

UPPER MACQUARIE COUNTY COUNCIL

DRAFT
BUSINESS ACTIVITY STRATEGIC PLAN
2017/18 – 2026/27

INCORPORATING
RESOURCING STRATEGY

Adopted by the Council 5 May 2017



The Noxious Weeds Control Authority for the areas of
Bathurst Regional Council, Blayney and Oberon Shire Councils and the Lithgow City Council

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Acknowledgements

Some of the explanatory material in this plan has been copied verbatim, or paraphrased, from material prepared and circulated to Councils by the Office of Local Government without in every instance the use of the material being separately attributed.

1. What is a Business Activity Strategic Plan?

The *Local Government Amendment (Planning and Reporting) Act 2009* was assented to on 9 October 2009.

The aim was to introduce a new reporting framework for NSW local government. This framework replaced the former Management Plan and Social Plan which local government had been required to prepare with an integrated framework. It also included a new requirement to prepare a long-term Community Strategic Plan and Resourcing Strategy.

The new framework recognized that communities do not exist in isolation – they are part of a larger natural, social, economic and political environment that influences and, to a large extent, shapes their future direction.

Neither do council plans exist in isolation – land use and infrastructure planning produces social, environmental and economic outcomes, and vice-versa – they are connected.

This framework encouraged councils to draw their various plans together, to understand how they interact and to get the maximum leverage from their efforts by planning holistically for the future.

It recognized that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for employment, reliable infrastructure, etc. The difference lies in how each community responds to these needs. That is what shapes the character of individual towns and cities.

The new framework opened the way for councils and their communities to have important discussions about funding priorities, service levels and preserving local identity and to plan in partnership for a more sustainable future.

The framework was developed after extensive consultation with the Local Government Sector and other key stakeholders.

Diagrammatically the new framework can be represented in this way –



Local Government Planning and Reporting framework

The specific aims of the new Integrated Planning & Reporting Framework, in summary, were to:

UPPER MACQUARIE COUNTY COUNCIL

- improve integration of various statutory planning and reporting processes undertaken by councils as required by the *Local Government Act 1993* and the *Environmental Planning and Assessment Act 1979*,
- strengthen councils' strategic focus,
- streamline reporting processes,
- ensure that the *Local Government Act 1993* and the Government's guidelines support a strategic and integrated approach to planning and reporting by local councils.

However the Government recognized that county councils were different to general purpose or local councils (see "Upper Macquarie County Council" below) and that to require that each county council prepare a Community Strategic Plan would in many instances merely duplicate the Community Strategic Plan required to be prepared by constituent councils of the county council.

Accordingly, county councils were exempted by Clause 218 of the *Local Government (General) Regulation 2005* from the necessity to prepare a Community Strategic Plan and were instead required by Clause 219 of the same regulation to prepare a Business Activity Strategic Plan.

The remainder of the local government planning and reporting requirements continued to apply to county councils and therefore diagrammatically the planning and reporting framework for county councils can be represented in this way –



County Council Planning and Reporting framework

The Business Activity Strategic Plan of a county council must –

- be endorsed by the council, and
- identify the main business activity priorities of the council, and
- cover at least 10 years from when the plan is endorsed by the council, and
- establish strategic objectives, and
- establish strategies for achieving the strategic objectives, and
- be “developed having due regard to the community strategic plans of the county council’s constituent councils and in consultation with those councils”.

The Business Activity Strategic Plan of a county council must be reviewed before 30 June in the year following an ordinary election of councillors for the constituent councils of a county council. Following the review the county council may endorse the existing plan, endorse

amendments to the existing plan or develop and endorse a new Business Activity Strategic Plan, as appropriate to ensure that the council has a Business Activity Strategic Plan covering at least the next 10 years.

This Business Activity Strategic Plan includes the Upper Macquarie County Council resourcing strategy which is the council's long-term strategy for the provision of the resources required to implement the strategies established by the Business Activity Strategic Plan. The resourcing strategy includes long term financial planning, workforce management planning and asset management planning.

This Business Activity Strategic Plan should be read in conjunction with the Council's –

- Delivery Program, and
- Annual Operational Plan.

In a nutshell, the dual purpose of this Business Activity Strategic Plan, the Delivery Program, and the Annual Operational Plan is –

- to improve the way that the Upper Macquarie County Council conducts its core business, and
- to enhance the position of Upper Macquarie County Council as a key natural resource manager.

The Community Strategic Plans of the Upper Macquarie County Council constituent councils are available at the following locations –

Bathurst Regional Council

www.bathurst.nsw.gov.au

Lithgow City Council

www.lithgow.nsw.gov.au

Oberon Council

www.oberon.nsw.gov.au/

Blayney Shire Council

www.blayney.nsw.gov.au

2. Upper Macquarie County Council

Section 387 of the *Local Government Act 1993* empowers the Governor to establish county councils by proclamation.

The proclamation is, in effect, the constitution of the county council.

The county council must have a governing body which is responsible for managing the affairs of the county council. The members of the governing body are elected from among the councillors of the constituent councils (Section 390).

The functions of the county council are set out in the proclamation and may comprise “any one or more of the functions of a council under” the Act. A council may not undertake a function conferred on a county council but it may do so if the county council delegates the function to the constituent council (Section 394). With limited exceptions, including the power to make and levy an ordinary rate, the *Local Government Act 1993* applies to county councils and members of county councils in the same way as it applies to councils and councillors.

The method of constitution of a county council is no different to that of other councils. Only the method of election of councillors and the particularity of the functions of county councils differentiates them from councils. The method of election is similar to collegiate voting and provides indirect election: nevertheless the role of a member of a county council is the same as that of a councillor as set out in Section 232.

The Upper Macquarie County Council was originally constituted by proclamation on 18 February 1949. Part 7 of Schedule 7 to the *Local Government Act 1993* operated to continue the county council as if it had been constituted under Section 387 with an area of operations the same as its former county district.

As presently constituted, the constituent councils of Upper Macquarie County Council are –

Bathurst Regional Council
Lithgow City Council
Blayney Shire Council
Oberon Council

