject to any other terms and conditions as negotiated by Council's General Manager.*

ITEM NO:	2.	FILE NO: S5.10.68
DESTINATION 5:	The communities are served by sustainable services and infrastructure.	S
SUBJECT:	EXPIRING LICENCE AGREEMENT – PA & RL TICEHURST	
PREPARED BY:	Kristy Paton, Corporate Support Officer - Publishing	

SUMMARY:

The Licence Agreement between Council and PA and RL Ticehurst expired on 18 December, 2018. The Committee is requested to consider offering PA and RL Ticehurst a new Agreement.

COMMENTARY:

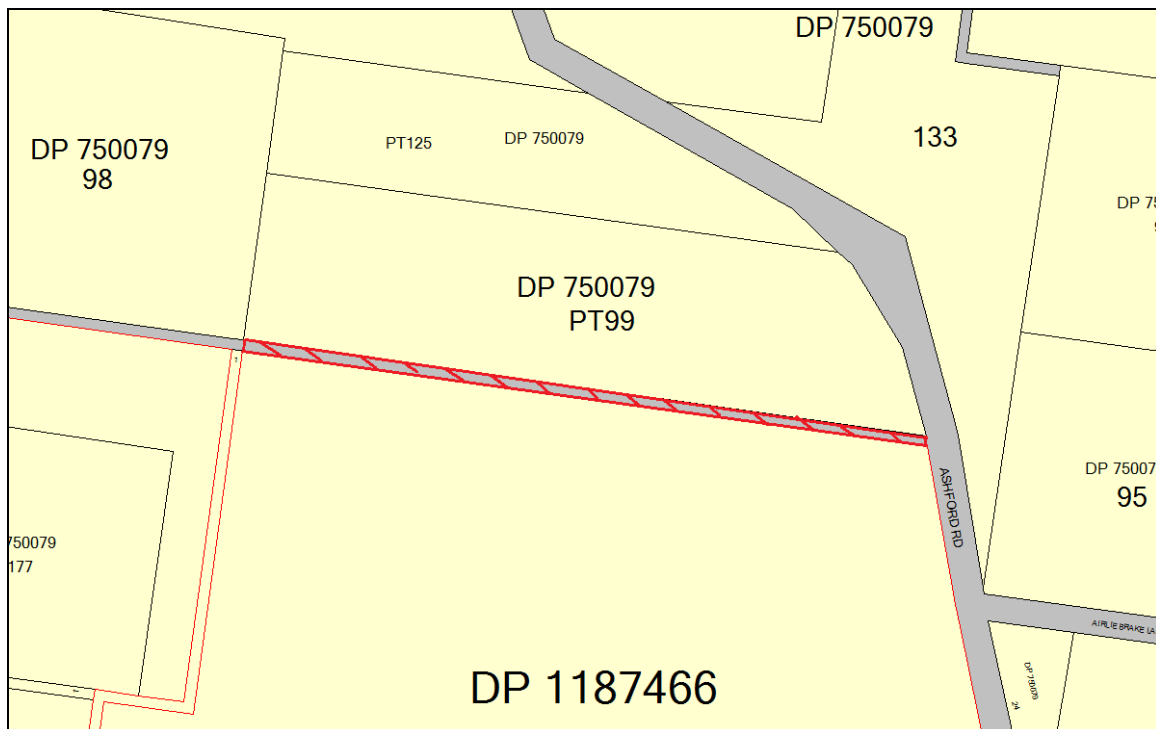
The Licence Agreement between Council and PA and RL Ticehurst for Part Public Road on Southern Boundary of PT Lot 99 DP 750079 expired on 18 December, 2018. The authorised use of the land is for the purpose of grazing stock.

An inspection of the area confirms use is in accordance with the Licence Agreement.

It is noted that the licences are issued subject to the licensee providing Public Liability Insurance for \$10M. These Policies now cost over \$500 p.a.

Further noted is the last billed amount of \$199.60 (GST inclusive).

The Committee is requested to consider offering PA and RL Ticehurst a new Agreement.



RELATIONSHIP TO STRATEGIC PLAN, DELIVERY PLAN AND MANAGEMENT PLAN:

Strategy: S.01 Sound Local Government Administration, Governance and Financial Management are provided.

Term Achievement: S.01.10 Best Practice in Land Use Administration has been adopted and implemented.

Operational Objective: To maintain a suitable portfolio of land for development and sale at a fair market price.

POLICY IMPLICATIONS:

Nil.

CHIEF FINANCIAL OFFICERS COMMENT:

Nil.

LEGAL IMPLICATIONS:

Nil.

RECOMMENDATION:

That the Committee recommends to Council that:

- i) Council renew the agreement with PA and RL Ticehurst for Part Public Road on Southern Boundary of PT Lot 99 DP 750079;*
- ii) The licence agreement be for a two (2) year period with a two (2) year option;*
- iii) The Licence fee be \$199.60 per annum (GST Inclusive) with a 3% increase per annum; and*
- iv) The Licence Agreement be subject to any other terms and conditions as negotiated by Council's General Manager.*

ITEM NO:	3.	FILE NO: S5.24.2/12
DESTINATION 5:	The communities are served by sustainable services and infrastructure	S
SUBJECT:	REQUEST FOR DONATION – INVERELL SUNRISE CWA BRANCH	
PREPARED BY:	Kristy Paton, Corporate Support Officer - Publishing	

SUMMARY:

This report is intended to seek Councils advice and guidance on funding requests from the newly formed Sunrise Country Women's Association (CWA) Branch.

COMMENTARY:

Council has received 2 separate requests from the newly formed Sunrise CWA Branch, seeking financial assistance for a community initiative they are launching, 'Boys Matter Too'.

The 1st request

Councillors may recall the presentation made to Council at the Ordinary Council meeting on 19 December, 2018 by Pam McLeay where she spoke about the success of the "Girl Empowerment" events and the importance of running similar events for adolescent boys. Ms Mcleay proposes to hold a Dinner for the community with a Guest speaker in attendance to help raise awareness of the issues facing our adolescent boys and how the community can support these boys deal with the pressures facing them. Council has previously supported events run by the CWA including the 2016 Domestic Violence events and the "Girl Empowerment" events held in September last year. Council contributed a sum of \$4000 towards these events. Council are being invited to provide financial assistance to contribute to the cost of a professional speaker for the Community Awareness Dinner which is expected to be held in April or May 2019. A copy of the presentation is attached as Appendix 1 (D7 – D20).

The 2nd request

Council has received a request from the newly formed Sunrise CWA branch, requesting the hire fee for the use of Varley Oval be waived.

Jane Hunter, the Home School Liaison Officer for the Department of Education along with members of the Sunrise CWA Branch are organising an event "Boys Matter Too" involving workshops on or around 31 May 2019 for boys in years 7 to 10 from local and outlying Schools as part of the community initiative. The workshops will cover topics such as: Respectful relationships, Anxiety and Stress and will involve Teamwork challenges. The event will engage youth across Inverell LGA and surrounding areas.

Varley Oval has been chosen as an ideal location to hold the physical and mental challenges of the workshops. A request has been received from the newly formed Sunrise CWA branch for Council to waive the hire fee of Varley Oval in the sum of \$300.

The "Boys Matter Too" workshops follow on from the "Girl Empowerment" workshops held in September last year, including the very successful high tea.

A copy of the correspondence received from Jane Hunter is attached as Appendix 2 (D21).

The Committee is asked to determine if it wishes to waive the hire fee for the use of Varley Oval and if they would like to contribute financially to the Community Awareness Dinner.

RELATIONSHIP TO STRATEGIC PLAN, DELIVERY PLAN AND OPERATIONAL PLAN:

Strategy: S.03 Council provides equitable services, consistent with available resources and priorities to meet the Shire's identified needs and preferences.

Term Achievement: S.03.01 Services and programs that Council provides are determined based on equity, customer requirements and community benefits, best value and excellence.

Operational Objective: S.03.01.01 Appropriate services and programs are selected based on considerations of equity, best value, relevance and benefit to the community.

POLICY IMPLICATIONS:

Management Policy: Donation Policy – 'Council in accordance with the provisions of Section 356 of the *Local Government Act, 1993* may provide financial assistance by way of Donations to others, including charitable, community and sporting organisations. The purpose of providing Donations from public funds is to help promote or assist individuals or organisations for which there is a recognised public benefit, Generally the maximum donation provided will be \$200.00.'

CHIEF FINANCIAL OFFICERS COMMENT:

Council contributed to the "Girls Empowerment" Event. These funds were returned when the CWA had their costs funded from other sources.

Funding could be sourced from Council's Section 356 Donations Allocation.

LEGAL IMPLICATIONS:

Nil.

RECOMMENDATION:

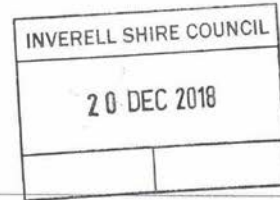
The cost of hiring Varley Oval for the proposed event is \$300. The hasn't requested a specific amount to defray the costs of the "Boys Matter Too" program, however costs similar to the "Girls Empowerment" program could be expected.

The Committee is requested to:

- a) *Determine if it is prepared to donate the Oval Hire fee; and*

b) Is it prepared to make a contribution to the "Boys Matter Too" program? if so, what amount?

APPENDIX 1



639 Oakwood Rd,
Oakwood, 2360.
25th November, 2018.

Mr Paul Harmon,
Mayor, Inverell Shire Council,
144 Otho St,
Inverell 2360.

Dear Paul,

After the amazing success of the Girl Empowerment events in September the Inverell Sunrise CWA have decided that we also need to address the issues that face our young adolescent boys at both a community and school level.

We are very concerned with the growing prevalence of bullying through social media, in schools, in work places and generally in our whole community. This together with their lack of self respect and respect for others, the male stereotypes that bombard them and other pressures, is leading to our young men being unable to cope and then resorting to self destructive and even violent behaviour as their sense of identity and self worth diminishes in their eyes.

You Paul, as a White Ribbon Ambassador and Council, as the major driver for our town to be accredited as the first White Ribbon Community in Australia, are only too aware of the need to help our adolescent boys deal with the pressures they are experiencing so that our town is a supportive community, respectful to everyone so that we can stop the occurrence of both domestic and community violence.

Our branch members want to raise awareness in our community of the need to help our adolescent boys understand who they are as young men: young men with respect for themselves as individuals and respect for others especially women. We propose to hold a dinner with a guest speaker to raise community awareness of the issues facing our adolescent boys and the need for them to develop a strong sense of who they are beyond the male stereotypes that are promoted through media platforms, as well as the need for self respect and respect for others. Our young men need role models and mentors to help them deal with the complex issues confronting them. Also we will be giving all boys in Years 7-10 practical help as we will be conducting school based workshops to help our young men to develop respect for themselves and others, as well as a strong sense of self identity so they can deal with the issues that confront them.

Inverell Shire Council has partnered with CWA in both the Domestic Violence Events in 2016 and again this year in our Girl Empowerment Programme by funding our guest speakers for the Community Awareness Events. As you are aware, both initiatives have been huge successes and we thank Council for their support.

As you would understand we again need to source funding to make a success of this important venture for our boys, so we would like to invite the Inverell Shire Council to come onboard with financial assistance for the professional guest speaker at the Community Awareness Dinner. We



envisage that the community awareness dinner and school based workshops will be held in April or May, 2019.

Yours faithfully,

Pam McLeay.
Inverell Sunrise CWA (mb. 0401214744)

PRESENTATION TO INVERELL SHIRE COUNCIL – 18TH DECEMBER, 2018.

1. Mayor/Councillors thank you for the opportunity to speak today. My name is Pam McLeay and I am here on behalf of the Inverell Sunrise CWA.

2. First of all I would like to thank Council for their support in the Girl Empowerment events which we held in September. Both events were an overwhelming success.

3. The school workshops were attended by 250 Year 7-10 girls from the schools in Inverell and the surrounding area. They were an amazing success with Dannielle Miller connecting in a powerful way with the girls in the 2 workshops - "Forever Friends" and "Love the Skin You're In". These workshops helped the girls to understand who they are as young women, to have a positive self identity and negotiate relationships in a positive way. Mayor Paul Harmon opened the workshops and welcomed Dannielle and our young participants, speaking about the importance of self respect and respectful relationships. Sunrise CWA member Kristy McLoughlin collated a Workshop FollowUp Package which we distributed to all of the schools. **TABLE EVALUATIONS.**

4. The community awareness High Tea was also a great success with a packed out venue of 100. Danielle's presentation describing the pressures on adolescent girls, body image issues and the need for all women to be strong and supportive role models was excellent. As she said "Girls can't be what girls can't see".

Councillor Jacki Watts welcomed the community to the event and gave a detailed introduction of Dannielle's achievements.

The feedback from this community awareness event, which you Council made possible by your very generous grant of \$4,400 (the cost of the guest speaker), has been fantastic. So fantastic that we now have another CWA branch in Inverell – Inverell Sunrise CWA!

5. I once again thank and applaud Council for coming on board, partnering with and supporting Inverell CWA with these successful events.

6. Just as adolescent girls need to be empowered by developing resilience and a strong sense of identity to cope with the unprecedented pressures of the modern world.....SO do our young adolescent men! BOYS MATTER TOO!! The pressures placed on our young men can be different but are also similar in many areas. Adolescent boys may react differently, often with violence from poor anger management, but they are also susceptible to mental health issues leading to self harm and even suicide.

7. The pressures and issues confronting our young men include the following: disrespectful behaviours, viewing of pornography, risk taking behaviours, substance abuse, body image, use of violence to solve issues in relationships, self harm and suicide.

8. Statistics – Institute of Family Studies 2016 report states:

Boys 14 -17 are most frequent consumer of pornography. Average first viewing is 13 yrs and under (Burnett Institute 2017). Internet speed, access, smart devices provides easier and anonymous access.

Frequent (weekly and commonly alone) viewing of pornography leads to:

- reinforcement of unhealthy gender stereotypes
- unhealthy view of women and sex
- violence against women
- normalisation of sexual violence

- unrealistic understanding of sex and sexuality and belief they should engage in the sexual behaviours portrayed in pornography. **From the ABS 25% of all sexual offenders in 2014 were aged 10 – 14 yrs.**

9. Boys are confused about their role in society in the context of sexism. The expectations of males and masculinity have changed leaving boys feeling confused, ill-equipped to deal with emotions and unsure of their expectations. They do not know how to support and respect women. They often use violence to resolve relationship issues both with other males and women.

10. Major adolescent boys' risk taking behaviours include the use of alcohol, tobacco and illicit drugs which have both immediate and long term consequences on health and are interlinked with the use of violence and sustained injuries.

Alcohol is the most commonly used drug amongst adolescent boys and is the most significant for injury and death – road accidents and suicide. Alcohol causes long term physiological harm to liver and brain. In a study done by Centre for Accident Research and Road Safety in Qld over 1/3 of 12-14 year olds said they had been drinking during the past month. They drink more in a single session than adult men and at levels that risk immediate harm.

Alcohol consumption leads to anti social behaviour – schoolies!, disrespect for authority, for others, especially women and ignites violence – one punch solution to issues with others!

11. Body image is becoming an issue with adolescent boys as well as girls. They are being bombarded with the so called ideal body - "ripped", through social media and advertising. The use of harmful steroids is increasing. Deakin Institute reports that young men now are concerned with body weight – the need to be lean but also build muscles.

12. Mental health issues are often not recognised by parents, teachers or peers and young men are reluctant to seek help. Self esteem is often eroded by lack of employment and becomes a vicious circle of alcohol, substance abuse, risk taking and destructive activities and mental disorders.

13. Because **BOYS MATTER TOO**, Inverell Sunrise CWA propose to hold in May 2019, both a community awareness event to facilitate a conversation about the issues that are confronting our young men and run school based workshops to help our adolescent boys develop a strong sense of identity, understand the importance of respectful relationships, and deal with anxiety, stress and those many issues which are confronting them.

14. Our community event will be a dinner with a professional speaker – Ben Mackenzie, a comedian, actor, writer and educator with Seed Workshops. He is passionate about helping young men deal with their sense of identity, relationships and mental health. Also we hope to engage a local indigenous speaker to address the dinner.

15. The next day we intend to hold- ½ day workshops for the boys covering topics -Gender Bender, Respectful Relationships, Anxiety and Stress and a ½ day Challenge Circuit with both mental and physical challenges to be overcome with teamwork.

16. I would like to once again ask Council to partner with CWA, this time the new Sunrise CWA branch to raise awareness of the complex issues facing our young men so that they will develop healthy, respectful relationships, understand who they are as young men and be able to deal with the issues that confront them. They need strong role models to follow and it is important we do not let them down. (Talk about White Ribbon Community?)

17. We would request that Council will see fit to help us with a financial contribution to cover the cost of our guest speaker. The expenses for the 2 events will be considerable but the benefits to our young men and to our community will be worthwhile and long lasting.

18. Just like our young women are our community's future, so too our young men are Inverell's future. We can't let them down, we need to show our young men that **BOYS MATTER TOO!!**

enlighten education

helping to raise amazing girls

Inverell Girl Essentials Program
AFTERNOON SESSION

Dear Jane, Pam and Kristy,

Thank you for allowing me the privilege of working with your girls. They were delightful and so friendly! The feedback indicates that **your girls also thought it was very powerful**. I was so thrilled that the girls really enjoyed and valued the experience.

Workshop	Poor	Good	Very Good	Excellent	% who thought the workshop was either very good or excellent
Forever Friends	-	2%	20%	78%	98%
Love the Skin You're In	-	8%	11%	81%	92%

When asked if they would recommend this program to other students?

