

UPPER MACQUARIE COUNTY COUNCIL

Business Activity Strategic Plan

10 Year period 2022/2023 to 2031/2032

Key Document – KD_UMCC_2020_15

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Upper Macquarie County Council constituent councils are as follows: –

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

1. Vision for Weed Biosecurity:

Upper Macquarie County Council will strive to ensure that Weed Biosecurity Risk is not a significant factor limiting:

- Agricultural productivity;
- The quality of the rural environment and;
- The prosperity of rural communities in the NSW central tablelands.

2. Mission associated with Weed Biosecurity:

The mission for the Upper Macquarie County Council is to make sure all private and public landholders manage their properties to reach and maintain a sustainably low level of weed biosecurity risk.

This mission is shared with all those agencies striving to reduce biosecurity risks across the country, throughout the regions and locally with the constituent councils, landholders and the whole community living within the Upper Macquarie district.

3. Introduction:

Upper Macquarie County Council was originally constituted as a noxious weeds 'eradication' authority under the Local Government Act (1919) effective from 9th February 1949 (by proclamation on 18 February 1949) following a request to do so by the constituent councils. When the new Local Government Act (1993) (the Act) was made, Part 7 of Schedule 7 to that Act operated to continue the County Council as if it had been constituted under Section 387 of the Act with an area of operations the same as its former county district.

The County Council membership is comprised of 8 members (one of which is the Chairman). The membership of the Council includes two (2) Councillor representatives from each of the four (4) constituent councils, and the county district and area of operations is comprised of the whole area of local government areas of each of the four (4) constituent councils being:

- 1) Bathurst Regional Council
- 2) Blayney Shire Council
- 3) Lithgow City Council
- 4) Oberon Council

The Act imposes a reporting framework for local government, which includes the requirement to prepare and publish a long-term strategic plan (10+ years); an associated business delivery plan (4 years) and a more detailed annual operating plan (1 year). [Clause 219 of the NSW Local Government (General) Regulation (2005) requires a county council to prepare (this) Business Activity Strategic Plan as its long-term strategic plan.]

As Upper Macquarie County Council is a single purpose (weed biosecurity) council in terms of local government legislation, this dictates by default that its core business functions are primarily driven by biosecurity legislation. In this context the County Council operates across multiple levels and within (sometimes) duplicative regulatory environments as follows:

- 1) Implementing a small part of a wider Australian Weed Strategy targeting weeds of national significance; and further targeting biosecurity matters of NSW State significance through the NSW Weed Action Program. These efforts are contributing sub-regionally to addressing the national weed biosecurity problem;
- 2) Participating at a NSW Central Tablelands regional level implementing a significant part of the Central Tablelands Regional Strategic Weeds Management Plan - covering about 1/3rd of the total land area - including the majority of the state forests and national parks in the region; and
- 3) Operating on a day-to-day basis across four 'general purpose' local council areas which combined: cover some 1,347,800 hectares of land including over 41,000 private property landholdings; is intersected by nearly 4,000 kilometres of linear roadways, streams and railways; and supports a rural population of about 77,000 people. The County Council at this sub-regional / local level exercises its function to the exclusion of the constituent councils.

The Upper Macquarie County Council's strategic business plan endeavours to take into account the hopes and aspirations of the communities within each of the constituent council areas encompassed by the county council area of operations. This is achieved by recognising the strategic plans of the constituent council communities, and placing relevant elements thereof in the context of every individual, corporate or government landholder or occupier and their duties and obligations for weed biosecurity.

4. Operating Framework

Local Government Authority

The *Local Government Act (1993)* sets out the governance and other organisational standards, systems and processes that apply to a county council, and these parameters to a large extent shape and constrain the routine function and long-term direction and capacity that the Council is permitted and capable of achieving.

The County Council has a governing body that 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 (S390) and a Chairperson is elected from amongst the members of the governing body. The role of a member of the county council is the same as that of a councillor of a local council (S232), however when acting in the capacity of a county councillor each councillor's first duty is extended beyond the area of the constituent council and the community of their substantive local councillor role, to that area and community for the county council and not otherwise.