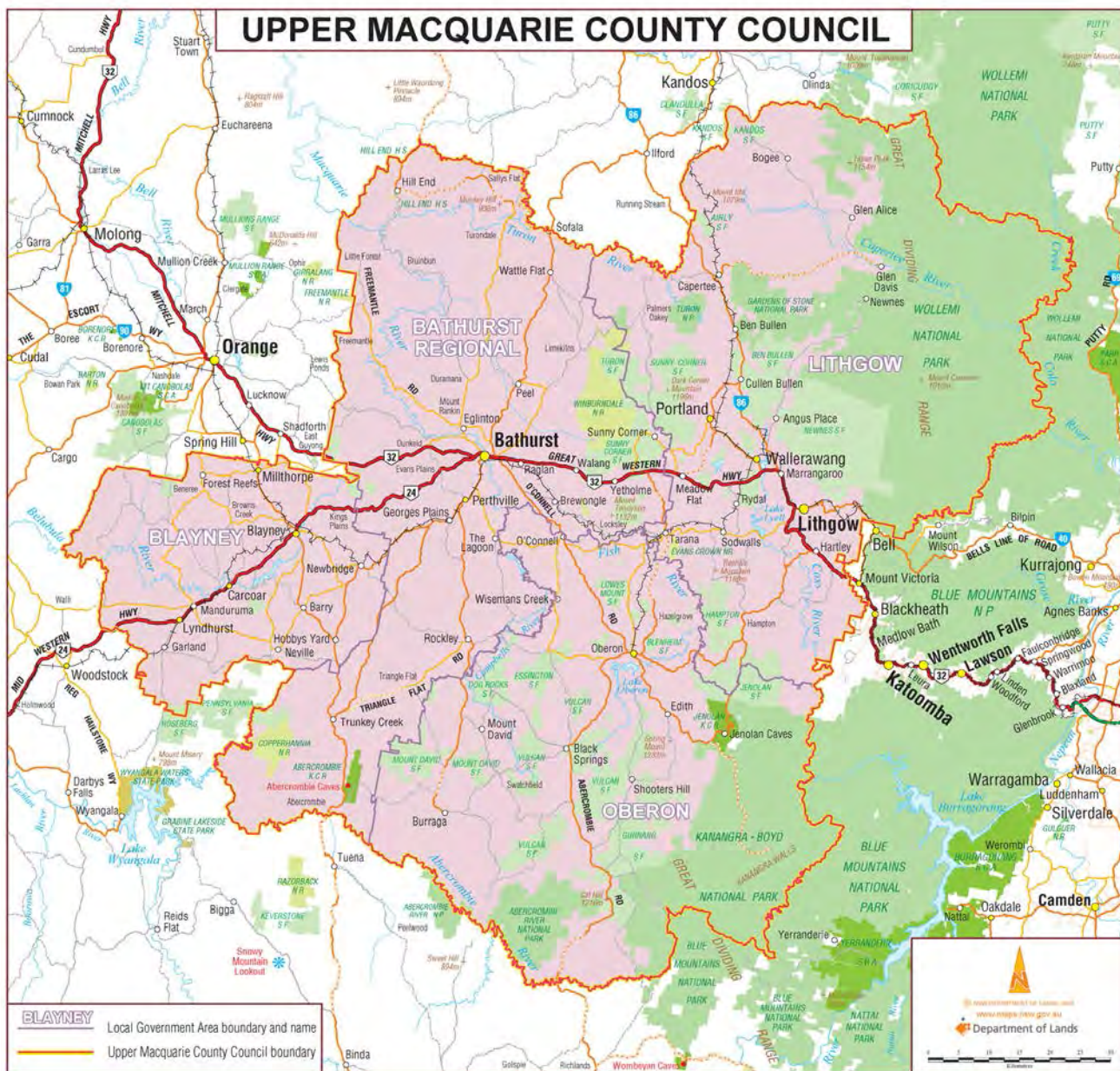
Being a county council upon which noxious weed control functions for its area of operations have been conferred the Upper Macquarie County Council is a local control authority as defined in Section 35 of the *Noxious Weeds Act 1993*. As such the county council has the functions set out in Section 36 of the Act.

Significantly, these functions include the responsibility for the control of noxious weeds by occupiers of land (other than public authorities) in the local area (the county council’s area of operations) and the control of noxious weeds on roads in the local area as required by Section 14 (although this is a joint obligation with any occupier required to control weeds on roads under Section 17).

A constituent council of the County Council is a “public authority” under the Act and therefore the county council is not responsible for the control of noxious weeds by constituent councils on land which they occupy (Section 11(2)), just as it is not responsible for the control of noxious weeds by other public authorities.

3. UMCC Area of Operations

Map showing Upper Macquarie County Council Area of Operations



The Area of Operations of Upper Macquarie County Council comprises an area of approximately 13,500 square kilometres with a population of approximately 76,811 people.

The following table shows some vital statistics for the four local government areas which make up the Upper Macquarie County Council Area of Operations.

Local Government area	Total land area (km²)	Area of agricultural land (ha)	Population	Length of roads
Bathurst	3,818.2	241,000	42,906	1,335
Blayney	1,524.7	141,000	7,367	730
Lithgow	4,507.4	Not available	21,249	904
Oberon	3,628.0	172,000	5,289	951
Totals	13,478.3		76,811	3,920

Additional information about the individual local government areas may be obtained from the Community Strategic Plan for the individual areas or from the Bureau of Statistics at the following website address <http://www.abs.gov.au/> .

4. Noxious weeds

The Upper Macquarie County Council's functions relate to "noxious weeds".

Noxious Weeds are plants in respect of which the Minister has made a weed control order under Section 7 of the *Noxious Weeds Act 1993*.

There are five classes of noxious weed defined in section 8 of the Noxious Weeds Act 1993..

(1) *The following weed control classes may be applied to a plant by a weed control order:*

- (a) *Class 1, State Prohibited Weeds,*
- (b) *Class 2, Regionally Prohibited Weeds,*
- (c) *Class 3, Regionally Controlled Weeds,*
- (d) *Class 4, Locally Controlled Weeds,*
- (e) *Class 5, Restricted Plants.*

(a) **Class 1** noxious weeds are plants that pose a potentially serious threat to primary production or the environment and are not present in the State or are present only to a limited extent.

(b) **Class 2** noxious weeds are plants that pose a potentially serious threat to primary production or the environment of a region to which the order applies and are not present in the region or are present only to a limited extent.

(c) **Class 3** noxious weeds are plants that pose a serious threat to primary production or the environment of an area to which the order applies, are not widely distributed in the area and are likely to spread in the area or to another area.

(d) **Class 4** noxious weeds are plants that pose a threat to primary production, the environment or human health, are widely distributed in an area to which the order applies and are likely to spread in the area or to another area.

(e) **Class 5** noxious weeds are plants that are likely, by their sale or the sale of their seeds or movement within the State or an area of the State, to spread in the State or outside the State.

Weed Control Order 2014 made under the Act declared various plants to be noxious weeds within the Area of Operations of the Upper Macquarie County Council. A full list of these plants, and the various control measures to be taken in respect of them, can be obtained at http://www.dpi.nsw.gov.au/agriculture/pests-weeds/weeds/noxweed/noxious-app-application?sq_content_src=%252BdXJsPWh0dHAIM0EIMkYIMkZ3d3dpLmFncmljLm5zdy5nb3YuYXUIMkZ0b29scyUyRnZpZXdj3VuY2lsLmh0bWwmYWxsPTE%253D&council_id=112.

Information about the more common noxious weeds in the Area of Operations of Upper Macquarie County Council may be obtained at <http://www.umcc.nsw.gov.au/noxious-weeds/noxious-weeds-list.html>.

5. Principal Activities

As a local control authority as defined in Section 35 of the *Noxious Weeds Act 1993* Upper Macquarie County Council has the functions set out in Section 36 of the Act.

These functions are –

- (a) responsibility for the control of noxious weeds by occupiers of land (other than public authorities or local control authorities),
- (b) control of noxious weeds on land owned or occupied by the Upper Macquarie County Council and on certain roads and watercourses, rivers or inland waters as provided by the Act,
- (c) to ensure, so far as practicable, that owners and occupiers of land (other than public authorities or other local control authorities) carry out obligations to control noxious weeds imposed under this Act,
- (d) to develop, implement, co-ordinate and review noxious weed control policies and noxious weed control programs,
- (e) inspection of land within the local area in connection with its noxious weed control functions,
- (f) to report, at the request of the Minister, on the carrying out of the Upper Macquarie County Council's functions under the Act,
- (g) to co-operate with local control authorities of adjoining areas to control noxious weeds, where appropriate,
- (h) any other functions that are conferred or imposed on the Upper Macquarie County Council by or under the Act.