100% said Yes

During the closing session, the girls also took the time to write quite lengthy comments. They had so many wonderful, positive things to say:

- The best part of today was getting perfect advice from Dannielle that will help us later on in life and getting an awesome wrist band. I learnt how to keep friends, to never let anyone judge me, that I am beautiful, how to be a good person and that girls have to stick together. Thank you! – Chelsea
- It was such an amazing moment when we read the comments other people made about us. You are so gorgeous! Thank you so much, Dannielle. You are so inspiring, and you have really made a difference. The world needs more people like you! – Anon
- My favourite part of today was getting to know the speaker, Gorgeous. She was amazing! I also loved how we had a real and honest conversation about body image and friendships and the overall positivity of the day. I learnt to love myself, to treat others well, that I am amazing and how to deal with conflict. Thank you! – Alexandra
- It was really nice being able to see what other people thought of me. Today taught me that everyone has insecurities, that I am loved, that girl power is strong, that everyone can support each other, and that other people think that I

- am beautiful. Today has given me some more confidence in myself and made me realise that I'm not all bad, no matter what I seem to think. Thank you! - Claire
- All of today was so amazing! Today taught me how social media changes things, how important it is to have each other's backs, how beauty isn't just how I look, how important it is to love myself and how having loving friends make things easier. - Georgina
 - Writing and reading each other's letters was so nice! I learnt to love the skin I'm in, to be nice, that friends are amazing and to love myself. The fact that you taught us to accept ourselves really means a lot! - Jaide
 - Everything about today was incredible, we need to do it again! I learnt to have respect, to treat others nicely, how to sort out fights, how funny Danni is and to be nice. - Tahlia
 - Everything about today was so amazing, especially when Danni was telling stories, I learnt to be brave, to be nice to each other, to have respect, to love myself and that I don't have to look like a model to be perfect. Thanks so much! - Louise
 - I really enjoyed getting to listen to Danni and knowing that I'm beautiful no matter what and getting to know what other's like about me. Danni, you are amazing! Thank you for being you. - Faith
 - A lot of today was so eye opening, I now can be myself and I really want to change for the better! I learnt to not change for others, to be myself, to be brave, to respect everyone and to love myself. - Lilly
 - I really liked learning how to love myself because no one really ever teaches us that. I now know how to love myself, how to sort out problems, to love the skin I'm in, that everyone is unique and that everyone is beautiful. Thanks so much! - Annaleese
 - Everything about today was incredible, it felt so good to see new faces and how happy they are. I learnt to be kind, to be nice, to not put people down, to be respectful and to be friends with everyone. - Storm
 - I loved writing positive things about other girls and seeing what they wrote about me. This was the best workshop, I nearly cried! I learnt to be positive about myself, to respect others, to be kind, to accept myself and others and to use strategies to sort things out with friends. - Jessica
 - The bracelets we got really helped empower me today! I learnt to love myself, that friends are important, that I am beautiful, to embrace myself and that girls stick together. I love you! - Jode
 - The 'Friends Forever' workshop really inspired me! Today taught me to love myself, to accept myself and others, to take care of myself and to not listen to negativity. - Georgia
 - Getting to spend the day with you was so much fun! Today taught me to be happy, to never change, to not be mean and to care for others. - Danni
 - I loved when we got our wrist bands and made a promise to not gossip. I learnt to be kind, to not gossip, to look out for others and that everyone is beautiful. You are beautiful! - Poppy
 - All of today was so fun and funny, it was such a great experience! I now know to be kind, to not gossip, to think of myself as beautiful, to not listen to nasty comments and to care for others. - Maddi
 - Writing the positive messages to each other was so nice! I learnt to not gossip, to respect myself and others, to be nice, to be positive and to love myself. - Mia
 - It was amazing getting to know Danni's amazing story! I learnt to plan ahead, to focus on how I feel, to be amazing, to be confident and to love myself. I love you! - Katie
 - The note activity was so cool! - Amity

- My favourite part of today was when Danni shared her story because I was curious about her scars. I would love to see her again! I learnt how to resolve friendship fights, how to handle problems and to love myself. – Alivia
- Danni is so amazing and so is her story! – Haylee
- The 'Love the Skin You're In' workshop was so great, thank you so much! – Brodie
- I really liked writing the notes to each other. I learnt to live my best life, to not let someone bring me down, to talk to someone if I have an issue and that I am strong. Thank you! – Montana
- The best part of today was when we did the 'Friends Forever' workshop. I now know that I am beautiful, that people see me positively, that women are powerful, that I have great friends and that others are worse off than me. – Summer
- It was such a nice moment when we got into a circle. I learnt to not try and change the way that I am, to plan ahead, to be calm, to aim for privacy and to focus on how I feel. – Maddie
- It was amazing when you told us about your life and when we all got to write things about our friends. Today taught me to be calm and take a deep breath, to plan ahead, to be specific, to offer time and to be assertive. Thank you so much! – Kyah
- I loved listening to your experiences at the start of the program. I learnt to live in my own skin, to be calm, to create positive friendships, that good things take time and to love who I am. Thanks for today! – Isabelle
- Writing the messages for each other was so much fun. I learnt not to gossip, to be positive, to be nice, to respect myself and others and to love myself. – Ashlyn
- I really enjoyed the parts of today where we wrote comments in the circle. I accept your band challenge! I learnt to be confident, that I am beautiful, to offer time and that not all girls are the same. Thank you! – Maddie
- I loved how Danni told us her stories from her teenage years, especially about how she got a man who treated her right because she deserves the best. I learnt that I don't have to be a model, that I am good enough and to always be kind. – Andrea
- It was great when we closed our eyes and raise our hand if we thought we weren't good enough. I learnt to always be kind, that I am good enough and that I don't have to look like models. – Alice
- My favourite part of today was when everyone was in the circle holding hands. I learnt that my appearance doesn't define me, that I am not alone, that people make mistakes and that girls can be amazing. – Lucy
- I really liked writing letters to others and getting to read the nice comments. This is the best thing to go to if you're feeling down! I now know to be nice, that friends are good, to love others and to love myself. – Lily
- Everything about today was amazing, but I especially loved it when she told us about her stories and reading the stuff people said about me. I learnt that I am powerful, that I matter, to be nice, that everyone matters, and that size doesn't matter. I loved it! – Ashlen
- All of the stories that you told were so funny, Danni was great! I learnt to be nice to everyone, to not say mean things because they can really hurt people and that even models don't look the way they do in magazines. – Kayla
- It was amazing learning how to deal with fights with friends and learning how to love myself. I now know to love myself, how to deal with fights, to be honest, that I am perfect and that friends are forever. – Sophia
- I really liked both workshops today, it really changed the way I see things. I learnt to love me, how to approach people, that no one's perfect and to tell people how I feel. – Courtney

- It was great having real talks today, not many people talk about this stuff so it was nice to hear the truth. I learnt how to stop friendship fights, to love myself, to be myself, that I can be upset sometimes, and that Danni is my new favourite person! Thanks for helping me with my body image! – Lily
- Every bit of today was perfect because it was so good! I learnt to not be mean to each other, to respect others, that I am amazing and to encourage others and myself. Thank you for everything today! – Narelle
- My favourite part of today was the stories because they were so funny. I learnt to love myself for who I am, to respect others, how to make people happy, how to help and to not listen when others say that I'm not good enough. – Kaylie
- The best part of today was 'Friends Forever', especially when we wrote nice things about each other. I learnt that I don't have to be friends with everyone, but I do have to be friendly, that I don't have to look like models, to be calm and specific when fighting with friends and to plan ahead. – Lacey
- I really liked when Danni told us about her scars. I learnt how to be happy, to love myself for who I am and to be brave. – Emily
- I really enjoyed 'Friends Forever' when we said nice things about each other on the sheet. I learnt that we don't have to be friends with everyone, but we do have to be friendly, that I don't have to be skinny to feel good, to be calm and specific and to be assertive. It was so fun and interesting! – Shayla
- It was amazing how you made us all laugh! I learnt to not worry what people say, that I am beautiful, to love myself, to tell people how I feel and that no one's perfect. – Paige
- I loved writing those fuzzy microwave comments because they made me realise how much my friends love and appreciate me. I learnt that us girls have to stick together, that I have to act friendly to everyone, that beauty comes from the inside and how to keep friends. I love you! – Takiah
- I really liked writing nice thing to people and seeing what people wrote about me. I learnt how many photos are photoshopped, what people think about me, to never doubt myself, how to help stop a fight and that purple is the colour of feminism. I loved today and I'm so happy I came! – Olivia
- It was great when we wrote down what we liked about people because everyone wrote such nice things. I learnt that people are photoshopped, to never doubt myself, what people think of me and how to not cause a fight. Thank you! – Christin
- It was great when I was told that I mean something in this universe and made me feel like I am beautiful and that girls can do anything. I learnt to love myself, that I am beautiful, to be kind, to love others and to be happy. – Emma
- I loved getting the comments because they were all so nice! I learnt that I am beautiful just the way I am, that I don't need everyone to love me and that I should be happy in my own body. – Breanna
- My favourite part of today was when you told us to love who I am and when we put our hands up, it was very inspiring! I now know to be myself, that I am who I am, and to love myself. – Krystal
- It was great when we wrote down what we like about each other. Today taught me how to deal with friends, to be kind and respectful, to accept everyone and that I am good. Thank you! – Paige
- I really enjoyed when we wrote down what we thought about each other. I learnt to be kind, to be respectful, to accept myself and to be friends with everyone. Thank you! – Dannica
- It was so nice when you told us your story! I learnt to love myself, to love my friend, to never tell myself that I'm ugly and to be confident. – Kiara

- The talks about Danni's life experiences were so amazing, I love her! I now know that I am beautiful, that girls can be amazing, that I am loved and that being fat isn't who I am. Thank you! – Anon
- I liked receiving the comments because they were really nice. I learnt that I am amazing the way that I am, that I don't have to change for the world and that I am beautiful. – AJ
- I enjoyed when you told the stories because they were interesting and inspiring. I learnt to love myself, to love my skin, to never give up, to talk to someone and that everyone has felt bad about themselves. You're amazing, Gorgeous! – Georgia
- It was great when Danni told funny stories and interacted with us. It was so fun! I learnt that Danni is really funny, to love myself, to not gossip, that everyone has felt bad about themselves and what to do when someone is being bad. – Josie
- I loved the circle sharing activity because it was so good to give someone a nice message. I learnt how to deal with an argument, to be stronger, that boys have no control and to embrace myself. – Ellie
- My favourite part of today was hearing Danni's inspiring story and being taught something and the 'Mirror Mirror' notes were so cute! I learnt tips on how to resolve conflicts, that I am strong, that girls can support others and that I am beautiful in my own way. I loved it, thanks so much! – Hannah
- I really liked getting into groups and writing positive things about them. I learnt to focus on how I feel, to stay calm and take deep breaths and to feel positive about myself. – Grace
- I loved the 'Friends Forever' note writing activity, but everything was so much fun! – Zara
- It was nice when we were all holding hands, it was so powerful and moving; I loved it! I learnt to love myself, that it doesn't matter what I look like, to be calm and respect others, to be kind and to be grateful for the people in my life. Danni was amazing and kind, thank you so much for everything! – Bridgett
- My favourite part of today was when Danni was telling us her story. I now know that we can be loved, that I'm not alone, that people like me and that Danni has gone through so much. – Ruby
- I loved when we wrote down things about each other because it was fun and very nice. I learnt that I am worth something, that I am precious and that models are photoshopped. – Taylah
- The best part of today was when you shared your stories with us. I learnt that I am beautiful, that I am strong, that I can do anything, that other people love me and that showing emotion is okay. You're beautiful, I love you! – Samantha
- Getting to receive all the comments that people wrote was so nice! I learnt to be more accepting of myself, to be more assertive, to be stronger and that girls run the world. – Ella
- I loved how it was such a nice, personal day! I learnt how to handle arguments, to be positive and to be proud of myself. – Sienna
- It was amazing watching everyone read what we wrote about each other. I learnt to celebrate change, to love myself and that I am precious. – Maydee
- Everything about today was so amazing, it really made me open my eyes! I learnt to plan ahead, that I am beautiful the way I am, that I have support and that I attract good things and people. Thank you! – Tyler
- It was great writing about each other because it really inspires others. I learnt to attract good and positive friends, to encourage and support others, that I am precious and to plan ahead. I had an awesome day! – Chelsie
- I loved when we got to write what we liked about each other because people gave each other really good compliments. I now know to love myself, to not

worry what people think, to be myself, that I will always have someone that loves me and that I am beautiful. Thank you, it was great! – Matilda

- It was really nice hearing your story and when we all got to connect in a circle. I loved it and I wish we could do it every year! – Sophie
- The best part of today was when we had to write compliments about each other because it was great. Danni is amazing and absolutely gorgeous! I learnt that I am beautiful, that Instagram pictures are fake, how many girls have better relationships with their parents and to be friendly with everyone. – Tarnia
- I liked when we wrote each other compliments because it felt amazing reading what people thought of me. I learnt to love myself, to treat my friends right and that girls are stronger together. – Tamarrah
- I enjoyed writing messages for my friends and getting to know the beautiful Dannielle. I learnt to be positive, to like myself for who I am, that everyone's unique and to be kind. Thank you so much, it was amazing! – Alexia
- It was great getting to know your story! I now know to love myself, to love my friends, to believe in myself, to be confident in myself and to take a compliment. Thank you! – Jess
- I loved Danni telling us the story about her childhood and letting us get to know her. I learnt to be happy with the person that I am, to be positive, how to work out a problem and to help others. Thank you! – Grace
- Writing the messages to each other were so nice. I learnt to love myself, to love others, how to resolve conflict and to have respect. This was very nice! – Louise
- I liked when we got into groups and wrote nice things about people. I learnt to be assertive when confronting someone, to love myself, to not gossip, to not worry about my appearance and to surround myself with happy people. I had so much fun today! – Lily
- Today taught me to not gossip, to love myself, that it doesn't matter what others think, to be nice to everyone and to not worry, just be happy! – Mikayla
- I think my favourite part of today would be the 'Friends Forever' workshop because we got to express our feelings about our friends and see what our friends thought of us. I learnt to not be bitchy, to love myself, to be nice and to not worry about what people think of me. – Gabby
- The workshops were amazing because they were meaningful and inspiring. I learnt to love myself, that no one is alone, to believe in myself and that everyone is beautiful in my own way. You are amazing, Danni! – Ellie-May
- My favourite part of today was writing good stuff about each other because it helps other people to think positive about themselves because to someone they are perfect. I learnt to accept myself, that I can do everything and that I am not alone. The best thing I've ever done this year, thank you! – Regine
- I really loved when we got to write nice notes to each other! I learnt to take opportunities that can be beneficial for my wellbeing, to remind myself each day that I'm beautiful, to hug the ones I care about and that I should aspire to be a role model. You're gorgeous, Gorgeous! – Karene
- I liked the band pact where we all stood up, it made me feel good. Today taught me to be assertive when dealing with conflict, that I am worth it, that I don't need to look like a model, that magazines are fake and how to accept myself because I'm perfect the way that I am. – Katie
- I enjoyed the positive notes we wrote to each other. I learnt to love myself, to love my own skin, how to resolve a friendship issue and that photoshop is worse than I thought. I loved it! – Bridgitte
- I loved the bands and the promise because it proved that girls are a strong team and can achieve. I learnt how to deal with girls, that I'm not alone, to focus on the positive and to not compare myself to others. I think your scars prove that you're a survivor. – Cheyanne

- It was great when we wrote kinds messages to group members. The talk really helped me, thank you so much Gorgeous! I learnt that I'm not alone, that I have people to count on, that I am worth more than I may think and how to solve friendship problems. – Kyana
- I loved how the day wasn't all serious- it was funny, and I didn't feel like we were getting in trouble for not always loving myself. I learnt to always have someone to talk to, that I have amazing friends and that I am worth something. This was amazing, and I really needed it today! – Courtney
- The best part of today was that we could say what we think of the people around us to express our thoughts and reassure them that they're beautiful in their own way. I learnt that we are all human, to be collected in an argument and to not judge people so quickly. I really loved this! – Ira
- It was amazing writing nice things about others! I learnt to like myself just the way that I am, that I am beautiful, that people like me and that I am loved. – Sarah
- The best part of today was how we had to write something nice to someone and then at the end we could read ours. I loved it and I want to do it every year! I learnt to love myself, to not feel down about my body, to make everything into a positive and to forgive and forget. – Holly
- I loved working together and writing comments to one another. I now know that I am amazing, how to resolve problems, how to look after others and that beauty isn't everything. You have an amazing story! – Jahlia
- I enjoyed finding out how people see me, it was such an eye opener! I now know what to do if I'm fighting with a friend, that I'm happy being me, how much girls can put themselves down and that there's no perfect person. – Mikayla
- I liked finding out how purposeful being a girl is! I learnt what to do when fighting with a friend, how amazing it is to be in my own skin, how much girls put themselves down and to feel loved no matter what. – Shae
- I loved the notes section of today because you don't really get to hear that stuff very often, so it was really nice. I learnt to love myself because no one is perfect, to not let the little things in life get me down, to have good friendships and that I don't have to change myself to be beautiful. You are so amazing and inspiring. – Miranda
- 'Love the Skin You're In' was amazing, it really helped me to love myself for who I am. – Haylee
- My favourite part of today was 'Love the Skin You're In' because it taught me that I am not defined by my looks and that I am beautiful. I learnt that I am perfect the way I am, that I am not defined by my looks, that friendships should be a beautiful thing and that I can love myself. Thanks for teaching me that I can be loved! – Phoebe
- It was amazing when we were taught that we are all beautiful and Danni shared her story. It added something to connect to. Thank you for making me realise that how I am now is enough and that I am amazing! – Mariah
- It was great when you showed the model photoshop before and after photos, it made me feel good enough. This time two weeks ago, I was in hospital for suicide. You've given me faith- thank you! – Georgia
- Everything about today was amazing! Today taught me to love myself, that everyone is beautiful, that I am gorgeous, that models aren't perfect and to ignore negativity. I love you! – Holly
- I loved the letter part where everyone got into the group of ten and wrote nice things to everyone. I learnt to love myself, to not be mean, that friends are true and to be happy. – Holly
- My favourite part of today was when we wrote nice things about each other because we often think we are ugly and not beautiful, but this exercise allows you to see that those around me think that I'm beautiful inside out. I learnt that I

don't have to be beautiful, to think before I speak, to make sure I have comebacks and to not judge others by the way they look. You deserve a hug! – Grace

- I loved when we all got into groups to write the notes to each other on the paper. I now know how to resolve issues, to love myself, that people love me and to remember my affirmations. I love you! – Tyla
- It was great writing things about my friends because it made me realise how much I love them. Gorgeous is Gorgeous! – Emma
- My favourite part of today was the whole thing because it was very empowering, and I learnt a lot of things. I learnt to be who I am, to love myself, to be kind and to encourage others. – Sharleigh
- The notes were great because they made me realise that people do actually notice me. I learnt how to resolve problems, that beauty isn't skin deep and that words have power. – Tianna
- The affirmation cards were amazing because we have something to remind us that we are beautiful and powerful. I now know how to resolve conflict, that beauty is not everything and that words can be very powerful. – Gabby
- I loved when Danni told us about her life. I learnt how to solve fights with friends, how much people photoshop, how people feel about me and how much girls put themselves down. – Jackie
- The mirror mirror activity was so much fun. I learnt to not care what others think, how to deal with fights and to not aim to be like supermodels. – Alkira
- The best part of today was getting in a group because we wrote nice things about each other. I learnt to be nice and kind, ways to save drama and to stand together. – Mackenzie
- 'Friends Forever' was amazing, I got told truthful things that made my day! I learnt to always be myself, that there's no need to change anyone, that I am beautiful no matter what, that my words mean a lot and how to resolve conflicts. – Matilda
- It was amazing learning how to love my body today. I learnt to love myself, to be kind, to care for myself and that I have power. – Evelyn
- I loved when we got into groups and wrote nice things about each other. I learnt to love myself and to not care what other people think. – Amy
- I liked the body image part, it helped me to understand that we are beautiful no matter what. I now know ways to solve drama, that I am stronger in a team, to be awesome and that I am beautiful no matter what. I loved it so much! – Codie
- I really liked all of today! I learnt that I am beautiful the way I am, to be kind and caring, to listen to others and to love my body. – Caitlin
- It was great writing in someone else's book because I like to make people happy. Today taught me to be positive, to love the skin I'm in, to make people happy and to be specific. – Rachael
- Everything about today was amazing because it was so true! I learnt to be myself, that I am beautiful and to not worry what people think. I loved it! – Anon
- It was amazing when everyone wrote comments about each other. Thanks, Gorgeous! – Gabbie
- I loved when everyone wrote comments about each other, it made me really happy. Danni was such a good speaker! – Kayla
- It was amazing writing what you like about other people because it made me feel good and made me feel happy because I made other people smile. I learnt that it doesn't matter what I look like, that I'm not the only girl feeling like this, how to deal with problems and that girls can be mean. It was such a good course! – Felicity
- I liked when we went into the circle and got the bands. I feel so much better about my body now! – Lilly

- I liked looking at Danni she's beautiful and her scar isn't bad, it's powerful. It shows that she's not scared to stand out, it was all inspiring. I learnt that I don't need to be skinny to be beautiful, that I am a woman and proud, that I can be awesome, and I am, that I'm a kind person and that I'm cared for and my flaws are beautiful. – Mackenzie
- My favourite part of today was Mirror Mirror because I didn't expect all of the nice comments about me! I learnt to be positive, to love the skin I'm in, to make people happy and to be specific. – Jakelle
- It was great writing in everyone's books because I like to make people happy. I learnt to be positive, to love the skin I'm in, to make people happy and to be specific. – Brittany
- 'Forever Friends' was amazing because I didn't think anyone would ever think such nice things about me I almost cried. – Brie
- My favourite part of today was when we stood in the circle and said the pledge. I learnt how to love others, how to stand up for myself and how to love my body. – Kate
- It was great when we wrote comments for each other, it was also very funny! I learnt to love my body, to not be afraid of my scars, to love others and to be happy. – Montana
- I enjoyed hearing you story and understanding who you are. I learnt to think positively, that I am not alone, how to work out conflicts and that people have my back. – Ella
- It was amazing being able to interact and learn new things. I learnt to love my body, to have respect, how to resolve a fight and to love others. I loved the presenter! – Kaitlin
- I liked getting in a group and passing around the sheet. I learnt to be nice, to get along with others, to stand together and ways to solve drama. – Lakeisha
- I loved the section about body image, it was really interesting. I now know ways to solve drama, that girls are stronger in a team, to not worry about my body image and that girls are awesome. I loved it! – Loawana
- It was great writing comments about each other and receiving them. I learnt that I'm beautiful, how to solve a problem, that the models don't look like they do in magazines and who I am as a person. I love you, Danni! – Jess

**Many thanks,
Dannielle Miller**

APPENDIX 2



Country Women's Association of NSW

ABN 82 318 909 926

Incorporated in 1931 by an Act of NSW Parliament

All Communication to be addressed to the Secretary of Inverell Sunrise Branch

The General Manager
Mr P Henry
Inverell Shire Council
Otho St
INVERELL 2360

4 February 2019

Dear Mr Henry,

I am writing to you on behalf of the newly formed Inverell Sunrise CWA Branch. Some of our members were previously involved with the Inverell CWA Branch and would like to thank Inverell Shire Council for their support of the highly successful community event Girl Empowerment High Tea with the Danielle Miller as the guest speaker.

