



BUSINESS PAPER

**Economic and Community
Sustainability Committee Meeting
Wednesday, 9 November 2022**

INVERELL SHIRE COUNCIL**NOTICE OF ECONOMIC AND COMMUNITY SUSTAINABILITY COMMITTEE MEETING**

4 November, 2022

An Economic and Community Sustainability Committee Meeting will be held in the Committee Room, Administrative Centre, 144 Otho Street, Inverell on Wednesday, 9 November, 2022, commencing at **10:30AM**.

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

Please Note: Under the provisions of the Code of Meeting Practice the proceedings of this meeting (including presentations, deputations and debate) will be recorded. The audio recording of the meeting will be uploaded on the Council's website at a later time. Your attendance at this meeting is taken as consent to the possibility that your voice may be recorded and broadcast to the public.

I would like to remind those present that an audio recording of the meeting will be uploaded on the Council's website at a later time and participants should be mindful not to make any defamatory or offensive statements.

P J HENRY PSM

GENERAL MANAGER

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Ethical Decision Making and Conflicts of Interest

A guiding checklist for Councillors, officers and community committees

Ethical decision making

- Is the decision or conduct legal?
- Is it consistent with Government policy, Council's objectives and Code of Conduct?
- What will the outcome be for you, your colleagues, the Council, anyone else?
- Does it raise a conflict of interest?
- Do you stand to gain personally at public expense?
- Can the decision be justified in terms of public interest?
- Would it withstand public scrutiny?

Conflict of interest

A conflict of interest is a clash between private interest and public duty. There are two types of conflict:

- **Pecuniary** – regulated by the *Local Government Act 1993* and Office of Local Government
- **Non-pecuniary** – regulated by Codes of Conduct and policy. ICAC, Ombudsman, Office of Local Government (advice only). If declaring a Non-Pecuniary Conflict of Interest, Councillors can choose to either disclose and vote, disclose and not vote or leave the Chamber.

The test for conflict of interest

- Is it likely I could be influenced by personal interest in carrying out my public duty?
- Would a fair and reasonable person believe I could be so influenced?
- Conflict of interest is closely tied to the layperson's definition of 'corruption' – using public office for private gain.
- Important to consider public perceptions of whether you have a conflict of interest.

Identifying problems

- 1st** Do I have private interests affected by a matter I am officially involved in?
2nd Is my official role one of influence or perceived influence over the matter?
3rd Do my private interests conflict with my official role?

Local Government Act 1993 and Model Code of Conduct

For more detailed definitions refer to Sections 442, 448 and 459 or the *Local Government Act 1993* and Model Code of Conduct, Part 4 – conflicts of interest.

Disclosure of pecuniary interests / non-pecuniary interests

Under the provisions of Section 451(1) of the *Local Government Act 1993* (pecuniary interests) and Part 4 of the Model Code of Conduct prescribed by the Local Government (Discipline) Regulation (conflict of interests) it is necessary for you to disclose the nature of the interest when making a disclosure of a pecuniary interest or a non-pecuniary conflict of interest at a meeting.

A Declaration form should be completed and handed to the General Manager as soon as practicable once the interest is identified. Declarations are made at Item 3 of the Agenda: Declarations - Pecuniary, Non-Pecuniary and Political Donation Disclosures, and prior to each Item being discussed: The Declaration Forms can be downloaded at [Disclosure of pecuniary interests form](#) or [non-pecuniary interests form](#)

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.



1 APOLOGIES

2 CONFIRMATION OF MINUTES

RECOMMENDATION:

That the Minutes of the Economic and Community Sustainability Committee Meeting held on 12 October, 2022, as circulated to members, be confirmed as a true and correct record of that meeting.

**MINUTES OF INVERELL SHIRE COUNCIL
ECONOMIC AND COMMUNITY SUSTAINABILITY COMMITTEE MEETING
HELD AT THE COMMITTEE ROOM, ADMINISTRATIVE CENTRE, 144 OTHO STREET,
INVERELL
ON WEDNESDAY, 12 OCTOBER 2022 AT 10:45 AM**

PRESENT: Cr Paul Harmon (Chairperson), Cr Kate Dight, Cr Nicky Lavender and Cr Jo Williams.

IN ATTENDANCE: Cr Stewart Berryman, Cr Jacko Ross and Cr Wendy Wilks.

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

1 APOLOGIES

COMMITTEE RESOLUTION

Moved: Cr Nicky Lavender

Seconded: Cr Kate Dight

That the apology received from Cr Paul King for personal reasons be accepted and leave of absence granted.

CARRIED

2 CONFIRMATION OF MINUTES

COMMITTEE RESOLUTION

Moved: Cr Kate Dight

Seconded: Cr Jo Williams

That the Minutes of the Economic and Community Sustainability Committee Meeting held on 14 September, 2022, as circulated to members, be confirmed as a true and correct record of that meeting.

CARRIED

3 DISCLOSURE OF CONFLICT OF INTERESTS/PECUNIARY AND NON-PECUNIARY INTERESTS

NIL

4 INFORMATION REPORTS

4.1 BUNDARRA RESIDENTS ASSOCIATION - UPDATE S13.1.1

COMMITTEE RESOLUTION

Moved: Cr Kate Dight

Seconded: Cr Jo Williams

That the report be received and noted.

CARRIED

4.2 RATE PEG FOR 2022/2023 S25.11.3**COMMITTEE RESOLUTION**

Moved: Cr Nicky Lavender

Seconded: Cr Kate Dight

That the report be received and noted

CARRIED**4.3 RECONNECTING REGIONAL NSW COMMUNITY EVENTS PROGRAM S15.8.126****COMMITTEE RESOLUTION**

Moved: Cr Kate Dight

Seconded: Cr Nicky Lavender

That the report be received and noted

CARRIED**5 GOVERNANCE REPORTS****5.1 GOVERNANCE - MONTHLY INVESTMENT REPORT S12.12.2****COMMITTEE RESOLUTION**

Moved: Cr Nicky Lavender

Seconded: Cr Jo Williams

The Committee recommend to Council 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.*

CARRIED

The Meeting closed at 11.02 am

3 DISCLOSURE OF CONFLICT OF INTERESTS/PECUNIARY AND NON-PECUNIARY INTERESTS

4 DESTINATION REPORTS

4.1 REQUEST FOR SPONSORSHIP - ASHFORD SHOW SOCIETY

File Number: S12.22.1/16 / 22/37612

Author: Kristy Paton, Corporate Support Officer - Publishing

SUMMARY:

A letter has been received from Christine Wirth, Secretary of the Ashford Show Society requesting sponsorship of the 2023 Ashford Show.

RECOMMENDATION:

A matter for the Committee.

COMMENTARY:

Christine Wirth, the Secretary of the Ashford Show Society has written to Council requesting sponsorship of the 2023 Ashford Show. The show will be held over two days on the 18th and 19th of February.

The Show Society are requesting sponsorship for the amount of \$5000 by Inverell Shire Council to help cover the costs of the entertainment being provided. Entertainment includes a fireworks display at a cost of approximately \$3,000 and a main attraction event at a cost of approximately \$6,000. Details of the main attraction are still in the planning stage and have not yet been confirmed, however it is hoped this year's attraction will be a stage coach performance. The Show Committee are scheduled to meet next week where it is hoped the details of the main attraction will be confirmed. The main attraction is a relatively new addition to the show's program but a representative from the Show Society has advised the cost can be anywhere from \$5,000 to \$10,000. The Show Society have been requested to provide a budget for the Show however at the time of writing this report it has not been provided.

In 2022, Council provided a donation for the amount of \$5,000 funded from the Ashford Village votes.

In 2021, a request was made to Council by the Show Society for a donation to allow for free gate entry for visitors to the 2021 show. A donation of \$3000 was made which was equivalent to the show society's entry fee takings.

If sponsorship is provided, Inverell Shire Council will be listed inside the front cover of the Show Schedule and will be displayed on a list at the Secretaries Office & the Bar for the entirety of the show.

A copy of Ms Wirth's letter is attached.

Council is asked to determine if they would like to provide sponsorship for the 2023 Ashford Show and if so, in what capacity.

RISK ASSESSMENT:

Nil

POLICY IMPLICATIONS:

Nil

CHIEF FINANCIAL OFFICERS COMMENT:

LEGAL IMPLICATIONS:

Nil

ATTACHMENTS:

1. Request for Sponsorship - Ashford Show Society [↓](#)

ASHFORD SHOW SOCIETY INC.
PO Box 20
ASHFORD NSW 2361
EMAIL: ASHFORDSHOW@GMAIL.COM



Re: Sponsorship for the Annual Ashford Show Society

To The Ashford Business Council & Inverell Shire Council,

The Ashford Show Society holds its annual 2 day show in February each year. The show has all the attractions of a big show rolled into an affordable family orientated country show, which we take pride in delivering year after year. Many people come from surrounding towns to attend our little country show because of this.

In order for us to be able to continue providing an affordable family fun country show we are seeking sponsorship. We are seeking sponsorship to help provide entertainment at the show, including the great fireworks display we put on each year.

We are asking the Ashford Business Council and Inverell Shire Council if they could please support us again this year with sponsorship in the amount of \$5000 to help pay for entertainment.

Could you please consider this request for sponsorship. If you are able to assist us with sponsorship the Ashford Business Council & Inverell Shire Council will be listed inside the front cover of the Show Schedule and will be displayed on a list at the Secretaries Office & the Bar for entirety of the show.

If you have any questions please do not hesitate to contact us for further information or clarification.

Awaiting your reply regarding this letter.

Yours Sincerely,

Christine Wirth
Secretary
Ashford Show Society

4.2 COMPLAINTS MANAGEMENT POLICY AND UNREASONABLE CONDUCT BY COMPLAINANTS POLICY

File Number: S6.8.5 / 22/38041

Author: Paul Henry, General Manager

SUMMARY:

The outcome of a review of Council's Complaints Management Policy (CMP) and a new 'Unreasonable Conduct by Complainants Policy' (UCC) is submitted for consideration.

RECOMMENDATION:

That the Committee recommend to Council that the 'Complaints Management Policy' and the 'Unreasonable Conduct by Complainants Policy' be adopted.

COMMENTARY:**1. Complaints Management Policy (CMP)**

A review of the existing Complaints Policy identified the need for a more comprehensive policy to be prepared. A draft CMP is attached for consideration.

The purpose of this policy and associated procedures is to provide guidance in relation to complaints received by Council. This document:

- Provides a framework for dealing with complaints,
- Provides guidance to staff who may receive complaints, and
- Sets out the responsibilities of staff handling complaints.

The policy sets out how to distinguish between complaints and service requests.

2. Unreasonable Conduct by Complainants (UCC)

During discussion on the CMP, a related issue of how unreasonable behaviour by a complainant was raised. It was noted that in July 2022 the Ombudsman released guidelines on how public organisations should deal with this situation. The key advice from the Ombudsman is that organisations should have a written policy and procedures to inform staff and the public.

A UCC Policy has been developed utilising the Ombudsman's guidelines. The policy is attached for consideration.

The Committee will note that the UCC Policy has the following basic features:

- Clear guidance on the authority vested in frontline staff and senior management to respond to and manage UCC incidents, including restricting a complainant's access to services.
- An explanation of the circumstances where it may be appropriate to change or restrict a complainant's access to services, and the procedures to follow when doing so.
- A range of possible service restrictions (not just 'written only' restrictions) that staff can use to manage UCC incidents.
- Guidance about factors (including cultural factors) that should be considered when deciding to change or restrict a complainant's access to services.

- Procedures for communicating with complainants about decisions to change or restrict their access, including the use of template letters.
- A centralised system for recording and reporting details of complainants who have service restrictions, to assist with ongoing management and review of these cases.
- A standardised process for reviewing decisions to change or restrict access – including fixed time periods and criteria for review, and a presumption that any restriction will be lifted unless there is a clear need for it to continue.

The policy will rely on recording UCC incidents and for senior staff to track and monitor any use of the policy. Council will be informed of any instances of the use of this UCC Policy.

RISK ASSESSMENT:

Nil

POLICY IMPLICATIONS:

Draft Policies attached for consideration.

CHIEF FINANCIAL OFFICERS COMMENT:

Nil

LEGAL IMPLICATIONS:

Nil

ATTACHMENTS:

1. **DRAFT Complaints Management Policy** [↓](#)
2. **DRAFT Unreasonable Conduct by Complainants Policy** [↓](#)



DRAFT

Complaints Management Policy

COUNCIL POLICY:	Complaints Management Policy
Ref:	

Contact Officer	Director Corporate & Economic Services
Approval Date	## 2022 (Res ##)
Approval Authority	Council
Reviewed	
Date of Next Review	September 2024

Contents

1. Purpose
2. Background
3. Coverage/Scope
4. Risk Management
5. Key Responsibilities
6. Definition of a Complaint
7. Procedures for Managing Complaints

1 Purpose

Inverell Shire Council strives to provide high quality customer service to our community. Council encourages and values all community and customer feedback as it assists with the ongoing review and improvement of our service delivery.

The purpose of this policy and associated procedures is to provide guidance in relation to the management of complaints.

This document will:

- Provide a framework for dealing with complaints
- Provide guidance to staff who may be required to receive and respond to complaints
- Ensure staff are aware of their responsibilities regarding the handling of complaints.

2 Background

Council may receive complaints about the performance of Council in delivering services to the community. The complaint may be an expression of dissatisfaction with the performance of service or the action/inaction of an individual Council official.

The quality of Council's response to these complaints has an impact on Council's reputation.

Council is committed to ensuring that complaints are handled fairly, courteously and respectful of the person making the complaint.

3 Coverage/Scope

This Policy applies to all Council staff who may receive, manage and/or investigate complaints.

It should be noted that the procedures for special categories of complaints are spelt out in Government Legislation or other policies. Instances where this may occur are:

- Breaches of Council's Code of Conduct
- Reports of fraud or corruption
- Complaints relating to non-disclosure of pecuniary interest by Councillors
- Protected disclosures
- Staff grievances.

Complaints involving criminal activity will be referred to the NSW Police.

3 Risk Management

The observance of the procedures set out in this document will minimise the following risks:

- Inefficient and untimely handling of complaints
- Damage to the reputation of Council
- Unfair, discourteous handling of complaints, and
- Decisions made with impartiality

4 Key Responsibilities

Council:	Approving the Policy
Mayor:	Referring a 'special complaint' to the appropriate external agency Reviewing determinations of General Manager
General Manager:	Referring a 'special complaint' to the appropriate external agency Coordinate the implementation of this policy Review determinations of Directors Working in a constructive manner to address and identify opportunities to resolve complaints as promptly as possible and avoid their escalation Ensure appropriate records are maintained
Directors:	Ensuring the policy is implemented Review complaints Working in a constructive manner to address and identify opportunities to resolve complaints as promptly as possible and avoid their escalation Ensure appropriate records are maintained.
Managers:	Investigate complaints referred to them
Senior Records Officer:	Ensure all complaints and related correspondence is entered into the Electronic Document and Record Management System (EDRMS) Manage the reminders issued regarding the timely assessment of complaints
All Staff:	Comply with this policy Deal with complaints/correspondence professionally, promptly and courteously and provide assistance and information where appropriate.

6 Definition of a Complaint

A. What is a Complaint?

Is an expression of dissatisfaction with Council's services, policies, processes or procedures. It includes the action or inaction of a Councillor or staff.

B. What is not a Complaint?

Routine service requests are not considered complaints for the purpose of this policy. Other matters include:

- Reports or requests for action in relation to matters Council regulates eg noise, unauthorised building breaches
- Requests for explanations of Council policies, procedures or decisions
- Comments or objections relating to a development
- Complaints about a third party who is not working for Inverell Shire Council.

7 Procedures for Managing Complaints

A: How to make a complaint

Complaints can be made to Inverell Shire Council using the complainants preferred method:

By post: Inverell Shire Council, PO Box 138, Inverell NSW 2360

By Email: council@inverell.nsw.gov.au

By Telephone: 02 56 288 288

In Person: 144 Otho Street, Inverell NSW 2360

B. Complaint Handling

All Council staff are to accept and acknowledge receipt of a complaint.

The complaint is to be recorded in the EDRMS.

C. Records Management

The Senior Records Officer will refer the complaint to the appropriate Manager or Director, depending on the nature of the complaint.

Reminders will be issued for the timeframes associated with complaints set out in this document.

D. Confidentiality

Council will manage complaints in a sensitive manner and protect the confidentiality of parties to the complaint whenever possible.

Instances where it may not be possible to maintain confidentiality due to legislative requirements are:

- Successful application under the GIPA Act
- Successful application under the PIPPA Act
- Court order or subpoena
- Required reporting under the Child Protection Act or ICAC Act.

E. Unreasonable Complaints

Council will handle unreasonable conduct by complainants in accordance with Council's 'Unreasonable Conduct of Complaints' Policy.

Council staff will be supported in dealing with unreasonable complaints.

F. Timelines

The five (5) stages of managing complaints are:

- i) Receive
- ii) Acknowledge (3 days)
- iii) Address and Investigate
- iv) Determine and set out reasons
- v) Options for redress and close complaint

Where possible concerns will be addressed at first contact. If the concerns cannot be resolved a complaint is registered. The abovementioned stages are then followed.

G. Options

Following receipt of Council's decision in response to a complaint, and the complainant remains dissatisfied, they may ask for a review.

An internal review is the second level of complaint management and is conducted by a more senior official.

If the person making the complaint is dissatisfied with the review, they may seek an external independent review of Council's decisions. Council will advise the complainant of how to approach these organisations.



DRAFT

Unreasonable Conduct by Complainants Policy

COUNCIL POLICY:	Unreasonable Conduct by Complainants Policy
Ref:	

Contact Officer	Director Corporate & Economic Services
Approval Date	## 2022 (Res ##)
Approval Authority	Council
Reviewed	
Date of Next Review	September 2024

1. Introduction

1.1 Statement of support

Inverell Shire Council is committed to being accessible and responsive to all complainants who approach our office regardless of ethnic identity, national origin, religion, linguistic background, sex, gender expression, sexual orientation, physical ability or other cultural or personal factors. At the same time, the success of our office depends on:

- our ability to do our work in the most effective and efficient ways possible
- the health, safety, and security of our staff
- our ability to allocate our resources fairly across all the complaints we receive.

When complainants behave unreasonably, their conduct can significantly affect the successful conduct of our work. Inverell Shire Council will act proactively and decisively to manage any complainant conduct that negatively and unreasonably affects us and will support our staff to do the same in accordance with this policy.

2. Objectives

2.1 Policy aims

This policy was developed to assist all staff members to better manage unreasonable conduct by complainants (UCC). It aims to help staff:

- feel confident and supported in taking action to manage UCC
- act fairly, consistently, honestly, and appropriately when responding to UCC
- understand their roles and responsibilities in relation to the management of UCC, and how this policy will be used
- understand the types of circumstances when it may be appropriate to manage UCC using one or more of the following mechanisms:
 - the strategies provided in the 'Managing unreasonable conduct by a complainant manual' (3rd edition) including the strategies to change or restrict a complainant's access to our services

- alternative dispute resolution strategies to deal with conflicts involving complainants and members of our organisation
- legal instruments such as trespass laws or other legislation to prevent a complainant from coming onto our premises, and orders to protect specific staff members from any actual or apprehended personal violence, intimidation, or stalking
- understand the criteria we will consider before we decide to change or restrict a complainant's access to our services
- be aware of the processes that will be followed to record and report UCC incidents, and the procedures for consulting and notifying complainants about any proposed action or decision to change or restrict their access to our services
- understand the procedures for reviewing decisions made under this policy, including specific timeframes for review.

3. Defining unreasonable conduct by a complainant

3.1 Unreasonable conduct by a complainant

Most complainants act reasonably and responsibly in their interactions with us, even when they are experiencing high levels of distress, frustration, and anger about their complaint. However, despite our best efforts to help them, in a very small number of cases complainants display inappropriate and unacceptable behaviour. They can be aggressive and verbally abusive towards our staff, threaten harm and violence or bombard our offices with unnecessary and excessive phone calls and emails. They may make inappropriate demands on our time and resources or refuse to accept our decisions and recommendations in relation to their complaints. When complainants behave in these ways (and where there are no cultural factors that could reasonably explain their behaviour) we consider their conduct to be 'unreasonable'.

In short, unreasonable conduct by a complainant is any behaviour by a current or former complainant which, because of its nature or frequency raises substantial health, safety, resource or equity issues for our organisation, our staff, other service users and complainants or the complainant themselves.

UCC can be divided into 5 categories of conduct:

- unreasonable persistence
- unreasonable demands
- unreasonable lack of cooperation
- unreasonable arguments
- unreasonable behaviours.

3.1.1 Unreasonable persistence

Unreasonable persistence is continued, incessant and unrelenting conduct by a complainant that has a disproportionate and unreasonable impact on our organisation, staff, services, time, or resources. Some examples of unreasonably persistent behaviour include:

- An unwillingness or inability to accept reasonable and logical explanations, including final decisions that have been comprehensively considered and dealt with (even when it is evident the complainant does understand the information provided).
- Persistently demanding a review simply because it is available, and without arguing or presenting a case for one.
- Pursuing and exhausting all available review options, even after we have explained that a review is not warranted – and refusing to accept that we cannot or will not take further action on their complaint.
- Reframing a complaint in an effort to get it taken up again.
- Multiple and repeated phone calls, visits, letters, emails (including cc'd correspondence) after we have repeatedly asked them not to.
- Contacting different people within or outside our organisation to get a different outcome or a more sympathetic response to their complaint – this is known as internal and external 'forum shopping'.

3.1.2 Unreasonable demands

Unreasonable demands are any demands expressly made by a complainant that have a disproportionate and unreasonable impact on our organisation, staff, services, time, or resources. Some examples of unreasonable demands include:

- Issuing instructions and making demands about how to handle their complaint, the priority it should be given, or the outcome to be achieved.
- Insisting on talking to a senior manager or the Director/General Manager personally when the reasons that this is not appropriate or warranted have been carefully explained to the complainant.
- Emotional blackmail and manipulation resulting in intimidation, harassment, shaming, seduction or portraying themselves as being victimised when this is not the case.
- Insisting on outcomes that are not possible or appropriate in the circumstances, for example asking for someone to be fired or prosecuted, or for an apology or compensation when there is no reasonable basis for this.
- Demanding services of a nature or scale that we cannot provide, even after we have explained this to them repeatedly.

3.1.3 Unreasonable lack of cooperation

Unreasonable lack of cooperation is when a complainant is unwilling or unable to cooperate with us, our staff, or our complaints process – resulting in a disproportionate and unreasonable use of our services, time, or resources. Some examples of unreasonable lack of cooperation include:

- Sending us a constant stream of complex or disorganised information without clearly defining the issue at hand or explaining how the material provided relates to their complaint (where the complainant is clearly capable of doing this).
- Providing little or no detail around their complaint or providing information in 'drips and drabs'.
- Refusing to follow or accept our instructions, suggestions, or advice without a clear or justifiable reason for doing so.

- Arguing that a particular solution is the correct one in the face of valid contrary arguments and explanations.
- Unhelpful behaviour such as withholding information, acting dishonestly and misquoting others.

3.1.4 Unreasonable arguments

Unreasonable arguments include any arguments that are not based on any reason or logic, that are incomprehensible, false, or inflammatory, trivial, or delirious, and that disproportionately and unreasonably impact upon our organisation, staff, services, time, or resources. Arguments are unreasonable when they:

- fail to follow a logical sequence that the complainant is able to explain to staff
- are not supported by any evidence or are based on conspiracy theories.
- lead a complainant to reject all other valid and contrary arguments
- are trivial when compared to the amount of time, resources, and attention that the complainant demands
- are false, inflammatory, or defamatory.

3.1.5 Unreasonable behaviour

Unreasonable behaviour is conduct that is unreasonable in all circumstances (regardless of how stressed, angry, or frustrated a complainant is) because it unreasonably compromises the health, safety and security of our staff, other service users or the complainant themselves. Some examples of unreasonable behaviours include:

- acts of aggression, verbal abuse, derogatory, racist, or grossly defamatory remarks
- harassment, intimidation, or physical violence
- rude, confronting, or threatening correspondence
- threats of harm to self or third parties, threats with a weapon or threats to damage property, including bomb threats
- stalking in person or online
- emotional manipulation.

All staff should note that Inverell Shire Council has a zero-tolerance policy towards any harm, abuse or threats directed towards them. Any conduct of this kind will be dealt with under this policy and in accordance with our duty of care and work health and safety responsibilities.