These statutory functions may usefully be broken down into the following day to day activities which are, or may be, undertaken by Upper Macquarie County Council

- Private property visits. (Property visits differ from “inspections” in that they are extension/advisory and not regulatory in nature and are not carried out using regulatory powers.)
- Private property inspections. (Property inspections are carried out either using regulatory powers under the Act or for the purpose of taking or enforcing regulatory action under the Act.)
- Assisting in the preparation of Property Weed Management Plans.
- Approval of Property Weed Management Plans.
- Pre-purchase property visit and report.
- Pre-purchase certificate regarding any weed control notices on land.
- Report on noxious weeds status of land (are there noxious weeds on my land?).
- Advice on legal requirements for noxious weed control.
- Advice on how to control noxious weeds.
- Preparation of education and advisory material.
- Supply of education and advisory material.
- Sale of chemicals for noxious weed control.
- Advice on use of chemicals (application rates, time of application, appropriate application methods).
- Aerial spraying of noxious weed.

- Undertaking noxious weed control work on private land by arrangement with the landholder and at the landholder's cost.
- Undertaking noxious weed control work on private land by arrangement with the landholder at the cost of the County Council.
- Undertaking noxious weed control work on Crown land at the cost of the Crown.
- Undertaking noxious weed control work on Constituent Council land by arrangement with the Constituent Council and at its cost.
- Inspection of public authority land to ensure compliance with the requirements of the Act in relation to noxious weed control and to promote cooperative arrangements for the control of noxious weeds.
- Undertaking noxious weed control work funded by Catchment Management Authorities and others.
- Undertaking noxious weed control work on public roads.
- Inspection of public roads to ensure that landholders are carrying out their obligations under the Act to control noxious weeds.
- Identification of suspected noxious weed.
- Liaison between neighbours to establish cooperative weed control programs.
- Conducting trials and demonstrations relating to noxious weed control.
- Conducting seminars, workshops, meetings, field days, to promote the work of the County Council and noxious weed control.
- Inspection of nurseries and aquaria, and other high risk enterprises, for compliance with the Act in relation to noxious weeds.
- Inspection of waterways for the presence of aquatic noxious weeds.
- Monitor the presence of noxious weeds in its Area of Operations and keep the records required by Section 37.
- Report to the Director-General as required under Section 37.
- Research measures for the effective long term control of serrated tussock on non-productive land.
- Provide incentives to promote the control of noxious weeds on non-productive land and to protect biodiversity.
- Research and promote the use of non-productive noxious weed infested lands for the carbon sequestration.
- Research and promote the more effective and environmentally sensitive control of noxious weeds on public roads.
- Promote and maintain a voluntary register of land onto which "off farm" fodder or grain has been taken, particularly in drought, to enable monitoring of any spread of noxious weeds and the provision of advice and assistance to the landholder.

In undertaking its functions under the *Noxious Weeds Act 1993* the Upper Macquarie County Council, being a council constituted under the *Local Government Act 1993*, has the following charter as set out in Section 8A (1) of that Act which it is required to pursue –

8A Guiding principles for councils

(1) Exercise of functions generally

The following general principles apply to the exercise of functions by councils:

- a) Councils should provide strong and effective representation, leadership, planning and decision-making.

- b) Councils should carry out functions in a way that provides the best possible value for residents and ratepayers.
- c) Councils should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
- d) Councils should apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.
- e) Councils should work co-operatively with other councils and the State government to achieve desired outcomes for the local community.
- f) Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.
- g) Councils should work with others to secure appropriate services for local community needs.
- h) Councils should act fairly, ethically and without bias in the interests of the local community.
- i) Councils should be responsible employers and provide a consultative and supportive working environment for staff.

6. Main business activity priorities, strategic objectives and strategies

A preliminary note on paragraph numbering.

Paragraph numbers in this Plan extend to three numbers.

These numbers have a significance as follows.

The first number refers to one of the Main Business Activity Priorities

1.1.1

The second number refers to one of the Strategic Objectives

1.1.1

The third number refers to one of the Strategies

1.1.1

Main business activity priorities

1. Improve the natural environment through a reduction in noxious weeds.
2. Develop an efficient, effective and financially secure County Council.
3. Enhance the educational and advisory role of the County Council.
4. Improve the effectiveness of the County Council’s regulatory role.

Strategic objectives and strategies to achieve main business activity priorities

1.1 Strategic objective

Build strong relationships with other natural resource managers having responsibilities in, or adjacent to, the County Council’s area of operations through a program to improve liaison between natural resource managers.

Strategies

- 1.1.1 Foster a spirit of cooperation with other natural resource managers.
- 1.1.2 Encourage and establish personal contact between Council staff and staff of other natural resource managers.
- 1.1.3 Promote joint works for noxious weed control by natural resource managers.

1.2 Strategic objective

Ensure the effectiveness of the Council’s role in improving the natural environment through a reduction in noxious weeds.

Strategies

- 1.2.1 Ensure that the Council is aware of any presence of noxious weeds in its Area of Operations.
- 1.2.2 Provide assistance and support to private occupiers in controlling noxious weeds on their land.
- 1.2.3 Actively pursue the control of noxious weeds on vacant Crown land.
- 1.2.4 Actively pursue the control of noxious weeds on land of Forests NSW.
- 1.2.5 Conduct aerial spraying programs for noxious weeds.

1.3 Strategic objective

Improve the effectiveness of the control of noxious weeds on roads by promoting changes in management techniques and cooperative action.

Strategies

- 1.3.1 Ensure that all occupiers are aware of their obligations to control noxious weeds on roads.
- 1.3.2 Identify the extent of noxious weed infestations on roads and whether the responsibility for control is the Council's or the adjoining occupier's.
- 1.3.3 Control identified noxious weed infestations on roads.
- 1.3.4 Pursue alternatives for the control of noxious weeds on roads.

1.4 Strategic objective

Secure funding, where possible, to assist occupiers in their management of noxious weeds by encouraging policy change by NSW State Government and other funding authorities.

Strategies

- 1.4.1 Provide assistance and support to occupiers in securing funding for noxious weed control.
- 1.4.2 Lobby politicians and others to increase awareness of the necessity of providing public support for weed control work on private land.

2.1 Strategic objective

Improve communications between the Council and its community through increased use of electronic and other media.

Strategies

- 2.1.1 Improve the Council's profile in the community.
- 2.1.2 Hold Council's Ordinary meetings at least once each year in the area of each of the constituent councils.
- 2.1.3 Inform members of the Council's community of the Council's activities and seek input into the Council's operations.
- 2.1.4 Inform members of the Council's community of new initiatives by the Council and of changes in Council's policies, etc.
- 2.1.5 Encourage members of the Council's community to make comments, suggestions, criticisms, etc., on the Council's activities and to otherwise have input into the Council's operations.

2.2 Strategic objective

Improve the accountability of the Council to its community by providing more open access to information and public participation.