Just as adolescent girls need to be empowered by developing resilience and a strong sense of identity to cope with the unprecedented pressures of the modern world..... SO do our young adolescent men!

Our Branch feels strongly about the issues facing young males in our community and to show them we care and that "Boys Matter Too," Inverell Sunrise CWA proposes to focus on our young adolescent men in 2019. Inverell Sunrise CWA propose to hold in May 2019, both a community awareness event to facilitate a conversation about the issues that are confronting our young men and run school-based workshops to help our adolescent boys develop a strong sense of identity, understand the importance of respectful relationships, and deal with anxiety, stress and those many issues which are confronting them.

In my professional capacity as the Home School Liaison Officer for the Dept of Education, I am aware of the issues which Seed Workshops address and we intend to hold- ½ day workshops on Friday for the boys from our local and outlying schools Years 7 to 10. The workshops will cover topics such as -Gender Bender, Respectful Relationships, Anxiety and Stress and a ½ day Challenge Circuit with both mental and physical challenges to be overcome with teamwork.

We are approaching Inverell RSM Club to use the Auditorium or Flanders for the workshop session. We are seeking a venue to run the half day physical and mental challenge circuit. For proximity and ease of student access, we and would appreciate Council's consideration to use Varley Oval on Friday 31 May 2019 and waive the hire fee.

Thank you for your consideration

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Jane Hunter'.

Jane Hunter
Hon Secretary
Inverell Sunrise CWA
inverellsunrisecwa@gmail.com

111 Brae St
INVERELL 2360
0427978156

TO ECONOMIC & COMMUNITY SUSTAINABILITY COMMITTEE MEETING 13/02/2019

ITEM NO:	1.	FILE NO: S15.8.92
DESTINATION 2:	A community that is healthy, educated and sustainable	C
SUBJECT:	YOUTH OPPORTUNITIES PROGRAM 2019	
PREPARED BY:	Fiona Adams, Manager Integrated Planning and Reporting	

SUMMARY:

Council is one of 28 recipients to be awarded funding under the NSW Government's Youth Opportunities Program. The program supports projects which engage youth in community activities, improve young people's involvement in community initiatives and provide opportunities to help youth to be volunteer and job ready.

COMMENTARY:

Council has been awarded \$41,172 from NSW Youth Opportunities Program, which will deliver a year-long calendar of activities for young people in Inverell LGA.

The project follows on from a successful 2018 program and will engage youth in educational, inclusive and recreational events and also provide a springboard for young people to connect with employment opportunities.

The project will see Council work in partnership with 10 organisations, including trainers, community groups and local businesses. Throughout the 12-month period, young people aged 8-20 years will be able to access free events to grow skills, improve their level of physical activity and increase the level of youth actively engaged in their community.

These activities include:

- Computer Aided Design courses (2D and 3D) and robotics workshops;
- School holiday cooking classes and astronomy / hands on science workshops (STEM);
- Indoor sports come and try days;
- Work-ready training delivered in partnership with TAFE Inverell - Whitecard and Statement in Manual Handling;
- Outdoor movie nights in two shire villages;
- Star Wars Day including Light Saber Academy performance;
- Radio announcing and media skills course;
- Street art workshop; and
- Youth art competition.

Activities commenced in January 2019, which included a two-day Computer Aided Design course, cooking workshop and an indoor sports 'come and try' event. The 2019 calendar of events is expected to engage more than 1,000 youth across Inverell LGA.

ITEM NO:	2.	FILE NO: S27.1.12
DESTINATION 1:	A recognised leader in a broader context	R
SUBJECT:	STATECOVER - SAFETY, HEALTH AND WELLBEING INCENTIVE	
PREPARED BY:	Paul Henry, General Manager	

SUMMARY:

Council is in receipt of advice from Council's insurer following the continued strong performance of the Mutual. The Committee is being asked to receive and note the advice.

COMMENTARY:

Council's Workers Compensation Insurer is Statecover – a local government mutual.

The continued strong performance of the mutual has enabled the mutual to again provide a safety, health and wellbeing incentive to members. The incentive is provided in recognition of that member's performance in managing their responsibilities under the Workers Compensation scheme.

An incentive payment of \$47,090.85 has been received by Council.

The information utilised to inform the factors used to calculate the incentive payment were:

- Premium Rate – actual costs of claims plus estimates of future costs
- Claims Frequency

For a comparison of Inverell Shire Council's performance, relative to the member councils statewide, Councils in our Region and all Councils in NSW, is shown on the attached graphs provided by Statecover (refer E3 – E4).

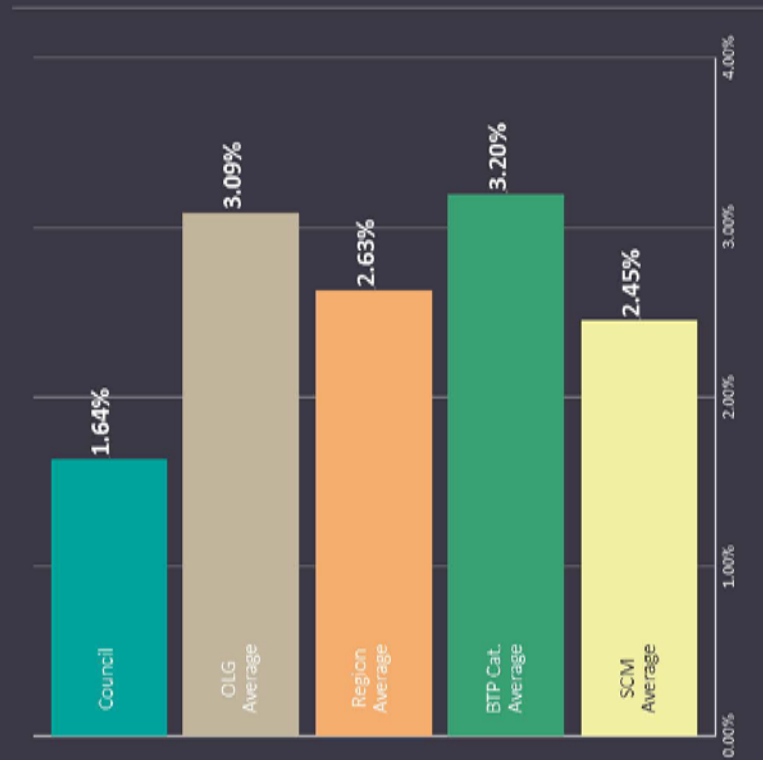
RELATIONSHIP TO STRATEGIC PLAN, DELIVERY PLAN AND OPERATIONAL PLAN:

Strategy: R.07 Council is recognised for and distinguished by its management, innovation and customer service.

Term Achievement: R.07.01 Council's operating culture is flexible, efficient, integrated and aligned to Council's strategic objectives and program delivery.

Operational Objective: R.07.01.01 Implement a structured program of continuous improvement, based on identifying and adopting leading practice, across the organisation.

Premium Rate



What This Tells You

The premium rate is a measure of the underlying risk profile of the Local Government industry, the broader scheme and Council's WHS and return to work performance.

Council's premium is experience rated with the cost of claims for the past 3-years directly impacting the premium payable – the better the experience the lower the premium. Councils can control their premium through providing a safe work place and, when a worker is injured, proactively assisting them to recover at work.

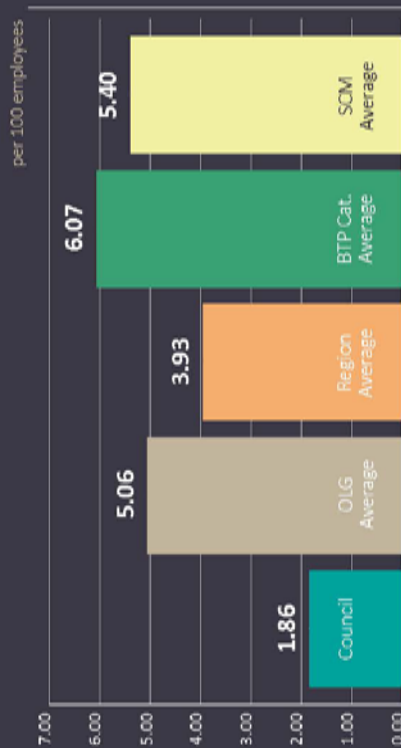
StateCover actively supports Councils manage the costs of workplace risk through reinvesting surplus funds in:

- Injury prevention programs
- WHS incentives and funding
- Benchmarking and performance data
- Performance improvement programs

Council Cohorts

OLG	Office of Local Government group, parameters can be found at www.olg.nsw.gov.au
Region	Cohort of Councils in the same geographical location
BTP Cat.	Group determined by Council's Basic Tariff Premium within ranges defined in the IPO
SCM	Overall average of all StateCover Members

Claim Frequency

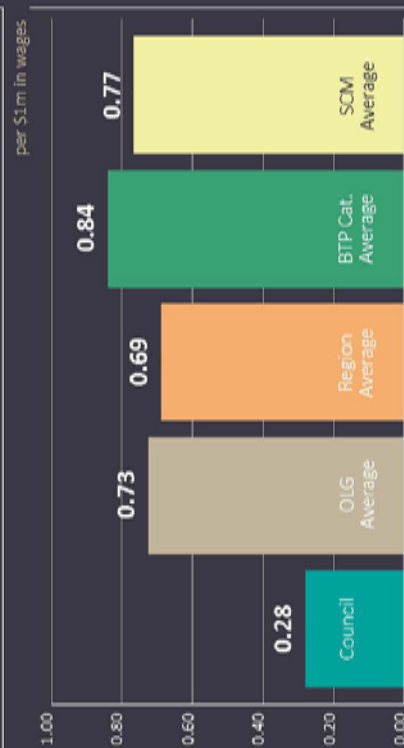


What This Tells You

The frequency of claims is a measure of Council's WHS performance. Although it is highlighted that claim frequency should also be considered in conjunction with injury severity and claim cost.

These graphs show two (2) different methods for monitoring claim frequency. Firstly using employee numbers and secondly, using Council wages, as declared by Council on the annual wages declaration. For comparison purposes, the frequency rates of various Council cohorts are included in the graph.

Not all claims will directly impact Council's premium – those that do not incur any time lost from work are excluded from the experience rated element of the premium.



RECOMMENDATION:

That the items contained in the Information Reports to the Economic & Community Sustainability Committee Meeting held on Wednesday, 13 February, 2019 be received and noted.

TO ECONOMIC & COMMUNITY SUSTAINABILITY COMMITTEE MEETING 13/02/2019

ITEM NO:	1.	FILE NO: S12.12.2/12
DESTINATION 5:	The communities are served by sustainable services and infrastructure	S
SUBJECT:	GOVERNANCE - MONTHLY INVESTMENT REPORT	
PREPARED BY:	Paul Pay, Manager Financial Services	

SUMMARY:

To report the balance of investments held as at 31 January, 2019.

COMMENTARY:

Contained within this report are the following items that highlight Council's Investment Portfolio performance for the month to 31 January, 2019 and an update of the investment environment:

- (a) Council's investments as at 31 January, 2019;
- (b) Council Investments by Fund as at 31 January, 2019;
- (c) Interest – Budgeted vs Actual;
- (d) Investment Portfolio Performance;
- (e) Investment Commentary; and
- (f) Certification – Responsible Accounting Officer.

A) Council Investments as at 31 January, 2019

Term Deposit Investment Group

Investment No.	Borrower	FUND	Rating	Risk Rating	Purchase Date	Maturity Date	Current Yield	Principal Value	Current value	Term (days)
18/28	Westpac Bank	Water	A1+	1	15-Mar-18	15-Mar-19	2.67%	1,500,000	1,500,000	365
18/29	Westpac Bank	Sewer	A1+	1	15-Mar-18	15-Mar-19	2.67%	1,500,000	1,500,000	365
18/30	National Australia Bank	General	A1+	1	27-Mar-18	27-Mar-19	2.66%	2,000,000	2,000,000	365
18/31	CBA	General	A1+	1	12-Apr-18	12-Apr-19	2.68%	1,000,000	1,000,000	365
18/32	St George Bank	General	A1+	1	17-Apr-18	17-Apr-19	2.76%	2,000,000	2,000,000	365
18/33	CBA	General	A1+	1	18-Apr-18	17-Apr-19	2.72%	1,000,000	1,000,000	364
19/18	National Australia Bank	General	A1+	1	14-Dec-18	14-Jun-19	2.72%	2,000,000	2,000,000	182
18/38	Westpac Bank	Water	A1+	1	28-Jun-18	25-Jun-19	2.95%	1,000,000	1,000,000	362
18/39	Westpac Bank	General	A1+	1	28-Jun-18	25-Jun-19	2.95%	2,000,000	2,000,000	362
19/21	Police Credit Union (SA)	General	NR	3	09-Jan-19	09-Jul-19	2.97%	1,000,000	1,000,000	181
19/22	National Australia Bank	General	A1+	1	09-Jan-19	09-Jul-19	2.72%	1,000,000	1,000,000	181
19/01	CBA	General	A1+	1	17-Jul-18	17-Jul-19	2.76%	3,000,000	3,000,000	365
19/02	Bank West	Sewer	A1+	1	17-Jul-18	17-Jul-19	2.80%	2,000,000	2,000,000	365
19/03	Bank of Queensland	General	A1	2	03-Sep-18	03-Sep-19	2.73%	1,000,000	1,000,000	365
19/04	CBA	General	A1+	1	14-Sep-18	13-Sep-19	2.68%	1,000,000	1,000,000	364
19/05	National Australia Bank	Water	A1+	1	27-Sep-18	27-Sep-19	2.75%	1,000,000	1,000,000	365
19/06	St George Bank	General	A1+	1	02-Oct-18	02-Oct-19	2.60%	1,000,000	1,000,000	365
19/07	National Australia Bank	General	A1+	1	09-Oct-18	09-Oct-19	2.74%	1,000,000	1,000,000	365
19/08	Bendigo Adelaide Bank	General	A2	2	25-Oct-18	25-Oct-19	2.75%	2,000,000	2,000,000	365
19/11	National Australia Bank	Sewer	A1+	1	20-Nov-18	20-Nov-19	2.75%	2,000,000	2,000,000	365
19/12	Rural Bank	General	A2	2	27-Nov-18	27-Nov-19	2.85%	2,000,000	2,000,000	365
19/13	Police Credit Union (SA)	General	NR	3	27-Nov-18	27-Nov-18	2.94%	1,000,000	1,000,000	365
19/14	AMP BANK	General	A1	2	27-Nov-18	27-Nov-19	2.85%	2,000,000	2,000,000	365
19/15	AMP BANK	General	A1	2	27-Nov-18	27-Nov-19	2.85%	1,000,000	1,000,000	365
19/16	AMP BANK	Water	A1	2	27-Nov-18	27-Nov-19	2.85%	1,000,000	1,000,000	365
19/17	AMP BANK	General	A1	2	27-Nov-18	27-Nov-19	2.85%	1,000,000	1,000,000	365
19/19	Summerland Credit Union	Water	NR	3	17-Dec-18	17-Dec-19	3.00%	2,000,000	2,000,000	365
19/20	National Australia Bank	General	A1+	1	09-Jan-19	09-Jan-20	2.75%	2,000,000	2,000,000	365
19/09	ING BANK	General	A1+	1	25-Oct-18	25-Oct-20	2.90%	2,000,000	2,000,000	730
19/10	Westpac Bank	General	A1+	1	25-Oct-15	25-Oct-20	2.97%	2,000,000	2,000,000	1096
Sub Total - Term Deposit Investment Group								TOTALS	46,000,000	46,000,000

Cash Deposits Accounts Investment Group

As at Date	Borrower	FUND	Rating	Risk Rating	Purchase Date	Maturity Date	Current Yield	Principal Value	Current value
31/1/19	National Australia Bank (Cash Maximiser)	General	A1+	1			1.65%	1,000,000	1,000,000
Sub Total - Cash Deposits Accounts Investment Group								1,000,000	1,000,000

Floating Rate Notes Investment Group

As at Date	Borrower	FUND	Rating	Risk Rating	Purchase Date	Maturity Date	Current Yield*	Principal Value	Current value
31/1/19	Commonwealth Bank	General	A1+	1	11/1/19	11/1/2024	3.19% 3M BBSW + 113bp	2,000,000.00	2,004,590.00
Sub Total - Floating Rate Notes Investment Group								2,000,000.00	2,004,590.00

* Yield changes every 3 months and is a margin over the 3 month BBSW (Bank Bill Swap Rate)

B) Council Investments by Fund 31 January, 2019

Portfolio by Fund	31/12/2018	31/01/2019
General Fund	\$ 38,000,000	\$ 37,004,590
Water Fund	\$ 7,500,000	\$ 6,500,000
Sewer Fund	\$ 6,000,000	\$ 5,500,000
TOTAL	\$ 51,500,000	\$ 49,004,590

Council investment portfolio decreased by \$2.5M during January 2019. This was in respect of normal cash flow movements for receipts collected and payments made during January 2019.

It is noted that Council held \$8.5M in term deposits with AMP. AMP had previously set a maximum investment level of \$10M per entity. However during November AMP revised its maximum limit downward to \$5M and advised Council our maturity investment in January would need to be redeemed. Council redeemed \$3.5M in AMP investment on 18 January 2019. These funds are currently held in Council General bank account and were used to purchase \$3M Floating Rate Notes from ANZ on the 8 February 2019.