4. Roles and responsibilities

1.1 All staff

All staff are responsible for familiarising themselves with this policy as well as the *Individual Rights and Mutual Responsibilities of the Parties to a Complaint* document at **Appendix A**. Staff are also encouraged to explain the contents of this document to all complainants, particularly those who engage in UCC or exhibit the early warning signs of UCC.

Staff are also encouraged and authorised to use the strategies and scripts provided at the NSW Ombudsman's website – see Part 2 of the *Managing unreasonable conduct by a complainant Manual (3rd edition)*:

- Strategies and scripts for managing unreasonable persistence
- Strategies and scripts for managing unreasonable demands
- Strategies and scripts for managing unreasonable lack of cooperation
- Strategies and scripts for managing unreasonable arguments
- Strategies and scripts for managing unreasonable behaviours

Any strategies that change or restrict a complainant's access to our services must be considered at the senior management level or higher as provided in this policy.

Staff are also responsible for recording and reporting all UCC incidents they experience or witness (as appropriate) to the Director Corporate & Economic Services within 24 hours of the incident occurring, using the Sample UCC incident form in **Appendix B**. A file note of the incident should also be copied into Council's Electronic Records Management System (EDRMS).

1.2 The Director Corporate & Economic Services

The *Director Corporate & Economic Services*, in consultation with relevant staff, has the responsibility and authority to change or restrict a complainant's access to our services in the circumstances identified in this policy. When doing so they will consider the criteria in **section 7.2** below (adapted into a checklist in **Appendix C**) and will aim to impose any service changes or restrictions in the least restrictive ways possible. Their aim when taking such actions will not be to punish the complainant, but rather to manage the impacts of their conduct.

When applying this policy, the *Director Corporate & Economic Services* will also aim to keep at least one open line of communication with a complainant. However, we do recognise that in extreme situations all forms of contact may need to be restricted for some time to ensure the health, safety, and security of our staff or third parties.

The *Director Corporate & Economic Services* is also responsible for recording, monitoring, and reviewing all cases where this policy is applied to ensure consistency, transparency, and accountability for the application of this policy. They will manage and keep a file record of all cases where this policy is applied.

1.3 Senior managers

All senior managers are responsible for supporting staff to apply the strategies in this policy, as well as those in the manual. Senior managers are also responsible for ensuring compliance with the procedures outlined in this policy, and that all staff members are trained to deal with UCC – including on induction.

After a stressful interaction with a complainant, senior managers should provide affected staff members with the opportunity to debrief their concerns either formally or informally. Senior managers will also ensure that staff are provided with proper support and assistance including medical or police assistance, and if necessary, support through programs like the Employee Assistance Program.

Senior managers may also be responsible for arranging other forms of support for staff, such as appropriate communication or intercultural training.

5. Responding to and managing UCC

5.1 Changing or restricting a complainant's access to our services

UCC incidents will generally be managed by limiting or adapting the ways we interact with or deliver services to complainants by restricting:

- **Who they have contact with** – limiting a complainant to a sole contact person or staff member in our organisation.
- **What they can raise with us** – restricting the subject matter of communications that we will consider and respond to.
- **When they can have contact** – limiting a complainant's contact with our organisation to a particular time, day, or length of time, or curbing the frequency of their contact with us.
- **Where they can make contact** – limiting the locations where we will conduct face-to-face interviews to secured facilities or areas of the office.
- **How they can make contact** – limiting or modifying the forms of contact that the complainant can have with us. This can include modifying or limiting face-to-face interviews, telephone, and written communications, prohibiting access to our premises, contact through a representative only, taking no further action or terminating provision of services altogether.

When using the restrictions provided in this section, we recognise that discretion will need to be used to adapt them to suit a complainant's personal circumstances such as level of competency, literacy skills, and cultural background. In this regard, we also recognise that more than one strategy may be needed in individual cases to ensure their appropriateness and efficacy.

5.2 Who: limiting the complainant to a sole contact point

Where a complainant tries to forum-shop within our organisation, changes their issues of complaint repeatedly, constantly reframes their complaint, or raises an excessive number of complaints, it may be appropriate to restrict their access to a single staff member (a sole contact point) who will manage their complaint(s) and interaction with our office. This may help ensure they are dealt with consistently and may minimise the incidence of misunderstandings, contradictions, and manipulation.

To avoid staff 'burnout', the sole contact officer's supervisor will provide them with regular support and guidance as needed. The *Director Corporate & Economic Services* will also review the arrangement every 6 months to ensure that the officer is managing/coping with the arrangement.

Complainants who are restricted to a sole contact person will, however, be given the contact details of one additional staff member who they can contact if their primary contact is unavailable – for example if they go on leave or are otherwise unavailable for an extended period of time.

5.3 What: restricting the subject matter of communications that we will consider

Where complainants repeatedly send letters, emails, or online forms that raise trivial or insignificant issues, contain inappropriate or abusive content, or relate to an issue that has already been comprehensively considered or reviewed (at least once) by our office, we may restrict the issues the complainant can raise with us. For example, we may:

- Refuse to respond to correspondence that raises an issue that has already been dealt with, that raises a trivial issue, or is not supported by evidence. The complainant will be advised that future correspondence of this kind will be read and filed without acknowledgement unless we decide that we need to pursue it further – in which case, we may do so on our ‘own motion’.
- Restrict the complainant to one complaint or issue per month. Any attempts to circumvent this restriction (for example by raising multiple complaints or issues in the one letter) may result in modifications or further restrictions being placed on their access.
- Return the correspondence to the complainant and require them to remove any inappropriate content before we agree to consider its contents. We will also keep a copy of the inappropriate correspondence for our records to help identify repeat UCC incidents.

5.4 When and how: limiting when and how a complainant can contact us

If a complainant’s contact with our organisation places an unreasonable demand on our time or resources, or affects the health, safety, and security of our staff because it involves behaviour that is persistently rude, threatening, abusive or aggressive, we may limit when or how the complainant can interact with us. This may include:

- Limiting their telephone calls or face-to-face interviews to a particular time of the day or days of the week.
- Limiting the length or duration of telephone calls, written correspondence, or face-to-face interviews. For example:
 - Telephone calls may be limited to [10] minutes at a time and will be politely terminated at the end of that time period.
 - Lengthy written communications may be restricted to a maximum of [15] typed or written pages, single sided, font size 12 or it will be sent back to the complainant to be organised and summarised – This option is only appropriate in cases where the complainant is capable of summarising the information and refuses to do so.
 - Limiting face-to-face interviews to a maximum of [45] minutes.
- Limiting the frequency of their telephone calls, written correspondence, or face-to-face interviews. Depending on the nature(s) of the service(s) provided we may limit:
 - Telephone calls to [1] every 2 weeks/month.
 - Written communications to [1] every 2 weeks/month.
 - Face-to-face interviews to [1] every 2 weeks/month.

For irrelevant, overly lengthy, disorganised or very frequent written correspondence we may also:

- Require the complainant to clearly identify how the information or supporting materials they have sent to us relate to the central issues that we have identified in their complaint.
- Restrict the frequency with which complainants can send emails or other written communications to our office.
- Restrict a complainant to sending emails to a particular email account (e.g., the organisation's main email account) or block their email access altogether and require that any further correspondence be sent through Australia Post only.

'Writing only' restrictions

When a complainant is restricted to 'writing only' they may be restricted to written communications through:

- Australia Post only
- Email only to a specific staff email or our general office email account
- Fax only to a specific fax number
- Some other relevant form of written contact, where applicable.

If a complainant's contact is restricted to writing only, the *Director Corporate & Economic Services* will clearly identify the specific means that the complainant can use to contact our office (e.g., Australia Post only). If it is not appropriate for a complainant to enter our premises to hand deliver their written communication this must be communicated to them as well.

Any communications received by our office in a manner that contravenes a 'writing only' restriction will either be returned to the complainant or read and filed without acknowledgement.

5.5 Where: limiting face-to-face interviews to secure areas

If a complainant is violent or overtly aggressive, unreasonably disruptive, threatening or demanding or makes frequent unannounced visits to our premises, we may consider restricting our face-to-face contact with them.

These restrictions can include:

- Restricting access to particular secured premises or areas of the office such as the reception area or a secured room or facility.
- Restricting their ability to attend our premises to specified times of the day or days of the week only – for example, when additional security is available or to times or days that are less busy.
- Allowing them to attend our office on an 'appointment only' basis, and only with specified staff (for these meetings, staff should enlist the support and assistance of a colleague for added safety and security.)
- Banning the complainant from attending our premises altogether and allowing some other form of contact, e.g., 'writing only' or 'telephone only' contact.

Contact through a representative only

In cases where we cannot completely restrict our contact with a complainant and their conduct is particularly difficult to manage, we may require them to contact us through a support person or

representative only. The support person may be someone nominated by the complainant, but they must be approved by the *Director Corporate & Economic Services*.

When assessing a representative or support person's suitability, the *Director Corporate & Economic Services* should consider factors such as their level of competency and literacy skills, demeanour and behaviour, and relationship with the complainant. If the *Director Corporate & Economic Services* determines that the representative or support person may exacerbate the situation with the complainant, the complainant will be asked to nominate another person and we may assist them in this regard.

5.6 Completely terminating a complainant's access to our services

In rare cases, and as a last resort when all other strategies have been considered, the Director Corporate & Economic Services and the General Manager may decide that it is necessary for our organisation to completely restrict a complainant's contact or access to our services.

A decision to have no further contact with a complainant will only be made if it appears that the complainant is unlikely to modify their conduct, or their conduct poses a significant risk for our staff or other parties because it involves one or more of the following:

- Acts of aggression, verbal or physical abuse, threats of harm, harassment, intimidation, stalking, assault.
- Damage to property while on our premises.
- Threats with a weapon or common office items that can be used to harm another person or themselves.
- Physically preventing a staff member from moving around freely either within their office or during an off-site visit – e.g., entrapping them in their home.
- Conduct that is otherwise unlawful.

In these cases, the complainant will be sent a letter notifying them that their access has been restricted as outlined in **section 7.4** below.

A complainant's access to our services and our premises may also be restricted (directly or indirectly) using legal mechanisms like trespass laws and other legislation or legal orders to protect members of our staff from personal violence, intimidation or stalking by a complainant.

6. Alternative dispute resolution

6.1 Using alternative dispute resolution strategies to manage conflicts with complainants

If the *Director Corporate & Economic Services* and the General Manager determine that we cannot terminate our services to a complainant in a particular case or that we or our staff bear some responsibility for causing or exacerbating their conduct, they may consider using alternative dispute resolution strategies (ADRs) such as mediation and conciliation to resolve the conflict with the complainant and attempt to rebuild our relationship with them. If an ADR is considered to be an appropriate option in a particular case, it will be conducted by an independent third party to ensure transparency and impartiality.

However, we recognise that in UCC situations an ADR may not be an appropriate or effective strategy – particularly if the complainant is uncooperative or resistant to compromise. Therefore, each case will be assessed on its own facts to determine the appropriateness of this approach.

7. Procedure to be followed when changing or restricting a complainant's access to our services

7.1 Consulting with relevant staff

When the *Director Corporate & Economic Services* receives a UCC incident form from a staff member, they will contact the staff member to discuss the incident. They will discuss:

- The circumstances that gave rise to the UCC incident, including the complainant's situation, personal and cultural background, and perspective.
- The impact of the complainant's conduct on our organisation, relevant staff, our time, resources etc.
- The complainant's response to the staff member's warnings or requests to stop the unreasonable behaviour.
- What the staff member has done to manage the complainant's conduct (if applicable).
- Any suggestions made by relevant staff on ways that the situation could be managed.

7.2 Criteria to be considered

Following a consultation with relevant staff the *Director Corporate & Economic Services* will search the EDRMS for information about the complainant's prior conduct and history with our organisation. They will also consider the following criteria:

- Whether the conduct in question involved overt anger, aggression, violence, or assault (which is unacceptable in all circumstances).
- Whether the complainant's case has merit.
- The likelihood that the complainant will modify their unreasonable conduct if they are given a formal warning about their conduct.
- Whether changing or restricting access to our services will be effective in managing the complainant's behaviour.
- Whether changing or restricting access to our services will affect the complainant's ability to meet their obligations, such as reporting obligations.
- Whether changing or restricting access to our services will have an undue impact on the complainant's welfare, livelihood, or dependents etc.
- Whether the complainant's personal circumstances have contributed to the behaviour – For example, the complainant's cultural background may mean their communication patterns differ from those of our staff or our organisation's standards, or the complainant is a vulnerable person who is under significant stress as a result of one or more of the following:
 - homelessness
 - physical disability
 - illiteracy or other language or communication barrier
 - mental or other illness

- personal crises
- substance or alcohol abuse.
- Whether the complainant's response or conduct was moderately disproportionate, grossly disproportionate, or not at all disproportionate in the circumstances.
- Whether there are any statutory provisions that would limit the types of limitations that can be applied to the complainant's contact with, or access to our services.

Once the *Director Corporate & Economic Services* has considered these criteria, they will decide on the appropriate course of action. They may suggest formal or informal options for dealing with the complainant's conduct which may include one or more of the strategies provided in the manual and this policy.

See **Appendix C** – Sample checklist for *Director Corporate & Economic Services* to consider when deciding to modify or restrict a complainant's access.

7.3 Providing a warning letter

Unless a complainant's conduct poses a substantial risk to the health and safety of staff or other third parties, the *Director Corporate & Economic Services* will provide them with a written warning about their conduct in the first instance. If the complainant is unable to read the letter, it will be followed/accompanied by a telephone call, using an interpreter if necessary.

The warning letter will:

- Specify the date, time, and location of the UCC incident(s).
- Explain why the complainant's conduct/UCC incident is problematic.
- List the types of access changes and/or restrictions that may be imposed if the behaviour continues. (Note: not every possible restriction should be listed but only those that are most relevant).
- Provide clear and full reasons for the warning being given
- Include an attachment of the organisation's ground rules and/or briefly state the standard of behaviour that is expected of the complainant. See **Appendix A** - Individual rights and mutual responsibilities of parties to a complaint.
- Provide the name and contact details of the staff member who they can contact about the letter.
- Be signed by the Director Corporate & Economic Services or preferably the General Manager.

See **Appendix D** – Sample warning letter.

7.4 Providing a notification letter

If a complainant's conduct continues after they have been given a written warning or in extreme cases of overt aggression, violence, assault, or other unlawful/unacceptable conduct, the *Director Corporate & Economic Services* has the discretion to send a notification letter immediately restricting the complainant's access to our services (without prior or further written warning). If the complainant is unable to read the letter (due to literacy issues, non-English speaking, etc.) the letter will be followed or accompanied by a telephone call, using an interpreter if necessary.

This notification letter will:

- Specify the date, time, and location of the UCC incident(s).

- Explain why the complainant's conduct is problematic.
- Identify the change and/or restriction that will be imposed and what it means for the complainant.
- Provide clear and full reasons for this restriction.
- Specify the duration of the change or restriction imposed, which will not exceed 12 months.
- Indicate a time period for review.
- Provide the name and contact details of the senior officer who they can contact about the letter and/or request a review of the decision.
- Be signed by the Director Corporate & Economic Services or preferably the General Manager.

See **Appendix E** – Sample letter notifying complainants of a decision to change or restrict their access to our services.

7.5 Notifying relevant staff about access changes/restrictions

The *Director Corporate & Economic Services* will notify relevant staff about any decisions to change or restrict a complainant's access to our services, in particular reception and security staff in cases where a complainant is prohibited from entering our premises.

The *Director Corporate & Economic Services* will also update the EDRMS with a record outlining the nature of the restriction imposed and its duration.

7.6 Continued monitoring/oversight responsibilities

Once a complainant has been issued with a warning letter or notification letter the *Director Corporate & Economic Services* will review the complainant's record/restriction every [3 months], on request by a staff member, or following any further incidents of UCC that involve the particular complainant to ensure that they are complying with the restrictions/the arrangement is working.

If the *Director Corporate & Economic Services* determines that the restrictions have been ineffective in managing the complainant's conduct or are otherwise inappropriate they may decide to either modify the restrictions, impose further restrictions, or terminate the complainant's access to our services altogether.

8. Appealing a decision to change or restrict access to our services

8.1 Right of appeal

People who have their access changed or restricted are entitled to one appeal of a decision to change or restrict their access to our services. This review will be undertaken by a senior staff member who was not involved in the original decision to change or restrict the complainant's access. This staff member will consider the complainant's arguments and personal circumstances, including cultural background, along with all relevant records regarding the complainant's past conduct. They will advise the complainant of the outcome of their appeal by letter, which must be signed off by the

General Manager. The staff member will then refer any materials or records relating to the appeal to the *Director Corporate & Economic Services* to be kept in the appropriate file.

If a complainant is still dissatisfied after the appeal process, they may seek an external review from an oversight agency such as the Ombudsman. The Ombudsman may accept the review (in accordance with its administrative jurisdiction) to ensure that we have acted fairly, reasonably, and consistently and have observed the principles of good administrative practice, including procedural fairness.

9. Non-compliance with a change or restriction on access to our services

9.1 Recording and reporting incidents of non-compliance

All staff members are responsible for recording and reporting incidents of non-compliance by complainants. This should be recorded in a file note in Council's EDRMS and a copy forwarded to the *Director Corporate & Economic Services* who will decide whether any action needs to be taken to modify or further restrict the complainant's access to our services.

10. Periodic reviews of all cases where this policy is applied

10.1 Period for review

All cases where this policy is used will be reviewed every 3 months or 6 months (depending on the nature of the service provided) and not more than 12 months after the service change or restriction was initially imposed or upheld.

10.2 Notifying the complainant of an upcoming review

The *Director Corporate & Economic Services* will ask complainants if they would like to participate in the review process unless they determine that this invitation will provoke a negative response from the complainant (i.e., further UCC). The invitation will be given, and the review will be conducted in accordance with the complainant's access restrictions. See **Appendix F** – Sample letter notifying a complainant of an upcoming review.

10.3 Criteria to be considered during a review

When conducting a review, the *Director Corporate & Economic Services* will consider:

- Whether the complainant has had any contact with the organisation during the restriction period.
- The complainant's conduct during the restriction period.
- Any information or arguments put forward by the complainant for review.
- Any other information that may be relevant in the circumstances.

The *Director Corporate & Economic Services* may also consult any staff members who have had contact with the complainant during the restriction period.

Sometimes a complainant may not have a reason to contact our office during their restriction period. As a result, a review decision that is based primarily on the fact that the complainant has not contacted our organisation during their restriction period may not be an accurate representation of their level of compliance/reformed behaviour. This should be taken into consideration, in relevant situations.

See **Appendix G** – Sample checklist for reviewing an access change or restriction.

10.4 Notifying a complainant of the outcome of a review

The *Director Corporate & Economic Services* will tell the complainant the outcome of their review using an appropriate method of communication, as well as a written letter explaining the outcome. The review letter will:

- Briefly explain the review process.
- Identify the factors that have been considered during the review.
- Explain the decision or outcome of the review and the reasons for it.

If the outcome of the review is to maintain or modify the restriction, the review letter will also:

- Indicate the nature of the new or continued restriction.
- State the duration of the new restriction period.
- Provide the name and contact details of the Director Corporate & Economic Services who the complainant can contact to discuss the letter.
- Be signed by the Director Corporate & Economic Services or preferably the General Manager.

See **Appendix H** – Sample letter advising the complainant of the outcome of a review.

10.5 Recording the outcome of a review and notifying relevant staff

The *Director Corporate & Economic Services* is responsible for keeping a record of the outcome of the review, updating Council's EDRMS and notifying all relevant staff of the outcome of the review including if the restriction has been withdrawn.

See **sections 4.2 and 7.5** above.

11. Managing staff stress

11.1 Staff reactions to stressful situations

Dealing with demanding, abusive, aggressive, or violent complainants can be extremely stressful, distressing and even frightening for our staff. It is perfectly normal to get upset or stressed when dealing with difficult situations.

As an organisation, we have a responsibility to support staff members who experience stress as a result of situations arising at work and we will do our best to provide staff with debriefing and counselling opportunities, when needed. However, to do this we also need the help of all Inverell Shire Council staff to identify stressful incidents and situations. All staff have a responsibility to tell relevant supervisors and senior managers about UCC incidents, and any other stressful incidents that they believe require management to be involved.

11.2 Debriefing

Debriefing means talking things through following a difficult or stressful incident. It is an important way of dealing with stress. Many staff do this naturally with colleagues after a difficult telephone call, but staff can also debrief with a supervisor or senior manager (or as a team) following a significant incident. We encourage all staff to engage in an appropriate level of debriefing, when necessary.

Staff may also access an external professional service if required.

12. Training and awareness

Inverell Shire Council is committed to ensuring that all staff are aware of and know how to use this policy. All staff who deal with complainants in the course of their work will also receive appropriate training and information on using this policy and on managing UCC on a regular basis and, in particular, on induction. This should include training to support culturally appropriate communication.

13. Policy review

All staff are responsible for forwarding any suggestions they have in relation to this policy to the *Director Corporate & Economic Services*, who along with relevant senior managers will review it biennially (every 2 years).

14. Supporting documents and policies

14.1 Statement of compliance

This policy is compliant with and supported by the following documents:

- *Inverell Shire Council* Work Health and Safety Policy
- *Inverell Shire Council* Complaint Handling Policy and Procedures
- *Inverell Shire Council* Alternative Dispute Resolution Policy and Procedure
- Managing unreasonable conduct by a complainant manual (3rd edition)
- Unauthorised entry onto agency premises – applying the provisions of the *Enclosed Lands Protection Act 1901* (NSW)
- Orders to address violence, threats, intimidation or stalking by complainants

Appendix A – Individual rights and mutual responsibilities of the parties to a complaint

[Note – The information in this appendix may need to be altered to suit your organisation’s individual circumstances, including changing certain terminology. Also, the term ‘rights’ is used to demonstrate a guarantee of the standard of service and behaviour that all parties should meet if a complaints process is to be effective. It is not used to depict a legally enforceable entitlement – although some are.]

In order for *[name of organisation]* to ensure that all complaints are dealt with fairly, efficiently, and effectively and that work health and safety standards and duty of care obligations are adhered to, the following rights and responsibilities must be observed and respected by all of the parties to the complaint process.

Individual rights¹

Complainants have the right:

- to make a complaint and to express their opinions in ways that are reasonable, lawful, and appropriate, regardless of cultural background, national origin, sex, sexual orientation, gender expression, disability or other cultural or personal characteristics²
- to a reasonable explanation in a wide range of languages of the organisation’s complaints procedure, including details of the confidentiality, secrecy or privacy rights or obligations that may apply
- to a fair and impartial assessment and, where appropriate, investigation of their complaint based on the merits of the case³
- to a fair hearing⁴
- to a timely response
- to be informed in at least general terms about the actions taken and outcome of their complaint⁵
- to have decisions that affect them explained to them
- to at least 1 review of the decision on the complaint⁶
- to be treated with courtesy and respect
- to communicate valid concerns and views without fear of reprisal or other unreasonable response.⁷

¹ The word ‘rights’ is not used here in the sense of legally enforceable rights (although some are), but in the sense of guarantees of certain standards of service and behaviour that a complaint handling system should be designed to provide to each of the parties to a complaint.

² Differences of opinion are normal: people perceive things differently, feel things differently and want different things. People have a right to their own opinions, provided those opinions are expressed in acceptable terms and in appropriate forums.

³ While degrees of independence will vary between complaint handlers, all should assess complaints fairly and as impartially as possible, based on a documented process and the merits of the case.

⁴ The ‘right to be heard’ refers to the opportunity to put a case to the complaint handler/decision-maker. This right can be modified, curtailed or lost due to unacceptable behaviour, and is subject to the complaint handler’s right to determine how a complaint will be dealt with.

⁵ Provided this will not prejudice on-going or reasonably anticipated investigations or disciplinary/criminal proceedings.

⁶ Such a right of review can be provided internally to the organisation, for example by a person not connected to the original decision.

⁷ Provided the concerns are communicated in the ways set out in relevant legislation, policies and/or procedures established for the making of such complaints/allegations/disclosures/etc.

Staff have the right:

- to determine whether, and if so how, a complaint will be dealt with
- to finalise matters on the basis of outcomes they consider to be satisfactory in the circumstances⁸
- to expect honesty, cooperation, and reasonable assistance from complainants
- to expect honesty, cooperation and reasonable assistance from organisations and people within jurisdiction who are the subject of a complaint
- to be treated with courtesy and respect
- to a safe and healthy working environment⁹
- to modify, curtail or decline service (if appropriate) in response to unacceptable behaviour by a complainant.¹⁰

Subjects of a complaint have the right:

- to a fair and impartial assessment and, where appropriate, investigation of the allegations made against them
- to be treated with courtesy and respect by staff of the *[name of organisation]*
- to be informed (at an appropriate time) about the substance of the allegations made against them that are being investigated.¹¹
- to be informed about the substance of any proposed adverse comment or decision
- to be given a reasonable opportunity to put their case during the course of any investigation and before any final decision is made.¹²
- to be told the outcome of any investigation into allegations about their conduct, including the reasons for any decision or recommendation that may be detrimental to them
- to be protected from harassment by disgruntled complainants acting unreasonably.