Strategies

- 2.2.1 Encourage members of the Council's community to take an interest in the Council's affairs.

- 2.2.2 Ensure that members of the Council's community are aware of the dates, times and places of Council meetings.
- 2.2.3 Ensure that members of the Council's community receive meaningful information on the Council's operations.
- 2.2.4 Establish a proper complaints handling procedure.

2.3 **Strategic objective**

Develop an efficient and effective Council administration for the management of noxious weeds through improved training, procedures and use of technology.

Strategies

- 2.3.1 Engage and retain sufficient skilled staff to provide administrative services to the Council.
- 2.3.2 Provide up to date computer and other technological facilities.
- 2.3.3 Provide an efficient records management system.
- 2.3.4 Provide administrative support for the Council's education and advisory functions to enhance communication by the Council with its community.

2.4 **Strategic objective**

Secure the Council's financial position by promoting stronger funding arrangements with funding bodies and seeking alternative sources of funds.

Strategies

- 2.4.1 Secure alternative sources of funding for the Council's ordinary operations.
- 2.4.2 Secure alternative sources of funding for particular Council functions.
- 2.4.3 Maximise income from fees, charges and income producing operations.
- 2.4.4 Eliminate unnecessary expenditure.

3.1 **Strategic objective**

Increase public awareness of the impact of noxious weeds on the community and the cost to the community of noxious weeds through contact with community leaders and public awareness campaigns.

Strategies

- 3.1.1 Increase politician's awareness of weeds.
- 3.1.2 Foster an interest in weeds in the local and rural press and news media.
- 3.1.3 Publicise weed matters within the Council's community.

3.2 **Strategic objective**

Enhance the educational and advisory role of the Council through the provision of a range of written and electronic material and staff promotion of this role.

Strategies

- 3.2.1 Ensure that the Council fulfils its educational and advisory role.

4.1 **Strategic objective**

Improve the effectiveness of the Council's regulatory role by the strategic use of the regulatory powers and appropriate publicity.

Strategies

- 4.1.1 To use the Council's regulatory powers, where necessary, to enforce the requirements of the Act with regard to noxious weed control.
- 4.1.2 Publicise the Council's intention to use its regulatory powers to enforce the requirements of the Act with regard to noxious weed control.

- 4.1.3 Ensure that the powers of inspection are used strictly in accordance with the Act and the Council's priorities.
- 4.1.4 Use the power under Section 21 to recommend to the Minister that the Minister serve a weed control notice on a public authority.
- 4.1.5 Ensure that the regulatory powers are used fairly and impartially and in accordance with this strategy.

7. Background information to strategic objectives

1.1 Strategic objective

Build strong relationships with other natural resource managers having responsibilities in, or adjacent to, the County Council's area of operations through a program to improve liaison between natural resource managers.

When the Council was established in 1949 for the control of serrated tussock the primary concern was the damage that noxious weeds could do to agricultural production.

The environmental movement was in its infancy and there was little or no appreciation of the true cost of noxious weeds to the community. The impact of noxious weeds on the environment, including biodiversity, was of little concern beyond the impact on agriculture.

This is no longer the case and the control of noxious weeds is recognised as a vital part of natural resource management.

It is impossible, however to control noxious weeds without considering the broader environment, both in terms of the impact of the weeds and the impact that control measures may have. The management of noxious weeds therefore needs to be a cooperative and consultative process involving all natural resource managers.

In this context, a natural resource manager is either a person or organisation who, or which, is responsible for the management of particular land which they occupy, including private land, or who, or which, has broader responsibility for the management of land.

Natural resource managers within this definition would include private land owners (particularly primary producers), Local Land Services, Catchment Management Authorities, Office of Environment & Heritage (National Parks and Wildlife Service), Sydney Catchment Management Authority, Forestry Corporation of NSW, Department of Primary Industries - Lands, and local Councils.

There is scope within the Noxious Weeds Act for the Council to delegate its functions under the Act and also for it to "enter into agreements or other arrangements" with others for the exercise of all or any of its functions, or for assistance in the exercise of its functions.

As well as such formal arrangements under the Act, there is undoubtedly scope for natural resource managers to cooperate in the exercise of their functions to the mutual benefit of the community.

1.2 Strategic objective

Ensure the effectiveness of the Council's role in improving the natural environment through a reduction in noxious weeds.

Local control authorities, of which the Upper Macquarie County Council is one, are in the front line of managing noxious weeds in New South Wales.

It is to local control authorities that the responsibility falls not only to carry out the majority of the face to face education and advisory work relating to noxious weeds in the community but

also to act as the “policeman” in ensuring that the statutory obligations imposed on landholders, both public and private, with regard to noxious weed control are complied with.

It is to the local control authorities that most complaints about noxious weeds come and it is the local control authorities that have the responsibility of responding to these complaints.

Noxious weeds are the responsibility of local control authorities.

1.3 Strategic objective

Improve the effectiveness of the control of noxious weeds on roads by promoting changes in management techniques and cooperative action.

The *Noxious Weeds Act 1993* requires the Council to control noxious weeds on all roads in the Council’s area of operations (Section 14(2)). This obligation does not include a road that is a freeway, tollway or a State work within the meaning of the *Roads Act 1993*.

The obligation on the Council to control weeds on roads is a joint obligation with any occupier required to control the weeds on the road under Section 17.

Section 17 requires an occupier of land to control noxious weeds on –

- any part of a road that intersects the land, except where the road is fenced on both sides, and
- half the width of any part of a road that forms part of the boundary of the land, except where the part of the road is fenced on both sides, and
- any part of a road that forms part of the boundary of the land where the side of the road forming the boundary is not fenced but the other side is.

Section 17 does not apply to a State highway, freeway, tollway or State work within the meaning of the *Roads Act 1993*.

It should be noted that the Council’s obligation under Section 14(2) extends to a State highway, but the obligation on an occupier under Section 17 does not.

1.4 Strategic objective

Secure funding, where possible, to assist occupiers in their management of noxious weeds by encouraging policy change by NSW State Government and other funding authorities.

Because the Council’s funds are limited, it generally does not undertake weed control work at its cost on private land.

Nor does it undertake work at its cost on the land of public authorities who have a statutory obligation to control weeds on land which they occupy.

The Council does provide limited funds to subsidise noxious weed control work for impecunious occupiers. The individual amounts involved are small, generally involving the removal of urban weeds by pensioners. The Council does not have sufficient funds to subsidise costly weed control work, even in those cases where the work might be seen to be imperative.

In many cases effective control of noxious weeds is expensive and is sometimes beyond the financial resources of private land occupiers.

Similarly, the funds provided to public authorities for the management of land which they occupy are invariably insufficient for the purpose. In this case, noxious weed control is, in many cases, low on the priority list for the expenditure of funds and consequently is invariably under resourced.

Logically, the social benefit (public good) resulting from some weed control work would justify wider government intervention in the form of financial or other assistance to owners or occupiers of infested land.

Public financing of weed control on private land would require the development of cost sharing rules so that both private and social costs and benefits are taken into account. This would ensure that there is no overpayment to landholders, which would result if private benefits are understated, while still compensating a landholder for the social benefits (public goods) resulting from weed control work and thus providing sufficient incentive for a landholder to undertake the work. (See Comerford et al., *Approaches to cost sharing for incentives: a practical guide for regional NRM groups in Queensland*, The State of Queensland, Department of Natural Resources, Mines and Water 2005).