C) Interest – Budgeted verses Actual Result to Date

Ledger		2018/2019 Budget	Actuals to Date
General Fund	128820	879,000.00	332,550.00
Water Fund	812350	85,000.00	89,672.00
Sewer Fund	906320	87,000.00	50,150.00
TOTAL		\$ 1,051,000.00	\$ 472,372.00

The interest received to date (cash basis) is in accordance with budget and does not include accruals. It is noted that Council has investments totalling \$14M maturing over the next 150 days.

Council actual interest received to date represents 45% of Council budget. It is again expected that Council's Investment Portfolio will achieve benchmark returns in 2018/2019. It is noted that with the changing structure of Council's investment portfolio which will include more Floating Rate Notes and Term Deposits which pay a quarterly coupon (as opposed to annually or at maturity) Council income stream from investments will become more regular and consistent.

D) Investment Portfolio Performance

Investment Portfolio Return		Benchmarks		
	% pa	RBA Cash Rate	Aus Bond Bank Bill	11am Cash Rate
Benchmark as at 31-1-2019		1.50%	2.07%	1.50%
Term Deposits	2.79%			
Cash Deposit Accounts	1.65%			
Floating Rate Notes				

E) Investment Commentary

Council's investment portfolio returns exceeded the 11am Cash Rate benchmark in all investment categories except for Council's cash deposit accounts. These accounts are held for liquidity purposes. Term Deposits exceeded all benchmarking indexes.

Council's investment portfolio of \$49M is almost entirely invested in fixed term deposits. Overall, the portfolio is highly liquid, highly rated and short-dated from a counterparty perspective.

As widely expected, the Board of the Reserve Bank decided to leave the cash rate unchanged at 1.50% again in February, citing slowing global trade flows resulting from continuing trade tensions.

The RBA still believes that the next move in interest rates was more likely to be up than down although the market is trending towards the opposite view. Housing concerns continue to be monitored as house prices in the main capital cities are trending downwards, while the level of household debt continues to remain relatively high. The banks have also carried their 'out of cycle'

rate hikes, citing increased cost of funding due to weaker credit markets, which in turn has assisted in the cooling of the domestic property market.

The key risks for the RBA stem from the impact of trade wars, US inflation, domestic employment, wage growth, housing and consumption. As a result of these uncertainties, the Bank continues to be cautious and remain neutral, opting to be a “source of stability”.

Late last year, Deputy Governor Debelle indicated that although the RBA's policy guidance was unchanged, if circumstances do change, “there is still scope for further reductions in the policy rate”.

The broader market also currently does not support any near-term rate hikes by the RBA. In fact, the futures market sees the prospect of an interest rate cut in late 2019 as a 50% scenario with some forecasters predicting an RBA cut given expectations of a slowdown in the economy, household finances impacting consumer confidence and a further downturn in residential property.

With term deposit credit margins tightening and remaining relatively flat across the board for the last few months Council decided to participate in the new 5 year senior CBA Floating Rate Note (FRN) (at +113bp) issued on 11 January, 2019 and invested \$2M. The first coupon rate is 3.19.

The purchase of this FRN is the first in around ten years. FRN's are permitted within the current Investment Policy. It was noted that credit margin on FRN have been widening and have become more attractive than the traditional term deposit for the first time in many years. The counterparties are highly rated Australian Banks.

Council's investment advisors, Imperium Markets, have provided a Fact Sheet on floating rate notes for your reference (refer to Attachment 1, G7 – G12).

Summary of Floating Rate Notes:

- They are permitted under the NSW Minister's Order i.e. complying investment;
- They are senior ranking asset in a bank's capital structure;
- A term deposit is 'super senior' while the senior FRN is 'senior, unsecured' (one below term deposits – refer to page 3 of the attached fact sheet - bank capital structure chart);
- FRNs are liquid and saleable – access to funds within 2 business days;
- TDs on the other hand, are not liquid – requires minimum 31 days to break a deposit prior to its maturity date under new regulations;
- There is market-to-market (capital) risk throughout the life of the security (generally issued between 3-5 years);
- At issue or 'primary' issuance, the FRN starts at a capital price of \$100.00;
- Throughout the life of the FRN, the capital price can appreciate (valued/marked above \$100.00) or depreciate (valued/marked below \$100.00) depending on the credit worthiness of the issuing bank, financial markets, interest rates, etc;
- If sold prior to maturity, an investor can realise a capital gain (if sold above the purchase capital price) or a capital loss (if sold below the purchase capital price);
- If held to maturity, the investor receives the face value/principal back – the capital price always reverts back to \$100.00; and
- To date, all senior FRNs issued by ADIs have always paid the principal/value back at maturity. That is, no FRN has ever defaulted in Australia, even during the financial crisis.

The main reason why Council participated in the CBA senior FRN offer include:

- Attractive level being offered for a 5 year term issued at 3m BBSW + 113bp;
- In a relatively stable credit environment, if held for the next 2 years, the value of the FRN would appreciate from a capital price of \$100.00 to around a capital price of \$100.70, which represents a capital gain of ~0.70%;
- If held for a period of around 2 years, in stable credit environment, the overall return would be closer to 3m BBSW + 148bp or ~3.30% p.a.

- The FRN pays a much higher return than an illiquid medium-longer dated term deposit (T/D) of equivalent tenor e.g. the highest 2 year major bank T/D only pays a margin of around +87bp (NAB at 2.75% p.a.), while the highest 5 year major bank T/D only pays a margin of around +95bp (Westpac at 3.10% p.a.). We stress however, the T/D is illiquid while the FRN is liquid (saleable – access to funds within 2 business days);
- There is very little price differentiation between major banks when they issue new FRNs (e.g. CBA issued a 5 year FRN at +113bp and a week later, Westpac issued a 5.25 year FRN at +114bp). In contrast, for T/Ds, there's a big difference between the major banks e.g. Westpac offers a 5 year fixed T/D at ~3.10% p.a. while CBA offers 5 years at ~2.70% p.a.

Why does the capital price appreciate?

- As an FRN approaches maturity, in a stable credit environment, the trading margin falls (capital value slowly moves higher);
- However, there's a point in the life of an FRN in which the capital price peaks;
- It is at this stage in the life cycle many Councils choose to sell, realise the capital gains, and then reinvest proceeds into the newly issued FRN (potentially with the same bank), which is yielding a higher rate of return than the existing FRN); and
- If held to maturity, the capital price of the FRN slowly depreciates back to par value because it always reverts back to its original value of \$100.00 i.e. any unrealised capital gains throughout the life of the FRN is foregone if Council does not sell the FRN as it will only receive the principal back if held to the maturity date

Council has also purchased two further FRN with the ANZ bank on the 8 February 2019.

Council current investment advisors, Imperium Markets, will be presenting prior to the March Council meeting. Topics will include reviewing Council's investment policy and market update.

F) Certification – Responsible Accounting Officer

I Scott Norman, hereby certify that the investments listed in this report have been made in accordance with Section 625 of the *Local Government Act 1993*, Clause 212 of the Local Government (General) Regulations 2005 and Council's Investment Policy.

RELATIONSHIP TO STRATEGIC PLAN, DELIVERY PLAN AND MANAGEMENT PLAN:

Strategy: S.01 Sound Local Government Administration, Governance and Financial Management are provided.

Term Achievement: S.01.02 A sound long term financial position is maintained.

Operational Objective: S.01.02.01 To manage Council Finances with the view to ensuring Council's ongoing financial health and stability, the discharge of statutory and fiduciary responsibilities, proper accounting systems and standards and an efficient and equitable revenue base.

POLICY IMPLICATIONS:

Nil.

CHIEF FINANCIAL OFFICERS COMMENT:

It is noted that the volatility for current financial markets and pending legal actions will not impact on Council's Rates and Charges, its ability to deliver its existing Services across the funds, or its medium or long term sustainability. Council's overall Investment Portfolio remains sounds.

LEGAL IMPLICATIONS:

Nil.

RECOMMENDATION:

That:

1. *the report indicating Council's Fund Management position be received and noted;
and*
2. *the Certification of the Responsible Accounting Officer be noted.*

APPENDIX 1



Floating Rate Note (FRN)

Fact Sheet

May 2017

What is a Floating Rate Note (FRN)?

1. Summary

- A Floating Rate Note ("FRN") is a medium term fixed interest investment where the coupon is a fixed margin ("coupon margin") over a benchmark, also described as "floating rate." The benchmark is usually the Bank Bill Swap rate ("BBSW"), and is reset at regular intervals - most commonly quarterly. Investors seeking more information about BBSW are currently referred to the Australian Financial Markets Association:
<http://www.afma.com.au/data/bbsw.html>
- Therefore while the absolute return is not known with certainty, the investor knows that they will receive a fixed margin to the prevailing interest rate environment as it moves.

2. Issuer and Structure

FRNs can be issued by:

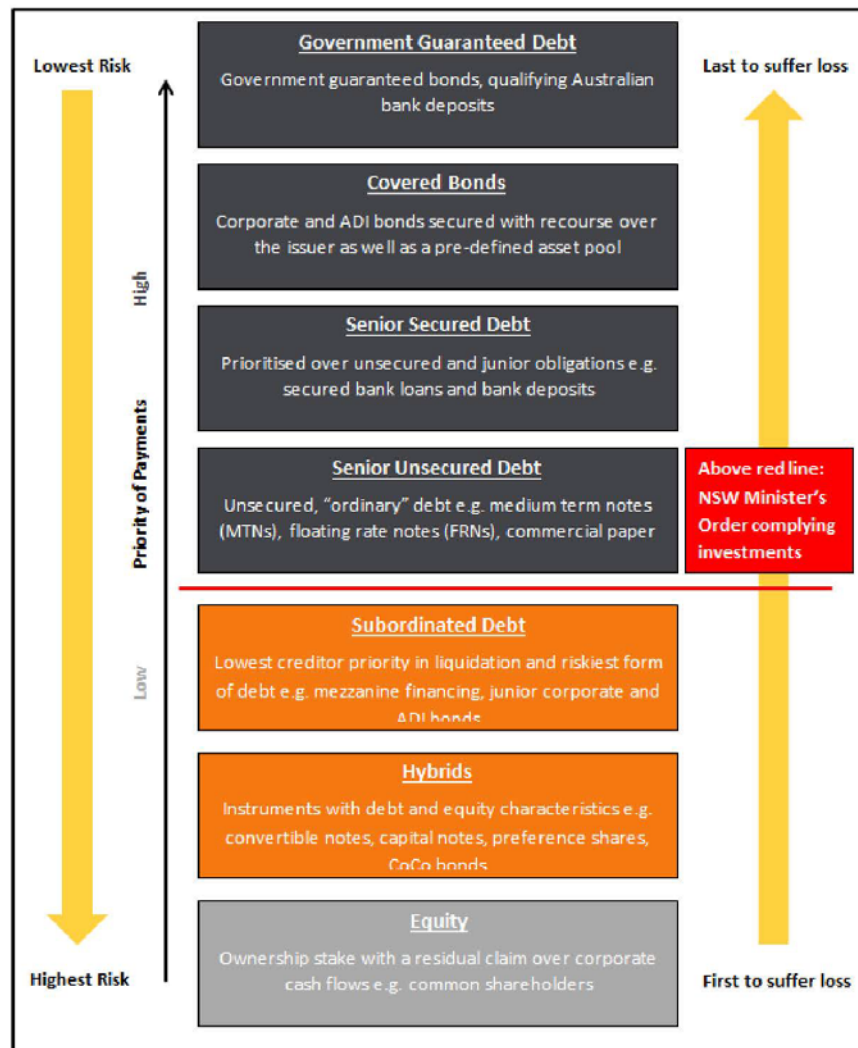
- Governments;
- Banks (senior or subordinated debt);
- Credit Unions, Building Societies and other financial institutions;
- Corporations;
- Trusts (especially property or utilities); and
- Special Purpose Vehicles

The level of security depends on the quality of the issuer, the level of seniority, and the term to maturity.

Under current investment guidelines, most local government entities are only permitted to invest in *senior* FRNs issued by the commonwealth government, semi-governments or authorised deposit taking institutions (ADIs) regulated by the financial regulator, the Australian Prudential Regulation Authority (APRA).

Senior, unsecured FRNs are commonly issued by the ADIs including the domestic major banks on a regular basis. They rank at the same levels as depositors in a bank's capital structure and rank higher than subordinated debt, hybrid and equity holders:

Figure 1: Bank's Capital Structure



3. Term

- Terms between 1 and 7 years are common in Australia, with securities issued out to 10 years and beyond.
- The most common issues by an ADI are either for 3 or 5 years.
- Benchmark FRNs issued in high volume to financial markets will generally have a liquid secondary market. Investors can generally be comfortable investing funds that could require redemption on a few days notice prior to maturity. Of course, this may result in exposure to capital loss, depending on movements in the secondary market.
- However, private placements of FRNs to a single investor (as opposed to benchmark issues) is generally less liquid and rely on the issuer to redeem funds early (or a smaller pool of buy-side investors), at terms of their choosing.

4. Rating

- The full range of ratings from AAA to NR are seen, but usually they are investment grade (BBB- or higher) and currently dominated by the AA and A rated ADIs.
- AAA FRNs are issued by governments, mortgage trusts, or lower-rated utilities who have the securities "wrapped" (guaranteed) by a AAA-rated counterparty e.g. covered bonds have been issued over recent years.
- Credit Unions also issue FRNs - while most are currently unrated, some larger ones now have a credit rating (e.g. Defence Bank, People's Choice Credit Union, MyState Bank, Teacher's Mutual Bank, Greater Bank, etc.).

Investment Performance Characteristics

1. Return characteristics

- Absolute returns are not known as they depend on interest rate movements over the term of the asset.
- Margin over benchmark interest rates are predictable if held to maturity and obligations are met.
- For an investor whose mandate is to beat prevailing interest rates without long-duration liabilities to match, FRNs provide a very high degree of certainty.

2. Investor Returns

- If held to maturity and obligations are met, the return will be in line with the stated "coupon margin".
- As with all fixed interest securities, a default by the issuer results in major losses to the investor.
- Investors can make capital profits or losses selling prior to maturity if the "trading margin" (market yield) moves relative to the coupon margin.
- For senior major bank FRNs in particular, in a relatively stable credit environment, we would generally recommend selling prior to maturity in order to maximise capital gains e.g. selling a 5 year issue after holding for 2-2½ years. If held to maturity, any (unrealised) capital gains are eroded as the security is redeemed at par.
- While a bond nominates its coupon at issue, a floating rate security nominates a coupon margin above (or occasionally below) a benchmark such as BBSW. It may be issued at a premium (discount) to par, in which case the trading margin will be lower (higher) than the coupon margin.
- Finally, trading prices on the secondary market may be different again as investors incur unrealised gains or losses, reflecting the markets changing assessment of the security's fair value. These shifting prices are reflected in the trading margin.

Risks

- The market value can be highly variable, depending on the level of seniority of the FRN.
- Highly-rated short-term FRNs have low risk for an investor targeting a variable interest product (e.g. senior major bank FRNs).
- In contrast, long-term FRNs issued by unrated or low-rated institutions can carry considerable risk.

Investor Suitability

- Investors seeking to lock in a margin over floating interest rates.
- There will be assets suitable for investors with a range of risk preferences and investment horizons.
- For investors not seeking high ratings, there will be lower-rated or unrated FRNs issued by Approved Deposit-Taking Institutions (ADIs) such as Credit Unions and Building Societies.
- Investors should consider their own Investment Policy & Strategy guidelines before investing.

Other

- Investors are warned that the term “FRN” can cover a very broad range of products and that many complex structured vehicles are described as “FRNs”. Although we have outlined “vanilla” FRNs in this fact sheet, the description can be applied to CDOs and many other complex structured products. Always ensure that the underlying guarantor and conditions are fully understood before considering an investment in a structured FRN, and be wary where a security is described as an “FRN” without elaboration and subsequently proves to be more complex.
- At times of strongly “normal” yield curves (with longer-dated rates higher than shorter-dated rates), there is an incentive to invest in fixed interest rather than FRNs, although doing so takes on duration risk as interest rates move. Conversely an “inverse” yield curve (with shorter-dated rates higher than longer-dated) environment would favour floating-rate investments.
- At times of very low credit spreads, new FRN investments may be unable to match the performance of other floating-rate investments such as cash funds. At other points of the credit cycle, such as the one experienced during the global financial crisis, FRN yields can be rewarding.

Disclaimer

The information provided in this document is intended for investors of Imperium Markets only and does not constitute a recommendation or an offer to invest. Market sections of this document are descriptive and do not take into account the investment objectives, financial situation or particular needs of any particular investor. Before making an investment decision or acting on any of the information or recommendations contained in this report, the investor should consider whether such recommendation is appropriate given the investor's particular investment needs, objectives and financial circumstances. We recommend you consult your investment adviser for updated advice that addresses your specific needs and situation before making investment decisions. All information and recommendations expressed herein constitute judgements as of the date of this report and may change without notice.

ITEM NO:	2.	FILE NO: S12.5.1
DESTINATION 5:	The communities are served by sustainable services and infrastructure	S
SUBJECT:	QUARTERLY BUDGET AND OPERATIONAL PLAN REVIEW 2018/2019	
PREPARED BY:	Scott Norman, Director Corporate & Economic Services	

SUMMARY:

Each quarter Council is required to report on its Operational Plan and Council's Responsible Accounting Officer is required to report as to whether they believe that the Budget Review Statement indicates that the financial position of the Council is satisfactory, having regard to the original estimate of income and expenditure, and if unsatisfactory, make recommendations for remedial action. The Committee is being requested to adopt the report.

COMMENTARY:**2018/2019 BUDGET VARIATIONS:**

It is advised that Council's financial position remains sound.

The following table represents variations required to be made to budget votes as a result of changes since the last meeting to ensure the 2018/2019 Budget remains in balance. (Appendix 2, G19 – D20). Those items identified as requiring funding since the adoption of the 2018/2019 budget have now been funded in full

The Budget Variations for 2018/2019 are as follows:

**COMBINED FUND - BUDGET VARIATION SUMMARY REPORT
ESTIMATED CASH POSITION 30 JUNE, 2018
FOR 2018/2019 ACTIVITIES**

	General	Water	Sewer	Total
Adopted Budget 2018/2019	7,556,285	850,913	699,900	9,107,098 Deficit
Add Back Depreciation	(6,943,050)	(853,000)	(701,000)	(8,497,050) (Non-cash)
Add Back Carry Amount Assets Sold	(240,400)	-	-	(240,400) (Non-Cash)
Internally Restricted Cash Utilised	(375,075)			(375,075)
Transferred to Internally Restricted Cash	-	-	-	-
ESTIMATED CASH RESULT FOR 2018/2019 ACTIVITIES	(2,240)	(2,087)	(1,100)	(5,427) SURPLUS
2018/2019 Budget Variations Required to Maintain a Balanced Budget				
REVOTES	5,896,199	1,988,047	3,316,614	11,200,860
UNEXPENDED GRANTS	1,371,846	-	-	1,371,846
Budget Review Adjustments 30-9-18	415,000	-	-	415,000
Budget Review Adjustments 31-12-18	-	-	-	-
SUB TOTAL	7,683,045	1,988,047	3,316,614	12,987,706
Internally Restricted Cash Utilised	(415,000)	-	-	(415,000)
FUNDED FROM EQUITY	(7,268,045)	(1,988,047)	(3,316,614)	(12,572,706)
NET BUDGET VARIATIONS	0	0	0	0
REVISED CASH RESULT FOR 2017/2018 ACTIVITIES	(2,240)	(2,087)	(1,100)	(5,427) SURPLUS

DEFINITIONS:

- 1) **REVOTES** - Revotes are works budgeted and funded in the previous Financial Year, carried forward for completion in the current financial year. Revotes only occur if cash funding remains available from that previous Financial Years Budget to fund the works. The cash is held as equity.
- 2) **FUNDED FROM EQUITY** - Represents Cash funding received in previous financial years from Revenues, Grants and Other Sources and held as Cash due to its non-expenditure, carried forward to fund the required works in the current Financial Year.
- 3) **INTERNALLY RESTRICTED CASH** - Is cash held in investments to fund future financial obligations, for example Employee Leave Entitlements, Future Projects etc. These funds are not part of Council's Working Capital. The expenditure of funds from Council's Internally Restricted Cash does not impact on Council's ability to undertake its regular activities. Internally Restricted Cash does not include unexpended Grant Funds or Funds which are subject to External Restrictions and Legislative Restrictions in respect of their use.
- 4) **BALANCED BUDGETS** - Council has adopted the principle of delivering "Balanced Budgets" as a major means of ensuring its operations are sustainable in the medium and long term. In determining that this objective is being met, the "Revised Cash Result" must be a "Surplus" for each of the three funds, and equal or exceed the "Original Cash Result" amount.