Mutual responsibilities**Complainants are responsible for:**

- treating staff of *[name of organisation]* with dignity and respect
- clearly identifying to the best of their ability the issues of complaint, or asking for help from the staff of *[name of organisation]* to assist them in doing so
- providing *[name of organisation]*, to the best of their ability, with all the relevant information available to them at the time of making the complaint
- being honest in all communications with *[name of organisation]*

⁸ Some complaints cannot be resolved to the complainant's satisfaction, whether due to unreasonable expectations or the particular facts and circumstances of the complaint [see also footnote 25].

⁹ See for example WH&S laws and the common law duty of care on employers.

¹⁰ Unacceptable behaviour includes verbal and physical abuse, intimidation, threats, etc.

¹¹ Other than where there is an overriding public interest in curtailing the right, for example where to do so could reasonably create a serious risk to personal safety, to significant public funds, or to the integrity of an investigation into a serious issue. Any such notifications or opportunities should be given as required by law or may be timed so as not to prejudice that or any related investigation.

¹² Depending on the circumstances of the case and the seriousness of the possible outcomes for the person concerned, a reasonable opportunity to put their case, or to show cause, might involve a face to face discussion, a written submission, a hearing before the investigator or decision maker, or any combination of the above.

- informing *[name of organisation]* of any other action they have taken in relation to their complaint¹³
- cooperating to the best of their ability with the staff who are assigned to assess/investigate/resolve/determine or otherwise deal with their complaint.

If complainants do not meet their responsibilities, *[name of organisation]* may consider placing limitations or conditions on their ability to communicate with staff or access certain services.

[Name of organisation] has a zero-tolerance policy in relation to any harm, abuse or threats directed towards its staff. Any conduct of this kind may result in a refusal to take any further action on a complaint or to have further dealings with the complainant.¹⁴ Any conduct of a criminal nature will be reported to police, and in certain cases legal action may also be considered.

Staff are responsible for:

- providing reasonable assistance, including cultural and linguistic assistance, to complainants who need help to make a complaint and, where appropriate, during the complaint process
- dealing with all complaints, complainants and people or organisations the subject of complaint professionally, fairly, and impartially
- giving complainants or their advocates a reasonable opportunity to explain their complaint, subject to the circumstances of the case and the conduct of the complainant
- giving people or organisations the subject of complaint a reasonable opportunity to put their case during the course of any investigation and before any final decision is made¹⁵
- informing people or organisations the subject of investigation, at an appropriate time, about the substance of the allegations made against them.¹⁶ and the substance of any proposed adverse comment or decision that they may need to answer or address.¹⁷
- keeping complainants informed of the actions taken and the outcome of their complaints¹⁸
- giving complainants explanations that are clear and appropriate to their circumstances, and adequately explaining the basis of any decisions that affect them
- treating complainants (and people who are the subject of complaints) with courtesy and respect at all times and in all circumstances
- taking all reasonable and practical steps to ensure that complainants.¹⁹ are not subjected to any detrimental action in reprisal for making their complaint²⁰
- giving adequate warning of the consequences of unacceptable behaviour.

If *[name of organisation]* or its staff fail to comply with these responsibilities, complainants may complain to *[name and contact details of relevant person, position, or body]*.

¹³ For example, whether they have made a similar complaint to another relevant person or body or have relevant legal proceedings on foot.

¹⁴ Other than in circumstances where the organisation is obliged to have an ongoing relationship with the complainant.

¹⁵ See footnote 11.

¹⁶ Other than where an allegation is so lacking in merit that it can be dismissed at the outset.

¹⁷ See footnote 11.

¹⁸ See footnote 5.

¹⁹ 'Complainants' include whistleblowers/people who make internal disclosures.

²⁰ 'Complaints' includes disclosures made by whistleblowers/people who make internal disclosures.

Subjects of a complaint are responsible for:

- cooperating with the staff of *[name of organisation]* who are assigned to handle the complaint, particularly where they are exercising a lawful power in relation to a person or body within their jurisdiction.²¹
- providing all relevant information in their possession to *[name of organisation]* or its authorised staff when required to do so by a properly authorised direction or notice
- being honest in all communications with *[name of organisation]* and its staff
- treating the staff of the *[name of organisation]* with courtesy and respect at all times and in all circumstances
- refraining from taking any detrimental action against the complainant²² in reprisal for them making the complaint.²³

If subjects of a complaint fail to comply with these responsibilities, action may be taken under relevant laws or codes of conduct.

[Name of organisation] is responsible for:

- maintaining an appropriate and effective complaint handling system in place for receiving, assessing, handling, recording, and reviewing complaints
- making decisions about how all complaints will be dealt with
- ensuring that all complaints are dealt with professionally, fairly, and impartially.²⁴
- ensuring that staff treat all parties to a complaint with courtesy and respect
- ensuring that the assessment and any inquiry into the investigation of a complaint is based on sound reasoning and logically probative information and evidence
- finalising complaints on the basis of outcomes that the organisation, or its responsible staff, consider to be satisfactory in the circumstances.²⁵
- implementing reasonable and appropriate policies, procedures, and practices to ensure that complainants²⁶ are not subjected to any detrimental action in reprisal for making a complaint²⁷, including maintaining separate complaint files and other operational files relating to the issues raised by individuals who make complaints
- adequately considering any confidentiality, secrecy or privacy obligations or responsibilities that may arise in the handling of complaints and the conduct of investigations.

If *[name of organisation]* fails to comply with these responsibilities, complainants may complain to the *[name and contact details of the relevant person, position, or body]*.

²¹ This does not include any obligation to incriminate themselves in relation to criminal or disciplinary proceedings, unless otherwise provided by statute.

²² See footnote 19.

²³ See footnote 20.

²⁴ See footnote 3.

²⁵ Once made, complaints are effectively 'owned' by the complaint handler who is entitled to decide (subject to any statutory provisions that may apply) whether, and if so how, each complaint will be dealt with, who will be the case officer/investigator/decision-maker/etc, the resources and priority given to actioning the matter, the powers that will be exercised, the methodology used, the outcome of the matter, etc. Outcomes arising out of a complaint may be considered by the complaint handler to be satisfactory whether or not the complainants, any subjects of complaint or the organisation concerned agrees with or is satisfied with that outcome.

²⁶ See footnote 19.

²⁷ See footnote 20.

Appendix B – Sample UCC incident form

This form should only be filled out if you encounter unreasonable conduct by a complainant and consider that steps may need to be taken to change or restrict a complainant's access to services.

Complete this form and send it electronically or by hand to *[the nominated senior manager]* within 24 hours of a UCC incident. They will decide on the necessary and appropriate course of action for responding to and managing the complainant's conduct.

Date: _____ Case officer's name: _____

Name of complainant: _____ Complainant's case file number: _____

Details of the complainant's conduct/incident including whether emergency services were contacted:

Why do you consider this conduct to be unreasonable?

For example – has it occurred before/repeatedly, caused significant disruptions to our organisation, has or could it raise significant health and safety issues for our staff or other persons.

What action, if any, have you taken to manage the complainant's conduct?

For example – warning the complainant 'verbally' about their conduct, previous attempts to manage the behaviour etc.

What do you think should be done to effectively manage the complainant's conduct?

Note – the final decision on the appropriate course of action will be made by the *Director Corporate & Economic Services*.

Is there any other information that might be relevant to this case? Please include information on any personal or cultural background issues that may have affected the complainant's conduct. If necessary, attach any supporting documentation.

Appendix C – Sample checklist - modify or restrict a complainant's access

- ☐ I have received a signed and completed incident form from the case officer(s) involved (attach copy).
- ☐ I have spoken with relevant case officer(s) to obtain further information, as needed.
- ☐ I have reviewed the complainant's record and all the relevant information in it.
- ☐ I have referred to and considered **section 7.2 criteria to be considered** which includes an assessment of the following:

- ☐ The merits of the complainants case

- ☐ The complainant's circumstances

- ☐ Jurisdictional issues

- ☐ Proportionality

- ☐ Organisational or case officer responsibility

- ☐ Responsiveness, including previous conduct

- ☐ Case officer's personal boundaries

- ☐ Conduct that is unreasonable in all circumstances (assault, threats of harm etc.)

- ☐ Along with the case officer concerned and *[any other nominated senior officers]*, I have considered all reasonable options for managing the complainant's conduct, including those that do not involve restricting their access to our services.

- ☐ The complainant has been warned about their conduct in writing, and the letter has been signed by the *(CEO)* if applicable.
- ☐ The complainant has been advised in writing, and by other culturally, linguistically, or personally appropriate means, of our decision to restrict their access to our organisation, and the letter has been signed by the *(CEO)* if applicable.
- ☐ I have made a record of my assessment and decision about the complainant's conduct and all relevant staff members have been notified of my decision.
- ☐ An electronic alert has been created in *[case management system]* that notifies any staff dealing with this complainant of the nature of the conduct that caused us to be concerned, the nature of the restriction that has been placed on their access, its duration, how they are to deal with the complainant (including who they should direct any communications from the complainant to).

Date: _____

Signature: _____

Appendix D – Sample warning letter

[To be signed by the CEO or nominated senior manager]

Our reference: *[reference]*
Contact: *[case officer]*
Telephone: *[number]*

[Date]

[Name of complainant]
[Address of complainant]

Dear *[name of complainant]*

Your contact with *[name of organisation]*

You recently had *[state the form of contact – e.g., telephone, written or face-to-face]* with staff at my office on *[date]*. *[During/In that telephone call/appointment/letter]*, I understand that you *[explain the nature of the conduct that has caused the organisation to be concerned]*.

We consider this type of behaviour to be inappropriate and it must stop. If you continue to behave in this way or in any other way that my staff consider to be unreasonable, we will impose restrictions on your contact with our office. This may involve restricting your contact to *[apply the relevant option(s)]*:

- 'Writing only' – this means that we will only accept communications from you in writing, delivered by Australia Post *[if online or other written communications are preferred then explain]*.
- 'Telephone contact only' – this means that you will only be able to contact us by telephone on a specified time and day of the week.
- 'Face-to-face contact only' – this means that your contact will be limited to scheduled face-to-face meetings with a specified member of our staff.

Or any other restriction that we consider to be appropriate in the circumstances.

I have attached a copy of a document called *[Individual rights and mutual responsibilities of the parties to a complaint]* for your reference. We expect everyone who complains to this office to act in the ways described in this document.

If you have any questions about this letter, contact *[provide name and phone number of the nominated senior manager]*.

Yours sincerely,

[Nominated senior manager/CEO/Director General/Director/General Manager]

Appendix E – Sample letter notifying a complainant of a decision to change or restrict their access to our services

[To be signed by the CEO or nominated senior manager]

Our reference: *[reference]*
Contact: *[case officer]*
Telephone: *[number]*

[Date]

[Name of complainant]
[Address of complainant]

Dear *[name of complainant]*

Decision to restrict your contact with *[name of organisation]*

It has come to my attention that you *[describe the nature of the unreasonable conduct and its impact – e.g., if the complainant has been sending emails to several members of my staff on a daily basis...]*

I understand that my staff have previously told you that we consider this conduct to be unreasonable and unwarranted.

I also wrote to you on *[date]* and asked you to stop this behaviour. In that letter I advised you that if your behaviour continued, we would restrict your contact with my organisation. At the time I also attached a copy of our *[Individual rights and mutual responsibilities of the parties to a complaint]* which outlines your responsibilities as a complainant.

Because your behaviour has continued, I now consider it necessary to impose certain restrictions on your future contact with my organisation. I therefore give you notice that from *[date]*, and with the exception(s) detailed below, my organisation will only accept communication from you *[identify permissible form of contact, if any]*.

What this means

This means that you are only to contact our organisation using *[describe the restriction in further details]*. Any communications that do not comply with this restriction will be *[describe what will happen – e.g., phone calls will be terminated immediately, or emails/written communications will be read and filed without acknowledgment, emails will be blocked or deleted, no interviews will be granted, etc]*.

[Note: the complainant should be clearly informed how they can contact the organisation and how the organisation will contact them].

Your existing complaint (if applicable)

This organisation currently has *[one]* file open in your name. This relates to *[state the subject of complaint and describe complaint]*. This file is being handled by *[name of officer and position title]*. While you are able to contact *[name of officer]* *[state nature of contact – e.g., by email]* about this specific matter, all other contact with my organisation, including any future complaints, must be *[state restriction – e.g., in writing through Australia Post]* *[provide contact details – e.g., address of organisation where post can be sent]*.

Review of this decision

My decision to restrict your contact with this organisation is effective immediately and will last for *[3 months/6 months/12 months]*. At that time, we will review your restriction and decide if it should be maintained, amended, or withdrawn.

I take these steps with the greatest reluctance, but *[state reason for restriction – e.g., the equity and safety of other complainants and my staff]*, leaves me no alternative.

If you have any questions about this letter, you can contact *[provide name and phone number of the nominated senior manager]*.

Yours sincerely,

[Nominated senior manager/CEO/Director General/Director/General Manager]

Appendix F – Sample letter notifying a complainant of an upcoming review

[To be signed by the CEO or nominated senior manager]

Our reference: *[reference]*
Contact: *[case officer]*
Telephone: *[number]*

[Date]

[Name of complainant]
[Address of complainant]

Dear *[name of complainant]*

Upcoming review of the decision to restrict your contact with *[name of organisation]*

It has now been *[3 months/6 months/12 months]* since restrictions were *[imposed/upheld]* on your contact with our office. As advised in our letter dated *[date]*, we are now reviewing our decision to ascertain whether the restrictions should be maintained, amended, or withdrawn.

We consider it important to give you an opportunity to participate in the review process, so we are therefore inviting you to *[apply the relevant option(s)]*:

- make submissions in writing through Australia Post *[include contact person's name and address]*
- schedule a face-to-face interview with *[include name of staff member and provide instructions on how they should go about scheduling the appointment – e.g., calling though the reception line on xxx-xxx-xxxx]*
- schedule a telephone interview with *[include name of staff member and provide instructions on how they should go about scheduling the appointment – e.g., calling though the reception line on xxx-xxx-xxxx]*

In your letter, you should include information that would be relevant to our review. This includes information about *[....]*/During the interview which will not last more than 30 minutes, we will discuss whether:

- you have complied with the current contact restrictions
- the current contact restrictions should be removed
- the current contact restrictions should be amended to better suit your personal circumstances
- the current contact restrictions should be maintained
- any other information that is relevant to our decision.

We must receive your letter by *[time and date]*/you should confirm your interview with *[name of case officer]* by *[time and date]*. If we do not receive it/hear from you by this date, we will assume that you do not wish to participate in this review and will undertake the review based on the information that we have available to us.

Once the review is completed, we will contact you again by letter notifying you of our decision.

If you have any questions about this letter, you can contact *[provide name and phone number of the nominated senior manager]*.

Yours sincerely,

[Nominated senior manager/CEO/Director General/Director/General Manager]

Appendix G – Sample checklist for reviewing a decision regarding an access change/restriction

- ☐ The complainant has been sent a letter, or if necessary has been contacted by a more culturally and linguistically appropriate means, notifying them of the review.
- ☐ The complainant will/will not participate in the review.
 - ☐ the complainant has/has not scheduled a face-to-face interview
 - ☐ the complainant has/has not made written submissions
 - ☐ the complainant has/has not scheduled a telephone interview
- ☐ I have reviewed all the information in the *[case management system]* from the last 12 months *[or relevant period of the restriction]* about the complainant's:
 - ☐ contact with the office (explain form of contact)

 - ☐ conduct during that contact (explain if conduct reasonable or unreasonable)

- ☐ I have spoken with the case officers who have had contact with the complainant during the last 12 months about the complainant's conduct during that period.
- ☐ I have considered the arguments/statements made by the complainant, including the impact of the restrictions on them (explain complainant's position, including if their circumstances have changed etc.) *Note: if the complainant is arguing that their circumstances have changed, they should be required to submit evidence to support this claim.*

- ☐ I have considered whether there are other more reasonable/suitable options for managing the complainant's conduct, including those that do not involve restricting their access to our services (list all that apply).

- ☐ I consider that the restriction should be (explain):
 - ☐ maintained – *e.g., because the conduct has continued or is likely to continue, is disproportionate etc.*
 - ☐ removed – *e.g., because the complainant has complied with the restrictions etc.*
 - ☐ amended – *e.g., because the complainant's circumstances have changed, and the current restriction is no longer appropriate.*

- ☐ I have discussed my decision with *[other nominated senior officers]*

- ☐ The complainant has been advised in writing of my decision to maintain/remove/ amend the restriction and this letter has been signed by the (CEO).
- ☐ The [*case management system*] has been updated to reflect my decision.

Date: _____

Signature: _____

Appendix H – Sample letter advising the complainant of the outcome of a review

[To be signed by the CEO or nominated senior manager]

Our reference: *[reference]*
Contact: *[case officer]*
Telephone: *[number]*

[Date]

[Name of complainant]
[Address of complainant]

Dear *[name of complainant]*

Review of your contact with *[name of organisation]*

I am writing about a review that was undertaken by my organisation on *[date]* concerning your contact with this office. I understand that you *[participated/did not participate]* in that review.

Process of review

During the review you were given an opportunity to *[explain in general terms how the review was undertaken]*.

Considerations

After your *[interview/reading your submissions]*, we considered the concerns and suggestions raised in your *[interview/letter, etc.]*, particularly your concerns about *[include information that would be relevant – e.g., the complainant said their circumstances had changed]*. We also reviewed our records of your conduct and contact with our office over the last 12 months. Our records showed that *[provide summary of relevant information – e.g. Our records show that you have continued to send emails to our office, sometimes up to 4 times a day, throughout the period of your restriction]*.

[apply if relevant]: These communications were in direct violation of your restriction which limited your contact with our office to *[state nature restriction]* *[explain what the purpose of the restriction was, if appropriate, and the impact of their conduct]*.

[apply if relevant]: Our records show that you have complied with the restrictions that were imposed on your contact with our organisation.

Decision

[apply if relevant]: Due to *[explain reasoning for the decision – e.g., the number of emails that you have sent to our organisation in the last 12 months and]* I consider it necessary to maintain the restrictions on your contact with our office for a further 12 months, effective immediately.

[apply if relevant]: Due to *[explain reasoning for the decision]* I consider it necessary to amend the restrictions on your access to better suit your personal circumstances *[explain, including providing clear instructions on how the complainant is to contact us and how we will contact them]*. The new restrictions will be effective immediately and will last for 12 months. If your circumstances change again during this period, you may *[explain how the complainant can notify of the change]*.

[apply if relevant]: Due to *[explain reasoning for the decision]* I consider it appropriate to remove the restrictions that have been placed on your access with our organisation, effective immediately. You may contact our organisation using any of our normal servicing options.

If you have any questions about this letter, you can contact *[provide name and phone number of the nominated senior manager]*.

4.3 REQUEST FOR A REDUCTION IN A WATER USAGE ACCOUNT**File Number:** S32.10.1 / 22/37752**Author:** Kristy Paton, Corporate Support Officer - Publishing**SUMMARY:**

Referral of Confidential Report.

RECOMMENDATION:

That the Committee move into Closed (Public excluded) meeting of the Committee and that the press and members of the public be asked to leave the chambers whilst the Committee considers the following items:

Item: #6.1 – S32.10.1 – Request for Reduction in Water Usage Account

Authority: Section 10A (2)(b) “The personal hardship of any resident or ratepayer.” *Local Government Act 1993.*

COMMENTARY:

In accordance with the provisions of Section 9 (2A) *Local Government Act 1993*, the General Manager is of the opinion that consideration of the following item(s) is likely to take place when the meeting is closed to the public.

Item: S32.10. – Request for Reduction in Water Usage Account.

Description: Council has received a request for a reduction in a water account under the Council Water Usage Charges - Undetected Leaks Policy.

Reason: Section 10A (2)(b) “The personal hardship of any resident or ratepayer.” *Local Government Act 1993.*

5 GOVERNANCE REPORTS

5.1 GOVERNANCE - MONTHLY INVESTMENT REPORT

File Number: S12.12.2 / 22/38078

Author: Robert Kimmince, Manager Financial Services

SUMMARY:

To report the balance of investments held as at 31 October, 2022.

RECOMMENDATION:

The Committee recommend to Council 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.*

COMMENTARY:

Contained within this report are the following items that highlight Council's Investment Portfolio performance for the month to 31 October, 2022 and an update of the investment environment:

- (a) Council's Investments as at 31 October, 2022;
- (b) Council Investments by Fund as at 31 October, 2022;
- (c) Interest – Budgeted vs. Actual;
- (d) Investment Portfolio Performance;
- (e) Investment Commentary; and
- (f) Certification – Responsible Accounting Officer.