It might be argued that the *Noxious Weeds Act 1993* (“the Act”) addresses this entitlement to, and need for, financial assistance for weed control to private land owners and occupiers by virtue of the Minister’s power in Section 33(d) of the Act to make “...grants of money, out of money appropriated by Parliament, to assist public authorities, local control authorities and trustees of commons or reserves in carrying out their obligations under this Act or to further the objects of this Act”. However, the objects of the Act have been drafted so narrowly, (“control mechanisms”, “monitoring”, “reporting”) that it is doubtful if this is the case, and, in practice, the Minister does not make grants available for expenditure on private land.

The Act and Government policy needs to promote and facilitate the provision of assistance, both financial and otherwise, to private landholders for weed control.

Until society recognizes the social benefit (public good) resulting from requiring weed control on unproductive land, and adequately funds such control to the extent of the public good, the control of weeds such as serrated tussock on non-productive or low productivity land will, in the long term, fail and such land will continue to be a source of infestation of quality land.

<p>2.1 Strategic objective</p> <p>Improve communications between the Council and its community through increased use of electronic and other media.</p>
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Communication is the sharing or imparting of information.

Communication is vital to the operations of the Council and, particularly, to an effective and efficient program for the control of noxious weeds.

The Council, for its part, needs to communicate to its Community the requirements of the Act in relation to noxious weed control; how they might meet those requirements; the consequences if they do not; advice and assistance on noxious weed control; and information about the Council’s budget and management strategies.

For their part, members of the Council's Community need to communication to the Council their views on how the Council is managing its noxious weed responsibilities; suggestions on how the Council might improve its budget and management strategies; reports on noxious weed infestations; and complaints about and criticisms of the Council's operations.

Communication needs to be two way and it is the Council's responsibility to facilitate a two way exchange of information.

2.2 Strategic objective

Improve the accountability of the Council to its community by providing more open access to information and public participation.

The *Local Government Act 1993* sets out the formal mechanisms by which Councils, including County Councils, are made accountable for their actions.

The Council is required to keep proper accounts which are to be audited each year.

Each year, the Council is required to prepare an annual report on its work and activities.

Members of the public are entitled to inspect a wide range of council documents (Section 12). They are also entitled, under the *Government Information (Public Access) Act 2009* (the GIPA Act), to be given access to certain other documents held by the council.

At least once each six months the General Manager is required to report to the council its progress with respect to the principal activities detailed in its delivery program.

Meetings of the Council are also, generally, open to the public and the public are invited and encouraged to attend.

2.3 Strategic objective

Develop an efficient and effective Council administration for the management of noxious weeds through improved training, procedures and use of technology.

Efficient and effective management of its services and facilities is part of the Council's charter under the *Local Government Act 1993*.

In addition, the Council has obligations under the *Noxious Weeds Act 1993* (Section 37) related to the monitoring of noxious weeds and keeping of records relating to –

- (a) the presence and distribution of noxious weed in the local area, and
- (b) the implementation of the Council's weed control policy and weed control programs.

Section 37 also requires the Council, if required by the Director-General, to “report to the Director-General on the presence and distribution of noxious weeds in the local area and on its weed control policy and weed control programs and their implementation”.

There are other requirements on the Council to keep proper records of its activities, such as the requirement to keep proper accounting records as required by the *Code of Accounting Practice and Financial Reporting* with which the Council must comply.

It is obvious that an effective and efficient administration is vital to the Council carrying out its noxious weed functions.

2.4 Strategic objective

Secure the Council's financial position by promoting stronger funding arrangements with funding bodies and seeking alternative sources of funds.

Section 491 of the *Local Government Act 1919* lists the sources of income for a council, including a county council.

These are –

- rates
- charges
- fees
- grants
- borrowings
- investments.

Missing from this list is the income of county councils which consists of financial contributions made by its constituent councils.

Under the *Local Government Act 1919* a county council could levy an assessment on its constituent councils based on the proportion that the unimproved capital value of rateable land in each area bore to the whole.

This provision was not reproduced in the *Local Government Act 1993* presumably on the basis that a county council would obtain income, in the same way as other councils, from the sources set out in Section 491 of the Act or from contributions by constituent councils pursuant to a regulation made under Section 399.

While contributions by constituent councils is the traditional method of financing county councils such contributions are not compulsory. They can be made compulsory, and the level of contribution set, by regulation made under the Act. No such regulation has been made.

The Council has agreed with the constituent councils of Upper Macquarie County Council that they will continue to contribute to the operations of the County Council on the basis of an agreed formula.

While the County Council under the *NSW Weeds Action Program* also receives some funds by way of grants by the Minister under Section 33 of the Noxious Weeds Act, these grants are insufficient to run the Council's ordinary operations.

Similarly, the County Council receives some funds from charges and fees and from its other operations but these funds are minor and would not provide sufficient funds to run the Council's ordinary operations.

The cost pressures on the Council have, previously, caused the Council to investigate the levying of a rate under the Local Government Act.

Under the Act, a council may normally levy two types of rates: ordinary rates and special rates.

However, because of the terms of Section 400 of the Act the county council does not have power to levy an ordinary rate.

The Council does have power to levy a special rate.

Following extensive consultation with its constituent councils the Council determined that it was not in the interests of landholders in its Area of Operations for it to levy a special rate.

3.1 Strategic objective

Increase public awareness of the impact of noxious weeds on the community and the cost to the community of noxious weeds through contact with community leaders and public awareness campaigns.

Recent research has established that weeds cost Australia \$3.9 billion per year in lower farm incomes and higher food costs.

A paper prepared by Jack Sinden and Rachel McFadyen, presented at the 13th *Biennial Noxious Weeds Conference* summarised the result of the research undertaken by the Weeds Co-operative Research Centre through the University of New England.

The costs to agriculture were estimated as direct financial costs of control (such as the cost of herbicides and fuel), yield losses, lost net income to farmers and higher food costs to consumers. The lost income to farmers included the financial costs of control and yield losses.

Control costs were highest for the cropping industries, but yield losses were greater for livestock. Indeed, yield losses due to weeds in the livestock industries were a substantial \$1,870m each year. While the mean loss was \$3,927m per annum the range was \$3,442m to \$4,420m per annum. The mean loss comprised \$883m in the beef industry, \$717m in the wheat industry and \$588m in the wool industry.

The loss of \$3.9 billion is about 14% of the current value added by agriculture to the economy, so Australia loses about \$1 in every \$7 of its agricultural income due to weeds.

Primary producers bear 81.4% of the mean loss while consumers bear 18.6%.

This relatively large cost to consumers indicates that the losses caused by weeds in agriculture impact widely across the whole community. The real cost to the community also includes damage to the natural environment, impacts on human health, and the huge effort of the many volunteers engaged in weed control across the country.

The report concludes that at an annual cost of \$3.9 billion per year to agriculture, weeds constitute a major natural resource management issue. Indeed, this estimate of the cost of weeds exceeds the combined estimates of the cost of salinity, soil acidity and soil sodicity, all major problems in the farm sector.