The report indicates that the Net Budget Variations for 2018/2019 continue to remain at **“Zero”**. Councillor’s will note that expenditure has increased by \$5.162M, while revenue has increased by \$4.747M. The “zero” change position is achieved by utilising Internally Restricted Assets (IRA). This means that all budget variations required to be made to this point, to cover increased or additional expenditures, have been fully funded from either Council receiving additional income or alternately from reductions in expenditures in other areas. There has been no reduction in Working Capital.

The Attached Consolidated Income and Expense Statement (Appendix 3, G21) indicate a Surplus from all Activities to 31 December 2018 of \$8.230M, against a budgeted annual result of \$5,427. This current result indicates that sufficient funding remains available to fund Council's 2018/2019 continuing operations for the next 6 months to the end of the 2018/2019 Financial Year.

QUARTERLY BUDGET REVIEW REPORT:

Council's 31 December 2018 Quarterly Combined Budget Review Summary Report and Income and Expense Statement by Function are attached (Appendix 4, G22). A review of the report indicates that Council's actual Revenue/expenditure compares favourably with Council's revised budget.

Council retains a strong Internally Restricted Asset balance (Appendix 5, G23) to fund liabilities, future works and emergencies. The quantum of these funds adds significantly to Council's investment income and therefore capacity to undertake recurrent maintenance and capital works.

GENERAL FUND – OPERATIONAL PLAN REVIEW:

The General Fund remains in balance with the predicted Cash Surplus in respect of 2018/2019 operations remaining unchanged following approval of the Budget Variations attached to this report (Appendix 2, G19 – G20). This is after transfers to/from Internally Restricted Assets and Revotes from previous years and the bringing forward of Grant Funding received in 2017/2018 which will be expended in 2018/2019.

A range of additional costs have and are expected to be incurred in the General Fund over the year. These are to be funded as indicated in the Budget Variation Report, from cost savings in other areas and from additional income received.

A comprehensive review of the General Fund Budget indicates that overall, incomes and expenditures to 31 December, 2018 are in accordance with the adopted budget. All matters not in accordance with the adopted Budget are included in the Budget Variation Report.

Capital Works:

Council's Capital Works Program as disclosed in the 2018/2019 Operational Plan (Appendix 6 and 7, G24 – G25) remains on track.

Progress on the major Road Construction Program, has been reported to Council through the Civil and Environmental Services Committee.

Investments:

The General Fund investments remain sound, it is noted that the RBA continued to hold the official cash rate at a half-century low of 1.5%. The banks have continued to adjust their deposit rates lower with the RBA on its neutral cycle indicating that interest rates will remain on hold for the foreseeable future. Most economists anticipate that the RBA won't increase the official cash rate until early 2020. Term Deposits are now as low as 2.50-2.75%. It is anticipated that Council will achieve budgeted interest during 2018/2019.

A copy of Council's Cash and Investment Budget Review Statement as at 31 December, 2019 is attached (Appendix 8 and 9, G26 – G27). Council retains a sound investment position to fund all of Council's internal and external restrictions and Council's Working Capital/Cash flow needs.

A detailed investment report is provided to Council on a monthly basis and all investment continues to comply with Council's Investment Policy.

Contracts, Consultancy & Legal Expenses

The attached Contracts Summary indicates any contracts entered into with a value of over \$50K by Council during the quarter ending 31 December, 2018 (Appendix 10, G28). Other consultancy and legal expenses are summarised in the attached Consultancy & Legal Expense summary (Appendix 10, G28).

Plant Fleet:

A copy of the Plant Fleet Financial Report to 31 December, 2018 is attached (Appendix 11, G29). The Report indicates a small Operating Surplus of \$76K to 31 January, 2018. The Fleet fund continues to remain in a sound financial position.

General Fund Summary:

Overall, the Operational and financial position of the General Fund Function is sound.

WATER FUND – OPERATIONAL PLAN REVIEW:

The Water Fund continues to show sound growth. This position is as always dependant on Water Sales. Water Sales were up, \$294K in 2015/2016, down \$83K in 2016/2017 and up \$535K in 2017/2018. It is anticipated that water sales will continue to increase during 2018/2019 due to the current dry conditions within the Shire.

The Water Fund holds Term Deposits totalling \$7.5M and cash at bank of \$491K (Appendix 8, G26).

Overall, the Operational and financial position of the Water Fund Function is sound.

SEWERAGE FUND OPERATIONAL PLAN REVIEW:

The Sewerage Fund continues to hold a sound operational and financial position.

The Committee will be aware that the main priority for the Sewer Fund is the completion of the refurbishment/expansion of the Inverell Sewerage Treatment Plant in 2018/2019. This project is funded from Loans and Cash Reserves. Council is also implementing a \$885K sewer pipe relining program.

The Sewerage Fund holds Term Deposits totalling \$6.0M plus cash at bank of \$1.1M (Appendix 8, G26).

OPERATIONAL PLAN – COMBINED FUND

Overall Council's operational and financial position in respect of its five destinations is sound. The following information is provided in respect of major issues and projects that Council is leading, participating in, or delivering in 2018/2019:

- Destination 1 – A recognised leader in the broader context:
 - Participation in Road Funding meetings with the Roads and Maritime Services;
 - Participation in New England Northwest Regional Tourism meetings;
 - Participation in New England Destination Management Hub;

-
- Participated in meetings with New England Councils Joint Organisation of Councils in the New England. Secretariat for the Group;
 - Participated in Border Region Organisation of Councils Meeting;
 - Seeking grants for the benefit of the community;
 - Sponsor acquisition prize of Inverell Art Prize;
 - Assist with the running of Country Cricket Championships for Inverell;
 - Participation in the Northern Inland Risk Management Group;
 - Secure funding for the development of an Arts & Cultural Strategic Plan;
 - Secure \$2.5M funding to facilitate an \$8M upgrade of the Inverell Livestock Exchange;
 - Completed installation of Illuminator lighting system to sportsgrounds to increase lighting efficiency; and
 - Facilitate high speed data connectivity between Admin, Library, Tourism buildings.
 - Destination 2 – A community that is healthy, educated and sustained:
 - Youth Opportunities Programs in progress for to engage young people aged 12-20 with 1430 participants;
 - Joint initiative with BEST Employment to commence free learn to swim classes – 80 participants;
 - Assist with Sapphire City Festival;
 - Participation in New England Cooperative Library;
 - Working with BEST Employment in respect of the management rights of the Linking Together Centre;
 - Host Grandparents Day with 150 participants;
 - Completed Sale of Land for Unpaid rates;
 - Assisted with preparation for Armistice Day;
 - Host grant writing workshops with 36 participants;
 - Assist more than 30 community groups and schools to apply for grant funding; and
 - Commence upgrade of Library Management System.
 - Destination 3 – An environment that is protected and sustained:
 - Partnering with Local Land Services in River Rehabilitation & Weeds Removal Programs;
 - Completed Harrisia Cactus program at Yetman;
 - Remove Water Lettuce at Beebo West;
 - Completed a Cats Claw program on Dumeresq River;
 - Commenced an Osage Orange Program along the Macintyre River;
 - Participated in Cross Borders Working Group on weed control meetings;
 - Participated in Northern Inland Regional Waste meetings;
 - Ongoing works at May Street Park to improve riverbank environment;
 - Development of Soundtracks mobile App for Goonoowigall Conservation Area; and
 - Complete installing walking tracks and seating at Ross Hill Reserve.
 - Destination 4 – A strong Local Economy:
 - Participated in a wide range of Tourism and Marketing Shows;
 - Participated in Inverell Promotional Activities with the Inverell Chamber of Commerce and Industry;
 - Secure funding for Small Business up skilling workshop in marketing;
 - Celebrated Fly Corporate first anniversary of the new Regular Passenger Transport (RPT) service from Brisbane – Inverell – Moree – Brisbane;
 - Collaborate with Community groups to develop proposals for Drought Communities Programs –secured Drought Communities Funding; and
 - Sponsorship of Eat Drink Live
 - Destination 5 – The Communities are served by sustainable services and infrastructure:

- o Commenced and completed a range of Road Upgrade Projects on the Regional Road and Local Road Network;
- o Completed a significant quantum of Shire Roads Gravel Resheeting;
- o Completed a significant quantum of heavy patching throughout the Shire;
- o Completed Council's 2018/2019 bitumen reseal program;
- o Completed 2018/2019 Financial Statements – sound financial result achieved;
- o Commenced upgrade works at the Inverell Sewerage Treatment Plant;
- o Commenced assessment of Higher Mass Vehicle network expansion;
- o Upgrade of Inverell Town Hall Annex to Create a multipurpose Arts Space; and
- o Facilitate transition of Inverell Family History Group's premises to Inverell Library.

Also attached is a copy of Council's Key Financial Performance Indicators (Appendix 12, G30 – G31).

RELATIONSHIP TO STRATEGIC PLAN, DELIVERY PLAN AND MANAGEMENT PLAN:

Strategy: S.01 Sound Local Government Administration, Governance and Financial Management are provided.

Operational Objective: CS.04 Financial Services – To manage Council Finances with the view to ensuring Council's ongoing financial health and stability, the discharge of statutory and fiduciary responsibilities, proper accounting systems and standards and an efficient and equitable revenue base.

POLICY IMPLICATIONS:

No Council or Management Policy is relevant at this time, however, adoption of the recommendation will ensure that Council's philosophy of maintaining "balanced budgets" is continued.

CHIEF FINANCIAL OFFICERS COMMENT:

In accordance with the Local Government (General) Regulation 2005 it is my opinion that the Quarterly Budget Review Statement for Inverell Shire Council for the quarter ended 31 December, 2018 indicates that Council's projected financial position at 30 June, 2019 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Adoption of the proposed budget variations as indicated above will maintain Council's 2018/2019 Budget in balance, with an indicative surplus of \$5,427.

LEGAL IMPLICATIONS:

Council is required to comply with the provisions of the *Local Government Act, 1993* and Local Government Regulation, 2005 in these matters.

RECOMMENDATION:

That the Committee recommend to Council that:

- i) Council's Quarterly Operational Plan and Budget Review for 31 December, 2018 be adopted; and*
- ii) the proposed variations to budget votes for the 2018/2019 Financial Year be adopted providing an estimated Cash Surplus at 30 June, 2019 from operations of \$5,427.*

APPENDIX 2

BUDGET VARIATIONS - FINANCE MEETING 13-2-2019

ITEM/LEDGER NO.	DESCRIPTION	AMOUNT \$	COMMENT/REASON
GENERAL FUND			
<i>Increase/Decrease in INCOME</i>			
121346-1000	Grant - Youth Opportunities Program	41,172	2019 Youth Opportunities Program
121209-1000	Grant-Office of Local Government (OLG)	46,485	Grant to prepare Plans of Management for Council crown Land
122370-5999	Grant - Sh 12	448,102	Grant - SH12 Order Works (Resealing, Heavy Patching, other minor works)
127050-3600	Northern Inland Regional Waste Grant	1,100	Install bins in Victoria Park
121997-1000	Grant-Dept Planning & Environment-Regional Cultural Fund	26,440	Growing Arts & Culture Experiences - Inverell Town Hall Annex renovations
121110-1000	Grant - Bush Fire Protection	(26,032)	Reduced RFS Repairs and Maintenance Grant
121120-1000	Grant - Bush Fire Equip.Issues-Non Capital	(4,000)	Reduced RFS grant for Operating Equipment
121121-1000	Grant - Bush Fire Issues - Capital	157,339	Additional RFS Capital for Red Fleet
120850-1000	Legal / Other Costs Raised	7,582	Legal Costs raised on Sale of Land
120850-1000	Legal / Other Costs Raised	9,415	Debt recovery costs raised
120850-1000	Legal / Other Costs Raised	9,915	Interest on outstanding rates and charges
121994-1000	Grant-Dept Industry Innovation & Science-Drought Communities	900,000	Community Drought Funding
122400-1000	Block Grant	105,475	Additional Block Grant Funding
TOTAL INCREASE IN INCOME		1,722,993	Positive figure indicates increased income,(Negative) figure indicates decreased income)
<i>Increase/Decrease in EXPENDITURE</i>			
135037-1000	Youth Opportunities Program 2018-2019	41,172	2019 Youth Opportunities Program
151115-1000	CrownLand Mgt Act-Plans of Management-Grant Funded by OLG	46,485	Grant to prepare Plans of Management for Council crown Land
138900-1000	SH12-(WO)-Miscellaneous	61,400	Grant funded SH12 order works, Crack sealing and hire of Pulvy Mixer
138830-1000	SH12-(WO)-Bitumen Resurfacing	181,657	Grant funded SH12 order works, Resealing
138820-1000	SH12-(WO)-Heavy Patching	205,045	Grant funded SH12 order works, Heavy Patching
137231-3600	Parks-Victoria	1,100	Install bins in Victoria Park
137500-1000	Inverell Town Hall	47,240	Growing Arts & Culture Experiences - Inverell Town Hall Annex renovations
129391-1000	Special Projects	(20,800)	Council Contribution to above program
132550-various	RFS Subsidised Expenses -	(26,032)	Reduced RFS Repairs and Maintenance Grant
159140-1000	RFS-Equipment Issues-Non Capital	(4,000)	Reduced RFS grant for Operating Equipment
159141-4450	RFS-Equipment Issues-Capital-PLANT	157,339	Reduced RFS Capital Equipment
130485-1000	Fraud / Loss Costs	3,980	Loss of Cashiers Banking
127120-1000	Insurance Claims Proceeds	(3,480)	Insurance recoveries on above
129810-3690	Finance Services Office Expenses	(500)	Excess on above
130320-1000	Sale of Land Costs - Sect 713 for Unpaid Rates	7,582	Costs associated with the sale of land
130310-1000	Debt recovery Costs	9,415	Legal fees associated with debt recovery
137520-1000	Donation in Lieu of Rates	3,915	Donation in Lieu of Rates for Inverell Town & Country Club as per Council Resolution
131060-1000	CBD Security System CCTV Maintenance	6,000	Additional maintenance costs on CCTV system
148011-1000	Exps-NSW Dept of Industry-Drought Commuities Prgm-NON CAPITAL	445,000	Grant Funded Community Drought Program
148012-1000	Exps-NSW Dept of Industry-Drought Commuities Prgm-CAPITAL	455,000	Grant Funded Community Drought Program
137840-1000	Block Exps-Traffic Facilities	2,610	Additional Block Grant Funding
137805-1000	BLK - Repair Program Final Seal Allocation	102,865	Additional Block Grant Funding
137800-1100	BLK - Reseals Classified Roads	54,128	Additional reseals completed
137830-1100	BLK - Heavy Patching	(54,128)	Funding for above
138680-1100	ACRD - Urban Reseals	109,433	Extra area completed plus impacts of Bitumen price increase
138810-1100	ACRD - Rural Reseals	193,375	Extra area completed plus impacts of Bitumen price increase
138815-1100	ACRD - Village Reseals	46,642	Extra area completed plus impacts of Bitumen price increase
139401-1100	F4F Road Backlog - Bitumen Reseals	(100,924)	Funding for above
139200-1000	Bitumen Reseals-Villages	(47,670)	Funding for above
138801-1100	ACRD Heavy Patching	(200,856)	Funding for above
139421-1100	New Bitumen - Kings Plain	17,660	additional costs to cart water
139430-1100	SR234-Kings Plain Road-Rehab-(North Swanbrook Bridge)	(13,661)	Funding for above
139403-1000	Fit4Future-Road Backlog-Gravel Patching	(3,999)	Funding for above
143007-1100	RP-MR 137 Seg 160 (Airlie Brake)	61,238	Final top coat seal
143010-1100	RP - MR63 - 62.2 to 64.2 north of Warialda	54,292	Final top coat seal
137805-1100	BLK - Repair Program Final Seal Allocation	(102,865)	Funding for above
137561-1000	Block Grant-Total Allocation-Capital Exps	(12,665)	Funding for above
137700-1120	BLK - MR 138 SH16	5,000	additional costs incurred
137620-1120	Blk-Tr 63 -49.35 Nth Warialda	(5,000)	Funding for above
137690-1150	BLK-Mr 137-North-Inv/Bonshaw	30,000	Additional Maintenance required
137620-1120	Blk-Tr 63 -49.35 Nth Warialda	(30,000)	Funding for above
137650-1120	BLK - MR134 South-Bingara / Ash	33,780	Heavy patching of MR134
137630-1120	Blk-Tr 73 -Bundarra/Inverell	(33,780)	Funding for above
137720-1120	BLK - MR187 South Inverell/Rock Dam	14,440	Additional bitumen maintenance completed
137630-1120	Blk-Tr 73 -Bundarra/Inverell	(14,440)	Funding for above
137838-1000	BLK - Traffic Facilities - South	8,200	additional costs incurred
137840-1000	BLK - Traffic Facilities	(8,200)	Funding for above
139423-1100	Shoulder Maintenance - South	39,337	Additional shoulder maintenance on SR 246 Elsmore Road and MR73 Bundarra Road
139430-1100	SR234-Kings Plain Road-Rehab-(North Swanbrook Bridge)	(39,337)	Funding for above
140120-1000	Gravel Patching - South	11,940	Surface repairs on SR267 Spring Mountain Rd
139403-1000	Fit4Future-Road Backlog-Gravel Patching	(11,940)	Funding for above
140150-1000	Drainage Structures	35,040	Repair pipe separation of Glen Esk Road due to dry conditions
148421-1000	DCES-Special Projects-Rural Road Maintenance	(35,040)	Funding for above
140400-1000	Bridges - Other Road Rural	31,100	Glen Esk Bridge approaches batter protection
148421-1000	DCES-Special Projects-Rural Road Maintenance	(31,100)	Funding for above
140230-1000	Grading - North	54,248	Re-allocation of MCE grading funds based on condition assessments.
140130-1000	Grading South	200,000	Re-allocation of MCE grading funds based on condition assessments.
148409-1000	Maintenance Grading MCE Allocation	(254,248)	Funding for above
142512-1100	ACRD - Culverts / Causeways - South	6,238	additional costs incurred
142513-1100	ACRD - Culverts / Causeways - North	(6,238)	Funding for above
139431-1100	SR199-Auburn Vale Road-Shoulder Widening & Realignment	73,025	Final Top coat Seal
143630-1100	R2R4-Yr3-MR187-Sth of Wallangra-Should Widern/Pav.Strength	(73,025)	Funding for above
139020-1000	Inverell Shoulder Maint	48,742	Gravel Stockpiling for future works
148421-1000	DCES-Special Projects-Rural Road Maintenance	(48,742)	Funding for above
143638-1100	R2R4-Yr5 Culverts/Causeways/Bridges	7,862	additional costs incurred
143640-1100	R2R4-Yr5 Heavy Patching	(7,862)	Funding for above
TOTAL INCREASE IN EXPENDITURE		1,722,993	Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)
NET CHANGE TO CURRENT BUDGET Surplus/(Deficit)		(0)	Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)
<i>Restricted Assets</i>			
TOTAL FUNDING FROM RESTRICTED ASSETS			
FUNDED FROM EQUITY (G\$795.000)			
NET CHANGE TO FINANCIAL POSITION Surplus/(Deficit)		(0)	