A) Council Investments as at 31 October, 2022

Term Deposit Investment Group										
Investment	Borrower	FUND	Rating	Interest Frequency	Purchase Date	Maturity Date	Current Yield	Principal Value	Current value	Term (days)
22/13	AMP BANK	Water	BBB+	Annually	25-Nov-21	25-Nov-22	1.00%	1,000,000	1,000,000	365
22/18	AMP BANK	General	z	Maturity	07-Dec-21	07-Dec-22	1.00%	2,000,000	2,000,000	365
21/10	Warwick Credit Union	General	NR	Maturity	22-Jan-21	23-Jan-23	1.00%	1,500,000	1,500,000	731
22/29	Bank of Queensland	Sewer	BBB+	Quarterly	27-May-22	27-Feb-23	2.80%	2,000,000	2,000,000	276
23/07	Bank of Queensland	Water	BBB+	Maturity	20-Sep-22	20-Mar-23	4.00%	1,500,000	1,500,000	181
22/05	AMP BANK	General	BBB+	Annually	20-Sep-21	20-Mar-23	0.80%	1,000,000	1,000,000	546
22/14	AMP BANK	General	BBB+	Annually	25-Nov-21	25-Mar-23	1.00%	1,000,000	1,000,000	485
20/32	Auswide Bank	General	BBB	Annually	24-Mar-20	24-Mar-23	1.88%	1,000,000	1,000,000	1095
22/22	Westpac Bank	General	AA-	Quarterly	29-Mar-22	29-Mar-23	1.56%	1,950,000	1,950,000	365
22/26	Bank of Sydney	General	NR	Maturity	16-May-22	16-May-23	3.10%	2,000,000	2,000,000	365
22/12	AMP BANK	General	BBB+	Annually	25-Nov-21	25-May-23	1.00%	1,000,000	1,000,000	546
22/28	AMP BANK	General	BBB+	Maturity	27-May-22	27-Nov-23	3.30%	2,000,000	2,000,000	549
22/23	ING Bank	General	A	Annually	19-Apr-22	19-Apr-23	2.21%	2,000,000	2,000,000	365
22/30	Commonwealth Bank	Sewer	A	Maturity	07-Jun-22	07-Jun-23	3.42%	1,000,000	1,000,000	365
23/09	MyState Bank	General	BBB+	Quarterly	20-Sep-22	20-Jun-23	4.15%	1,500,000	1,500,000	273
21/16	National Australia Bank	Water	AA-	Annually	28-Jun-21	28-Jun-23	0.60%	1,000,000	1,000,000	730
21/17	ICBC - Industrial and Commercial Bank of China	General	A	Annually	29-Jun-21	29-Jun-23	0.70%	1,000,000	1,000,000	730
21/18	National Australia Bank	Water	AA-	Quarterly	29-Jun-21	29-Jun-23	0.65%	2,000,000	2,000,000	730
23/01	Commonwealth Bank	General	AA-	Annually	27-Jul-22	27-Jul-23	4.06%	2,000,000	2,000,000	365
23/02	Commonwealth Bank	General	AA-	Annually	27-Jul-22	27-Jul-23	4.06%	2,000,000	2,000,000	365
23/03	Bank of Queensland	General	BBB+	Quarterly	13-Sep-22	13-Sep-23	4.09%	1,000,000	1,000,000	365
23/04	National Australia Bank	General	AA-	Quarterly	13-Sep-22	13-Sep-23	4.10%	2,000,000	2,000,000	365
23/05	National Australia Bank	General	AA-	Quarterly	13-Sep-22	13-Sep-23	4.10%	2,000,000	2,000,000	365
23/06	Westpac Bank	Water	AA-	Quarterly	19-Sep-22	19-Sep-23	4.33%	1,000,000	1,000,000	365
23/08	Westpac Bank	Sewer	AA-	Quarterly	20-Sep-22	20-Sep-23	4.32%	1,000,000	1,000,000	365
23/12	Suncorp	Sewer	A	Maturity	05-Oct-23	05-Oct-24	4.33%	1,500,000	1,500,000	366
23/10	AMP BANK	General	BBB+	Maturity	05-Oct-23	05-Oct-24	4.30%	2,000,000	2,000,000	366
22/09	National Australia Bank	General	AA-	Annually	06-Oct-21	06-Oct-23	0.64%	1,000,000	1,000,000	730
23/13	Westpac Bank	General	AA-	Quarterly	19-Oct-22	19-Oct-23	4.43%	2,000,000	2,000,000	365
22/10	Westpac Bank	General	AA-	Quarterly	25-Oct-21	25-Oct-23	0.91%	2,000,000	2,000,000	730
22/11	Westpac Bank	General	AA-	Quarterly	25-Nov-21	25-Nov-23	1.28%	1,000,000	1,000,000	730
22/27	Australian Unity Bank	General	BBB	Annually	26-May-22	27-Nov-23	3.50%	1,000,000	1,000,000	550
22/15	ICBC - Industrial and Commercial Bank of China	General	A	Annually	02-Dec-21	04-Dec-23	1.36%	2,000,000	2,000,000	732
22/16	ICBC - Industrial and Commercial Bank of China	General	A	Annually	02-Dec-21	04-Dec-23	1.36%	2,000,000	2,000,000	732
22/17	ICBC - Industrial and Commercial Bank of China	Water	A	Annually	02-Dec-21	04-Dec-23	1.36%	1,000,000	1,000,000	732
22/03	National Australia Bank	General	AA-	Annually	27-Aug-21	27-Aug-24	0.85%	2,000,000	2,000,000	1096
22/20	MyState Bank	General	BBB	Annually	02-Mar-22	04-Mar-24	1.70%	2,000,000	2,000,000	733
22/21	Bank of Queensland	General	BBB+	Quarterly	02-Mar-22	04-Mar-24	1.70%	1,000,000	1,000,000	733
21/11	ICBC - Industrial and Commercial Bank of China	Water	A	Annually	26-Mar-21	26-Mar-24	0.82%	2,000,000	2,000,000	1096
23/11	ING Bank	General	A	Quarterly	05-Oct-22	08-Oct-24	4.75%	2,000,000	2,000,000	734
21/13	ICBC - Industrial and Commercial Bank of China	Water	A	Annually	27-May-21	27-May-26	1.40%	1,000,000	1,000,000	1826
21/14	ICBC - Industrial and Commercial Bank of China	Sewer	A	Annually	27-May-21	27-May-26	1.40%	1,000,000	1,000,000	1826
21/15	ICBC - Industrial and Commercial Bank of China	General	A	Annually	27-May-21	27-May-26	1.40%	1,000,000	1,000,000	1826
TOTALS								64,950,000	64,950,000	

180 Day Deposit Accounts										
As at Date	Borrower	FUND	Rating	Interest Frequency	Purchase Date	Maturity Date	Current Yield	Principal Value	Current value	Term
31/10/22	AMP Bank	General	BBB+	Monthly	28/6/2021	1/12/2022	1.80%	2,500,000	2,518,514	
Sub Total - Cash Deposits Accounts Investment Group								2,500,000	2,518,514	
Cash Deposit Accounts										
As at Date	Borrower	FUND	Rating		Purchase Date	Maturity Date	Current Yield	Value at beg year	Current value	Term
31/10/2022	Commonwealth Bank	General	A		9/11/2020		0.00%		1,194.89	
31/10/2022	Macquarie Bank	General	AA-	Monthly	9/11/2020		2.80%	2,028,504	2,041,430.96	
31/10/2022	Macquarie Bank	Water	AA-	Monthly	9/11/2020		2.80%	2,516,481	2,532,517.98	
31/10/2022	Macquarie Bank	Sewer	AA-	Monthly	9/11/2020		2.80%	1,508,674	1,518,288.43	
Sub Total - Cash Deposit Accounts							-	-	6,093,432	-

B) Council Investments by Fund 31 October, 2022

Portfolio by Fund	30/09/2022	31/10/2022
General Fund	\$52,506,721	\$52,511,140
Water Fund	\$13,027,036	\$13,032,518
Sewer Fund	\$6,515,002	\$8,018,288
TOTAL	\$72,048,759	\$73,561,946

Council's investment portfolio has increased during October 2022 by \$1.513M. This was in respect of normal cash flow movements for receipts collected and payments made during October 2022.

Interest – Budgeted verses Actual Result to Date

	Ledger	2022/2023 Budget \$	Actuals to Date \$	Accrued Interest to Date \$	TOTAL \$
General Fund	128820	510,000.00	121,243.75	272,882.93	394,126.68
Water Fund	812350	84,000.00	4,657.53	33,399.73	38,057.26
Sewer Fund	906320	60,000.00	16,665.76	35,837.40	52,503.16
TOTAL		654,000.00	142,567.04	342,120.06	484,687.10

Term deposit interest rates have improved recently with a 12-month term deposit now yielding 4.1 - 4.3%. Given our strong investment balances, Council is expected to exceed interest revenue targets in 2022/2023. This additional interest received during 2022/2023 will be allocated to special projects during 2023/2024.

C) Investment Portfolio Performance

Investment Portfolio Return		Benchmarks		
	% pa	RBA Cash Rate	Aus Bond Bank Bill	11am Cash Rate
Benchmark as at 30/09/2022		2.60%	3.08%	2.60%
Term Deposits	2.34%			
Cash Deposit Accounts	2.80%			
180 Day Call Account	1.80%			
Floating Rate Notes	0.00%			

D) Investment Commentary

Council's investment portfolio is currently underperforming when compared to the above benchmarking indexes. The portfolio's underperformance is expected to be temporary given the relatively high level of turnover (approximately one-quarter of the deposit portfolio is maturing within the next 6 months).

Council's investment portfolio of \$73.5M is almost entirely invested in fixed term deposits. Overall, the portfolio is highly liquid, highly rated and short-dated from a counterparty perspective.

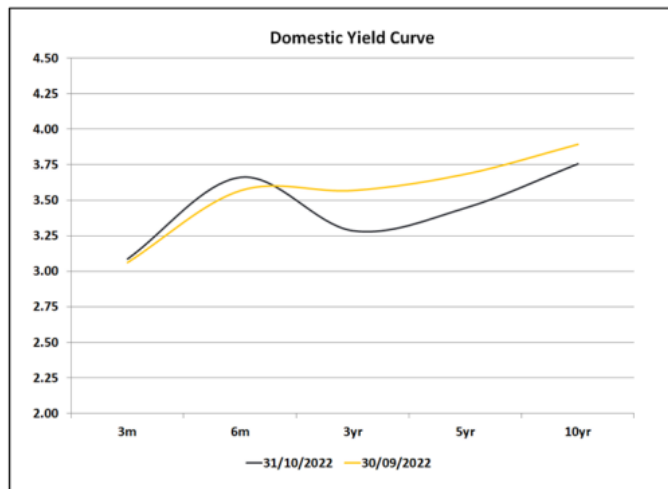
Council's investment advisor, Michael Chandra, Imperium Markets, provides the following commentary on the fixed interest rate market:

After the RBA lifted rates by 25bp to 2.60% in October, the RBA's evolution to a slower pace of interest rate rises likely reflects a combination of:

- The lags in the impact of monetary policy;
- The substantial tightening already put in place;
- That interest rates are now estimated to be somewhere close to neutral or even in slightly restrictive territory;
- The considerable uncertainties about the global economic outlook; and
- The RBA's desire to try to keep the economy on an even keel.

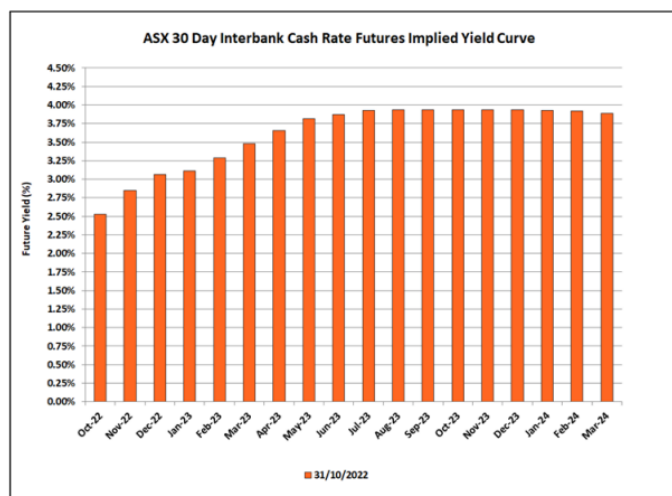
The move, however, should not be interpreted as dovish - the RBA, like other global central banks, remains "resolute in its determination to return inflation to target and will do what is necessary to achieve that". A shift back to larger rate rises or a higher peak for interest rates cannot be ruled out either if the RBA's assertion that "the potential for inflation to subside quickly" is disproven.

The domestic bond market continues to suggest a prolonged low period of interest rates on a historical basis (10-year government bond yields under 4%). Over the month, yields fell up to 30bp at the long-end of the curve:



Source: AFMA, ASX, RBA

Markets are currently pricing in around 6 additional rate rises into 2023 (up to 4%). Fears of a looming global recession have actually seen rate cuts start to be priced in towards the end of 2023, although this seems unlikely for now:



Source: ASX

Certification – Responsible Accounting Officer

I Paul Pay, 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.

RISK ASSESSMENT:

Nil

POLICY IMPLICATIONS:

Nil

CHIEF FINANCIAL OFFICERS COMMENT:

Council's term deposit portfolio was yielding 2.34% p.a. at month-end, with a weighted average duration of around 311 days or 10.36 months. Council is well positioned to take advantage of increasing term deposit rates as investments mature.

LEGAL IMPLICATIONS:

Nil

ATTACHMENTS:

Nil

5.2 QUARTERLY BUDGET AND OPERATIONAL PLAN 2022/2023**File Number:** S12.5.1 / 22/37144**Author:** Robert Kimmince, Manager Financial 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 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 asked to consider the report.

RECOMMENDATION:

The Committee recommends to Council that:

- i) Council's Quarterly Operational Plan and Budget Review for 30 September, 2022 be adopted; and*
- ii) The proposed variations to budget votes for the 2022/2023 Financial Year be adopted providing an estimated Cash Surplus at 30 September, 2022 from operations of \$3,603.*

COMMENTARY:**2022/2023 BUDGET VARIATIONS:**

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

The following table represents variations (both Budget & Unexpended grants) required to be made to budget votes as a result of changes since the last meeting to ensure the 2022/2023 budget remains in balance (see attachment). Those items identified as requiring funding since the adoption of the 2022/2023 budget have now been funded in full.

The Budget Variations for 2022/2023 are tabled in the 3 separate attachments as follows:

- Budget Variations – (these represent normal variations identified in the quarter)
- Budget Variations – Unexpended Grants from 2021/2022 - (these are grant funds actually paid to Council in the prior year but were not entirely spent in that year and have been recorded in Council Financial Statement for 2021/2022 as "Contract Liabilities" (Refer Note C3-2) eg. 10% of a grant is paid when council signs the deed but the work does not actually take place until the following year.)
- Budget Variations – Prior Years Grant Funding - (these are the remaining balances of grants that were partly paid in the prior year and now the balance of the grant allocation must be bought to account in the current year. E.g. 10% of grant paid in prior year which leave 90% to be bought to account in the current year.)

COMBINED FUND - BUDGET VARIATION SUMMARY REPORT
ESTIMATED CASH POSITION 30 SEPTEMBER 2022
FOR 2022/2023 ACTIVITIES

	General	Water	Sewer	Total	
Adopted Budget 2022/2023	9,596,409	1,641,845	1,502,719	12,740,973	Deficit
Add Back Depreciation	(10,027,200)	(1,626,000)	(1,076,500)	(12,729,700)	(Non-cash)
Add Back Carry Amount Assets Sold	(663,000)	-	-	(663,000)	(Non-Cash)
Internally Restricted Cash Utilised	1,092,624	(17,000)	(427,500)	648,124	
Transferred to Internally Restricted Cash	-		-	-	
ESTIMATED CASH RESULT FOR 2022/2023 ACTIVITIES	(1,167)	(1,155)	(1,281)	(3,603)	SURPLUS
<i>2022/2023 Budget Variations Required to Maintain a Balanced Budget</i>					
REVOTES	7,927,934	3,600,653	3,851,818	15,380,405	
UNEXPENDED GRANTS & CONTRACT LIABILITIES	5,514,570	-	-	5,514,570	
Budget Review Adjustments 30-9-2022	3,610,000	-	-	3,610,000	
Budget Review Adjustments 31-12-2022	-	-	-	-	
Budget Review Adjustments 31-3-2023	-	-	-	-	
SUB TOTAL	17,052,504	3,600,653	3,851,818	24,504,975	
Internally Restricted Cash Utilised	(3,610,000)			(3,610,000)	
FUNDED FROM EQUITY	(13,442,504)	(3,600,653)	(3,851,818)	(20,894,975)	
NET BUDGET VARIATIONS	-	-	-	-	
REVISED CASH RESULT FOR 2022/2023 ACTIVITIES	(1,167)	(1,155)	(1,281)	(3,603)	SURPLUS

DEFINITIONS:**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.

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.

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.

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.

These Budget Variation adjustment reports indicate that the net budget variations for 2022/2023 continue to remain at “Zero”. Councillors will note that expenditure has increased by \$18.343M, while revenue has increased by \$14.733M. The “zero” change position is achieved by utilising Internally Restricted Assets (IRA) of \$3.61M. 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 transfer of \$3.61M from Internally Restricted Assets (IRA) is to fund the new Gywdir Highway Roundabout (\$3.54M), and (\$70K) for the purchase of land within the IGA carpark as per an agreement from 2018 with the developer.

The attached Consolidated Income and Expense Statement indicates a surplus from all activities to 30 September 2022, of \$15.953M, against a budgeted annual result of \$3,603. This current result indicates that sufficient funding remains available to fund Council’s 2022/2023 continuing operations for the next 9 months to the end of the 2022/2023 Financial Year.

QUARTERLY BUDGET REVIEW REPORT:

Council’s 30 September, 2022 Quarterly Combined Budget Review Summary Report and Income and Expense Statement by function are attached. 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, see attached. These restricted balances 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 2022/2023 operations remaining unchanged following approval of the Budget Variations attached to this report. This is after transfers to/from Internally Restricted Assets and Revotes from previous years and the bringing forward of grant funding received in 2021/2022 which will be expended in 2022/2023.

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 30 September, 2022 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:

Progress on the major Road Construction Program, has been reported to Council through the Civil and Environmental Services Committee. Many of Council’s revenue funded road projects from 2021/2022 have been deferred to 2022/2023 as a result of grant funded projects taking priority.

Investments:

The General Fund investments remain sound.

Council’s General Fund investment portfolio of \$52.51M is almost entirely invested in fixed term deposits. The portfolio aligns with Council’s adopted Investment Policy.

Council’s term deposit portfolio was yielding 2.06% p.a. at 30 September, 2022 (up 43bp from the previous month), with a weighted average duration of around 338 days or 11 months. As existing deposits mature however, they will inevitably be reinvested at much higher prevailing rates.

Given official rates have increased quickly over the last few months; Council is likely to see an increase in interest income over future financial years. Its budgeted income over the medium-longer term will need to be revised to reflect the increasing interest rate environment. Returns between 4.25%-4.50% p.a. may potentially be the “norm” over the next financial years.

Given our strong investment balances together with increasing rates Council is expected to exceed interest revenue targets in 2022/2023. Any additional interest received during 2022/2023 will be allocated to special projects during 2023/2024.

A copy of Council's Cash and Investment Budget Review Statement as at 30 September, 2022 is attached. Council retains a sound investment position to fund all of Council's internal and external restrictions and Council's working capital/cash flow needs. Overall Council's portfolio is highly liquid, highly rated and short dated from a counterparty perspective.

A detailed investment report is provided to Council on a monthly basis and all investments 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 \$50,000 by Council during the quarter ending 30 September, 2022, other consultancy and legal expenses are summarised in the attached Consultancy & Legal Expense summary.

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 a sound operational and financial position. This position is as always dependant on water sales which is very much dependent upon the weather. Water sales were up, \$575K in 2017/2018, up \$350K in 2018/2019 (drought years) and down \$87K in 2019/2020 and down \$431K in 2020/2021 and down \$319K in 2021/22 (wet years).

Water Sales have declined over the last couple of years largely due to extreme wet weather conditions. When water sales are down the cost of production to produce water is also down and vice versa. Water sales for the first quarter were \$676K, which is \$100K below budget.

The Water Fund holds investments totalling \$13.03M and cash at bank of \$1.819M.

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 2022/2023. This project is funded from Loans and Cash Reserves.

The Sewerage Fund holds Term Deposits totalling \$6.5M plus cash at bank of \$.84M.

OPERATIONAL PLAN – COMBINED FUND

Overall Council's operational and financial position in respect of its four (4) objectives is sound. The following information is provided in respect of major issues and projects that Council is leading, participating in, or delivering in 2022/2023.

Objective 1 – Leadership:

“We will be an accountable and responsible Council that will be involved with the community and responsibly manage public resources”

- Participated in road funding meetings with the Roads and Maritime Services;
- Participated in New England High Country Destination Management Hub;
- Participated in meetings with New England Council's Joint Organisation of Councils;
- Participated in Border Region Organisation of Councils Meeting;
- Participated in NAIDOC Committee meetings;
- Seeking grants for the benefit of the community;
- Sponsor acquisition prize of Inverell Art Prize;

- Participated in the Northern Inland Risk Management Group;
- Participation in New England Cooperative Library;
- Participated in Cross Borders Working Group on weed control meetings;
- Participated in Northern Inland Regional Waste meetings; and
- Participated in Inverell promotional activities with the Inverell Chamber of Commerce and Industry.

Objective 2 – Prosperity:

“The Shire has a diverse, strong local economy that provides opportunities that contribute to the quality of life for the community”

- Assisted with Sapphire City Festival;
- Participation in work experience programs with local schools;
- Conduct summer and winter school holiday youth activities program;
- Secured funding from “Bushfire Local Economic Recovery Fund (BLERF)” for amenities upgrades at Ashford cemetery and Lake Inverell;
- Secured funding for new bus shelters across Shire;
- Commenced planning works for “Crown Reserves Improvement Program-(CRIP)” for upgrade of Joseph Wills Park at Elsmore;
- Secured funding under “Reconnecting Regional NSW-Community Events Program” for Community events within the Inverell local Government area;
- Secured Funding from “Heritage Engagements Grants” for Self- Guided Heritage Walk;
- Partnered with Inverell Chamber of Commerce for “Flag a Job” initiative;
- Commenced tourism promotion in partnership with “Regional Lifestyle Magazine”;
- Development of new Tourism guide;
- Facilitated a round of Sapphire Wind Farm Community Benefit Fund allocation;
- Completed redevelopment of the Ashford Tourism website and brochure;
- New television campaign to promote Inverell “Choose your Own Adventure”;
- Secured funding from “Department of Customer Service” for NSW Small Business Month;
- Completed 2021/2022 Financial Statements – sound financial result achieved;
- Secured funding for Inverell RLX Stage Two upgrade of Inverell Saleyards; and
- Commenced redevelopment of Wing Hing Long Museum Website.

Objective 3 – Liveability:

“Our community is healthy, safe, educated and offers opportunities for people of all ages and abilities, we value our natural and built environment”

- Commenced planning works on “Local Roads Community Infrastructure Program (LRCI)-3” for Pedestrian footpath network at athletics precinct sports complex in Inverell;
- Commenced planning works on “Stronger Country Communities Fund (SCCF) 4” for Inverell Netball Courts Upgrade;
- Commenced works on “Bushfire Local Economic Recovery Fund (BLERF)-5” for the construction of a pump track at Inverell;
- Commenced planning works on “Black Summer Bushfire Recovery Fund” for Upgrade of 3 residential parks in Inverell;
- Commenced planning works on “Black Summer Bushfire Recovery Fund” for Upgrade of Waratah Park in Inverell;
- Partnering with Local Land Services in River Rehabilitation & Weeds Removal Programs;
- Ongoing works to improve riverbank environment in Inverell;
- Host chemical collect event to collect hazardous waste;
- Commenced works on (Bushfire Recovery Program for Council Landfills) for remediation of Tingha Waste Management Facility;
- Secured funding for management of invasive grass on Ross Hill Reserve;

- Commenced planning works on “Black Summer Bushfire Recovery Fund” for Protecting Local Heritage in the Inverell Local Government area;
- Secured funding from “NSW Office of Sport” for Inverell Aquatic Centre Inclusive Redevelopment and Expansion; and
- Secured funding from “Local Roads and Community Infrastructure Program-(LRCI)-3” for pedestrian Footpath Network athletics precinct – sport complex, Inverell.

Objective 4 – Services and infrastructure:

“Our community is enhanced by the provision of civic services and infrastructure. These services are planned and financially sustainable”

- Commenced and completed a range of Road Upgrade Projects on the Regional Road and Local Road Network;
- Progress upgrade to Bonshaw water supply;
- Commenced a significant quantum of Shire Roads Gravel Resheeting;
- Commenced a significant quantum of heavy patching throughout the Shire;
- Commenced Council’s 2022/2023 bitumen reseal program;
- Progressing with upgrade works at the Inverell Sewerage Treatment Plant;
- Commence upgrade of Mathers Bridge, Nullamanna;
- Completion of Brooks Oval Amenities block in partnership with Inverell Junior Cricket Association;
- Completed Inverell Aerodrome Lighting upgrade;
- Progressing with Moore Street and hospital access upgrade;
- Commence upgrade of Walkers Bridge, Tingha;
- Completed installation of 4 bus shelters under the Country Passenger Transport Infrastructure Program;
- Progressing work on construction of new roundabout located at intersection of SH12 and Tingha Road;
- Secured funding under “Black Summer Bushfire Recovery Fund” for Inverell Footbridge upgrade and shared path;
- Secured funding under “Community Local Infrastructure Recovery Program (CLIR)” for Footbridge (Macintyre River below Girl Guides Hall);
- Secured funding under “Community Local Infrastructure Recovery Program (CLIR)” for upgrade Drainage and pathways at Lake Inverell;
- Secured funding under “Community Local Infrastructure Recovery Program (CLIR)” for Upgrade of Inverell Cemetery Internal Roads & Drainage;
- Secured funding from “Local Roads and Community Infrastructure Program-(LRCI)-3” for the construction of a new Dog pound;
- Secured funding from “Local Roads and Community Infrastructure Program-(LRCI)-3” for rehabilitation of MR73 Gilgai south (Schwenkes Lane to Gilgai Creek);
- Secured funding from “Local Roads and Community Infrastructure Program-(LRCI)-3” for Enhancement All Abilities playgrounds;
- Secured funding from “Local Roads and Community Infrastructure Program-(LRCI)-3” for Commenced planning works on “Black Summer Bushfire Recovery Fund” for Installation of Electronic Fire Danger Rating signs in Local Government area;
- Commenced planning works on “Community Local Infrastructure Recovery Program (CLIR)” for the maintenance of riverbank retaining wall behind library;
- Commenced planning works on “Community Local Infrastructure Recovery Program (CLIR)” for riverbank tree replacement;
- Commenced planning works on “Community Local Infrastructure Recovery Program (CLIR)” for Drainage Structures at Ashford Waste Transfer Station; and
- Planning for beautification of new SH12 / Tingha Road roundabout after completion.

Also attached is a copy of Council's Key Financial Performance Indicators.

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 30 September, 2022 indicates that Council's projected financial position at 30 June, 2023 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 2022/2023 budget in balance, with an indicative surplus of \$3,603.