Weeds are also one of the greatest threats to biodiversity in Australia.

3.2 Strategic objective

Enhance the educational and advisory role of the Council through the provision of a range of written and electronic material and staff promotion of this role.

The Council has no formal function to educate members of its community about noxious weed or to advise on noxious weed control.

To some, the regulatory role, together with the control of weeds on roads, is seen to be the principal or only role of the Council.

This is not the case.

The Council has a vital role in educating its community on the impact of noxious weeds; the identification of noxious weeds; and the control of noxious weeds.

While others, such as Department of Primary Industries, provide educational materials about noxious weeds the Council is the first point of contact for members of its community in relation to noxious weeds. It is to the Council that members of the community will look first for the identification of noxious weeds and for information about those weeds.

Similarly, it is on the Council that members of the community will rely for advice on appropriate methods of control of noxious weeds.

The Council must be equipped to meet the community's expectations.

4.1 Strategic objective

Improve the effectiveness of the Council's regulatory role by the strategic use of the regulatory powers and appropriate publicity.

The *Noxious Weeds Act 1993* provides that the functions of the Council include the following –

- responsibility for the control of noxious weeds by occupiers of land (other than public authorities or local control authorities),
- to ensure, so far as practicable, that owners and occupiers of land (other than public authorities or other local control authorities) carry out obligations to control noxious weeds imposed under this Act,
- inspection of land within the local area in connection with its noxious weed control functions.

Besides the powers of inspection of premises which Section 44 gives to an inspector, the Act gives the Council certain powers to enforce the requirements of the Act for the control of noxious weeds.

- Section 18 empowers the Council to serve a weed control notice on an owner or occupier of land (other than a public authority) requiring the owner or occupier to carry out any of the occupier's obligations to control noxious weeds on the land as required under a weed control order.

- Section 20 empowers the Council to control noxious weeds on land in respect of which a Section 18 weed control notice has been served if the owner or occupier fails, or a predecessor in title to the owner or occupier has failed, to comply with the weed control notice.
- Section 21 gives the Council the power to recommend to the Minister that a weed control notice be given by the Minister to a public authority. The Minister, under Sections 22 and 23, has the same powers in respect of a public authority as the Council has under Sections 18 and 20.

For present purposes these powers are referred to as “regulatory powers”.

8. Resourcing Strategy

This section sets out the County Council’s Resourcing Strategy.

The County Council is required to have a long-term strategy for the provision of the resources required to implement the strategies established by the Business Activity Strategic Plan. This long-term strategy is called the Council’s Resourcing Strategy.

The Resourcing Strategy is required to include –

- 1. long-term financial planning;
- 2. workforce management planning; and
- 3. asset management plan.



Long-term Financial Plan

The County Council’s long-term financial planning is contained in its Long-term Financial Plan which is **Appendix A** to this Business Activity Strategic Plan.



Workforce Management Plan

The County Council must have a Workforce Management Strategy which must address the human resourcing requirements of the County Council’s Delivery Program.

The Workforce Management Strategy must be for a minimum timeframe of 4 years.

The Upper Macquarie County Council Workforce Management Strategy is set out in the following paragraphs.

The current staff structure of the Council consists of a part time General Manager, a full time Chief Weeds Officer, a part time clerical assistant, and five full time Weeds Officers.

Part time Information Technology assistance is supplied on a contract basis and Bathurst Regional Council has also been willing to assist with this function on a resource sharing basis.

The Weeds Officers are each allocated the whole or part of a constituent council area for which they are responsible under the supervision of the Chief Weeds Officer.

All Weeds Officers are available to assist outside their designated area as and when required.

It is unlikely that this staffing structure will continue unaltered throughout the whole of the period covered by this Plan.

The position of Chief Weeds Officer is currently being filled by the next most experienced Weeds Officer, following the retirement in 2016 of the Chief Weeds Officer. Prior to making a permanent appointment it will be necessary to give consideration to the training and mentoring of the Weeds Officers to endeavour to ensure that a person with suitable qualifications and experience is available to fulfil the role of Chief Weeds Officer.

Financial constraints are such as to preclude the employment of field staff beyond the existing numbers and it will be necessary to consider a training and mentoring program to endeavour to

ensure that a suitably qualified person from the existing staff is available to undertake the necessary supervisory role.

Staff turnover has historically been very low and the Council previously has not had difficulty in recruiting and retaining staff at the level of Weeds Officer. This however appears to be changing in the current climate of *Fit For The Future* and Council mergers. Where candidates are available they mostly lack a detailed knowledge of the Noxious Weeds Act and experience in the regulatory aspects of the work, however, with training and mentoring they become effective within a relatively short time.

Weeds Officer positions are often attractive to many prospective employees from a rural and horticultural background due to their relative independence and high degree of self management. Due to the increasing use of technology by Council, prospective employees do, however, need to either be familiar with information technology or have the aptitude to quickly adapt to it.

Sources for prospective employees include former Local Land Services staff, Local Government Staff, nursery staff and rural landholders and workers.

Recruitment to Weeds Officer positions is not considered to be a limiting factor but financial constraints are, however, a continuing concern and make it imperative that the Council retain the goodwill of staff.

Staff, other than the General Manager, are currently remunerated in accordance with the *Local Government (State) Award*.

The General Manager is employed under a Contract of Employment in the form of the standard contract for general managers approved by the Chief Executive under Section 338(4) of the *Local Government Act 1993*.

All staff are given the opportunity for continuing training both to meet statutory requirements of their position and to enhance their effectiveness in their roles. The Council provides an appropriate budget for staff training and all staff are encouraged to participate.



Asset Management Plan

The County Council is required to account for and plan for all of the existing assets under its ownership and for any new assets proposed under its Business Activity Strategic Plan and Delivery Program.

For this purpose, the County Council must have an Asset Management Strategy which is included in its Asset Management Plan.

The Asset Management Strategy must be for a minimum timeframe of 10 years and must –

- include a council endorsed Asset Management Policy;
- identify assets that are critical to the council’s operations and outline risk management strategies for these assets; and
- include specific actions required to improve the council’s asset management capability and projected resource requirements and timeframes.

The Asset Management Plan must encompass all the assets under the council’s control, must identify asset service standards, and must contain long term projections of asset maintenance, rehabilitation and replacement costs.

The Upper Macquarie County Council Asset Management Plan is set out in the following paragraphs.

Other than its human resources, the County Council's assets consist of the operational motor vehicles and plant used by staff on a day to day basis.

The Council has no fixed assets consisting of buildings or other infrastructure.

The motor vehicles comprise 7 tray back style vehicles, which are used by the Weeds Officers, and the Chief Weeds Officer.

The Council has a policy to grant to employees the private use of the motor vehicles which they normally use for Council purposes, subject to a written agreement setting out the terms and conditions of such use, but no employee has sought to take advantage of the policy.

The County Council's strategy is to replace each of these vehicles at intervals of three years in order to minimise maintenance costs and maximise trade in values. Where it has been required, or has been financially advantageous to do so, vehicles have been replaced more frequently. This annual plant replacement program is funded from the operational budget since the changeover cost is generally in line with the depreciated value of the vehicles.