A constituent council of the County Council may not undertake the weed biosecurity control function conferred on the county council unless the County Council specifically delegates the function to the constituent council (S394). It should also be noted that the weed biosecurity function conferred on the County Council does not include the biosecurity duty that attaches to a constituent council as the owner or occupier of any land including in its statutory roles such as a roads authority. Such biosecurity duty of constituent council, as an owner or occupier of land, cannot be delegated to another party including the County Council.

The County Council has the power to make and levy a special rate (Ch15Pt1) across the county district, however, to date no rate has been struck by the County Council for the county district. The Local Government Act (1993) (S399) also facilitates the making of regulations for or with respect to the making of financial contributions to a county council by the constituent councils, (to help fund the county council operations) however no such regulations have been made to date. Instead the constituent councils agreed in 2007 on a formula (*based on NSW Grants Commission disability factors for weed invasion and topography being applied to the rate-pegged revenue base of each council*) as the basis for making a recurrent annual 'voluntary' contributions to help fund the County Council's operations.

Local Weed Biosecurity Control Authority

The Upper Macquarie County Council (since it is a single purpose 'weed control' county council under the Local Government Act) automatically becomes a *local control authority* (for weed biosecurity) by virtue of Section 370 of the *Biosecurity Act (2015)* and as such the County Council has the weed biosecurity functions set out in Section 371 of the Biosecurity Act.

As a local control authority the County Council has several statutory functions in relation to the land for which it is the local control authority. Such functions are:

- 1) the prevention, elimination, minimisation and management of the biosecurity risk posed or likely to be posed by weeds,
- 2) to develop, implement, co-ordinate and review weed control programs,
- 3) to inspect land in connection with its weed control functions,
- 4) to keep records about the exercise of the local control authority's functions under this Act, and
- 5) to report to the Secretary about the exercise of the local control authority's functions under this Act.

Weed Biosecurity Duty

The Biosecurity Act (2015) imposes a strict weed biosecurity duty on any person that is the owner or occupier of land (including any person having the care, control or management of the land) (S4), and the duty cannot be delegated nor otherwise transferred to any another person.

Further, although the County Council may legitimately undertake field operations from time to time on behalf of any person, including a constituent council, to help reduce that person's weed biosecurity risk, the weed biosecurity duty still rests entirely the owner or occupier of such land.

An important aspect of the *biosecurity duty* is that it applies to every relevant person, every corporation and every government authority including the Crown in right of New South Wales and, in so far as the legislative power of the Parliament of New South Wales permits, the Crown in all its other capacities. In addition, the weed biosecurity duty relating to corporations and government agencies (i.e. all persons other than private individuals) includes an 'executive duty' whereby some offences are specified in the Act as *executive liability offences* (S306), so that if a corporation commits one of these offences, a director of the corporation (or a person in a relevant management role in the corporation) is liable for the offence, but only if that person knows or could reasonably be expected to know of the offence and fails to take reasonable steps to prevent. An executive liability may apply to more than one person for the same offence.

A Shared Responsibility

The Australian National Weed Strategy emphasises the fact that successful weed management is essentially a shared responsibility, involving people and organisations from the local to the national scale.

The strategy sets out how the broad roles and responsibilities for different stakeholders vary across prevention, eradication, containment and asset protection, based on who is best placed to undertake that role. Emphasising that everyone has a responsibility to ensure that their actions do not introduce new or exacerbate existing weed problems.

The spirit of weed biosecurity management is one of sharing responsibility and cooperating with each other in achieving what is undoubtedly in the interests of the whole of a community. It is in this spirit that the Upper Macquarie County Council, in its role as the local (weed) control authority, prefers to operate and as such its policies and practices will be oriented accordingly. None-the-less for those stakeholders who reject or continue to ignore their responsibilities, the County Council will not hesitate to use any one of the many compliance enforcement tools available to it in order to protect the greater good.

Weed Management Compliance Standard

The NSW State Weed Committee has prepared the *Standard for Weed Management Capacity in New South Wales (2019)*. The standard has been prepared in recognition of the rapid and ongoing changes in legislation, increasing accountability requirements and simply good corporate governance practice that demand implementation of processes for monitoring and evaluating performance and for assisting development of corporate structures that meet contemporary needs.