LEGAL IMPLICATIONS:

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

ATTACHMENTS:

1. Quarterly Budget Review - September 2022 [↓](#)

BUDGET VARIATIONS - FINANCE MEETING 9-11-2022			
ITEM/LEDGER NO.	DESCRIPTION	AMOUNT \$	COMMENT/REASON
GENERAL FUND			
Increase/Decrease in INCOME			
PJ-160557-1000-44018	Grant-Department of Customer Service-NSW Small Business Commission	5,000	Grant for NSW Small Business Month
PJ-127330-1000-44512	Copeton Northern Foreshores - Admission Income	12,500	Increased income to offset cleaning Contract
PJ-160765-1000-44018	Grant-Community Local Infrastructure Recovery Program - (CLIR) - Operating Grant	310,000	Additional grant funds received
PJ-160766-1000-45021	Grant-Community Local Infrastructure Recovery Program - (CLIR) - Capital Grant	250,000	Additional grant funds received
PJ-122370-1000-42201	Grant - State Highway 12 Maintenance	180,900	Addition grant funds for 2022/2023 for work on SH12
PJ-122370-5999-42201	Grant - State Highway 12 - Ordered Works	372,700	Addition grant funds for 2022/2023 for work on SH12
PJ-133016-1000-44519	Grant-Natural Disaster- Flood Event AGRN 987 - November 2021 EPAR Works	95,079	Grant for November 2021 EPAR Works
PJ-133019-1000-44519	Grant-Natural Disaster- Flood Event AGRN 960 - March 2021 EPAR Works-Northern Gravel Resheeting	648,686	Grant for March 2021 Flood Damage - EPAR Works - Northern
PJ-133020-1000-44519	Grant-Natural Disaster- Flood Event AGRN 960 - March 2021 EPAR Works-Southern Gravel Resheeting	115,402	Grant for March 2021 Flood Damage - EPAR Works - Southern
PJ-133021-1000-44519	Grant-Natural Disaster- Flood Event AGRN 987 - November 2021 EPAR Works-Southern Drainage works	121,823	Grant for March 2021 Flood Damage - EPAR Works - Southern Drainage
PJ-120100-1000-40004	General Rates Income	45,025	Additional rating income received in 2022/23 from new subdivisions
TOTAL INCREASE IN INCOME		2,157,115	Positive figure indicates increased income,(Negative) figure indicates decreased income)
Increase/Decrease in EXPENDITURE			
PJ-160558-1000-61001	Grant Expenses - Small Business Month	5,000	Grant for NSW Small Business Month from Department of Customer Services
PJ-137340-4750-61127	Copeton Northern Foreshores - Contractor charges - Cleaning	12,500	Additional cost for amenities cleaning at Copeton Northern Foreshores
PJ-160767-1000-61001	Maintenance Riverbank Retaining Wall behind Library	40,000	Grant Funding provided under Community Local Infrastructure Recovery Program (CLIR)
PJ-160768-1000-61001	Riverbak Tree Replacement	20,000	Grant Funding provided under Community Local Infrastructure Recovery Program (CLIR)
PJ-160771-1000-61001	Drainage structures at Ashford Waste Transfer Station	50,000	Grant Funding provided under Community Local Infrastructure Recovery Program (CLIR)
PJ-160772-1000-61001	Inverell Cemetery drainage structure & internal roads	200,000	Grant Funding provided under Community Local Infrastructure Recovery Program (CLIR)
PJ-160769-1000-61001	Footbridge (Macintyre River below Girl Guides Hall)	150,000	Grant Funding provided under Community Local Infrastructure Recovery Program (CLIR)
PJ-160770-1000-61001	Lake Inverell Drainage & Pathways	100,000	Grant Funding provided under Community Local Infrastructure Recovery Program (CLIR)
PJ-137771-1000-61001	State Highway 12 Maintenance (grant funded)	180,900	Addition grant funds for 2022/2023 for work on SH12
PJ-138830-1000-61001	Grant - State Highway 12 - Ordered Works - Resurfacing	172,700	Addition grant funds for 2022/2023 for work on SH12
PJ-138820-1000-61001	Grant - State Highway 12 - Ordered Works - Heavy Patching	200,000	Addition grant funds for 2022/2023 for work on SH12
PJ-133017-1000-61001	Grant-Natural Disaster- Flood Event AGRN 987 - November 2021 EPAR Works	95,079	Grant for November 2021 EPAR Works
PJ-133022-1000-61001	Grant-Natural Disaster- Flood Event AGRN 960 - March 2021 EPAR Works-Northern Gravel Resheeting	648,686	Grant for March 2021 Flood Damage - EPAR Works - Northern
PJ-133023-1000-61001	Grant-Natural Disaster- Flood Event AGRN 960 - March 2021 EPAR Works-Southern Gravel Resheeting	115,402	Grant for March 2021 Flood Damage - EPAR Works - Southern
PJ-133024-1000-61001	Grant-Natural Disaster- Flood Event AGRN 987 - November 2021 EPAR Works-Southern Drainage works	121,823	Grant for March 2021 Flood Damage - EPAR Works - Southern Drainage
Various Numbers	Insurance - Council Property	23,595	Additional Insurance premiums costs for 2022/2023
PJ-130330-1000-63014	Insurance - Councillor and Officer Liability	2,390	Additional Insurance premiums costs for 2022/2023
PJ-130366-1000-63015	Insurance - Crime	1,650	Additional Insurance premiums costs for 2022/2023
PJ-146250-1000-63011	Insurance - Public Liability	17,390	Additional Insurance premiums costs for 2022/2023
PJ-137204-3600-61001	Gordon Street Park - Replace Shade	11,500	Replace shade-Funding from below
PJ-129381-1000-16030	Special Projects - Capital	(11,500)	Funding for above
PJ-137504-1000-61001	Yetman Hall	4,300	Upgrade of Electrical Switchboard at Yetman Hall
PJ-139120-3230-16031	Village Development - Yetman - Capital	(4,300)	Funding for above
PJ-15900-1000-16015	Land Purchase - Part of IGA carpark	70,000	Funded from Reserves for purchase of Part of IGA carpark land
PJ-140832-1000-61001	SH12/MR73 - Tingha Bridge Roundabout Construction	3,540,000	Reserve funding of Gwydir Highway Roundabout Construction
TOTAL INCREASE IN EXPENDITURE		5,767,115	Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)
NET CHANGE TO CURRENT BUDGET Surplus/(Deficit)		3,610,000	Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)
Restricted Assets			
PJ-161900-6220-31515	Capital Infrastructure Reserve	3,540,000	Reserve funding for Gwydir Highway Roundabout
PJ-161970-6220-31527	Land Purchases	70,000	Reserve funding for IGA carpark land Purchase
TOTAL FUNDING FROM RESTRICTED ASSETS		3,610,000	
Section 94's			
FUNDED FROM EQUITY (G5795.000)			
NET CHANGE TO FINANCIAL POSITION Surplus/(Deficit)		-	
WATER FUND			
Increase/Decrease in INCOME			
PJ-812010-1000-40012	Water Rates	27,000	Additional Annual Water Charge income for 2022/2023
TOTAL INCREASE IN INCOME		27,000	Positive figure indicates increased income,(Negative) figure indicates decreased income)
Increase/Decrease in EXPENDITURE			
PJ-812660-5350-63012	Insurance Premiums	8,100	Additional Insurance Premium costs for 2022/23
PJ-814910-1000-61001	Meter Reading - Bulk Meters	18,900	Meters for Graman & Bonshaw Bores - (New Legislative Metering Requirements)
PJ-814650-1000-61001	Reservoir - Lake Inverell	144,460	Inspection & Review of Lake Inverell Reservoir
PJ-813342-3100-16039	Reservoirs - Capital Upgrades	(144,460)	Reallocation to fund Lake Inverell Reservoir Review
TOTAL INCREASE IN EXPENDITURE		27,000	Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)
NET CHANGE TO CURRENT BUDGET Surplus/(Deficit)		-	Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)
SEWER FUND			
Increase/Decrease in INCOME			
PJ-906040-1000-40010	Sewerage Rates - Occupied charge	4,450	Additional rates income for 2022/2023
TOTAL INCREASE IN INCOME		4,450	Positive figure indicates increased income,(Negative) figure indicates decreased income)
Increase/Decrease in EXPENDITURE			
PJ-906650-5350-63012	Insurance Premiums	4,450	Additional Insurance Premium costs for 2022/23
TOTAL INCREASE IN EXPENDITURE		4,450	Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)
NET CHANGE TO CURRENT BUDGET Surplus/(Deficit)		-	Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)

BUDGET VARIATIONS - UNEXPENDED GRANTS FROM 2021/2022 - FINANCE MEETING 9-11-2022			
ITEM/LEDGER NO.	DESCRIPTION	AMOUNT \$	COMMENT/REASON
GENERAL FUND			
Increase/Decrease in INCOME			
121209-1000-44018	Grant-Office of Local Government (OLG)	45,025.00	Crown Land Management Act-Plans of Management-Grant Funded by OLG
121213-1000-44018	Grant-(SCCF -Round 3)-Stronger Country Communities Funding	60,888.00	SCCF-Round3- 2020/2021-Youth Program in Inverell LGA
121215-1000-45021	Grant-Crown Land Mgrs Recovery Support Prgm-Ashford Cemetary	16,859.00	Crown Land Managers Recovery Support Program-Ashford Cemetary
121216-1000-45012	Grant-(SCCF -Round 3A)-Stronger Country Communities Funding	22,733.00	SCCF-Round3A- 2021/2022-Lighting Youth Friendly Spaces
121217-1000-45021	Grant -NSW Partnership with Local Council Program 2	20,000.00	NSW Partnership Local Councils Program 2 - Covid support Program - BBQ trailer & shelters
121217-1000-44018	Grant -NSW Partnership with Local Council Program 2	36,770.00	NSW Partnership with Local Council Program 2 - Business support & small grants
121218-1000-45016	Grant -(SCCF-Round 4) Stronger Country Communities Fund	827.00	SCCF - Round 4 - 2021/22 - Ashford Sport Ground lighting & footpaths
121219-1000-45016	Grant -(SCCF-Round 4) Stronger Country Communities Fund	194,060.00	SCCF - Round 4 -Stronger Country Communities Fund-Inverell Netball Court Upgrade
121337-1000-45016	Grant-Bushfire Local Economic Recovery Fund-BLERF-005	107,316.00	Bushfire Local Economic Recovery Fund-BLERF-005 - Pump Track Construction
121338-1000-45016	Grant-Bushfire Local Economic Recovery Fund-BLERF-003	153,627.00	Bushfire Local Economic Recovery Fund-BLERF-003 - Amenities at Lake Inverell & Ashford cemetary
121812-1000-44018	Grant-Library - Miscellaneous Small Grants	1,453.00	Library-Story Time Exps - Online
121983-1000-44007	Grant-Dept. Infrast,Reg.Dev.-Local Rds.Community Infrastr	102,055.00	LRCIP - Phase 3 - Beautification of new Highway Roundabout
121984-1000-45021	Grant-Dept. Infrast,Reg.Dev.-Local Rds.Community Infrastr	546,710.00	LRCIP - Phase 3 - Dog Pound Construction
121984-1000-45021	Grant-Dept. Infrast,Reg.Dev.-Local Rds.Community Infrastr	437,493.00	LRCIP - Phase 3 - Stage 1 MR73 Gilgai South Rehab
121984-1000-45021	Grant-Dept. Infrast,Reg.Dev.-Local Rds.Community Infrastr	150,000.00	LRCIP - Phase 3 - All Abilities Playgrounds
121984-1000-45021	Grant-Dept. Infrast,Reg.Dev.-Local Rds.Community Infrastr	162,500.00	LRCIP - Phase 3 - Athletics Precinct - Footpath
121986-1000-44018	Grant-Dept Planning Industry & Environment-Planning Portal S	41,301.00	Planning Portal Scheme
121987-1000-45016	Grant-Dept Planning Industry & Environment-Tingha Caravan Pk	99,265.00	Tingha Caravan Park - Capital Works
121988-1000-45021	Grant-Dept Infrast,Transport,Cities,Reg.Dev-Reg.AIRPORTS Prg	84,664.00	Aerodrome-Inverell- New Capital - Lighting Upgrade
121991-1000-45021	Grant-Dept Planning Industry & Environment-Bushfire Payment	516,128.00	DPiE-Bushfire Payment-"Walkers Bridge"-Red Hill Road Tingha & Bridge repairs
122026-1000-44012	Grant Income-EPA-Bushfire Recovery Program-Council Landfills	162,139.00	EPA-Bushfire Recovery Program-Tingha Waste Management Facilities remediation works
122913-1000-45009	Grant - Fixing Country Bridges Program - 2020/2021	380,770.00	SR60-Mathers Bridge Replacement - Nullamanna Road
122915-1000-46004	Grant - Fixing Local Roads (FLR) Program-CAPITAL -2020/21	612,500.00	Fixing Local Roads Program (FLR) - Howell Road
122916-1000-45009	Grant-Fixing Local Roads (FLR) Program.-Capital 2021/22	604,801.00	Fixing Local Roads Program (FLR)-Moore Street upgrade and Inverell Hospital access
127540-1000-46011	Contribution Road/Bridges	337,250.00	Hunter New England Health Contribution to Moore Street Upgrade & Hospital access
132325-1000-44018	Grant - National Aust.Day Council (NADC)-Aust Day	478.00	National Australia Day Council (NADC)-Australia Day
136229-1000-44010	Grant -NSW Heritage Grant-Self Guided Heritage Walk	6,375.00	NSW Heritage Grant-Self Guided Heritage Walk
137351-1000-44016	Grant Inc-LLS-National Landcare Program-Manage Grazing Land	2,335.00	LLS-National Landcare Program-Manage Grazing Land - Ross Hill Reserve
147059-3886-44016	Grant - Noxious Weeds-Coordination	42,358.00	Noxious Weeds-Special Projects - Harrisia catus control program
147059-4360-44016	Grant - Noxious Weeds-Coordination	43,262.00	Noxious Weeds-Special Projects- Osage Orange control program
160389-1000-41415	Grant -Library - Local Priority Funding	35,094.00	Library - Local Priority Funding - 2021/22-Expenditure
160545-1000-45016	Grant - Crown Reserve Improvement Fund	80,780.00	CRIF-Joseph Wills Park Upgrade
160547-1000-45021	Grant - Black Summer Bushfire Recovery Grants Prog.	127,797.00	Installation Fire Danger Signs Inverell LGA and park upgrades
160548-1000-44010	Grant Inc-Black Summer Bushfire Recovery Grants Prog.	30,691.00	Protecting Local Heritage Inverell
160555-1000-44018	Grant - Reconnecting Regional NSW-Community Events Prgm	241,366.00	Reconnecting Regional NSW-Community Events Program
160899-1000-45021	Grant -CPTIGS-Country Passenger Transport Infrast Scheme	6,900.00	CPTIGS-Construction of Bus Shelters
TOTAL INCREASE IN INCOME		5,514,570	Positive figure indicates increased income,(Negative) figure indicates decreased income)
Increase/Decrease in EXPENDITURE			
PJ-151115-1000	Grant-Office of Local Government (OLG)	45,025.00	Crown Land Management Act-Plans of Management-Grant Funded by OLG
PJ-160669-1000	Grant-(SCCF -Round 3)-Stronger Country Communities Funding	60,888.00	SCCF-Round3- 2020/2021-Youth Program in Inverell LGA
PJ-136416-1000	Grant-Crown Land Mangers Recovery Support Program-Ashford Cemetary	16,859.00	Crown Land Managers Recovery Support Program-Ashford Cemetary
PJ-160670-1000	Grant-(SCCF -Round 3A)-Stronger Country Communities Funding	22,733.00	SCCF-Round3A- 2021/2022-Lighting Youth Friendly Spaces
PJ-160674-1000	Grant -NSW Partnership with Local Council Program 2	20,000.00	NSW Partnership Local Councils Program 2 - Covid support Program - BBQ trailer & shelters
PJ-160673-1000	Grant -NSW Partnership with Local Council Program 2	36,770.00	NSW Partnership with Local Council Program 2 - Business support & small grants
PJ-160671-1000	Grant -(SCCF-Round 4) Stronger Country Communities Fund	827.00	SCCF - Round 4 - 2021/22 - Ashford Sport Ground lighting & footpaths
PJ-160541-1000	Grant -(SCCF-Round 4) Stronger Country Communities Fund	194,060.00	(SCCF-Round 4) Stronger Country Communities Fund-Inverell netball Court Upgrade
PJ-147998-1000	Grant-Bushfire Local Economic Recovery Fund-BLERF-005	107,316.00	Bushfire Local Economic Recovery Fund-BLERF-005 - Pump Track Construction
PJ-147999-1000	Grant-Bushfire Local Economic Recovery Fund-BLERF-003	153,627.00	Bushfire Local Economic Recovery Fund-BLERF-003 - Amenities at Lake Inverell & Ashford cemetary
PJ-136670-2000	Grant-Library - Miscellaneous Small Grants	1,453.00	Library-Story Time Exps - Online
PJ-139468-1000	Grant-Dept. Infrast,Reg.Dev.-Local Roads.Community Infrastructure Program	102,055.00	LRCIP - Phase 3 - Beautification of new Highway Roundabout
PJ-139463-1000	Grant-Dept. Infrast,Reg.Dev.-Local Roads.Community Infrastructure Program	546,710.00	LRCIP - Phase 3 - Dog Pound Construction
PJ-139465-1000	Grant-Dept. Infrast,Reg.Dev.-Local Roads.Community Infrastructure Program	437,493.00	LRCIP - Phase 3 - Stage 1 MR73 Gilgai South Rehab
PJ-139466-1000	Grant-Dept. Infrast,Reg.Dev.-Local Roads.Community Infrastructure Program	150,000.00	LRCIP - Phase 3 - All Abilities Playgrounds
PJ-139467-1000	Grant-Dept. Infrast,Reg.Dev.-Local Roads.Community Infrastructure Program	162,500.00	LRCIP - Phase 3 - Athletics Precinct - Footpath
PJ-136267-1000	Grant-Dept Planning Industry & Environment-Planning Portal Scheme	41,301.00	Planning Portal Scheme
PJ-147835-1000	Grant-Dept Planning Industry & Environment-Tingha Caravan Park	99,265.00	Tingha Caravan Park - Capital Works
PJ-147124-1000	Grant-Dept Infrast,Transport,Cities,Reg.Dev-Regional AIRPORTS Prohgram	84,664.00	Aerodrome-Inverell- New Capital - Lighting Upgrade
PJ-139450-1000	Grant-Dept Planning Industry & Environment-Bushfire Payment	510,876.00	DPiE-Bushfire Payment-"Walkers Bridge"-Red Hill Road Tingha
PJ-139451-1000	Grant-Dept Planning Industry & Environment-Bushfire Payment	5,252.00	DPiE-Bushfire Payment-Bridge Repairs & Maintenance
PJ-135455-1000	Grant Income-EPA-Bushfire Recovery Program-Council Landfills	162,139.00	EPA-Bushfire Recovery Program-Tingha waste management facilities remediation works
PJ-139460-1000	Grant - Fixing Country Bridges Program - 2020/2021	380,770.00	SR60-Mathers Bridge Replacement - Nullamanna Road
PJ-139503-1000	Grant - Fixing Local Roads (FLR) Program-CAPITAL -2020/21	612,500.00	Fixing Local Roads Program (FLR) - Howell Road
PJ-139504-1000	Grant-Fixing Local Roads (FLR) Program.-Capital 2021/22	604,801.00	Fixing Local Roads (FLR) Program-Moore Street upgrade and Inverell Hospital access
PJ-139504-1000	Contribution to Road/Bridges	337,250.00	Hunter New England Health Contribution to Moore Street Upgrade & Hospital access
PJ-132326-1000	Grant - National Aust.Day Council (NADC)-Aust Day	478.00	National Australia Day Council (NADC)-Australia Day
PJ-136230-1000	Grant -NSW Heritage Grant-Self Guided Heritage Walk	6,375.00	NSW Heritage Grant-Self Guided Heritage Walk
PJ-137352-1000	Grant Inc-LLS-National Landcare Program-Manage Grazing Land	2,335.00	LLS-National Landcare Program-Manage Grazing Land - Ross Hill Reserve
PJ-147060-3886	Grant - Noxious Weeds	42,358.00	Noxious Weeds-Special Projects - Harrisia catus control program
PJ-147060-3899	Grant - Noxious Weeds	43,262.00	Noxious Weeds-Special Projects- Osage Orange control program
PJ-160387-1000	Grant -Library - Local Priority Funding	35,094.00	Library - Local Priority Funding - 2021/22-Expenditure
PJ-160546-1000	Grant - Crown Reserve Improvement Fund	80,780.00	CRIF-Joseph Wills Park Upgrade
PJ-160549-1000	Grant - Black Summer Bushfire Recovery Grants Program	39,325.00	Installation Fire Danger Signs Inverell LGA
PJ-160551-1000	Grant - Black Summer Bushfire Recovery Grants Program	45,000.00	Upgrade 3 residential Parks Inverell
PJ-160552-1000	Grant - Black Summer Bushfire Recovery Grants Program	43,472.00	Waratah Park Inverell Upgrade
PJ-160553-1000	Grant - Black Summer Bushfire Recovery Grants Program	30,691.00	Protecting Local Heritage Inverell
PJ-160556-1000	Grant - Reconnecting Regional NSW-Community Events Program	241,366.00	Reconnecting Regional NSW-Community Events Program
PJ-160900-1000	Grant -CPTIGS-Country Passenger Transport Infrastructure Scheme	6,900.00	CPTIGS-Construction of Bus Shelters
TOTAL INCREASE IN EXPENDITURE		5,514,570	Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)
NET CHANGE TO CURRENT BUDGET Surplus/(Deficit)		-	Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)
Restricted Assets			
TOTAL FUNDING FROM RESTRICTED ASSETS		-	
FUNDED FROM EQUITY (G5795.000)			
NET CHANGE TO FINANCIAL POSITION Surplus/(Deficit)		-	
WATER FUND			
Increase/Decrease in INCOME			
TOTAL INCREASE IN INCOME		-	Positive figure indicates increased income,(Negative) figure indicates decreased income)
Increase/Decrease in EXPENDITURE			
TOTAL INCREASE IN EXPENDITURE		-	Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)
NET CHANGE TO CURRENT BUDGET Surplus/(Deficit)		-	Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)
SEWER FUND			
Increase/Decrease in INCOME			
TOTAL INCREASE IN INCOME		-	Positive figure indicates increased income,(Negative) figure indicates decreased income)
Increase/Decrease in EXPENDITURE			
TOTAL INCREASE IN EXPENDITURE		-	Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)
NET CHANGE TO CURRENT BUDGET Surplus/(Deficit)		-	Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)