Council has 2 vehicle mounted QuikSpray[®] spray units. The service life of these units is dependent on their workload but they are generally replaced every 4 to 6 years. The Council has found that this maximises their resale value as there is a strong demand for second hand units in good condition.

Depreciation of vehicles and plant is calculated using the straight line method in order to allocate an asset cost (net of residual values) over its estimated useful life

Estimated useful lives for Upper Macquarie County Council plant and equipment include:

- Office Equipment	5 to 10 years
- Office Furniture	10 to 20 years
- Vehicles and equipment	5 years

To ensure effective asset management, so far as practical and within the financial resources available the Council endeavours to ensure that –

- Assets are utilised to their fullest potential to maximise usage and economic performance.
- Asset renewal, disposal, upgrade or new asset provision is carried out in accordance with the adopted resourcing strategy that includes demonstrated need, life cycle costing, alternative modes of delivery and sustainability.
- Asset management practices conform to legislative requirements and reflect best practice in the industry.
- All asset purchase, maintenance, rehabilitation and replacement shall be guided by Council's Asset Management Plans and annual budgetary process.
- Assets are maintained so as to meet specifications and quality standards; and
- Assets always meet requirements for public safety, WH&S and maintainability.
- Vehicles and plant are used and maintained in accordance with manufactures' recommendations.

PROJECTED ASSET REPLACEMENT PROGRAM 2017/2018 - 2026/2027

Plant No.	Description	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
1	Tray top utility			\$ 21,425			\$ 23,754				\$ 27,258
2	Tray top utility	\$ 20,000			\$ 22,174				\$ 25,446		
3	Tray top utility		\$ 20,700				\$ 23,754			\$ 26,336	
4	Tray top utility			\$ 21,425				\$ 24,585			\$ 27,258
5	Tray top utility	\$ 20,000				\$ 22,950			\$ 25,446		
6	Tray top utility				\$ 22,174			\$ 24,585			
7	Tray top utility		\$ 20,700			\$ 22,950				\$ 26,336	
	Quickspray Unit 600l		\$ 15,000					\$ 17,815			
	Quickspray Unit 400l				\$ 16,000					\$ 20,356	
Total Purchases		\$ 40,000	\$ 56,400	\$ 42,849	\$ 60,349	\$ 45,901	\$ 47,507	\$ 66,986	\$ 50,891	\$ 73,029	\$ 54,516

ASUMPTIONS

1. Cost for vehicles quoted is estimated changeover price (i.e. after trade in)
2. Prices are increased by 3.5% per annum
3. Quickspray weed spraying units expected life - 5 years

Appendix A – Long-Term Financial Plan 2017/18 – 2026/2027

Income

Contributions by constituent councils are the traditional method of financing county councils.

Such contributions are no longer compulsory.

Under the *Local Government Act 1919* a county council could levy an assessment on its constituent councils based on the proportion that the unimproved capital value of rateable land in each area bore to the whole. The payment of the assessment was compulsory.

This provision was not reproduced in the *Local Government Act 1993* presumably on the basis that a county council would obtain income, in the same way as other councils, from the sources set out in Section 491 of the Act, or from contributions by constituent councils pursuant to a regulation made under Section 399.

Such a regulation can make contributions compulsory, and set the level of contribution, but no regulation has been made.

In 2007 the County Council sought, once and for all, to clarify the history of constituent council contributions to the County Council and to suggest a fair and transparent way to calculate the relative contributions to be made by constituent councils in future years.

It proposed that contributions should be apportioned between constituent councils based on the theoretical cost of noxious plant control in each of the constituent council areas: the theoretical cost was to be calculated using publicly available data available from the Local Government Grants Commission and the constituent councils.

Negotiations with each of the Constituent Council's resulted in each of them agreeing to the apportionment method proposed by the County Council and to continue contributions to the County Council on this basis in future years.

Contributions in the 2007/2008 were on the basis of the new formula and the same percentages have been used in subsequent years.

There has been no agreement by constituent councils to generally increase the level of funding beyond the general increase in General Revenue permitted by the Minister each year under the "rate pegging" legislation.

The other major source of income for the County Council is financial grants from noxious weed control, in particular State Government grants administered by NSW Department of Primary Industries. These grants have historically been allocated annually and are subject to NSW Government annual budget allocations.

In 2009 the State Government introduced the *NSW Weeds Action Program*. This replaced both the Weed Control Coordination Grant and the County Council Administration Grant with a new grant regime which was targeted at the objects in the *NSW Invasive Species Plan*. This change did not enhance "on ground" noxious weeds control in NSW, rather the reverse as it significantly increased grant administration and management costs, thus diverting scarce funds from this vital work.

For many years grants provided by the State Government have not kept pace with inflation and operating costs and can only be described as grossly inadequate having regard to the public benefit that flows to the wider community from effective noxious weed control.

The County Council has sought to access grants from other sources, in particular the Catchment Management Authorities and the Commonwealth Government, to supplement the State Government grants and intends, subject to the necessary resources being available, to pursue this source of funding. However, grants from these alternative sources are, at best, uncertain and cannot be relied on to fund the regular activities of the County Council.

Because of the terms of Section 400 of the *Local Government Act 1993* the County Council does not have the power to levy an ordinary rate.

The County Council does have the power to levy a special rate but has chosen not to do so. The difficulties facing the County Council should it wish to levy a special rate are both legal and practical and this is not a viable option in the short or medium term.

Section 501 would permit the County Council to make an annual charge for noxious weed services provided, or proposed to be provided, on an annual basis by the council but only if the Minister was prepared to recommend to the Governor that the necessary regulation be made to prescribe noxious weed services for the purposes of Section 501. This has not been done.

In the absence of a regulation the County Council cannot make an annual charge.

Although some income is gained from income producing activities there is little opportunity to increased income from these sources. Some possible avenues for increasing income, such as charging for routine regulatory inspections or operating the Council's aerial spraying program on a full cost recovery plus profit basis (currently Weeds Officers' time is not charged against the aerial spraying program), would be self defeating and would be likely to generate a great deal of ill-will, which would be contrary to the significant gains in community relations achieved in recent times.

Expenditure

There is almost no scope for expenditure reductions as the majority of the Council's expenditure is on staff salaries and associated costs.

Administrative staff is kept at an absolute minimum and the administrative function of the Council is substantially under resourced.

Expenditure reductions would result directly in a reduction in noxious weed control activities which would not be in the interests either of landholders in the County Council's Area of Operations or the broader Community.

There is scope for increasing productivity of staff by the use of technological advancements and these will need to increasingly be pursued in coming years.

Employee Provisions

The County Council currently has a policy of keeping employees' long service leave entitlements funded at 100% of the accrued entitlements and this minimum requirement is consistently met.

In practice, regard is continually had to liabilities arising from employees' total leave entitlements, and other possible staff entitlements, and this has an influence on the amount of retained earnings.

Risk Analysis

General

The major risk to the continued existence of the County Council is as a result of State Government policy or legal changes.

Starting in January 2014, *Local Land Services* will be regionally-based, semi-autonomous, statutory organizations, which are governed by locally elected and skills-based Board members, delivering services for farmers and landowners.

The new *Local Land Services* will deliver:

- Agricultural advice.
- Plant and animal pest control and biosecurity.
- Natural resource management.