Compliance with this standard sits across three values:

1. Biosecurity compliance - adherence to laws, standards, regulations, functions, duties and other requirements.

2. Environmental compliance - conforming to environmental laws, regulations, standards and other requirements.
3. Social compliance - conforming to the rules of social accountability to protect and enhance the community

The Standard is directed at facilitating and guiding Compliance, in particular putting in place appropriate corporate and functional structures. The Standard comprises of five (5) components with a particular outcome sought from each as follows:

1. Partnerships Engagement and Adoption

A culture where community, industry and land managers are engaged in best practice weed management through consultation, communication and partnerships leading to adoption.

2. A Skilled and Informed Workforce

A corporate structure and paradigm that supports skills acquisition and development amongst staff engaged in weed management at all levels.

3. Assessment Monitoring and Recording

Lands inspected (monitored) strategically; information collected, evaluated, recorded in a consistent and repeatable manner.

4. Effective and Professional use of Regulation

The Biosecurity Act (2015) applied systematically in an objective, repeatable manner using a risk-based methodology. Enforcement used fairly and equitably and, in a manner, appropriate to the risk identified.

5. Reporting and analysis.

Actions, activities, regularly reported at organisational, regional and state scale using required standards and formats.

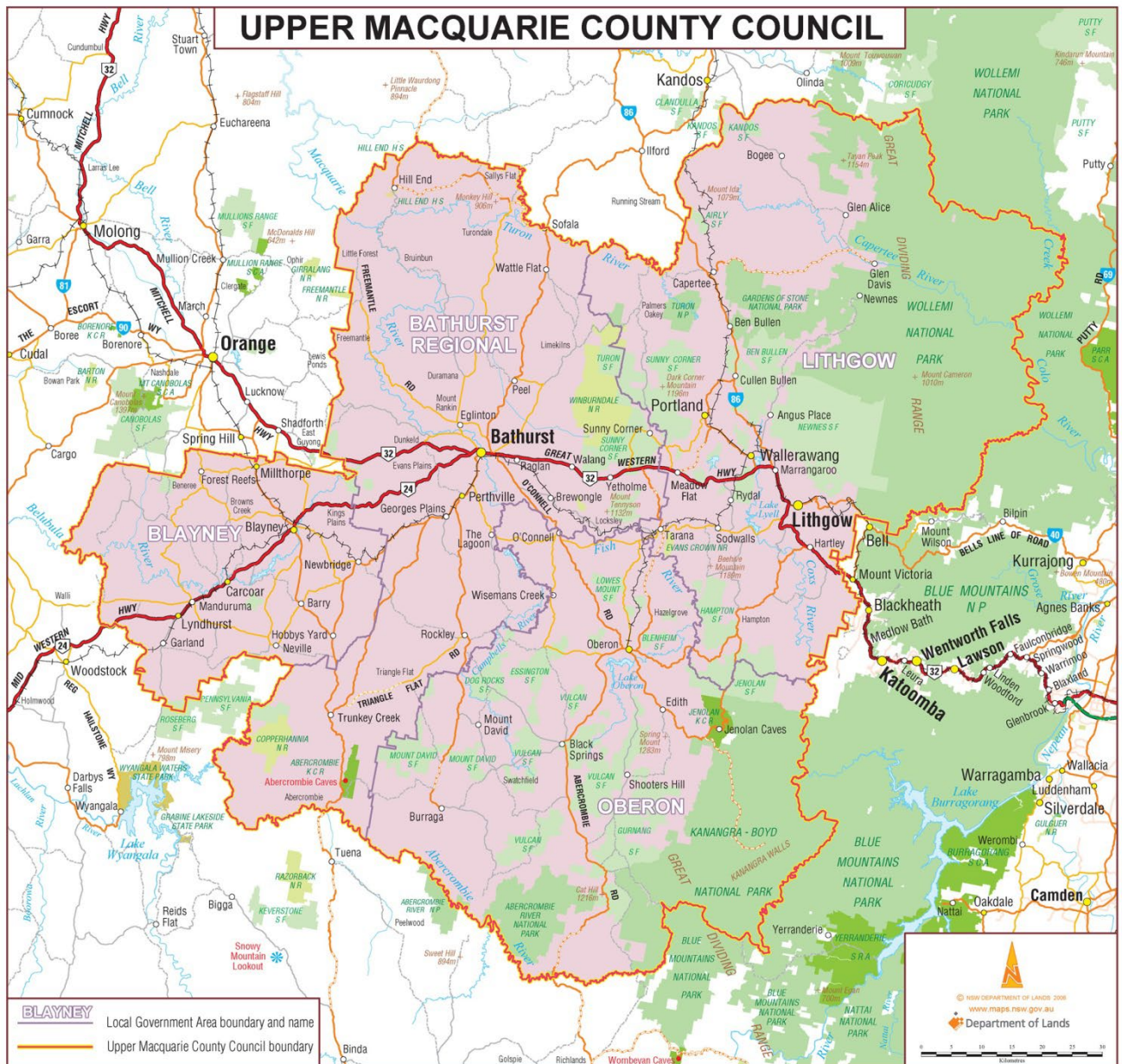
The Upper Macquarie County Council embraces the state standards for weed management compliance and will progressively incorporate their intent throughout its plans and activities at an operational and strategic level.