PRIOR YEARS GRANT FUNDING - FINANCE MEETING 9-11-2022			
ITEM/LEDGER NO.	DESCRIPTION	AMOUNT \$	COMMENT/REASON
GENERAL FUND			
Increase/Decrease in INCOME			
The Following are the balance of Prior Years Grant funding that will be spent in the Current Year			
121213-1000-44018	Grant-(SCCF -Round 3)-Stronger Country Communities Funding	25,571	SCCF-Round3- 2020/2021-Youth Program in Inverell LGA
121216-1000-45012	Grant-(SCCF -Round 3A)-Stronger Country Communities Funding	5,683	SCCF-Round3A- 2021/2022-Lighting Youth Friendly Spaces
121218-1000-45016	Grant -(SCCF-Round 4) Stronger Country Communities Fund	14,613	SCCF - Round 4 - 2021/22 - Ashford Sport Ground lighting & footpaths
121219-1000-45016	Grant -(SCCF-Round 4) Stronger Country Communities Fund	291,090	(SCCF-Round 4) Stronger Country Communities Fund-Inverell netball Court Upgrade
121337-1000-45016	Grant-Bushfire Local Economic Recovery Fund-BLERF-005	259,600	Bushfire Local Economic Recovery Fund-BLERF-005 - Pump Track Construction
121338-1000-45016	Grant-Bushfire Local Economic Recovery Fund-BLERF-003	244,932	Bushfire Local Economic Recovery Fund-BLERF-003 - Amenities at Lake Inverell & Ashford cemetery
121983-1000-44007	Grant-Dept. Infrast,Reg.Dev.-Local Roads.Community Infrastructure Program	102,055	LRCIP - Phase 3 - Beautification of new Highway Roundabout
121984-1000-45021	Grant-Dept. Infrast,Reg.Dev.-Local Roads.Community Infrastructure Program	550,000	LRCIP - Phase 3 - Dog Pound Construction
121984-1000-45021	Grant-Dept. Infrast,Reg.Dev.-Local Roads.Community Infrastructure Program	437,500	LRCIP - Phase 3 - Stage 1 MR73 Gilgai South Rehab
121984-1000-45021	Grant-Dept. Infrast,Reg.Dev.-Local Roads.Community Infrastructure Program	150,000	LRCIP - Phase 3 - All Abilities Playgrounds
121984-1000-45021	Grant-Dept. Infrast,Reg.Dev.-Local Roads.Community Infrastructure Program	162,500	LRCIP - Phase 3 - Athletics Precinct - Footpath
121988-1000-45021	Grant-Dept Infrast,Transport,Cities,Reg.Dev-Reg.AIRPORTS Prg	166,973	Aerodrome-Inverell- New Capital - Lighting Upgrade
122026-1000-44012	Grant Income-EPA-Bushfire Recovery Program-Council Landfills	162,686	EPA-Bushfire Recovery Program-Tingha waste management facilities remediation works
122913-1000-45009	Grant - Fixing Country Bridges Program - 2020/2021	1,286,145	SR60-Mathers Bridge Replacement - Nullamanna Road
122915-1000-46004	Grant - Fixing Local Roads (FLR) Program-CAPITAL -2020/21	262,500	Fixing Local Roads Program (FLR) - Howell Road
122916-1000-45009	Grant-Fixing Local Roads (FLR) Program.-Capital 2021/22	273,496	Fixing Local Roads (FLR) Program-Moore Street upgrade and Inverell Hospital access
136229-1000-44010	Grant -NSW Heritage Grant-Self Guided Heritage Walk	21,550	NSW Heritage Grant-Self Guided Heritage Walk
160547-1000-45021	Grant - Black Summer Bushfire Recovery Grants Prog.	14,199	Installation Fire Danger Signs Inverell LGA and park upgrades
160547-1000-45021	Grant - Black Summer Bushfire Recovery Grants Prog.	600,000	Inverell Footbridge Upgrade & shared path
160548-1000-44010	Grant Inc-Black Summer Bushfire Recovery Grants Prog.	122,766	Protecting Local Heritage Inverell
160555-1000-44018	Grant - Reconnecting Regional NSW-Community Events Prgm	60,342	Reconnecting Regional NSW-Community Events Program
160899-1000-45021	Grant -CPTIGS-Country Passenger Transport Infrast Scheme 2019/2021	46,200	CPTIGS-Construction of Bus Shelters
160899-1000-45021	Grant -CPTIGS-Country Passenger Transport Infrast Scheme 2021/2023	16,100	CPTIGS-Construction of Bus Shelters
122911-1000-45009	Grant-RESTART NSW - MR 187 Yetman Road	1,780,275	RESTART Program - MR 187 Yetman Road upgrade
121349-1000-45016	Grant-Bushfire Community Recovery & Resilience Fund-BCRRF	4,276	Solar Lights - Tingha
TOTAL INCREASE IN INCOME		7,061,052	Positive figure indicates increased income,(Negative) figure indicates decreased income)
Increase/Decrease in EXPENDITURE			
The Following are the balance of Prior Years Grant funding that will be spent in the Current Year			
PJ-160669-1000	Grant-(SCCF -Round 3)-Stronger Country Communities Funding	25,571	SCCF-Round3- 2020/2021-Youth Program in Inverell LGA
PJ-160670-1000	Grant-(SCCF -Round 3A)-Stronger Country Communities Funding	5,683	SCCF-Round3A- 2021/2022-Lighting Youth Friendly Spaces
PJ-160671-1000	Grant -(SCCF-Round 4) Stronger Country Communities Fund	14,613	SCCF - Round 4 - 2021/22 - Ashford Sport Ground lighting & footpaths
PJ-160541-1000	Grant -(SCCF-Round 4) Stronger Country Communities Fund	291,090	(SCCF-Round 4) Stronger Country Communities Fund-Inverell netball Court Upgrade
PJ-147998-1000	Grant-Bushfire Local Economic Recovery Fund-BLERF-005	259,600	Bushfire Local Economic Recovery Fund-BLERF-005 - Pump Track Construction
PJ-147999-1000	Grant-Bushfire Local Economic Recovery Fund-BLERF-003	244,932	Bushfire Local Economic Recovery Fund-BLERF-003 - Amenities at Lake Inverell & Ashford cemetery
PJ-139468-1000	Grant-Dept. Infrast,Reg.Dev.-Local Roads.Community Infrastructure Program	102,055	LRCIP - Phase 3 - Beautification of new Highway Roundabout
PJ-139463-1000	Grant-Dept. Infrast,Reg.Dev.-Local Roads.Community Infrastructure Program	550,000	LRCIP - Phase 3 - Dog Pound Construction
PJ-139465-1000	Grant-Dept. Infrast,Reg.Dev.-Local Roads.Community Infrastructure Program	437,500	LRCIP - Phase 3 - Stage 1 MR73 Gilgai South Rehab
PJ-139466-1000	Grant-Dept. Infrast,Reg.Dev.-Local Roads.Community Infrastructure Program	150,000	LRCIP - Phase 3 - All Abilities Playgrounds
PJ-139467-1000	Grant-Dept. Infrast,Reg.Dev.-Local Roads.Community Infrastructure Program	162,500	LRCIP - Phase 3 - Athletics Precinct - Footpath
PJ-147124-1000	Grant-Dept Infrast,Transport,Cities,Reg.Dev-Regional AIRPORTS Prohgram	166,973	Aerodrome-Inverell- New Capital - Lighting Upgrade
PJ-135455-1000	Grant Income-EPA-Bushfire Recovery Program-Council Landfills	162,686	EPA-Bushfire Recovery Program-Tingha waste management facilities remediation works
PJ-139460-1000	Grant - Fixing Country Bridges Program - 2020/2021	1,286,145	SR60-Mathers Bridge Replacement - Nullamanna Road
PJ-139503-1000	Grant - Fixing Local Roads (FLR) Program-CAPITAL -2020/21	262,500	Fixing Local Roads Program (FLR) - Howell Road
PJ-139504-1000	Grant-Fixing Local Roads (FLR) Program.-Capital 2021/22	273,496	Fixing Local Roads (FLR) Program-Moore Street upgrade and Inverell Hospital access
PJ-136230-1000	Grant -NSW Heritage Grant-Self Guided Heritage Walk	21,550	NSW Heritage Grant-Self Guided Heritage Walk
PJ-160549-1000	Grant - Black Summer Bushfire Recovery Grants Program	4,369	Installation Fire Danger Signs Inverell LGA
PJ-160551-1000	Grant - Black Summer Bushfire Recovery Grants Program	5,000	Upgrade 3 residential Parks Inverell
PJ-160552-1000	Grant - Black Summer Bushfire Recovery Grants Program	4,830	Waratah Park Inverell Upgrade
PJ-160553-1000	Grant - Black Summer Bushfire Recovery Grants Program	122,766	Protecting Local Heritage Inverell
PJ-160550-1000	Grant - Black Summer Bushfire Recovery Grants Program	600,000	Inverell Footbridge Upgrade & shared path
PJ-160556-1000	Grant - Reconnecting Regional NSW-Community Events Program	60,342	Reconnecting Regional NSW-Community Events Program
PJ-160900-1000	Grant -CPTIGS-Country Passenger Transport Infrast Scheme 2019/2021	46,200	CPTIGS-Construction of Bus Shelters
PJ-160900-1000	Grant -CPTIGS-Country Passenger Transport Infrast Scheme 2021/2023	16,100	CPTIGS-Construction of Bus Shelters
PJ-139435-1000	Grant-RESTART NSW - MR 187 Yetman Road	1,780,275	RESTART Program - MR 187 Yetman Road upgrade
PJ-148003-1000	Grant-Bushfire Community Recovery & Resilience Fund-BCRRF	4,276	Solar Lights - Tingha
TOTAL INCREASE IN EXPENDITURE		7,061,052	Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)
NET CHANGE TO CURRENT BUDGET Surplus/(Deficit)		-	Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)
Restricted Assets			
TOTAL FUNDING FROM RESTRICTED ASSETS		-	
Section 94's			
Unexpended Grants and Contributions			
FUNDED FROM EQUITY (G5795.000)			
NET CHANGE TO FINANCIAL POSITION Surplus/(Deficit)		-	
WATER FUND			
Increase/Decrease in INCOME			
TOTAL INCREASE IN INCOME		-	Positive figure indicates increased income,(Negative) figure indicates decreased income)
Increase/Decrease in EXPENDITURE			
TOTAL INCREASE IN EXPENDITURE		-	Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)
NET CHANGE TO CURRENT BUDGET Surplus/(Deficit)		-	Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)
SEWER FUND			
Increase/Decrease in INCOME			
TOTAL INCREASE IN INCOME		-	Positive figure indicates increased income,(Negative) figure indicates decreased income)
Increase/Decrease in EXPENDITURE			
TOTAL INCREASE IN EXPENDITURE		-	Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)
NET CHANGE TO CURRENT BUDGET Surplus/(Deficit)		-	Positive figure indicates increased expenditure, (Negative) figure decreased expenditure)

INVERELL SHIRE COUNCIL
BUDGET REVIEW FOR THE QUARTER ENDED 30-9-2022
CONSOLIDATED INCOME AND EXPENSE STATEMENT

	ORIGINAL BUDGET 2022/2023 (000's)	Approved Changes						REVISED BUDGET (000's)	Recommended Changes for Council Resolution (000's)	PROJECTED Year End Result 2022/2023 (000's)	ACTUAL YTD (000's)	% OF PROJECTED BUDGET
		Revotes (000's)	Unexpended Grants & Contract Liabilities B/FW (000's)	Sept 2022 Review (000's)	Dec 2022 Review (000's)	Mar 2023 Review (000's)	June 2023 Review (000's)					
INCOME												
Rates & Annual Charges	23,771							23,771	76	23,847	23,937	100.38%
User Charges & Fees	5,406							5,406	555	5,961	460	7.72%
Interest	682							682	-	682	295	43.26%
Other revenues from ordinary activities	696							696	-	696	184	26.44%
Grants & Contributions provided for non capital purposes	12,052							12,052	2,619	14,671	1,454	9.91%
Grants & Contributions provided for Capital Purposes	941							941	11,514	12,455	347	2.79%
Gain from the sale of assets	48							48	-	48	124	100.00%
Gain from interest in joint ventures & associates	-							-	-			
TOTAL INCOME FROM CONTINUING OPERATIONS	43,596	-	-	-				43,596	14,764	58,360	26,801	61.48%
EXPENSES												
Employee Costs	15,735							15,735	163	15,898	3,346	21.05%
Borrowing Costs	448							448	-	448	6	1.34%
Materials and Contracts	8,654	2,806						11,460	6,734	18,194	3,088	16.97%
Depreciation	12,730							12,730	-	12,730	3,183	25.00%
Other Expenses from ordinary activities	4,910	131						5,041	58	5,099	2,153	42.22%
Loss from the disposal of assets	-							-	-	-	-	
Loss from interest in joint ventures & associates	-							-	-	-		
TOTAL EXPENSES FROM CONTINUING OPERATIONS	42,477	2,937	-	-	-	-	-	45,414	6,955	52,369	11,776	25.93%
NET OPERATING RESULT FROM CONTINUING OPERATIONS SURPLUS/(DEFICIT)	1,119	(2,937)	-	-	-	-	-	(1,818)	7,809	5,991	15,026	-826.49%
ADD BACK Non Cash Amounts												
Depreciation	12,730							12,730	-	12,730	3,183	25.00%
Carrying Amount of Assets Sold	663							663		663		0.00%
Capital Amounts	14,512	(2,937)	-	-	-	-	-	11,575	7,809	19,384	18,208	157.30%
Repayments by deferred Debtors	-											
Acquisition of Assets	(22,910)	(12,443)						(35,353)	(11,419)	(46,772)	(2,139)	6.05%
Loan Repayments	(950)							(950)	-	(950)	(116)	12.21%
Advance to Deferred Debtors									-			
Loan Funds	10,000							10,000	-	10,000		
Less Net Transfers to IRA	(648)							(648)	3,610	2,962		0.00%
Plus Equity Funding	-	15,380						15,380	-	15,380		0.00%
Unallocated Consolidation Net Profit/(Loss)	4	-	-	-	-	-	-	4	-	4	15,953	
NET OPERATING RESULT BEFORE CAPITAL ITEMS SURPLUS/(DEFICIT)	178							178		178	14,679	

* Favourable / (Unfavourable) variance

EXPLANATION OF MATERIAL VARIANCES

YTD Variances

Item	Explanation
INCOME	
Rates & Annual Charges	Includes rate levy for 2022/2023
User Charges & Fees	1st Quarter Water sales (\$676k) not raised untill first week of October 2022.
Interest	Additional interest income due to increase in investment rates
Grants & Contributions provided for non capital purposes	Works have not yet commenced on these projects and grant funding for road projects are normally paid in arrears
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
EXPENSES	
Other Expenses from ordinary activities	Includes yearly payments for Rates, insurances, emergency levies and memberships/subscriptions
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 2022/2023 budget have now been funded.

INVERELL SHIRE COUNCIL
BUDGET REVIEW FOR THE QUARTER ENDED 30-9-2022
INCOME & EXPENSES BY FUNCTION

	ORIGINAL BUDGET 2022/2023 (000's)	Approved Changes						REVISED BUDGET (000's)	Recommended Changes for Council Resolution (000's)	PROJECTED Year End Result 2022/2023 (000's)	ACTUAL YTD (000's)	% OF PROJECTED BUDGET (000'S)
		Revotes (000's)	Unexpended Grants B/FW (000's)	Sept 2022 Review (000's)	Dec 2022 Review (000's)	Mar 2023 Review (000's)	June 2023 Review (000's)					
EXPENSES												
Governance	279							279		279	42	15.05%
Administration	7,967	415						8,382	71	8,453	1,534	18.15%
Public Order and Safety	1,235							1,235	981	2,216	312	14.08%
Health & Environment	4,731	89						4,820	463	5,283	1,019	19.29%
Community Services and Education	95	9						104	5	109	12	11.01%
Housing and Community Amenities	1,186	35						1,221	606	1,827	297	16.26%
Water Supplies	3,933							3,933	171	4,104	833	20.30%
Sewerage and Drainage Services	2,050							2,050	4	2,054	695	33.84%
Recreation and Culture	3,136	472						3,608	342	3,950	764	19.34%
Mining, Manufacturing and Construction	512	6						518	0	518	105	20.27%
Transport and Communication	6,476	1,163						7,639	4304	11,943	3,212	26.89%
Economic Affairs	1,416	748						2,164	8	2,172	448	20.63%
TOTAL EXPENSES	33,016	2,937	0	0	0	0	0	35,953	6955	42,908	9,273	21.61%
REVENUES												
Governance	-							-	0	-	-	-
Administration	28,173							28,173	90	28,263	16,579	58.66%
Public Order and Safety	404							404	1723	2,127	22	1.03%
Health & Environment	5,282							5,282	413	5,695	4,284	75.22%
Community Services and Education	24							24	0	24	7	29.17%
Housing and Community Amenities	308							308	3572	3,880	120	3.09%
Water Supplies	5,915							5,915	27	5,942	2,586	43.52%
Sewerage and Drainage Services	3,237							3,237	5	3,242	3,086	95.19%
Recreation and Culture	227							227	3478	3,705	342	9.23%
Mining, Manufacturing and Construction	213							213	0	213	43	20.19%
Transport and Communication	5,491							5,491	5352	10,843	672	6.20%
Economic Affairs	322							322	104	426	80	18.78%
TOTAL REVENUE	49,596	-	-	-	-	-	-	49,596	14,764	64,360	27,821	43.23%
OPERATING RESULT: (Surplus)	(16,580)	2,937	-	-	-	-	-	(13,643)	(7,809)	(21,452)	(18,548)	
Depreciation	12,730							12,730		12,730	3,183	25.00%
Increase in Employee Leave Entitlements	2,779							2,779		2,779	464	16.70%
(PROFIT)/LOSS BEFORE CAPITAL AMOUNTS	(1,071)	2,937	-	-	-	-	-	1,866	(7,809)	(5,943)	(14,902)	
Carrying Amount of Assets Sold	663							663		663		0.00%
Proceeds Sale of Assets	(711)							(711)		(711)	(124)	17.44%
Cost Real Estate Assets Sold								-		-		
Loan Funds Used	(10,000)							(10,000)		(10,000)		
Other Debt Finance								-		-		
Repayments by Deferred Debtors								-		-		
Acquisition of Assets	22,910	12,443						35,353	11,419	46,772	2,139	4.57%
Development of Real Estate								-		-		
Advance to Deferred Debtors								-		-		
Repayment of Loans	950							950		950	116	12.21%
Repayment of Other Debts								-		-		
ESTIMATED BUDGET RESULT: (SURPLUS)/DEFICIT	12,741	15,380	-	-	-	-	-	28,121	3,610	31,731	(12,771)	
ADD BACK Non Cash Amounts												
Depreciation	12,730							12,730		12,730	3,183	
Carrying Amount of Assets Sold	663							663		663	0	
Plus Net Transfers	648							648	(3,610)	(2,962)		
Plus Equity Funding**		(15,380)						-15,380		-15,380		
BUDGET (SURPLUS)/DEFICIT	(4)	-	-	-	-	-	-	(4)	-	(4)	(15,953)	
** Equity Funding is Unexpended Grants, Contributions and incomplete works from pervious years were money is held in equity at end of year												
Transfers to Internally Restricted Assets	648							648		648	648	
Transfers from Internally Restricted Assets	0							0	3610	3,610	3,610	
Net Transfers	648							648	(3,610)	(2,962)	(2,962)	

EXPLANATION OF MATERIAL VARIANCES

YTD Variances	
Item	Explanation
EXPENSES	
Sewerage and Drainage Services	Includes yearly payments for Rates, insurances
INCOME	
Administration	Includes entire rate levy for 2022/23
Public Order & Safety	Bush Fire Subsidies not received until latter in the year
Health & Environment	Includes entire DWM levy Charges for 2022/23
Water Supplies	Includes entire annual water charges levy for 2022/23
Sewerage and Drainage Services	Includes entire annual sewer charges levy for 2022/23

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 2022/2023 budget have now been funded.

INVERELL SHIRE COUNCIL
BUDGET REVIEW FOR THE QUARTER ENDING 30-9-2022
CAPITAL BUDGET

	ORIGINAL BUDGET 2022/2023 (000's)	Approved Changes						REVISED BUDGET (000's)	Recommended Changes for Council Resolution (000's)	PROJECTED Year End Result 2022/2023 (000's)	ACTUAL YTD (000's)
		Revotes	Unexpended Grants	Sept 2022 Review	Dec 2022 Review	Mar 2023 Review	June 2023 Review				
		(000's)	(000's)	(000's)	(000's)	(000's)	(000's)				
CAPITAL FUNDING											
Rates and Other untied Funding											
General Fund	4,006							4,006	(16)	3,990	3,990
Sewer Fund	916							916	-	916	916
Water Fund	1,616							1,616	(144)	1,472	1,472
Capital Grants & Contributions											
Dog Pound								-	1,097	1,097	5
Bushfire	200							200	43	243	-
Sporting Fields	10							10	825	835	24
Library	27							27	35	62	15
Roads	5,406							5,406	7,743	13,149	425
Open Space								-	1,514	1,514	277
Aerodrome								-	252	252	245
Water								-	-	-	-
Internal Restricted Assets								-	-	-	-
Aerodrome								-	-	-	-
Plant Replacement	314							314	-	314	314
Roads Program								-	-	-	-
Sewerage Future Capital Works	415							415	-	415	415
Water Future Capital Works								-	-	-	-
Strategic Capital Projects Fund								-	-	-	-
Land								-	70	70	70
Loan Funding	10,000							10,000	-	10,000	
Equity (Unexpended Grants and Contributions from previous years)		12,443						12,443	-	12,443	12,443
TOTAL CAPITAL FUNDING	22,910	12,443	-	-				35,353	11,419	46,772	20,611
CAPITAL EXPENDITURE											
Administrative Services	15							15	-	15	-
Aerodrome								-	252	252	245
Engineering Equipment	2							2	-	2	-
SES/Bushfire	207							207	-	207	
Information Services	147	149						296	-	296	30
Sporting Fields	10,024	50						10,074	826	10,900	24
Open Space		79						79	1,337	1,416	277
Cemetery	15							15	58	73	20
Library	128	8						136	35	171	55
Plant	1,736							1,736	-	1,736	261
Land								-	70	70	6
Minor Community Infrastructure Assets	120	255						375	1,247	1,622	12
Strategic Capital Infrastructure Program	-							-	-	-	
Sewerage Services	1,332	3,852						5,184	-	5,184	
Water Services	1,616	3,601						5,217	(144)	5,073	8
Roads	7,568	4,449						12,017	7,738	19,755	1,201
TOTAL CAPITAL EXPENDITURE	22,910	12,443	-	-				35,353	11,419	46,772	2,139

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 2022/2023 budget have now been funded.

INVERELL SHIRE COUNCIL
BUDGET REVIEW FOR THE QUARTER ENDING 30-9-2022
CASH & INVESTMENTS

	ORIGINAL BUDGET 2022/2023 (000's)	Approved Changes						REVISED BUDGET (000's)	Recommended Changes for Council Resolution (000's)	PROJECTED Year End Result 2022/2023 (000's)	ACTUALS (000's)
		Revotes (000's)	Unexpended Grants B/FW (000's)	Sept 2022 Review (000's)	Dec 2022 Review (000's)	Mar 2023 Review (000's)	June 2023 Review (000's)				
EXTERNALLY RESTRICTED											
Water Services	13,608	-	-	-				13,608	-	13,608	13,608
Sewerage Services	8,322	-	-	-				8,322	-	8,322	8,322
Waste Management	1,209	-	-	-				1,209	-	1,209	1,209
Special Purpose Grants (Contract Liabilities)	5,515	-	-	-				5,515	-	5,515	7,653
Developer Contributions	454	-	-	-				454	-	454	466
Bonds & Deposits	492	-	-	-				492	-	492	494
Stormwater Management	-	-	-	-				-	-	-	147
Net Account Payable / Receivables	(5,079)							(5,079)	-	(5,079)	(1,621)
TOTAL EXTERNALLY RESTRICTED	24,521	-	-	-	-	-	-	24,521	-	24,521	30,278
INTERNALLY RESTRICTED											
Financial Assistance Grants	7,049	-	-	-				7,049	-	7,049	7,049
Emergency Services Reserve	379	-	-	-				379	-	379	379
Building Infrastructure Reserve	1,079	-	-	-				1,079	-	1,079	1,079
Community Infrastructure Reserve	9,404	-	-	-				9,404	-	9,404	9,404
Waste Management Reserve	4,915	-	-	-				4,915	-	4,915	4,915
Economic Development Reserve	1,226	-	-	-				1,226	(70)	1,156	1,156
Transport Infrastructure Reserve	6,060	-	-	-				6,060	(3,540)	2,520	2,520
Employee Provision Reserve	1,963	-	-	-				1,963	-	1,963	1,963
Information Technology Reserve	1,739	-	-	-				1,739	-	1,739	1,739
Fleet Replacement Reserve	3,369	-	-	-				3,369	-	3,369	3,369
Financial Risk Reserve	2,215	-	-	-				2,215	-	2,215	2,215
-	-	-	-	-				-	-	-	-
Revotes	7,928	-	-	-				7,928	-	7,928	7,928
-	-	-	-	-				-	-	-	-
-	-	-	-	-				-	-	-	-
TOTAL INTERNALLY RESTRICTED	47,326	-	-	-	-	-	-	47,326	(3,610)	43,716	43,716
TOTAL RESTRICTED	71,847						-	71,847	(3,610)	68,237	73,994
TOTAL CASH & INVESTMENTS	75,415							75,415	(3,610)	71,805	80,963
AVAILABLE WORKING CAPITAL	3,568						-	3,568	-	3,568	6,969

COMMENT ON CASH & INVESTMENT POSITION

Councils overall Investment Portfolio remains sounds and as at 30 September 2022 Councils Cash and Investment Portfolio totalled \$72.049 million plus \$8.914 million Cash at bank (Water Fund \$1.819m, Sewer Fund \$.840m, General Fund \$6.255m).

STATEMENTS

INVESTMENTS

I PAUL PAY, 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

General	
	\$000
Total External Restricted Funds	30,278
Total Internal Restricted Funds	43,716
Total Restricted	73,994
Total Funds Invested as per Investment Report (30-09-22)	72,049
Total Cash at Bank (30-09-22)	8,914
	80,963
Total Available Working Capital	6,969

CASH

I, PAUL PAY, 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 September, 2022, 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, PAUL PAY, 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 September, 2022, 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.