At the time of writing there is no known proposal for noxious weed control to be delivered by *Local Land Services* but this must, at least, be considered a possibility, if not a probability, for the future.

Financial

The major risk to the continuing solvency of the County Council is the reliance on financial grants.

The *Weeds Action Program* (WAP) grant system initiated in 2010/11 is supposed to offer some certainty because applications were encouraged for a 5 year period. Upper Macquarie County Council's application was for a 5 year period.

Indeed, although funding was granted individually for each of the last three financial years there has been neither an acknowledgement that the application was for a 5 year period nor any indication of what the funding position will be in future years.

The result is that the Council does not know until later in each year (usually October or November) the amount that it will receive in State Government grants for the then current year. The current Delivery Program and Annual Operational Plan reflect the great funds shown in the WAP template received from Macquarie Valley Noxious Weeds Advisory Committee.

A critical assumption of Council future financial planning is the need for the NSW State Government grant funds to continue and to increase annually in line with operating costs, in particular employee costs and since the availability of grant funds is still at the whim of the NSW State Government the security of these funds is not assured beyond the current approval year.

Another critical assumption is that the Council will continue to receive significant income from the aerial spraying program which it conducts each year. Over time this program has grown until the income derived from it is now vital to support the Council's other noxious weed control activities. A year in which the Council was prevented by weather or other circumstances from conducting the program would result in significant constraints on the Council's activities.

The Council has sought to secure grant funds from the Commonwealth Government for noxious weed control but this has proven to be a futile exercise.

The Long Term Financial Plan assumes that the funding agreement established with the Constituent Councils will continue.

This means that in the absence of a major, and unlikely, change in the attitude of Constituent Councils, the Constituent Council contributions to the County Council will increase only by the general percentage increase in general revenue permitted by the Minister, in line with the Consumer Price Index, because of the “rate pegging” legislation, that is, Part 2 of Chapter 15 of the *Local Government Act 1993*.

The Council has actively sought to increase income from other sources such as private works and other grant sources, however if operational activities connected to alternative sources of income need to be substantially increased to cover the gap in traditional funding, the County Council will be forced to review the level of its core business operational activities and staffing levels.

Estimate Assumptions

The assumptions made when formulating the BASP projected financial statements are those used in formulating the Delivery and Operational Plans.

Plan Review

The Long Term Financial Plan is required to be reviewed at least annually as part of the development of the Operational Plan.

The Long Term Financial Plan must also be reviewed in detail as part of the four yearly review of the Business Activity Strategic Plan.

Projected Financial Plan 2017/18 – 2026/2027

The following tables contain the Upper Macquarie County Council projected Income and Expenditure, Balance Sheet and Cash Flow Statements for the period 2017/18 to 2026/27.

Projected Income and Expenditure Statement 2017/18 - 2026/27

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates and Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges and Fees	810	811	832	852	869	886	904	922	941	959
Interest and Investment Revenue	18	19	20	20	21	21	22	22	23	23
Other Revenues		0	0	0	0	0	0	0	0	0
Grants and Contributions- Operating	807	839	857	874	892	909	928	946	965	984
Grants and Contributions- Capital	0	0	0	0	0	0	0	0	0	0
Net Gain from the Sale of Assets	0	0	0	0	0	0	0	0	0	0
Transfers (restricted assets)	77	0	0	0	0	0	0	0	0	0
Total Income from continuing operations	1,712	1,669	1,709	1,747	1,781	1,817	1,853	1,891	1,928	1,967
Expense										
Employee Costs	577	591	606	621	633	646	659	672	686	699
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	1,010	1,036	1,062	1,088	1,110	1,132	1,155	1,178	1,201	1,225
Deprecation	40	41	42	43	44	45	46	47	47	48
Other Expenses	85	86	89	91	93	94	96	98	100	102
Transfers (restricted assets)	0	0	0	0	0	0	0	0	0	0
Total Expenses from continuing operations	1,712	1,754	1,799	1,843	1,880	1,917	1,956	1,995	2,035	2,075
Operating Result from continuing operations	0	-85	-90	-96	-98	-100	-102	-104	-106	-108

UPPER MACQUARIE COUNTY COUNCIL

Projected Balance Sheet Statement for the 10 year period 2017/18-2026/27

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	743	670	568	471	376	287	188	94	-29	-143
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	77	78	79	79	80	81	82	83	83	84
Inventories	34	34	35	35	35	36	36	36	37	37
Other	0	0	0	0	0	0	0	0	0	0
Non-current assets classified as held for sale	0	0	0	0	0	0	0	0	0	0
Total Current Assets	854	782	683	585	491	404	304	213	91	-22
Non-Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Inventories	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	160	150	163	167	168	156	156	147	165	173
Other	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	160	150	163	167	166	156	156	147	165	173
TOTAL ASSETS	1,014	932	845	752	657	560	461	360	256	151
LIABILITIES										
Current Liabilities										
Payables	87	88	89	90	91	92	93	95	96	97
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	87	88	89	90	91	92	93	95	96	97
Non-Current Liabilities										
Payables	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	89	91	93	94	96	98	100	102	104	106
Total Non-Current Liabilities	89	91	93	94	96	98	100	102	104	106
TOTAL LIABILITIES	176	179	182	185	188	191	194	197	200	203
NET ASSETS	838	753	664	567	469	369	267	163	56	-52
EQUITY										
Retained Earnings	838	753	664	567	469	369	267	163	56	-52
Revaluation Reserves	0	0	0	0	0	0	0	0	0	0
TOTAL EQUITY	838	753	664	567	469	369	267	163	56	-52

UPPER MACQUARIE COUNTY COUNCIL

Projected Balance Sheet Statement for the 10 year period 2017/18-2026/27

	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	743	670	568	471	376	287	188	94	-29	-143
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	77	78	79	79	80	81	82	83	83	84
Inventories	34	34	35	35	35	36	36	36	37	37
Other	0	0	0	0	0	0	0	0	0	0
Non-current assets classified as held for sale	0	0	0	0	0	0	0	0	0	0
Total Current Assets	854	782	683	585	491	404	304	213	91	-22
Non-Current Assets										
Investments	0	0	0	0	0	0	0	0	0	0
Receivables	0	0	0	0	0	0	0	0	0	0
Inventories	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	160	150	163	167	166	156	156	147	165	173
Other	0	0	0	0	0	0	0	0	0	0
Total Non-Current Assets	160	150	163	167	166	156	156	147	165	173
TOTAL ASSETS	1,014	932	845	752	657	560	461	360	256	151
LIABILITIES										
Current Liabilities										
Payables	87	88	89	90	91	92	93	95	96	97
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	87	88	89	90	91	92	93	95	96	97
Non-Current Liabilities										
Payables	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	89	91	93	94	96	98	100	102	104	106
Total Non-Current Liabilities	89	91	93	94	96	98	100	102	104	106
TOTAL LIABILITIES	176	179	182	185	188	191	194	197	200	203
NET ASSETS	838	753	664	567	469	369	267	163	56	-52
EQUITY										
Retained Earnings	838	753	664	567	469	369	267	163	56	-52
Revaluation Reserves	0	0	0	0	0	0	0	0	0	0
TOTAL EQUITY	838	753	664	567	469	369	267	163	56	-52