WATER FUND			
<i>Increase/Decrease in INCOME</i>			
TOTAL INCREASE IN INCOME		- <i>Positive figure indicates increased income,(Negative) figure indicates decreased income)</i>	
<i>Increase/Decrease in EXPENDITURE</i>			
814620-1000	Reservoir - Inverell West	9,220	Additional Maintenance
814840-4510	Pump Station Others	(9,220)	Funding for above
812451-1000	Asset Managemnt - Capital Exp (Water Fund)	11,563	Topcon Hiper Sr Network equipment - asset mapping tools
813290-3100	Water - Other Plant (capital)	(11,563)	Funding for above
813342-1000	Reservoirs - Capital Upgrades	76,250	New mixer at Clinton Reservoir, New chlorinator at Inverell East Reservoir
813285-1000	Backflow Prevention Works	(76,250)	Funding for above
TOTAL INCREASE IN EXPENDITURE		- <i>Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)</i>	
NET CHANGE TO CURRENT BUDGET Surplus/(Deficit)		- <i>Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)</i>	
SEWER FUND			
<i>Increase/Decrease in INCOME</i>			
TOTAL INCREASE IN INCOME		- <i>Positive figure indicates increased income,(Negative) figure indicates decreased income)</i>	
<i>Increase/Decrease in EXPENDITURE</i>			
906650-5350	Insurance	2,270	additional costs incurred
907169-1000	Other Equipment - Non Capital	3,960	additional costs incurred
906440-1000	Inverell Treatment Works	(6,230)	Funding for above
TOTAL INCREASE IN EXPENDITURE		- <i>Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)</i>	
NET CHANGE TO CURRENT BUDGET Surplus/(Deficit)		- <i>Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)</i>	

APPENDIX 3

INVERELL SHIRE COUNCIL
BUDGET REVIEW FOR THE QUARTER ENDED 31-12-2018
CONSOLIDATED INCOME AND EXPENSE STATEMENT

	ORIGINAL BUDGET 2018/2019 (000's)	Approved Changes						REVISED BUDGET (000's)	Recommended Changes for Council Resolution (000's)	PROJECTED Year End Result 2018/2019 (000's)	ACTUAL YTD (000's)	% OF PROJECTED BUDGET
		Revotes (000's)	Unexpended Grants B/FW (000's)	Sept 2018 Review (000's)	Dec 2018 Review (000's)	Mar 2019 Review (000's)	June 2019 Review (000's)					
INCOME												
Rates & Annual Charges	19,697							19,697		19,697	19,700	100.02%
User Charges & Fees	3,652			257				3,909	448	4,357	1,566	40.06%
Interest	1,069							1,069		1,069	272	25.44%
Other revenues from ordinary activities	435							435	72	507	328	75.40%
Grants & Contributions provided for non capital purposes	9,049			2,930				11,979	1,049	13,028	3,798	31.71%
Grants & Contributions provided for Capital Purposes	1,885			-213				1,672	157	1,829	1,016	60.77%
Gain from the sale of assets	613							613		613	177	28.87%
Gain from interest in joint ventures & associates								-				
TOTAL INCOME FROM CONTINUING OPERATIONS	36,400	-	-	2,974				39,374	1,726	41,100	26,857	68.21%
EXPENSES												
Employee Costs	13,698		71	160				13,929	-59	13,870	6,887	49.44%
Borrowing Costs	159							159		159	79	49.69%
Materials and Contracts	6,091	1,800	417	743				9,051	1,082	10,133	3,159	34.90%
Depreciation	8,497							8,497		8,497	4,249	50.00%
Other Expenses from ordinary activities	4,243	190	21					4,454	6	4,460	2,196	49.30%
Loss from the disposal of assets								-				
Loss from interest in joint ventures & associates								-				
TOTAL EXPENSES FROM CONTINUING OPERATIONS	32,688	2,061	438	903	-	-	-	36,090	1,029	37,119	16,570	45.91%
NET OPERATING RESULT FROM CONTINUING OPERATIONS SURPLUS/(DEFICIT)	3,712	(2,061)	(438)	2,071	-	-	-	3,284	697	3,981	10,288	313.26%
ADD BACK Non Cash Amounts												
Depreciation	8,497							8,497		8,497	4249	50.00%
Carrying Amount of Assets Sold	240							240		240	84	35.00%
Capital Amounts	12,449	(2,061)	(438)	2,071	-	-	-	12,021	697	12,718	14,620	121.62%
Repayments by deferred Debtors												
Acquisition of Assets	(12,243)	(9,140)	(934)	(2,486)				-24,803	(697)	-25,500	-6802	27.42%
Loan Repayments	(576)							-576		-576	-378	65.63%
Advance to Deferred Debtors												
Loan Funds												
Less Net Transfers to IRA	375			415				790		790	790	100.00%
Plus Equity Funding	-	11,201	1,372					12,573		12,573		0.00%
Unallocated Consolidation Net Profit/(Loss)	5	-	-	-	-	-	-	5	-	5	8,230	
NET OPERATING RESULT BEFORE CAPITAL ITEMS SURPLUS/(DEFICIT)	1,827							1,827		1,827	9,272	

* Favourable / (Unfavourable) variance

EXPLANATION OF MATERIAL VARIANCES**YTD Variances**

Item	Explanation
INCOME	
Rates & Annual Charges	Includes rate levy for 2017/2018
Interest	Recorded on a cash basis only. An additional interest payments \$220K were received in the first 3 weeks of January. Council is expected to meet budget again in 2018/2019
Grants & Contributions provided for Capital Purposes	Works have not yet commenced on these projects and grant funding for road projects are normally paid in arrears. The advance payment of the FAGS grant is due in June 2019 (if paid) and totals 50% of the grant
EXPENSES	
CAPITAL AMOUNTS	

RECOMMENDED CHANGES TO REVISED BUDGET

The budget variations recommended above are required to be made to budget votes as a result of changes since the last budget review. Refer to attached appendix "Budget Variations" for commentary on each budget variation. Those items identified as requiring funding since the adoption of the 2018/2019 budget have now been funded.

APPENDIX 4

INVERELL SHIRE COUNCIL
BUDGET REVIEW FOR THE QUARTER ENDED 31-12-2018
INCOME & EXPENSES BY FUNCTION

	ORIGINAL BUDGET 2018/2019 (000's)	Approved Changes						REVISED BUDGET (000's)	Recommended Changes for Council Resolution (000's)	PROJECTED Year End Result 2018/2019 (000's)	ACTUAL YTD (000's)	% OF PROJECTED BUDGET (000's)
		Revotes (000's)	Unexpended Grants B/FW (000's)	Sept 2018 Review (000's)	Dec 2018 Review (000's)	Mar 2019 Review (000's)	June 2019 Review (000's)					
EXPENSES												
Governance	314							314		314	89	28.34%
Administration	6,722	367	21					7,110	73	7,183	2,659	37.02%
Public Order and Safety	979	146						1,125	-30	1,095	369	33.70%
Health & Environment	3,001	50	152					3,203		3,203	1,623	50.67%
Community Services and Education	82		59	7				148	41	189	57	30.16%
Housing and Community Amenities	988	161						1,149	445	1,594	514	32.25%
Water Supplies	3,456							3,456		3,456	1,702	49.25%
Sewerage and Drainage Services	1,811	57						1,868		1,868	937	50.16%
Recreation and Culture	2,267	297	117	246				2,927	52	2,979	1,314	44.11%
Mining, Manufacturing and Construction	363							363		363	194	53.44%
Transport and Communication	5,472	312	3	401				6,188	448	6,636	3,814	57.47%
Economic Affairs	1,335	670	86	250				2,341		2,341	562	24.01%
TOTAL EXPENSES	26,790	2,060	438	904	0	0	0	30,192	1029	31,221	13,834	44.31%
REVENUES												
Governance								-		-		-
Administration	23,984							23,984	73	24,057	16,945	70.44%
Public Order and Safety	415							415	127	542	141	26.01%
Health & Environment	3,631							3,631		3,631	3,450	95.02%
Community Services and Education	1			7				8	41	49	1	2.04%
Housing and Community Amenities	281							281	900	1,181	1,163	98.48%
Water Supplies	4,650							4,650		4,650	2,906	62.49%
Sewerage and Drainage Services	2,691							2,691		2,691	2,603	96.73%
Recreation and Culture	194			2,530				2,724	28	2,752	166	6.03%
Mining, Manufacturing and Construction	183							183		183	90	49.18%
Transport and Communication	4,503			188				4,691	554	5,245	1,674	31.92%
Economic Affairs	310			250				560	3	563	155	27.53%
TOTAL REVENUE	40,843	0	0	2,975	0	0	0	43,818	1,726	45,544	29,294	64.32%
OPERATING RESULT: (Surplus)	-14,053	2,060	438	-2,071	0	0	0	-13,626	-697	-14,323	-15,460	
Depreciation	8497							8,497		8,497	4,249	50.00%
Increase in Employee Leave Entitlements	2457							2,457		2,457	1,101	44.81%
(PROFIT)/LOSS BEFORE CAPITAL AMOUNTS	(3,099)	2,060	438	(2,071)	-	-	-	(2,672)	(697)	(3,369)	(10,111)	
Carrying Amount of Assets Sold	240							240		240	84	35.00%
Proceeds Sale of Assets	-853							-853		-853	-261	30.60%
Cost Real Estate Assets Sold								0		0		
Loan Funds Used								0		0		
Other Debt Finance								0		0		
Repayments by Deferred Debtors								0		0		
Acquisition of Assets	12,243	9,140	934	2,486				24,803	697	25,500	6,802	26.67%
Development of Real Estate								0		0		
Advance to Deferred Debtors								0		0		
Repayment of Loans	576							576		576	378	65.63%
Repayment of Other Debts								0		0		
ESTIMATED BUDGET RESULT: (SURPLUS)/DEFICIT	9,107	11,200	1,372	415	0	0	0	22,094	0	22,094	(3,108)	
ADD BACK Non Cash Amounts												
Depreciation	8,497							8,497		8,497	4,249	
Carrying Amount of Assets Sold	240							240		240	84	
Plus Net Transfers	-375			-415				-790		-790	-790	
Plus Equity Funding**		-11,200	-1,372					-12,572		-12,572		
BUDGET (SURPLUS)/DEFICIT	(5)	-	-	-	-	-	-	(5)	-	(5)	(8,230)	
** Equity Funding is Unexpended Grants, Contributions and incomplete works from previous years were money is held in equity at end of year												
Transfers to Internally Restricted Assets	2,171							2,171		2,171	0	0.00%
Transfers from Internally Restricted Assets	2,546			415				2,961		2,961	0	0.00%
Net Transfers	-375	0	0	-415	0	0	0	-790	0	-790	0	

EXPLANATION OF MATERIAL VARIANCES**YTD Variances**

Item	Explanation
Expenses	
INCOME	
Administration	Includes entire rate levy for 2018/2019
Public Order & Safety	Bush Fire Subsidies not received until March 2019
Housing & Community Amenities	Includes entire DVM levy Chagres for 2018/209
Community Services and Education	2018/2019 Youth Opportunities grant pending
Sewerage and Drainage Services	Includes entire annual sewer charges levy for 2018/2019
CAPITAL AMOUNTS	
RECOMMENDED CHANGES TO REVISED BUDGET	

The budget variations recommended above are required to be made to budget votes as a result of changes since the last budget review. Refer to attached appendix "Budget Variations" for commentary on each budget variation. Those items identified as requiring funding since the adoption of the 2018/2019 budget have now been funded.

APPENDIX 5

INTERNALLY RESTRICTED ASSETS (CASH) MOVEMENTS								Comments
31/01/2019	EST. BAL. 30/6/17	TRANSFER TO	TRANSFER FROM	EST. BAL. 30/6/2018	TRANSFER TO	TRANSFER FROM	EST. BAL. 30/6/2019	
PURPOSE								
GENERAL ACTIVITIES	\$	\$	\$	\$	\$	\$	\$	
BUILDING REFURBISHMENT/UPGRADE	2,157,843.18	80,000	242,500	1,995,343.18	36,710		2,032,053.18	Note 1 Funding Building Refurbishments/Asset Management needs/Funded from Deprn Expense
EQUIP. UPGRADE/EMERGENCY MTCE	210,805.00			210,805.00			210,805.00	OLG Promoting Better Practice Recommendation
COMPUTER/IT SYSTEMS UPGRADES	1,107,046.00			1,107,046.00			1,107,046.00	Note 2 Replace Revenue/Property System 2017/2018 - 2018/2019 etc
INDUSTRIAL DEVELOPMENT	1,148,600.00			1,148,600.00			1,148,600.00	Rifle Range Road Subdivision Infrastructure Costs 2017/2018
RESIDENTIAL DEVELOPMENT	7,309.77			7,309.77			7,309.77	
AERODROME UPGRADE/MTCE	306,330.00			306,330.00			306,330.00	Note 3 Federal Compensation Package Funds
COPETON NORTHERN FORESHORES	49,000.00			49,000.00			49,000.00	
LIBRARY BUILDING REFURBISHMENT	202,000.00			202,000.00			202,000.00	Future Library Building Refurbishments
INDUSTRIAL/TOURISM PROMOTION	93,594.00			93,594.00			93,594.00	Tourism Brochure etc
GARBAGE DEPOT LAND PURCHASE ETC	169,391.00			169,391.00			169,391.00	Note 4 Waste Strategy Funds - Restricted
GARBAGE DEGRADATION/REHAB.	445,345.00	250,000		695,345.00	120,000		815,345.00	Note 4 Waste Strategy Funds - Restricted
WASTE INFRASTRUCTURE	2,504,068.00	182,114		2,686,182.00	199,445		2,885,627.00	Note 4 Waste Strategy Funds - Restricted
WASTE-EXTERNALITY SUSTAINABILITY	177,000.00	270,000		447,000.00	120,000		567,000.00	Note 4 Waste Strategy Funds - Restricted
PLANT REPLACEMENT	4,245,723.00	1,891,858	2,499,212	3,638,369.00	1,625,000	2,497,500	2,765,869.00	Note 5 Plant Fleet Asset Renewals
GRAVEL PIT RESTORATION	190,753.00	46,843		237,596.00	35,000	24,365	248,231.00	Rehabilitation Requirement
GRAVEL PIT RESTORATION -Roads	128,034.00	46,842		174,876.00	35,000	24,365	185,511.00	Rehabilitation Rifle Range Road and others
COMMUNITY CAPITAL PROJECTS AND LAND	650,000.00		200,000	450,000.00			450,000.00	Note 6
ECONOMIC DEVELOP/GROWTH ASSETS	2,500,000.00	1,710,000		4,210,000.00			4,210,000.00	Note 7 Major Roundabouts with RMS and Federal Government
STRATEGIC CAPITAL PROJECTS FUND	4,450.00			4,450.00			4,450.00	including Chester Street Renewal
STRATEGIC DEVELOPMENT FUND	490,611.00	515,000	250,000	755,611.00			755,611.00	Note 8 Land Bank/Infrastructure Development Funding
EMPLOYEE TRAINING (STATUTORY)	0.00	131,750		131,750.00			131,750.00	
EMPLOYEE LEAVE ENTITLEMENTS	1,336,710.46			1,336,710.46			1,336,710.46	Restricted - Minimum Statutory Requirement
WORKERS COMP INSURANCE	702,601.00	233,000		935,601.00			935,601.00	Promoting Better Practice Recommendation
TOWN HALL MAJOR MTCE/UPGRADE	100,000.00			100,000.00			100,000.00	Funding for future building refurbishments
INSURANCE EXCESS/SELF INSURANCE	209,848.00			209,848.00			209,848.00	Promoting Better Practice Recommendation
SWIMMING POOLS UPGRADE/FENCING	2,590,000.00	400,000	85,000	2,905,000.00			2,905,000.00	Future Upgrades (includes Transfer from Provisions)
ROAD RESUMPTIONS	20,000.00			20,000.00			20,000.00	Ongoing Issue
INVERELL HOCKEY FACILITY	450,000.00			450,000.00			450,000.00	Field Resurfacing - Provision for Surface Renewal
CONNECTIONS BUILDINGS/PLANT/EQUIP.	72,183.74			72,183.74			72,183.74	Funding Building Refurbishments/Asset Management needs/Funded from Deprn Expense
SES BUILDINGS	104,311.00			104,311.00			104,311.00	SES Building Renewals
FUND TOTAL	22,373,557.15	5,757,407	3,276,712	24,854,252.15	2,171,155	2,546,230	24,479,177.15	
WATER SUPPLY								
EMPLOYEE LEAVE ENTITLEMENTS	65,000.00	65,000		130,000.00			130,000.00	Restricted - Statutory Requirement
EQUIPMENT BREAKDOWN	107,940.00	100,000		207,940.00			207,940.00	Promoting Better Practice Recommendation
REVENUE EQUALISATION	470,000.00	526,000		996,000.00			996,000.00	Best Practice Guidelines
FUTURE CAPITAL WORKS	3,577,260.00	453,000		4,030,260.00			4,030,260.00	Note 9
FUND TOTAL	4,220,200.00	1,144,000	-	5,364,200.00	-	-	5,364,200.00	
SEWERAGE SERVICES								
EMPLOYEE LEAVE ENTITLEMENTS	20,000.00	47,000		67,000.00			67,000.00	Restricted - Statutory Requirement
EQUIPMENT BREAKDOWN	109,078.82			109,078.82			109,078.82	Promoting Better Practice Recommendation
FUTURE CAPITAL WORKS	2,439,200.00			2,439,200.00			2,439,200.00	Inverell Sewer Treatment Plant and Pump Station 1 renewal and Mains Relining
FUND TOTAL	2,568,278.82	47,000	-	2,615,278.82	-	-	2,615,278.82	
TOTAL OF ALL FUNDS	29,162,035.97	6,948,407	3,276,712	32,833,730.97	2,171,155	2,546,230	32,458,655.97	