CAPITAL EXPENDITURE 2022/2023

PROGRAM	LEDGER NUMBER	DESCRIPTION	ORIGINAL CAPITAL BUDGET		ADJUSTED CAPITAL BUDGET		Classification	% Complete	FUNDING		AMOUNT
			AMOUNT	SECTION TOTAL	AMOUNT	SECTION TOTAL					
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	0%			
	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	New Asset	0%			
BUSH FIRE	159141-1000	EQUIPMENT ISSUES	200,000	200,000	200,000	200,000	Renewal	0%	GRANT	121121-1000	200,000
SES	132851-4450	SES BUILDING UPGRADE	7,150	7,150	7,150	7,150	Renewal	0%			
INFORMATION SERVICES	130101-1000	COMPUTER EQUIPMENT	76,290		225,472		Renewal	0%			
	130111-5130	COMPUTER EQUIPMENT - NEW PRINTING EQUIPMENT	39,200		39,200		Renewal	72%			
	130111-5162	COMPUTER EQUIPMENT - NEW HARDWARE	32,000	147,490	32,000	296,672	Renewal	6%			
SPORTING FIELDS	160660-1100	SPORTS GROUND IMPROVEMENT-SPORT CNL.	20,000		20,000		New Asset	0%	CONTRIBUTION	127090-1000	10,000
	137103-1000	INVERELL SWIMMING POOL REDEVELOPMENT	10,000,000		10,000,000		New Asset	0%	LOANS	163521-4630	10,000,000
	160541-1000	INVERELL NETBALL COURTS UPGRADE-SCCF4 FUNDING			535,150		Renewal	0%	GRANT	121219-1000	485,150
	139467-1000	SPORTS COMPLEX-ATHLETICS PRECINCT FOOTPATH-LRCIP3 FUNDING			325,000		New Asset	0%	GRANT	121984-1000	325,000
	160671-1000	ASHFORD SPORTS GROUND-SCCF FUNDING			15,440		New Asset	0%	GRANT	121218-1000	15,440
	134929-1000	EQUESTRIAN CENTRE UPGRADE	4,000	10,024,000	4,000	10,899,590	Renewal	0%			
OPEN SPACE	160562-1000	CAMPBELL PARK			19,035		Renewal	0%			
	160563-1000	VICTORIA PARK			60,000		New Asset	0%			
	139466-1000	PARKS UPGRADE-ALL ABILITIES PLAYGROUNDS-LRCIP3 FUNDING			300,000		Renewal	0%	GRANT	121984-1000	300,000
	147998-1000	PUMP TRACK CONSTRUCTION - BLERF5 FUNDING			366,916		New Asset	29%	GRANT	121337-1000	366,916
	147999-1000	LAKE INVERELL TOILET BLOCK CONSTRUCTION-BLERF3 FUNDING			357,534		Renewal	43%	GRANT	121338-1000	357,534
	148003-1000	TINGHA RECREATION RESERVE-SOLAR LIGHTING-BCRRF2			4,276		New Asset	0%	GRANT	121349-1000	4,276
	160546-1000	JOSEPH WILLS PARK UPGRADE-CRIF FUNDING			80,780		New Asset	0%	GRANT	160545-1000	80,780
	160551-1000	UPGRADE 3 RESIDENTAL PARKS INVERELL-BSBRGP FUNDING			50,000		Renewal	37%	GRANT	160547-1000	50,000
	160552-1000	UPGRADE WARATAH PARK-BSBRGP FUNDING			48,302		Renewal	0%	GRANT	160547-1000	48,302
	160670-1000	LIGHTING HALF BASKETBALL COURTS-SCCF FUNDING			28,416		New Asset	0%	GRANT	121216-1000	28,416
160770-1000	LAKE INVERELL - DRAINAGE & FOOTPATHS-CLIR FUNDING			100,000	1,415,259	New Asset	0%	GRANT	160766-1000	100,000	
CEMETERY	136391-4450	CEMETERY	15,000	15,000	15,000		New Asset	0%			
	136416-1000	CEMETERY-ASHFORD-TOILET BLOCK CONSTRUCTION-CLMRSP			16,859		New Asset	34%	GRANT	121215-1000	16,859
	147999-1000	CEMETERY-ASHFORD TOILET BLOCK CONSTRUCTION-BLERF3 FUNDING			41,025	72,884	New Asset	0%	GRANT	121338-1000	41,025
LIBRARY	160180-1100	LIBRARY-CORPORATE SERVICE COLLECTION	1,490		1,490		Renewal	0%			
	160190-1000	LIBRARY BOOKS	62,360		70,597		Renewal	22%			
	160200-1000	LIBRARY BOOKS - CO-OPERATIVE CONTRIBUTION	23,190		23,190		Renewal	100%			
	160240-1000	NON BOOK MATERIALS-VIDEOS CASSETTES ETC.	10,210		10,210		Renewal	14%			
	160245-1000	LIBRARY - OFFICE EQUIPMENT	2,000		2,000		Renewal	0%			
	160270-1000	LIBRARY SECURITY SYSTEM	2,380		2,380		Renewal	0%			
	160387-1000	LIBRARY - PRIORITY FUNDING			35,094		Renewal	42%	GRANT	160389-1000	35,094
	160395-1000	LIBRARY-SPECIAL GRANT PROJECT	26,500	128,130	26,500	171,461	Renewal	0%	GRANT	160389-1000	26,500
OTHER NEW INFRASTRUCTURE ASSETS	129381-1000	MINOR COMMUNITY INFRASTRUCTURE ASSETS	40,000		28,500		New Asset	0%			
	129391-1000	SPECIAL PROJECTS	40,000		40,000			0%			
	159772-1000	ENERGY EFFICIENCY PROGRAM	40,000	120,000	192,333		New Asset	0%			
	147835-1000	TINGHA CARAVAN PARK			152,655		Renewal	4%	GRANT	121987-1000	99,265
	139463-1000	DOG POUND CONSTRUCTION - LRCIP3 FUNDING			1,116,710		Renewal	0%	GRANT	121984-1000	1,096,710
	134326-1000	VILLAGE SIGNAGE			29,559		New Asset	0%			
	160549-1000	SIGN INSTALLATION - FIRE DANGER SIGNS - BSBRGP FUNDING			43,694		New Asset	0%	GRANT	160547-1000	43,694
	160674-1000	NSW PARTNERSHIP-LOCAL COUNCIL PROGRAM			20,000		New Asset	0%	GRANT	121217-1000	20,000
AERODROME	147124-1000	AERODROME			251,637		Renewal	97%	GRANT	121988-1000	251,637
LAND	159000-1000	LAND PURCHASE			70,000	1,945,088	New Asset	9%	LAND PURCH-IRA	161970-6220	70,000
PLANT	161590-1000	SMALL PLANT	80,000		80,000		Renewal	39%	PLANT REPLACE. IRA	161680-6220	1,024,990
	161610-1000	WORKSHOP EQUIPMENT	40,000		40,000		Renewal	0%	Less Sales	168100/16811	(711,000)
	161600-1000	LIGHT CARS/TRUCKS	825,500		825,500		Renewal	17%			313,990
	161620-1000	HEAVY PLANT	790,490	1,735,990	790,490	1,735,990	Renewal	12%			
TOTAL			12,394,560	12,394,560		16,760,894			REVENUE FUNDING REQUIRED		1,832,570
SEWERAGE	907170-1000	OTHER EQUIPMENT	14,000		52,000		New Asset	0%	CAPITAL WORKS IRA	907360-6220	415,500
	907110-1100	MAINS RELINING PROGRAM			335,278		Renewal	0%			
	906541-1100	FITTING AND INSTALLATIONS	10,000		10,000		Renewal	0%			
	907250-3100	RETICULATION MAINS	107,690		465,478		Renewal	0%			
	907320-3050	SEWER TREATMENT WORKS - DELUNGRA			100,000		Renewal	0%			
	907320-3070	SEWER TREATMENT WORKS - GILGAI			280,000		Renewal	0%			
	907321-3100	SEWER TREATMENT WORKS - INVERELL	1,200,000		2,327,839		Renewal	0%			
	907270-1000	PUMPING STATIONS			1,478,973		Renewal	0%			
	907272-1000	TELEMETRY UPGRADES - INVERELL			33,940		Renewal	0%			
	907272-3050	TELEMETRY UPGRADES - DELUNGRA			100,000		Renewal	0%			
					-				TOTAL 21/22 UNEXPENDED GRANTS		-
									TOTAL IRA FUNDING		415,500
TOTAL			1,331,690	1,331,690		5,183,508			REVENUE FUNDING REQUIRED		916,190
WATER	813220-1100	MAINS REPLACEMENT - INVERELL	118,460		346,027		Renewal	0%			
	813230-3100	MINOR MAINS EXTENSIONS-INVERELL	53,840		53,840		New Asset	0%	CAPITAL WORKS IRA	813380-6220	-
	813282-1000	PUMP STATION UPGRADES	50,000		278,395		Renewal	0%			
	813290-3100	OTHER EQUIPMENT	11,000		65,118		New Asset	0%			
	813285-1000	BACKFLOW PREVENTION	50,000		978,750		Renewal	0%			
	813260-3100	TREATMENT PLANTS	292,000		1,814,461		Renewal	0%			
	813342-1000	RESERVOIRS CAPITAL UPGRADES	235,000		540,242		Renewal	0%			
	813180-1000	CAPITAL INFRASTRUCTURE WORKS	732,000		732,000		Renewal	0%			
	813280-3100	METERING - INVERELL	73,900		263,560		Renewal	0%			
	813280-3230	METERING - YETMAN									
	813280-3020	METERING - BONSHAW									
									TOTAL 21/22 UNEXPENDED GRANTS		-
								TOTAL IRA FUNDING		-	
TOTAL			1,616,200	1,616,200		5,072,393			REVENUE FUNDING REQUIRED		1,471,740
ROADS	135960-3100	URBAN DRAINAGE RECONSTRUCTION-Construction Costs	146,770		146,770		Renewal	0%			
	135960-3070	URBAN DRAINAGE RECONSTRUCTION-Gilgai-Construction Costs			510,605		Renewal	0%			
	138270-1000	URBAN WORKS PROGRAM	500,155		500,155		Renewal	0%			
	141331-4450	CBD WORKS	19,090		19,090		Renewal	0%			
	137561-1000	BLOCK GRANT WORKS	714,395		714,395		Renewal	0%	GRANT	122400-4450	714,395
	138691-1000	ACRD GRANT WORKS	2,039,540		2,039,540		Renewal	1%	GRANT	122760-1000	2,039,540
	138730-4450	3x4 GRANT WORKS	160,000		160,000		Renewal	0%	GRANT	122860-4450	160,000
	138271-1000	ACTIVE TRANSPORT PROGRAM (PAMP)	47,735		57,305		New Asset	0%			
	138280-1000	REPAIR PROGRAM WORKS - Total Allocation	1,089,986		1,089,986		Renewal	0%	GRANT	122460-1000	1,089,986
	143136	REPAIR PROGRAM WORKS - MR137 (Wandera South)			645,139		Renewal	44%			
	139503-1000	FIXING LOCAL ROADS - Howell road			875,000		Renewal	14%	GRANT	122915-1000	875,000
	139504-1000	FIXING LOCAL ROADS - Moore street			1,215,547		Renewal	0%	GRANT	122916-1000	1,215,547
	138400-1000	ROADS TO RECOVERY PROGRAM WORKS	1,402,055		1,402,055		Renewal	15%	GRANT	122880-1000	1,402,055
	139435-1000	RESTART PROGRAM - MR 187 - YETMAN ROAD			1,780,275		Renewal	3%	GRANT	139435-1000	1,780,275
	139450-1000	BUSHFIRE PAYMENT-WALKER BRIDGE REPLACEMENT			510,876		Renewal	0%			

INVERELL SHIRE COUNCIL INVESTMENTS HELD 30/09/2022													
												30/09/2022 30-Sep-22	
Term Deposit Investment Group													
Investment	Borrower	Account No. / Reference	FUND	Rating	Interest Frequency	Purchase Date	Last Coupon Date	Maturity Date	Current Yield	Principal Value	Current value	Term (days)	
22/07	MyState Bank	BSB:807-009 Acc:30187516	General	BBB	Quarterly	01-Oct-21	01-Oct-21	04-Oct-22	0.50%	2,000,000	2,000,000	368	
22/08	AMP BANK	BSB: 939-200 Acc: TD7537988	General	BBB+	Annually	05-Oct-21	05-Oct-21	05-Oct-22	0.80%	2,000,000	2,000,000	365	
22/25	Westpac Bank	INVERELL-SYD-9864423	General	AA-	Maturity	19-Apr-22	19-Apr-22	19-Oct-22	1.31%	2,000,000	2,000,000	183	
22/13	AMP BANK	Acc no: TD476374939	Water	BBB+	Annually	25-Nov-21	25-Nov-21	25-Nov-22	1.00%	1,000,000	1,000,000	365	
22/18	AMP BANK	Acc no: TD064718606	General	z	Maturity	07-Dec-21	07-Dec-21	07-Dec-22	1.00%	2,000,000	2,000,000	365	
21/10	Warwick Credit Union	TD no: 8148 BSB 817-001 Acc:	General	NR	Maturity	22-Jan-21	22-Jan-21	23-Jan-23	1.00%	1,500,000	1,500,000	731	
22/29	Bank of Queensland	Deal no: 500183	Sewer	BBB+	Quarterly	27-May-22	29-Aug-22	27-Feb-23	2.80%	2,000,000	2,000,000	276	
23/07	Bank of Queensland	Deal no:586658	Water	BBB+	Maturity	20-Sep-22	20-Sep-22	20-Mar-23	4.00%	1,500,000	1,500,000	181	
22/05	AMP BANK	Acc no: TD882682123	General	BBB+	Annually	20-Sep-21	20-Sep-22	20-Mar-23	0.80%	1,000,000	1,000,000	546	
22/14	AMP BANK	Acc no: TD589871706	General	BBB+	Annually	25-Nov-21	25-Nov-21	25-Mar-23	1.00%	1,000,000	1,000,000	485	
20/32	Auswide Bank	TD no: 198065 Acc no: 633832	General	BBB	Annually	24-Mar-20	24-Mar-22	24-Mar-23	1.88%	1,000,000	1,000,000	1095	
22/22	Westpac Bank	9822142	General	AA-	Quarterly	29-Mar-22	29-Sep-22	29-Mar-23	1.56%	1,950,000	1,950,000	365	
22/26	Bank of Sydney	BSB: 942-212 Acc no: 1741214	General	NR	Maturity	16-May-22	16-May-22	16-May-23	3.10%	2,000,000	2,000,000	365	
22/12	AMP BANK	Acc no: TD371770884	General	BBB+	Annually	25-Nov-21	25-Nov-21	25-May-23	1.00%	1,000,000	1,000,000	546	
22/28	AMP BANK	BSB: 939-200 Acc: TD3977622	General	BBB+	Maturity	27-May-22	27-May-22	27-Nov-23	3.30%	2,000,000	2,000,000	549	
22/23	ING Bank	Deal no: 935361	General	A	Annually	19-Apr-22	19-Apr-22	19-Apr-23	2.21%	2,000,000	2,000,000	365	
22/30	Commonwealth Bank	Acc: 37617805	Sewer	A	Maturity	07-Jun-22	07-Jun-22	07-Jun-23	3.42%	1,000,000	1,000,000	365	
23/09	MyState Bank		General	BBB+	Quarterly	20-Sep-22	20-Sep-22	20-Jun-23	4.15%	1,500,000	1,500,000	273	
21/16	National Australia Bank	Acc no: 29-290-2005	Water	AA-	Annually	28-Jun-21	28-Jun-22	28-Jun-23	0.60%	1,000,000	1,000,000	730	
21/17	ICBC - Industrial and C	Acc no: 0125001100000220790	General	A	Annually	29-Jun-21	29-Jun-22	29-Jun-23	0.70%	1,000,000	1,000,000	730	
21/18	National Australia Bank	Acc no: 92-923-1772	Water	AA-	Quarterly	29-Jun-21	29-Sep-22	29-Jun-23	0.65%	2,000,000	2,000,000	730	
23/01	Commonwealth Bank	Acc no: 37617805	General	AA-	Annually	27-Jul-22	27-Jul-22	27-Jul-23	4.06%	2,000,000	2,000,000	365	
23/02	Commonwealth Bank	Acc no: 37617805	General	AA-	Annually	27-Jul-22	27-Jul-22	27-Jul-23	4.06%	2,000,000	2,000,000	365	
23/03	Bank of Queensland	Deal no: 583511	General	BBB+	Quarterly	13-Sep-22	13-Sep-22	13-Sep-23	4.09%	1,000,000	1,000,000	365	
23/04	National Australia Bank		General	AA-	Quarterly	13-Sep-22	13-Sep-22	13-Sep-23	4.10%	2,000,000	2,000,000	365	
23/05	National Australia Bank		General	AA-	Quarterly	13-Sep-22	13-Sep-22	13-Sep-23	4.10%	2,000,000	2,000,000	365	
23/06	Westpac Bank		Water	AA-	Quarterly	19-Sep-22	19-Sep-22	19-Sep-23	4.33%	1,000,000	1,000,000	365	
23/08	Westpac Bank		Sewer	AA-	Quarterly	20-Sep-22	20-Sep-22	20-Sep-23	4.32%	1,000,000	1,000,000	365	
22/09	National Australia Bank	Acc no: 97-062-5685	General	AA-	Annually	06-Oct-21	06-Oct-21	06-Oct-23	0.64%	1,000,000	1,000,000	730	
22/10	Westpac Bank	INVERELL-SYD-9519842	General	AA-	Quarterly	25-Oct-21	25-Jul-22	25-Oct-23	0.91%	2,000,000	2,000,000	730	
22/11	Westpac Bank	INVERELL-SYD-9589327	General	AA-	Quarterly	25-Nov-21	25-Aug-22	25-Nov-23	1.28%	1,000,000	1,000,000	730	
22/27	Australian Unity Bank	BSB: 803-228 Acc: 91353127	General	BBB	Annually	26-May-22	26-May-22	27-Nov-23	3.50%	1,000,000	1,000,000	550	
22/15	ICBC - Industrial and C	Acc no: 0125001100000220790	General	A	Annually	02-Dec-21	02-Dec-21	04-Dec-23	1.36%	2,000,000	2,000,000	732	
22/16	ICBC - Industrial and C	Acc no: 0125001100000220790	General	A	Annually	02-Dec-21	02-Dec-21	04-Dec-23	1.36%	2,000,000	2,000,000	732	
22/17	ICBC - Industrial and C	Acc no: 0125001100000220790	Water	A	Annually	02-Dec-21	02-Dec-21	04-Dec-23	1.36%	1,000,000	1,000,000	732	
22/03	National Australia Bank	Acc no: 42-063-4691	General	AA-	Annually	27-Aug-21	29-Aug-22	27-Aug-24	0.85%	2,000,000	2,000,000	1096	
22/20	MyState Bank	BSB: 807-009Acc no: 3020163	General	BBB	Annually	02-Mar-22	02-Mar-22	04-Mar-24	1.70%	2,000,000	2,000,000	733	
22/21	Bank of Queensland	Deal no: 475327	General	BBB+	Quarterly	02-Mar-22	02-Sep-22	04-Mar-24	1.70%	1,000,000	1,000,000	733	
21/11	ICBC - Industrial and C	Acc no: 0125001100000220790	Water	A	Annually	26-Mar-21	26-Mar-22	26-Mar-24	0.82%	2,000,000	2,000,000	1096	
21/13	ICBC - Industrial and C	Acc no: 0125001100000220790	Water	A	Annually	27-May-21	27-May-22	27-May-26	1.40%	1,000,000	1,000,000	1826	
21/14	ICBC - Industrial and C	Acc no: 0125001100000220790	Sewer	A	Annually	27-May-21	27-May-22	27-May-26	1.40%	1,000,000	1,000,000	1826	
21/15	ICBC - Industrial and C	Acc no: 0125001100000220790	General	A	Annually	27-May-21	27-May-22	27-May-26	1.40%	1,000,000	1,000,000	1826	
									TOTALS	63,450,000	63,450,000		
* Yield changes every 3 months and is a margin over the 3 month BBSW (Bank Bill Swap Rate)													
180 Day Deposit Accounts													
As at Date	Borrower	Account No.	FUND	Rating	Interest Frequency	Purchase Date	Last Coupon Date	Maturity Date	Current Yield	Principal Value	Current value	Term	
30/9/22	AMP Bank	BSB: 939-200 Acc: 421330747	General	BBB+	Monthly	28/6/2021	1/06/2022	1/12/2022	1.80%	2,500,000	2,518,514		
Sub Total - Cash Deposits Accounts Investment Group										2,500,000	2,518,514		
Cash Deposit Accounts													
As at Date	Borrower	Account No.	FUND	Rating		Purchase Date	Last Coupon Date	Maturity Date	Current Yield	Value at beg year	Current value	Term	
30/09/2022	Commonwealth Bank		General	A		9/11/2020			0.00%		1,194.89		
30/09/2022	Macquarie Bank	SB: 182-500 Acc: 00094035620	General	AA-	Monthly	9/11/2020	30/9/2022		2.50%	2,028,504	2,037,012.25		
30/09/2022	Macquarie Bank	SB: 182-500 Acc: 00094035620	Water	AA-	Monthly	9/11/2020	30/9/2022		2.50%	2,516,481	2,527,036.30		
30/09/2022	Macquarie Bank	SB: 182-500 Acc: 00094035620	Sewer	AA-	Monthly	9/11/2020	30/9/2022		2.50%	1,508,674	1,515,002.07		
Sub Total - Cash Deposit Accounts									-	-	6,080,246	-	
											TOTAL		72,048,760
Balances													
Portfolio by Fund	31/08/2022		30/09/2022										
General Fund	\$48,003,170		\$52,506,721										
Water Fund	\$11,522,631		\$13,027,036										
Sewer Fund	\$7,012,361		\$6,515,002										
TOTAL	\$66,538,162		\$72,048,760										

INVERELL SHIRE COUNCIL FINANCIAL RESERVES

30 September 2022

RESERVE TYPE	FINANCIAL RESERVE	PURPOSE	BALANCE 30/6/2021 \$	TRANSFER TO \$	TRANSFER FROM \$	EST BALANCE 30/6/2022 \$	TRANSFER TO \$	TRANSFER FROM \$	EST BALANCE 30/6/2023 \$
EXTERNALLY RESTRICTED RESERVES	Domestic Waste Management	To fund the development, operation, maintenance and capital expenditure waste collection operations	-	1,144,772.26	-	1,144,772.26	64,215.00	-	1,208,987.26
	Water Fund Reserve	To fund the development, operation, maintenance and capital expenditure for Council's water network.	7,652,194.00	532,336.00	30,000.00	8,154,530.00	-	432,500.00	7,722,030.00
	Sewerage Services	To fund the development, operation, maintenance and capital expenditure for Council's sewer network	3,239,774.82	388,724.00	40,000.00	3,588,498.82	-	12,000.00	3,576,498.82
	TOTAL EXTERNALLY RESTRICTED		10,891,968.82	2,065,832.26	70,000.00	12,887,801.08	64,215.00	444,500.00	12,507,516.08
INTERNALLY RESTRICTED RESERVES	Emergency Services Reserve	To ensure that adequate funds are to support emergency service volunteers	379,359.00	-	-	379,359.00	-	-	379,359.00
	Building Infrastructure Reserve	To fund the maintenance and capital improvement/ refurbishments of Councils large building assets	1,058,993.79	20,027.00	-	1,079,020.79	-	-	1,079,020.79
	Community Infrastructure Reserve	To fund the maintenance and capital improvement/ refurbishments of Councils community assets	7,638,263.00	1,766,000.00	-	9,404,263.00	-	-	9,404,263.00
	Economic Development Reserve	To provide funds for strategic projects, land purchase and development and industry and tourism promotions as included in Councils Community Strategic Plan, Delivery Plan, Operation Plan	1,225,559.77	-	-	1,225,559.77	-	-	1,225,559.77
	Transport Infrastructure Reserve	To fund major transport infrastructure projects as identified by Council	6,051,621.00	62,694.00	64,186.00	6,050,129.00	100,000.00	90,000.00	6,060,129.00
	Employee Provisions Reserve	To ensure that adequate funds are available to finance employee entitlements, training and work compensation	1,826,606.46	135,899.00	-	1,962,505.46	-	-	1,962,505.46
	Information Technology Reserve	To fund the replacement and expansion of existing information technology systems and equipment	1,739,344.00	-	-	1,739,344.00	-	-	1,739,344.00
	Plant Replacement Reserve	Cash restricted for use in replacing plant and equipment to enable a continuity of operations to meet the needs and expectations of Council and the community	2,524,935.00	2,116,588.00	2,099,085.00	2,542,438.00	1,852,399.00	1,024,990.00	3,369,847.00
	Financial Risk Reserve	To provide funds to mitigate against financial risks including, unanticipated increase insurance, work compensation, decreases in investment returns	2,067,149.00	406,573.00	150,000.00	2,323,722.00	-	109,000.00	2,214,722.00
	Waste Management Services	To fund the development, operation, maintenance and capital expenditure for Council's waste management facilities including landfill and transfer stations	5,026,256.00	703,475.00	1,115,172.26	4,614,558.74	300,000.00	-	4,914,558.74
	TOTAL INTERNALLY RESTRICTED		29,538,087.02	5,211,256.00	3,428,443.26	31,320,899.76	2,252,399.00	1,223,990.00	32,349,308.76
	TOTAL FINANCIAL RESERVES		40,430,055.84	7,277,088.26	3,498,443.26	44,208,700.84	2,316,614.00	1,668,490.00	44,856,824.84
General Fund - Internally Restricted		29,538,087.02	5,211,256.00	3,428,443.26	31,320,899.76	2,252,399.00	1,223,990.00	32,349,308.76	
General Fund - Externally Restricted		-	1,144,772.26	-	1,144,772.26	64,215.00	-	1,208,987.26	
Water Fund - Externally Restricted		7,652,194.00	532,336.00	30,000.00	8,154,530.00	-	432,500.00	7,722,030.00	
Sewer Fund - Externally Restricted		3,239,774.82	388,724.00	40,000.00	3,588,498.82	-	12,000.00	3,576,498.82	
		40,430,055.84	7,277,088.26	3,498,443.26	44,208,700.84	2,316,614.00	1,668,490.00	44,856,824.84	

INVERELL SHIRE COUNCIL DETAILED FINANCIAL RESERVES BALANCES

30 September 2022

FINANCIAL RESERVE	PURPOSE	BALANCE 30/6/2021 \$	TRANSFER TO \$	TRANSFER FROM \$	BALANCE 30/6/2022 \$	TRANSFER TO \$	TRANSFER FROM \$	ESTIMATED BALANCE 30/6/2023 \$	COMMENTS
EMERGENCY SERVICES RESERVE									
SES Building	SES Building maintenance and refurbishments	168,554.00			168,554.00			168,554.00	
Emergency Services Equipment	SES and RFS Equipment maintenance and replacement	210,805.00			210,805.00			210,805.00	
		379,359.00	-	-	379,359.00	-	-	379,359.00	
BUILDING INFRASTRUCTURE RESERVE									
Library Building	Library Building maintenance and Refurbishments	202,000.00			202,000.00			202,000.00	
Connections Building	Connections Building maintenance and Refurbishments	72,183.61			72,183.61			72,183.61	
Town Hall	Town Hall Building maintenance and Refurbishments	100,000.00			100,000.00			100,000.00	
Other Buildings	Other Building maintenance and Refurbishments	684,810.18	20,027.00		704,837.18			704,837.18	Building Maintenance 254,837.00 Refurbish Tingha Toilets 50,000.00 Council Contribution tow ards new Dog Pound 400,000.00
		1,058,993.79	20,027.00	-	1,079,020.79	-	-	1,079,020.79	
COMMUNITY INFRASTRUCTURE RESERVE									
Copeton Northern Foreshores (CNFS)	Maintenance and improvements at CNFS	267,419.00			267,419.00			267,419.00	
Inverell Hockey Facility	Field Resurfacing - Provision for Surface Renewal	450,000.00			450,000.00			450,000.00	
Swimming Pools Upgrade/Fencing	Future Upgrades (includes Transfer from Provisions)	6,614,514.00	1,766,000.00		8,380,514.00			8,380,514.00	
Open Spaces Upgrades		110,000.00			110,000.00			110,000.00	
Aerodrome Upgrade/Mtc	Future capital improvements at Inverell Airport	196,330.00			196,330.00			196,330.00	
		7,638,263.00	1,766,000.00	-	9,404,263.00	-	-	9,404,263.00	
WASTE MANAGEMENT RESERVE									
Garbage Depot Land Purchase Etc	Provisions for fund garbage depot land purchases	169,391.00		(91,645.00)	261,036.00			261,036.00	
Garbage Degradation/Rehab.	Rehabilitation Provisions for waste landfills	1,101,134.00	200,000.00	773,658.10	527,475.90	150,000.00		677,475.90	
Waste Infrastructure	Purchase of waste infrastructure in accordance with Council Waste Implementation Strategy	3,158,731.00	353,475.00	354,439.16	3,157,766.84	75,000.00		3,232,766.84	
Waste-Externality Sustainability		597,000.00	150,000.00	78,720.00	668,280.00	75,000.00		743,280.00	
		5,026,256.00	703,475.00	1,115,172.26	4,614,558.74	300,000.00	-	4,914,558.74	
ECONOMIC DEVELOPMENT RESERVE									
Land Purchases	Funding for Strategic Land Purchases	450,000.00			450,000.00			450,000.00	
Industrial Development	Industrial Land Development - Subdivision costs	287,595.00			287,595.00			287,595.00	
Residential Development	Residential Land Development - Subdivision costs	7,309.77			7,309.77			7,309.77	
Strategic Capital Infrastructure Fund	Residual allocations of Council's Strategic Capital Infrastructure Fund	4,450.00			4,450.00			4,450.00	
Strategic Development Fund	Funding for strategic projects	100,611.00			100,611.00			100,611.00	Inverell Community Gardens 65,000.00
Industry/Tourism Promotion	Tourism Brochure, initiatives to support local business	375,594.00			375,594.00			375,594.00	
		1,225,559.77	-	-	1,225,559.77	-	-	1,225,559.77	
TRANSPORT INFRASTRUCTURE RESERVE									
Road Resumptions	Funding for road resumptions	20,000.00			20,000.00			20,000.00	
Gravel Pit Restoration	Funding for gravel pit rehabilitation	236,360.00	31,347.00		267,707.00	50,000.00	45,000.00	272,707.00	
Gravel Pit Restoration -Roads	Funding for gravel pit road access rehabilitation	173,641.00	31,347.00		204,988.00	50,000.00	45,000.00	209,988.00	
Economic Develop/Growth Assets	Tingha Bridge Roundabout	5,621,620.00		64,186.00	5,557,434.00			5,557,434.00	Tingha Bridge Roundabout 2,540,000.00
	Gwydir Highw ay/Rossllyn Street Roundabout								Gwydir Highw ay/Rossllyn Street Roundabout 1,000,000.00
	Gwydir Highw ay/Mansfield St Intersection								Gwydir Highw ay/Mansfield St Intersection 500,000.00
	Chester Street Renew al - Heavy vehicle route								Chester Street Renew al - Heavy vehicle route 1,000,000.00
	Oliver Street Extension								Oliver Street Extension 26,814.00
	Initial Allocation tow ards TCRP Stage 3								Initial Allocation tow ards TCRP Stage 3 490,620.00
		6,051,621.00	62,694.00	64,186.00	6,050,129.00	100,000.00	90,000.00	6,060,129.00	
EMPLOYEE PROVISIONS RESERVE									
Employee Training (Statutory)	Provisions for statutory training	324,896.00	135,899.00		460,795.00			460,795.00	
Employee Leave Entitlements	Restricted - Minimum Statutory Requirement	1,501,710.46			1,501,710.46			1,501,710.46	
		1,826,606.46	135,899.00	-	1,962,505.46	-	-	1,962,505.46	
INFORMATION TECHNOLOGY RESERVE									
Computer/It Systems Upgrades	Replacement of key IT equipment and essential Softw are upgrades/replacements	1,739,344.00			1,739,344.00			1,739,344.00	
FLEET REPLACEMENT RESERVE									
Plant Replacement	Plant Fleet Asset Renew als, new truck wash and fleet storage shed	2,524,935.00	2,116,588.00	2,099,085.00	2,542,438.00	1,852,399.00	1,024,990.00	3,369,847.00	
FINANCIAL RISK RESERVE									
Workers Comp Insurance	Provisions for increase in w orkers compensation base on claims history	857,301.00			857,301.00			857,301.00	
Insurance Excess/Self Insurance	Provision for increases in insurance	209,848.00			209,848.00			209,848.00	
Interest Equalisation	Provision to fund unanticipated movements in interest rates	800,000.00	177,737.00	150,000.00	827,737.00		109,000.00	718,737.00	
Local Government Elections	Provision to fund Local Government Elections	0.00	42,970.00		42,970.00			42,970.00	
Emergency Services Levy	Provision for increases in Emergency Services Levy	0.00	160,866.00		160,866.00			160,866.00	
Emergency Management (Fire, Flood, Storm)	Council Contribution towards natural disasters	200,000.00	25,000.00		225,000.00			225,000.00	
		2,067,149.00	406,573.00	150,000.00	2,323,722.00	-	109,000.00	2,214,722.00	
FUND TOTAL		29,538,087.02	5,211,256.00	3,428,443.26	31,320,899.76	2,252,399.00	1,223,990.00	32,349,308.76	
DOMESTIC WASTE MANAGEMENT									
Domestic Waste Management	Restricted - Statutory Requirement	-	1,144,772.26		1,144,772.26	64,215.00		1,208,987.26	Replacement of Garbage Bins and Implementation of FOGO service
DOMESTIC WASTE MANAGEMENT FUND TOTAL		-	1,144,772.26	-	1,144,772.26	64,215.00	-	1,208,987.26	
WATER FUND RESERVE									
Employee Leave Entitlements	Restricted - Statutory Requirement	130,000.00			130,000.00			130,000.00	
Equipment Breakdown	Promoting Better Practice Recommendation	407,940.00	126,506.00		534,446.00			534,446.00	
Revenue Equalisation	Best Practice Guidelines - Funds movements in water sales	1,876,763.00			1,876,763.00			1,876,763.00	
Interest Equalisation	Interest equalisation reserve - funds moves in interest rates	400,000.00	39,251.00	30,000.00	409,251.00		17,000.00	392,251.00	
Future Capital Works	Water augmentation and mains replacement	4,837,491.00	366,579.00		5,204,070.00		415,500.00	4,788,570.00	
WATER FUND TOTAL		7,652,194.00	532,336.00	30,000.00	8,154,530.00	-	432,500.00	7,722,030.00	
SEWERAGE SERVICES									
Employee Leave Entitlements	Restricted - Statutory Requirement	67,000.00			67,000.00			67,000.00	
Interest Equalisation	Interest equalisation reserve - funds moves in interest rates	292,496.00	52,238.00	40,000.00	304,734.00		12,000.00	292,734.00	
Equipment Breakdown	Promoting Better Practice Recommendation	159,078.82	167,986.00		327,064.82			327,064.82	
Future Capital Works	Inverell Sewer Treatment Plant and Pump Station 1 renewal and mains relining	2,721,200.00	168,500.00		2,889,700.00			2,889,700.00	
SEWER FUND TOTAL		3,239,774.82	388,724.00	40,000.00	3,588,498.82	-	12,000.00	3,576,498.82	
TOTAL OF ALL FUNDS		40,430,055.84	7,277,088.26	3,498,443.26	44,208,700.84	2,316,614.00	1,668,490.00	44,856,824.84	
These funds are held as Cash and Investments, primarily as Term Deposits									

**INVERELL SHIRE COUNCIL
BUDGET REVIEW FOR THE QUARTER ENDING 30-9-2022
CONTRACTS**

Contractor	Contract Details & purpose	Contract Value	Commencement Date	Duration of Contract	Budgeted (Y/N)
FLEET PURCHASES					
Sewerquip Group Pty Ltd T/A Enviroline Group	Water Jetter Trailer - Ranger R50d-70	104,631.42	26-September-2022	3 Months	Y
NSW Spray Seal Pty Ltd	2022/23 Bitumen Resealing Program & Construction Spray Sealing Program	\$1,979,816.00	24-August-2022	1 Year	Y
Parkitect Australia Pty Ltd	Design manufacture & supply of precast pump track components	\$ 261,000.00	13-July-2022	1 Year	Y
Cleveland Property Services	Cleaning contract	\$ 258,949.78	01-November-2022	2 Years	Y
Charlie Clean	Cleaning contract	\$ 132,000.00	01-November-2022	2 Years	Y
NSW Public Works Advisory	Review of Lake Inverell Dam	\$ 126,280.00	01-August-2022	3 Months	Y
Department of Regional NSW-Primary Industries	Mitigation Work to Rehabilitate Erosion at 77 Auburnvale Road	\$ 87,500.00	07-July-2022	1 Year	Y
Ahoy Traffic Control & Labour Hire Services	Traffic Control Services for 2022/23	Est \$500,000	01-July-2022	1 Year	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.
3. Contracts for employment are not included

Explanation of Unbudgeted Contracts

No unbudgeted contracts as at 30 September 2022

**INVERELL SHIRE COUNCIL
BUDGET REVIEW FOR THE QUARTER ENDING 30-9-2022
CONSULTANCY & LEGAL EXPENSES**

EXPENSE	EXPENDITURE YTD	BUDGETED (Y/N)
CONSULTANCIES		
- Heritage Advisor	4,500.00	Y
- Investment Advisor	1,666.66	Y
- Fluoridation Review-Ashford WTP	900.00	Y
LEGAL FEES	255.00	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. Generally it is the advisory nature of the work that differentiates a consultant from other contractors

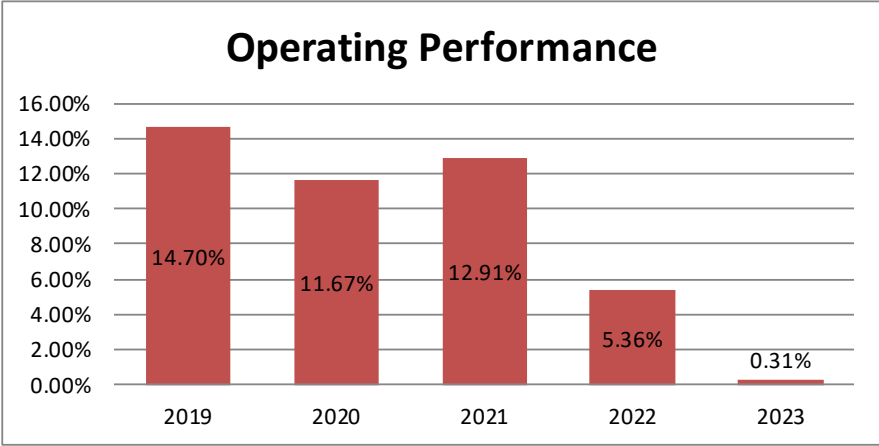
Explanation of Unbudgeted Consultancy & Legal Fees

No unbudgeted Consultancy or Legal Fees as at 30 September 2022

INVERELL SHIRE COUNCIL

BUDGET REVIEW FOR THE QUARTER ENDING 30-9-2022

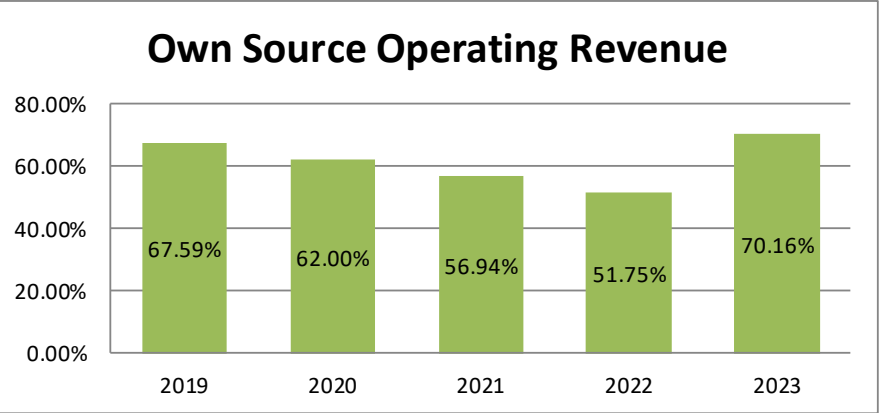
KEY PERFORMANCE INDICATORS



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%.

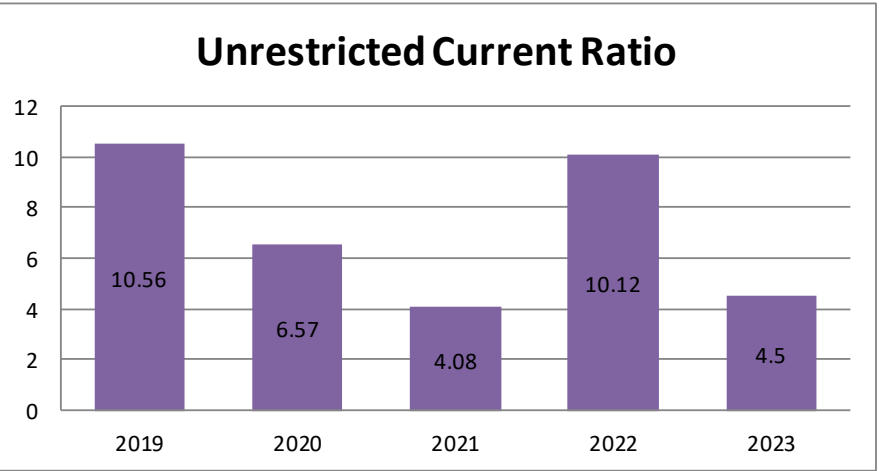
The "fit for the future" benchmark is that council should have a breakeven or better operating performance ratio over a three year period.



The **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.

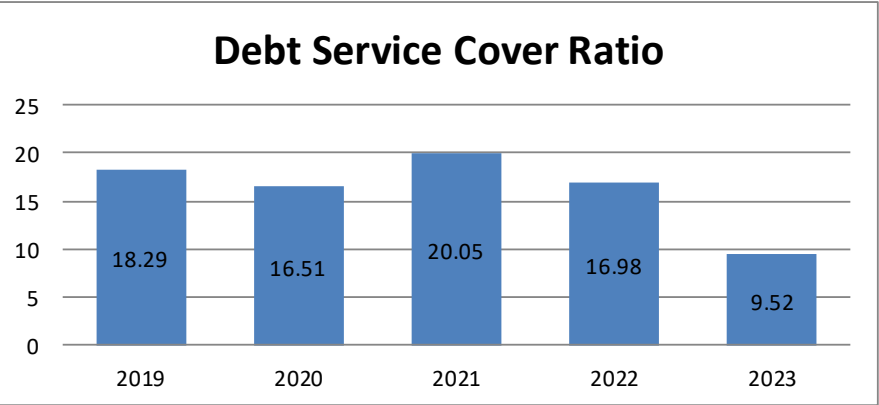


The **Unrestricted Current Ratio** excludes all current assets and liabilities that are restricted for specific purposes. These include the water, sewer, domestic waste management functions and specific purpose unexpended grants and contributions

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

The Tcorp benchmark is greater than 1.5

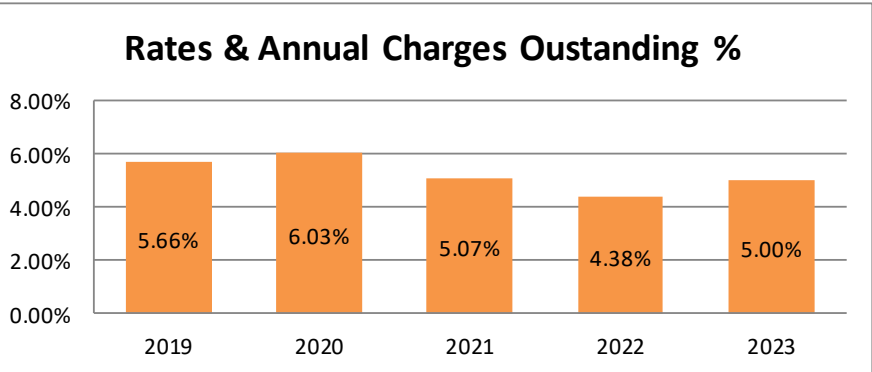
The increase in 2022 was primarily due to an increase in current investments held



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.

Council's ability to generate sufficient cash to cover its debt payments is sound and is in excess of Tcorp benchmark.

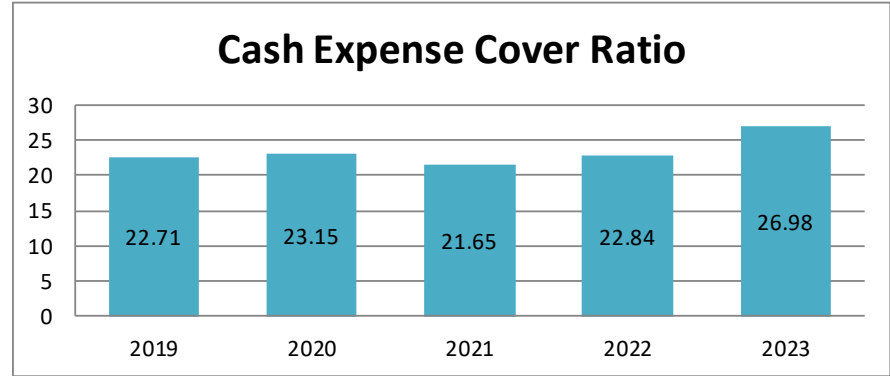
The Tcorp benchmark is to have a ratio of greater than 2.



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

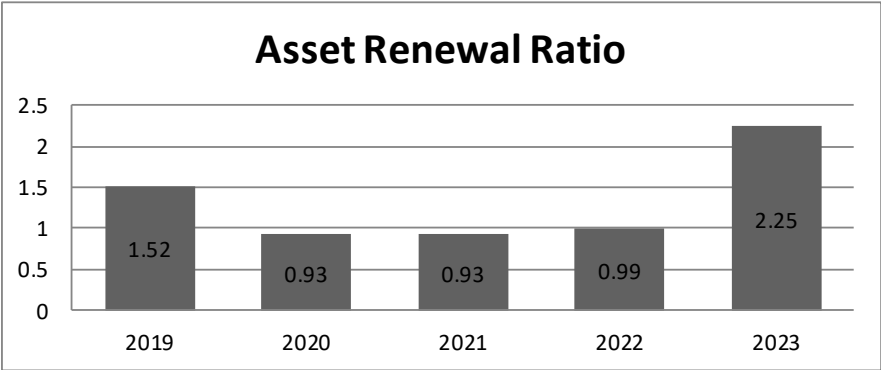
Council's ratio remains at a low level and is within benchmarks for group 11 Councils and reflects good recovery procedures as advised by Councils Auditor

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



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

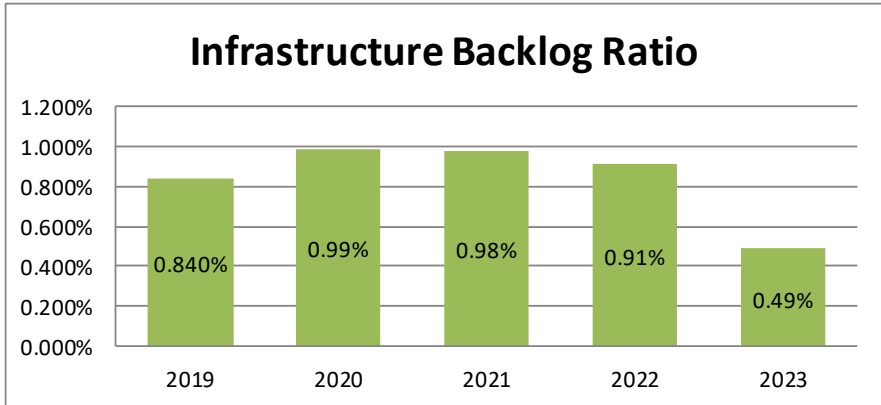


The **Asset Renewal Ratio** indicates the rate at which assets are being renewed against the rate they are being depreciated.

Council's 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.

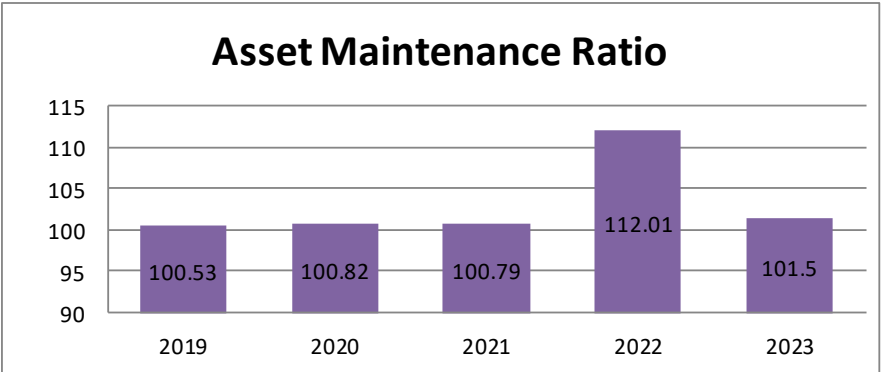
The "fit for the future" benchmark is that councils should have a ratio of greater than 1 over a three year period



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%



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

6 CONFIDENTIAL MATTERS (COMMITTEE-OF-THE-WHOLE)**RECOMMENDATION:**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with the reasons stated in the referral reports:

6.1 Request for a Reduction in a Water Usage Account