INTERNALLY RESTRICTED ASSETS COMMITMENTS

Note 1 - Building Refurbishment/Upgrade Projects - Asset Renewal funded from annual depreciation expense. Asset Management Plans require this level of Funding over the next 10 Years Transfer to IRA is lease fee from Connections.			
Note 2 - Replace Property/Revenue System 2017/2018 - 2018/2019			
Note 3 - Funding received from Federal Compensation Package - Future Bitumen Reseals			
Note 4 - Waste Management Strategy Implementation Funding and future land purchases/degradation requirements, including new Garbage Trucks, Solar Power, Weighbridges, Tip Closures etc			
Note 5 - Plant Fleet future acquisitions fund - Asset Renewal plus GPS devices			
Note 6 - Future Capital Works/Non-Trading Land Purchases/Industrial Land Development Fund		300,000.00	Industrial Land Development
		150,000.00	Council Contribution to Heritage Trade Training Centre (Transport Museum)
		450,000.00	
Note 7 - Economic Dev/Growth Assets		1,000,000.00	
Chester St. Renewal - Heavy Vehicle Route			Council Contribution 2017/18 Urban Works, 2017/18 SCIF
Roundabout-SH12/MR73-(Tingha Bridge Roundabout)		1,000,000.00	Plus Federal Funding \$1.5M, Awaiting RMS Contribution, Plus Council Urban Works 2018/19 \$500K, Plus SCIF 2018/19 \$540K
Gwydir Highway/Rosslyn Street Roundabout		1,000,000.00	Land acquired, design in progress for 2018/2019 Project
Gwydir Highway/Mansfield St Intersection		500,000.00	
Oliver Street Extension		310,000.00	
Jardine Road Resealing & Rehabilitation		400,000.00	
		4,210,000.00	
Note 8 - Strategic Capital Projects and Infrastructure Fund		240,000	2017/2018 or later Program (RMS)
		415,000	2018/2019 Council Contribution towards Criterium Track at Lake Inverell
		100,000	Provision (not commitment) for Inverell Community Gardens Projects
		755,000	
Note 9 - Future Capital Works		850,000.00	Ashford Plant River Inlet and Plant Ancillary Works
Ashford Water Treatment Plant		400,000.00	State Government requirement
Lake Inverell Safety Works		700,000.00	Inverell Treatment Works Renewal/Refurbishment Project
Other Capital Works			
		1,950,000.00	

These funds are held as Cash and Investments, primarily as Term Deposits

APPENDIX 6

INVERELL SHIRE COUNCIL
BUDGET REVIEW FOR THE QUARTER ENDING 31-12-18
CAPITAL BUDGET

	ORIGINAL BUDGET 2018/2019 (000's)	Approved Changes						REVISED BUDGET (000's)	Recommended Changes for Council Resolution (000's)	PROJECTED Year End Result 2018/2019 (000's)	ACTUAL YTD (000's)
		Revotes (000's)	Unexpended Grants (000's)	Sept 2018 Review (000's)	Dec 2018 Review (000's)	Mar 2019 Review (000's)	June 2019 Review (000's)				
CAPITAL FUNDING											
Rates and Other untied Funding											
General Fund	3,770			2				3,772		3,772	3,772
Sewer Fund	640							640		640	640
Water Fund	835							835		835	835
Capital Grants & Contributions								-			
Bushfire	197							197	157	354	-
Sporting Fields	10							10		10	-
Library	25							25		25	25
Roads	4,268			(213)				4,055	105	4,160	1,951
Open Space				2,282				2,282	455	2,737	1,330
Internal Restricted Assets								-			
Aerodrome								-		-	
Plant Replacement	2,498							2,498		2,498	2,498
Roads Program								-		-	
Sewerage Future Capital Works								-		-	
Water Future Capital Works								-		-	
Strategic Capital Projects Fund								-		-	
Other				415				415		415	415
Loan Funding								-		-	
Equity (Unexpended Grants and Contributions from pervious years)		9,140	934					10,074		10,074	10,034
TOTAL CAPITAL FUNDING	12,243	9,140	934	2,486				24,803	717	25,520	21,500
CAPITAL EXPENDITURE											
Administrative Services	15							15		15	4
Aerodrome								-		-	
Engineering Equipment	2							2		2	-
SES/Bushfire	205							205	157	362	-
Information Services	147							147		147	19
Sporting Fields	24	22						46		46	-
Cemetery	8							8		8	8
Library	122	159	25	2				308		308	50
Plant	3,350							3,350		3,350	1,419
Minor Community Infrastructure Assets	280	210		(140)				350		350	4
Stronger Country Communities				2,837				2,837		2,837	103
Drought Communities Program								-	455	455	-
Strategic Capital Infrastructure Program	540							540		540	-
Sewerage Services	640	3,260						3,900		3,900	282
Water Services	835	1,988						2,823		2,823	1,121
Roads	6,075	3,501	909	(213)				10,272	105	10,377	5,366
TOTAL CAPITAL EXPENDITURE	12,243	9,140	934	2,486				24,803	717	25,520	8,376

RECOMMENDED CHANGES TO REVISED BUDGET

The budget variations recommended above are required to be made to budget votes as a result of changes since the last budget review. Refer to attached appendix "Budget Variations" for commentary on each budget variation. Those items identified as requiring funding since the adoption of the 2018/2019 budget have now been funded.

APPENDIX 7

CAPITAL EXPENDITURE 2018/2019

PROGRAM	LEDGER NUMBER	DESCRIPTION	ORIGINAL CAPITAL BUDGET		ADJUSTED CAPITAL BUDGET		Classification	% Complete	FUNDING		
			AMOUNT	SECTION TOTAL	AMOUNT	SECTION TOTAL				AMOUNT	
ADMINISTRATIVE SERV.	159060-1000	OFFICE FURNITURE & EQUIPMENT-DESKS, CHAIRS	5,200		5,200		Renewal	0%			
	134940-1000	ACQUISITION OF ART PRIZE	4,500		4,500		New Asset	78%			
	160470-1000	ART GALLERY REFURBISHMENTS	5,000	14,700	5,000	14,700	Renewal	0%			
ENGINEERING	160800-1100	ENGINEERS INSTRUMENTS & EQUIPMENT	2,100	2,100	2,100	2,100	Renewal	0%			
BUSH FIRE	159141-1000	EQUIPMENT ISSUES	197,400	197,400	354,739	354,739	Renewal	RFS	GRANT	121121-1000	197,400
SES	132851-4450	SES BUILDING UPGRADE	7,150	7,150	7,150	7,150	Renewal	0%			
INFORMATION SERVICES	130101-1000	COMPUTER EQUIPMENT	44,290		164,290		Renewal	0%			
	130101-4910	COMPUTER EQUIPMENT	32,000		32,000		Renewal	0%			
	130111-5130	COMPUTER EQUIPMENT - NEW PRINTING EQUIPMENT	39,200		39,200		Renewal	30%			
	130111-5162	COMPUTER EQUIPMENT - NEW HARDWARE	32,000	147,490	70,540	306,030	Renewal	10%			
SPORTING FIELDS	160660-1100	SPORTS GROUND IMPROVEMENT-SPORT CNL	20,000		20,000		New Asset	0%	CONTRIBUTION	127090-1000	10,000
	160531-1000	SPORTING FIELD UPGRADES			22,000		Renewal	0%			
	134919-1000	EQUESTRIAN CENTRE UPGRADE	4,000	24,000	4,000	46,000	Renewal	0%			
CEMETERY	136391-4450	CEMETERY	8,000	8,000	8,000	8,000	New Asset	100%			
LIBRARY	160180-1100	LIBRARY-CORPORATE SERVICE COLLECTION	1,410		1,410		Renewal	0%			
	160190-1000	LIBRARY BOOKS	59,360		59,360		Renewal	61%			
	160200-1000	LIBRARY BOOKS - CO-OPERATIVE CONTRIBUTION	22,070		22,070		Renewal	0%			
	160240-1000	NON BOOK MATERIALS-VIDEOS CASSETTES ETC.	9,720		9,720		Renewal	55%			
	160245-1000	LIBRARY - OFFICE EQUIPMENT	2,000		7,475		Renewal	100%			
	160270-1000	LIBRARY SECURITY SYSTEM	2,260		2,260		Renewal	0%			
	160395-1000	LIBRARY-SPECIAL GRANT PROJECT	25,000	121,820	46,057	148,352	New Asset	2%	GRANT	160389-1000	25,000
	141899-1000	STRATEGIC CAPITAL INFRASTRUCTURE PROGRAM	540,000	540,000	540,000	540,000	Renewal	0%			
OTHER NEW INFRASTRUCTURE ASSETS	129381-1000	MINOR COMMUNITY INFRASTRUCTURE ASSETS	180,000		160,190		New Asset	0%			
	159772-1000	ENERGY EFFICIENCY PROGRAM	40,000		56,990		New Asset	7%			
	134325-1000	COMMUNITY BUILDING PARTNERSHIP PROGRAM	60,000	280,000	113,597		New Asset	0%			
	137540-3230	TOWN/VILLAGE IMPROVEMENTS			455,000	785,777	Renewal	0%	GRANT	121994-1000	455,000
	148012-1000	DROUGHT COMMUNITIES PROGRAM									
STONGER COUNTRY COMMUNITIES PROGRAM	137375-1000	LAKE INVERELL UPGRADE	-		881,606		New Asset	1%	GRANT	121211-1000	881,606
	160538-1000	SPORTS COMPLEX - ATHLETICS PRECINCT	-		450,000		New Asset	16%	GRANT		350,000
	160662-1000	OFF ROAD RECREATIONAL CIRCUIT	-		1,415,000		New Asset	1%	GRANT		1,000,000
	160761-1000	SKATE PARK EXTENSIONS	-		89,555	2,836,161	New Asset	0%	GRANT IRA		50,000
											415,000
PLANT	161590-1000	SMALL PLANT	80,000		80,000		Renewal	48%	PLANT REPLACE. IRA	161680-6220	3,350,500
	161610-1000	WORKSHOP EQUIPMENT	40,000		40,000		Renewal	0%	Less Sales		(853,000)
	161600-1000	LIGHT CARS/TRUCKS	780,000		780,000		Renewal	40%			2,497,500
	161620-1000	HEAVY PLANT	2,450,500	3,350,500	2,450,500	3,350,500	Renewal	44%			
TOTAL			4,693,160	4,693,160		8,399,509			REVENUE FUNDING REQUIRED		
SEWERAGE	907170-1000	OTHER EQUIPMENT	10,000		10,000		Renewal	80%	CAPITAL WORKS IRA	907360-6220	-
	907110-1100	MAINS RELINING PROGRAM	170,000		1,160,349		Renewal	24%			
	906541-1100	FITTING AND INSTALLATIONS	10,000		32,000		Renewal	0%			
	907250-3100	RETICULATION MAINS	100,000		284,671		Renewal	0%			
	907270-1000	PUMPING STATIONS	100,000		680,000		Renewal	0%			
	907272-3050	TELEMETRY	250,000		350,000		Renewal	0%			
	907320-3050	SEWER TREATMENT WORKS - DELUNGRA	-		100,000		Renewal	0%			
	907320-3070	SEWER TREATMENT WORKS - GILGAI	-		90,000		Renewal	0%			
	907321-31000	SEWER TREATMENT WORKS - INVERELL	-		1,202,858		Renewal	0%			
TOTAL			640,000	640,000		3,899,878			REVENUE FUNDING REQUIRED		
WATER	813220-1100	MAINS REPLACEMENT - INVERELL	112,750		275,452		Renewal	90%			
	813230-3100	MINOR MAINS EXTENSIONS-INVERELL	51,250		51,250		New Asset	0%	CAPITAL WORKS IRA	813380-6220	-
	813282-1000	PUMP STATION UPGRADES	75,000		445,000		Renewal	100%			
	813290-3100	OTHER EQUIPMENT	20,000		28,437		Renewal	24%			
	813285-1000	BACKFLOW PREVENTION	155,000		628,750		Renewal	0%			
	813260-3001	TREATMENT PLANTS	350,320		605,080		Renewal	3%			
	813288-3100	TELEMETRY			542,163		Renewal	0%			
	812451-1000	ASSET MANAGEMENT			11,563		New Asset	100%			
	813342-1000	RESERVOIRS			76,250		Renewal	53%			
	813280-3001	METERING - ASHFORD			-						
	813280-3020	METERING - DELUNGRA			-						
	813280-3100	METERING - INVERELL	70,340		158,762		Renewal	12%			
	813280-3230	METERING - YETMAN			-						
	813280-3020	METERING - BONSHAW			-						
TOTAL			834,660	834,660		2,822,707			REVENUE FUNDING REQUIRED		
ROADS	135960-3100	URBAN DRAINAGE RECONSTRUCTION-Construction Costs	140,475		573,596		Renewal	17%			
	138270-1000	URBAN WORKS PROGRAM	543,180		543,180		Renewal	0%			
	141331-4450	CBD WORKS	18,170		51,719		Renewal	0%			
	145650-1000	CYCLEWAY/FOOTPATH (PAMP)	-		140,545		New Asset	6%			
	137561-1000	BLOCK GRANT WORKS	516,359		557,822		Renewal	88%	GRANT	122400-4450	619,224
	138691-1000	ACRD GRANT WORKS	1,700,520		2,473,962		Renewal	64%	GRANT	122760-1000	1,700,520
	1387330-4450	3x4 GRANT WORKS	160,000		160,000		Renewal	0%	GRANT	122860-4450	160,000
	138280-1000	REPAIR PROGRAM WORKS	981,026		1,255,683		Renewal	62%	GRANT	122460-1000	981,026
	138400-1000	ROADS TO RECOVERY PROGRAM WORKS	910,064		657,075		Renewal	100%	GRANT	122880-1000	910,064
	143630-1100	MR187 - SOUTH WALLANGRA ROAD			1,117,180		Renewal	0%			
	139120	VILLAGES DEVELOPMENT WORKS	34,220		151,369		Renewal	10%			
	139200-1000	VILLAGES BITUMEN RESEALS	24,130		-		Renewal	100%			
	140110-1100	GRAVEL RESHEETING MINOR ROADS	44,220		44,220		Renewal	0%			
	140190-1000	GRAVEL RESHEETING MINOR ROADS	33,280		33,280		Renewal	100%			
	139401-6445	F4F - ROAD BACKLOG - BITUMEN SEALS	-		-			100%			
	139403-6445	F4F - ROAD BACKLOG - GRAVEL PATCHING	-		31,992			0%	GRANT	160899-1000	40,000
	139404-6445	F4F - ROAD BACKLOG STABILISATION	599,400		1,226,400		Renewal	64%			
	139405-6445	F4F - ROAD BACKLOG PREVENTION	52,000		52,000		Renewal	0%			
	139421-1100	NON RECURRENT PROGRAM	-		627,121		Renewal	100%			
	160900-1000	CPTIGS - CONSTRUCT BUS SHELTERS	-		40,000		New Asset	0%			
	160566-1000	RIFLE RANGE ROAD SUBDIVISION COSTS	-		30,000			22%			
	139433-1000	SPECIAL PROJECTS - ROADS INFRASTRUCTURE FUND	318,000		611,460		Renewal	0%			
TOTAL			6,075,044	6,075,044		10,378,604			REVENUE FUNDING REQUIRED		
TOTAL ACQUISITION OF ASSETS				12,242,864		25,500,698			TOTAL IRA FUNDING		
TOTAL ASSET RENEWALS				11,854,114		22,209,925			TOTAL REVOTES/EQUITY		
TOTAL NEW ASSETS				388,750		3,290,773			REVENUE FUNDING REQUIRED		
									TOTAL		
									TOTAL IRA FUNDING		
									GRANT FUNDING		
									LOAN FUNDING		
									TOTAL 18/17 UNEXPENDED GRANTS		
									TOTAL REVOTES/EQUITY		
									REVENUE FUNDING REQUIRED		
									TOTAL		

APPENDIX 8

**INVERELL SHIRE COUNCIL
BUDGET REVIEW FOR THE QUARTER ENDING 31-12-18
CASH & INVESTMENTS**

	ORIGINAL BUDGET 2018/2019 (000's)	Approved Changes						Recommended Changes for Council Resolution (000's)	PROJECTED Year End Result 2018/2019 (000's)	ACTUALS (000's)
		Revotes (000's)	Unexpended Grants B/FW (000's)	Sept 2018 Review (000's)	Dec 2018 Review (000's)	Mar 2019 Review (000's)	June 2019 Review (000's)			
EXTERNALLY RESTRICTED										
Water Services	9,217						9,217		9,217	9,217
Sewerage Services	6,795						6,795		6,795	6,795
Waste Management	3,997						3,997		3,997	3,997
Special Purpose Grants	4,648						4,648		4,648	4,648
Developer Contributions	505						505		505	
Bonds & Deposits	101						101		101	88
Stormwater Management							-		-	146
TOTAL EXTERNALLY RESTRICTED	25,263						25,263		25,263	24,891
INTERNALLY RESTRICTED										
Employee Leave Entitlements	1,337						1,337		1,337	1,337
Strategic Development Fund	756						756		756	756
Plant Replacement	3,638						3,638		3,638	3,638
Computer	1,107						1,107		1,107	1,107
Building Renewal/Upgrades	2,095						2,095		2,095	2,095
Economic Development/Growth Assets	4,210						4,210		4,210	4,210
Aerodrome	306						306		306	306
Workers Compensation Insurance	936						936		936	936
Future Capital Works/Land Purchases	450						450		450	450
Emergency Management/ Equipment Upgrades	315						315		315	315
Industrial Development	1,149						1,149		1,149	1,149
Baths Improvements - Inverell Pool	2,905						2,905		2,905	2,905
Sports Grounds - Hockey Facility Resurfacing	450						450		450	450
Other Restrictions	1,203						1,203		1,203	1,203
TOTAL INTERNALLY RESTRICTED	20,857						20,857		20,857	20,857
TOTAL RESTRICTED	46,120						46,120		46,120	45,748
TOTAL CASH & INVESTMENTS	57,104						57,104		57,104	51,500
AVAILABLE WORKING CAPITAL	10,984						10,984		10,984	5,752

Note: The annual interest generated on Council's Working Capital is the funding source for Council's annual Strategic Capital Infrastructure Project Fund. Any reduction in Working Capital will result in a further reduction in the quantum of funds available annually for Council to undertake Strategic Projects

COMMENT ON CASH & INVESTMENT POSITION

Councils overall Investment Portfolio remains sound and as at 31 December 2018 Councils Cash and Investment Portfolio totalled \$51.50 million plus \$6.139 million Cash at bank (Water Fund \$4.422m, Sewer Fund \$4.492m, General Fund \$1.107m).

STATEMENTS**INVESTMENTS**

I SCOTT NORMAN, as Council's Responsible Accounting Officer, hereby certify that the restricted funds listed above are invested in accordance with Section 625 of the Local Government Act 1993, Clause 212 of the Local Government (General) Regulations 2005 and Council's Investment Policy. For further information about Councils investment portfolio and performance refer to Councils Monthly Investment Report included in Councils Business Paper

Total External Restricted Funds	24,891
Total Internal Restricted Funds	20,857
Total Restricted	45,748
Total Funds Invested as per Investment Report (31-12-18)	51,500
Total Available Working Capital	5,752

CASH

I, SCOTT NORMAN, as Council's Responsible Accounting Officer, hereby certify that the bank balances, as per General Ledger, have been reconciled with the bank statements for the month of December, 2018, and the details have been recorded. For further information about Councils bank reconciliations refer to Councils Monthly Financial Statements report included in the Council Business Paper

RECONCILIATION

I, SCOTT NORMAN, as Council's Responsible Accounting Officer, hereby certify that the investment balances, as per General Ledger, have been reconciled with the investment report for the month of December, 2018, and the details have been recorded. For further information about Councils investment portfolio and performance refer to Councils Monthly Investment Report included in the Councils Business Paper.

APPENDIX 9

INVERELL SHIRE COUNCIL
INVESTMENTS HELD 31-12-18

Start of Year 1/07/2017
End of Year 30/06/2018

Term Deposit Investment Group

Investment No.	Borrower	FUND	Rating	Risk Rating	Purchase Date	Maturity Date	Current Yield	Principal Value	Current value	Term (days)
18/25	National Australia Bank	General	A1+	1	09-Jan-18	09-Jan-19	2.52%	1,000,000	1,000,000	365
18/27	National Australia Bank	General	A1+	1	15-Mar-18	09-Jan-19	2.60%	2,000,000	2,000,000	300
18/34	AMP BANK	General	A1	2	22-Jun-18	18-Jan-19	2.85%	2,000,000	2,000,000	210
18/35	AMP BANK	Water	A1	2	22-Jun-18	18-Jan-19	2.85%	1,000,000	1,000,000	210
18/36	AMP BANK	Sewer	A1	2	22-Jun-18	18-Jan-19	2.85%	500,000	500,000	210
18/37	Westpac Bank	General	A1+	1	28-Jun-18	21-Jan-19	2.85%	2,000,000	2,000,000	207
18/28	Westpac Bank	Water	A1+	1	15-Mar-18	15-Mar-19	2.67%	1,500,000	1,500,000	365
18/29	Westpac Bank	Sewer	A1+	1	15-Mar-18	15-Mar-19	2.67%	1,500,000	1,500,000	365
18/30	National Australia Bank	General	A1+	1	27-Mar-18	27-Mar-19	2.66%	2,000,000	2,000,000	365
18/31	CBA	General	A1+	1	12-Apr-18	12-Apr-19	2.68%	1,000,000	1,000,000	365
18/32	St George Bank	General	A1+	1	17-Apr-18	17-Apr-19	2.76%	2,000,000	2,000,000	365
18/33	CBA	General	A1+	1	18-Apr-18	17-Apr-19	2.72%	1,000,000	1,000,000	364
19-18	National Australia Bank	General	A1+	1	14-Dec-18	14-Jun-19	2.72%	2,000,000	2,000,000	182
18/38	Westpac Bank	Water	A1+	1	28-Jun-18	25-Jun-19	2.95%	1,000,000	1,000,000	362
18/39	Westpac Bank	General	A1+	1	28-Jun-18	25-Jun-19	2.95%	2,000,000	2,000,000	362
19/01	CBA	General	A1+	1	17-Jul-18	17-Jul-19	2.76%	3,000,000	3,000,000	365
19/02	Bank West	Sewer	A1+	1	17-Jul-18	17-Jul-19	2.80%	2,000,000	2,000,000	365
19/03	Bank of Queensland	General	A1	2	03-Sep-18	03-Sep-19	2.73%	1,000,000	1,000,000	365
19/04	CBA	General	A1+	1	14-Sep-18	13-Sep-19	2.68%	1,000,000	1,000,000	364
19/05	National Australia Bank	Water	A1+	1	27-Sep-18	27-Sep-19	2.75%	1,000,000	1,000,000	365
19/06	St George Bank	General	A1+	1	02-Oct-18	02-Oct-19	2.60%	1,000,000	1,000,000	365
19/07	National Australia Bank	General	A1+	1	09-Oct-18	09-Oct-19	2.74%	1,000,000	1,000,000	365
19/08	Bendigo Adelaide Bank	General	A2	2	25-Oct-18	25-Oct-19	2.75%	2,000,000	2,000,000	365
19/11	National Australia Bank	Sewer	A1+	1	20-Nov-18	20-Nov-19	2.75%	2,000,000	2,000,000	365
19/12	Rural Bank	General	A2	2	27-Nov-18	27-Nov-19	2.85%	2,000,000	2,000,000	365
19/13	Police Credit Union (SA)	General	NR	3	27-Nov-18	27-Nov-18	2.94%	1,000,000	1,000,000	365
19/14	AMP BANK	General	A1	2	27-Nov-18	27-Nov-19	2.85%	2,000,000	2,000,000	365
19/15	AMP BANK	General	A1	2	27-Nov-18	27-Nov-19	2.85%	1,000,000	1,000,000	365
19/16	AMP BANK	Water	A1	2	27-Nov-18	27-Nov-19	2.85%	1,000,000	1,000,000	365
19/17	AMP BANK	General	A1	2	27-Nov-18	27-Nov-19	2.85%	1,000,000	1,000,000	365
19/19	Summerland Credit Union	Water	NR	3	17-Dec-18	17-Dec-19	3.00%	2,000,000	2,000,000	365
19/09	ING BANK	General	A1+	1	25-Oct-18	25-Oct-20	2.90%	2,000,000	2,000,000	730
19/10	Westpac Bank	General	A1+	1	25-Oct-18	25-Oct-20	2.97%	2,000,000	2,000,000	1096
Sub Total - Term Deposit Investment Group								TOTALS	50,500,000	50,500,000

Cash Deposits Accounts Investment Group

As at Date	Borrower	FUND	Rating	Risk Rating	Purchase Date	Maturity Date	Current Yield	Principal Value	Current value
31/12/18	National Australia Bank (Cash Maximiser)	General	A1+	1			1.65%	1,000,000	1,000,000
Sub Total - Cash Deposits Accounts Investment Group								1,000,000	1,000,000

Floating Rate Notes Investment Group

As at Date	Borrower	FUND	Rating	Risk Rating	Purchase Date	Maturity Date	Current Yield	Principal Value	Current value
Sub Total - Floating Rate Notes Investment Group								-	-

Portfolio by Fund

General Fund	\$ 38,000,000
Water Fund	\$ 7,500,000
Sewer Fund	\$ 6,000,000
TOTAL	\$ 51,500,000

Portfolio by Fund	30/11/2018	31/12/2018
General Fund	\$ 38,000,000	\$ 38,000,000
Water Fund	\$ 7,500,000	\$ 7,500,000
Sewer Fund	\$ 6,000,000	\$ 6,000,000
TOTAL	\$ 51,500,000	\$ 51,500,000

APPENDIX 10

INVERELL SHIRE COUNCIL
BUDGET REVIEW FOR THE QUARTER ENDING 31-12-18
CONTRACTS

Contractor	Contract Details & purpose	Contract Value	Commencement Date	Duration of Contract	Budgeted (Y/N)
NSW Spray Seal P/L	Bitumen & Aggregate Services 2018/2019	\$ 2,304,068.00	08-October-2018	6 Months	Y

Notes

1. Minimum reporting level is 1% of estimated income from continuing operations or \$50,000 whichever is the lesser
2. Contractors to be listed are those entered into during the quarter and have yet to be fully performed, excluding contractors that are on Council's Preferred supplier list and Fleet purchased through LGP.
3. Contracts for employment are not included

Explanation of Unbudgeted Contracts

No unbudgeted contracts as at 31 December 2018

INVERELL SHIRE COUNCIL
BUDGET REVIEW FOR THE QUARTER ENDING 31-12-18
CONSULTANCY & LEGAL EXPENSES

EXPENSE	EXPENDITURE YTD	BUDGETED (Y/N)
CONSULTANCIES		
Heritage Advisor	9,045.00	Y
Human Resources	4,384.55	Y
Investment Advisor	8,668.71	Y
LEGAL FEES	3,621.39	Y

Definition of Consultant

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

Explanation of Unbudgeted Consultancy & Legal Fees

No unbudgeted Consultancy or Legal Fees as at 31 December 2018

APPENDIX 11

INVERFLEET OPERATIONS 2018-2019

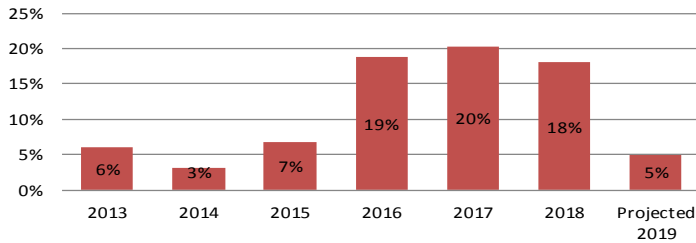
FROM 01-Jul-20178 TO 30-Jun-2019

SUFFIX	DESCRIPTION	2018/2019 BUDGET	2018/2019 Y.T.D.	% VOTE	BALANCE
	Operators Wages	58,680	72,302	123.2%	-13,622
	Workshop Wages	299,514	139,301	46.5%	160,213
	Repairs, Parts & Tyres	654,400	403,925	61.7%	250,475
	Fuel	1,032,000	624,183	60.5%	407,817
	Registration	180,000	33,288	18.5%	146,712
	Accident Expenses	5,000	-	0.0%	5,000
	Depreciation	1,550,000	904,167	58.3%	645,833
	Oils & Lubricants	40,000	17,231	43.1%	22,769
	Cutting Edges	48,000	31,799	66.2%	16,201
	Insurance	169,620	168,888	99.6%	732
148170	Miscellaneous +G4817.000	327,000	116,943	35.8%	210,057
148190	Insurance Excess	10,000	1,810	18.1%	8,190
148210	Ashford Workshop Exp.	18,000	3,115	17.3%	14,885
148220	Inverell Workshop Exp.	41,165	4,488	10.9%	36,677
148230	Apprentice Exp.	15,000	-	0.0%	15,000
148240	Administration Charge	333,020	166,510	50.0%	166,510
148250	Small Plant & Tools	110,600	37,268	33.7%	73,332
994825	Depreciation Small Plant & Tools	75,000	43,750	58.3%	31,250
148260	Plant & Tools under \$750	3,000	-	0.0%	3,000
148280	Oncosts (Super,w/comp etc.)	189,580	90,225	47.6%	99,355
146360	Community Radio Repeater	1,200	-	-	-
146370	2 Way Radio SYSTEM UPGRADE	-	-	0.0%	0
146380	2 Way Radio M & R	23,740	12,806	53.9%	10,934
146390	2 Way Radio Installations	2,500	-	0.0%	2,500
146400	2 Way Radio Licences	2,200	-	0.0%	2,200
	TOTAL OPERATING COSTS:	5,189,219	2,871,999	55.3%	1,388,413
128780	Council Hire	-5,050,000	- 3,025,182	59.9%	-2,024,818
128781	RTA Hire	-	-	0.0%	0
128782	Private Hire	-5,000	-	0.0%	-5,000
G2315	Apprentice Subsidy	-	-	0.0%	0
127800	Radio Communications Site	-5,500	-	0.0%	-5,500
148400	Small Plant & Tools	-128,820	- 64,410	50.0%	-64,410
	TOTAL OPERATING INCOME:	-5,189,320	- 3,089,592	59.5%	-1,299,794
	NET RESULT:	-101	- 217,594	215439.1%	217,493
	Less Capital Replacement Inflation Allowance		141,950		
		-101	- 75,644	74894.9%	75,543
REPLACEMENT PROGRAM					
161620	Heavy Plant Purchases	2,450,500	1,067,990	43.6%	1,382,510
161600	Light Plant Purchases	780,000	312,896	40.1%	467,104
161590	Small Plant Purchases	80,000	38,611	48.3%	41,389
	Workshop Upgrades	0	-	0.0%	0
148221	Workshop Equipment	40,000	-	0.0%	40,000
		3,350,500	1,419,497	42.4%	1,931,003
168100	Sale of Heavy Plant	-503,000	- 302,493	60.1%	-200,507
168110	Sale of Light Plant	-350,000	- 60,035	17.2%	-289,965
168120	Sale of Small Plant	0	-	0.0%	0
	NET RESULT:(Surplus)/Deficit	2,497,500	1,056,970		1,440,530
PLANT RESERVE					
G6168	Estimated Balance 1.7.18	2,952,223	-		2,952,223
G6168.802	Transfer from 2018/2019	-2,497,500	-		-2,497,500
G6168.801	Transfer to 2018/2019	1,625,000	-		1,625,000
G6168	Balance 30.06.2019	2,079,723	-		2,079,723

APPENDIX 12

INVERELL SHIRE COUNCIL
BUDGET REVIEW FOR THE QUARTER ENDING 31-12-18
KEY PERFORMANCE INDICATORS

Operating Performance



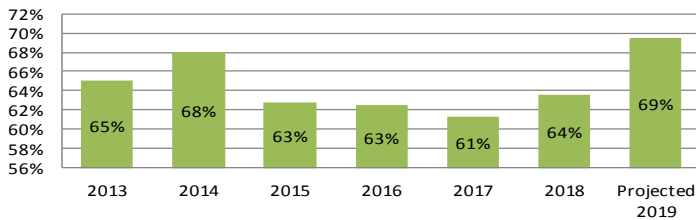
The **Operating Performance Ratio** indicates that Council operating revenue, excluding capital grants and contributions are sufficient to cover operating expenditure. Council has exceeded both the benchmarks listed below

The Tcorp benchmark for the ratio is to have a deficit of less than 4%.

The "fit for the future" benchmark is that council should have a breakeven or better operating performance ratio over a three year period.

The 2017 is inflated due to the advanced payment of 50% 2017-2018 Financial Assistance Grant .

Own Source Operating Revenue

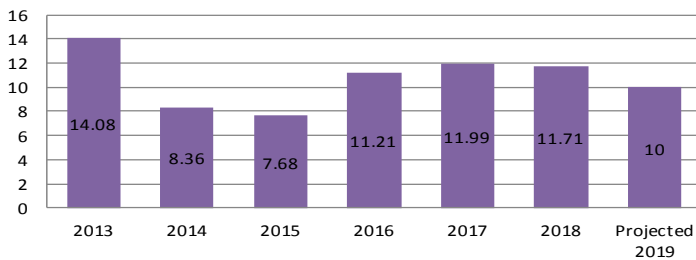


The **Own Source Operating Revenue** indicates that Council has a low dependence on grants and contributions. Council has exceeded both the benchmarks listed below

The Tcorp benchmark for sustainability is to have a ratio of greater than 60%

The "fit for the future" benchmark is that councils should have own source revenue of greater than 60% over a three year period.

Unrestricted Current Ratio

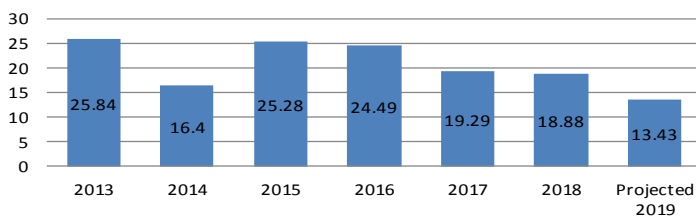


The **Unrestricted Current Ratio** excludes all current assets and liabilities that are restricted for specific purposes. These include the water, sewer, domestic waste management functions and specific purpose unexpended grants and contributions

This ratio is before setting aside cash to fund internal restrictions in the General Fund.

The Tcorp benchmark is greater than 1.5

Debt Service Cover Ratio

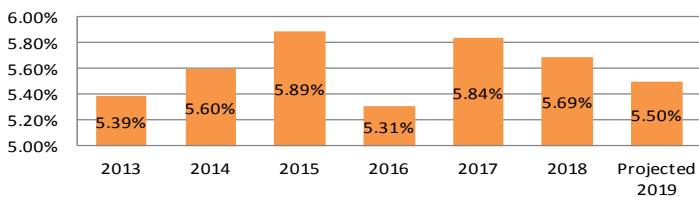


The **Debt Service Ratio** indicates the extent to which council's operating revenues are committed to servicing both interest and the repayment of principal repayments on existing loans.

Councils Debt Service Ratio will increase marginally over the coming years with Councils increasing its loan borrowings by \$2m for Water and Sewer Fund activities and Waste Management Funds

The Tcorp benchmark is to have a ratio of greater than 2.

Rates & Annual Charges Outstanding %



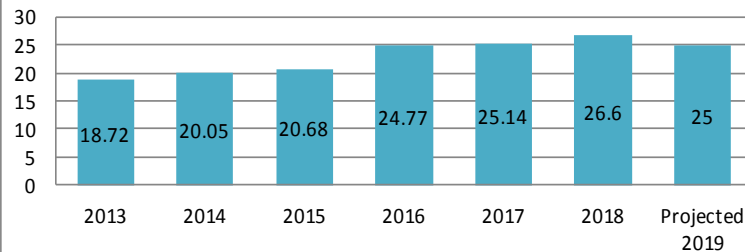
The **Outstanding Rates Ratio** indicates the percentage of uncollected rates and charges and the adequacy of recovery efforts.

Council's ratio remains at a low level and is within benchmarks for group 11 Councils and reflects good recovery procedures as advised by Councils Auditor

The Tcorp benchmark is to have a ratio of less than 10%

INVERELL SHIRE COUNCIL BUDGET REVIEW FOR THE QUARTER ENDING 31-12-18 KEY PERFORMANCE INDICATORS

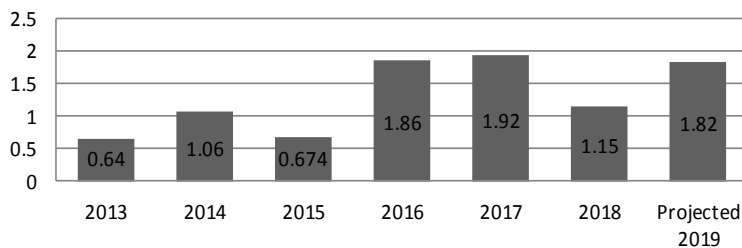
Cash Expense Cover Ratio



The **Cash Expense Cover Ratio** indicates the number of months Council can pay its expenses without additional cash flow.

The Tcorp benchmark is to have reserves to meet at least three months of operating expenditure

Asset Renewal Ratio



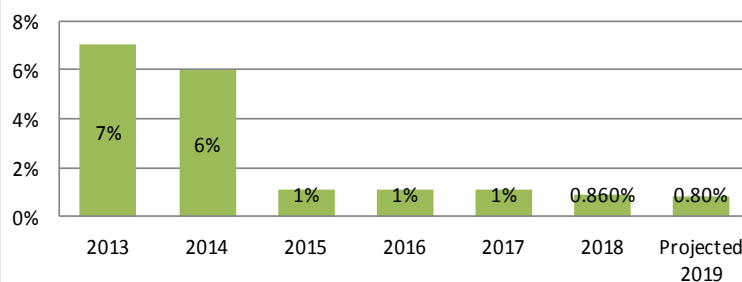
The **Asset Renewal Ratio** indicates the rate at which assets are being renewed against the rate they are being depreciated.

Councils ratio indicates that Council is expending more on asset renewals compared to the estimated asset deterioration (depreciation) across the General, Water and Sewerage Funds. This is largely due to the quantum of grant funded works being undertaken on the Shire Road Network.

The Tcorp benchmark is to have a ratio of greater than 1.

The "fit for the future" benchmark is that councils should have a ratio of greater than 1 over a three year period

Infrastructure Backlog Ratio

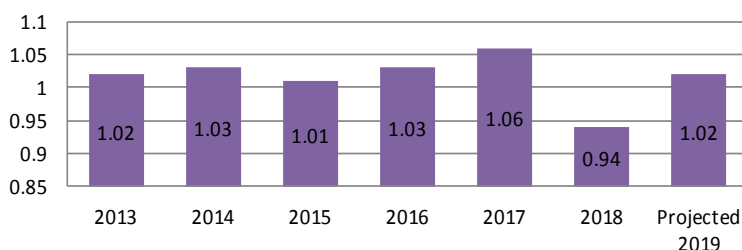


The **Infrastructure Backlog Ratio** assess Council infrastructure backlog against the total value of councils infrastructure.

The Tcorp benchmark is a ratio of less than 20%.

The "fit for the future" benchmark is less than 2%

Asset Maintenance Ratio



The **Asset Maintenance Ratio** compares actual asset maintenance expenses against the estimated asset maintenance required for each year.

The Tcorp benchmark is a ratio of greater than 1

The "fit for the future" benchmark is greater than 1