The NSW Department of Primary Industries is the lead agency within NSW with regards to biosecurity matters and as such it will conduct formal audits of Local Control Authorities and others to assess their compliance against the published *Standard for Weed Management Capacity*. The County Council, as a local control authority, is therefore subject to a periodic and rigorous audit regime authorised by biosecurity legislation.

The audit regime aims to test and/ or support an authority in ensuring compliance in any one or more of the five standard components. These standards are effectively a guide to good practice and hence by pursuing them, can help ensure the County Council's compliance with, and capability of complying with, the requirements imposed by or under the Biosecurity Act, and can assist the Council with identifying measures for improved compliance with the requirements imposed by or under the Act.

MAP 1: County District – Area of Operations

The authorised area of operations for the Upper Macquarie County Council is shown on the following map. The area is comprised of near 1.35 million hectares of land, intersected by some 4,200 kilometres of roadways, with nearly 40,000 private landholdings supporting a population of about 77,000 people.



Upper Macquarie County Council Area of Operations includes over 120,000 ha of forest plantations; more than 375,000 ha of national park estate; and private land holdings covering 845,000 ha of which the majority is rural land.

5 Principal Business Activity - Weed Biosecurity

The principal business activity of the Upper Macquarie County Council is its function as a local control authority for weed biosecurity, throughout the county district that is also its formal area of operations. Since the Council neither owns nor occupies any land, it has no weed biosecurity duty itself and hence no business activity in relation to such a duty.

As the local control authority for weed biosecurity the County Council's principal business activity expands into all those aspects of the prevention, elimination, minimisation, and management of the weed biosecurity risk posed or likely to be posed by weeds on all land in the county district. The objectives, standards and priorities for this business are generally well defined, in legislation and associated regulatory and advisory instruments, in terms of the manner and extent to which the local control authority function can be implemented and the appropriateness of standards, processes and practices to be used.

At the strategic level, the County Council business must align its structures, systems and processes with both the governance requirements of the Local Government Act (1993) (which sets out a comprehensive regime of reporting, reviewing, documenting, checking and auditing at an administrative statutory and policy level) AND the weed biosecurity provisions of the Biosecurity Act (2015) (which sets out a more focussed regime of informing, inspecting, monitoring, enforcing, documenting, reporting and auditing at an operational and administrative statutory and policy level).

The substance of the core weed biosecurity activity of the County Council is driven by the Biosecurity Act (2015) and is best explained by reference to the following subsets that together make up the sum of that activity:

1. Educating and advising landholders with regards to weed biosecurity duties and measures that might be taken to comply;
2. Inspecting and monitoring the land for compliance with a landholders weed biosecurity duty;
3. Taking enforcement actions (as appropriate) to encourage or force compliance with a landholders weed biosecurity duty;
4. Keeping suitable records about the manner and extent to which it exercises its statutory functions; and
5. Reporting to NSW Primary Industries about the outcomes achieved from exercising its statutory functions including provision of generic performance statistics.

The substance of the subsidiary local government activity of the County Council is driven by the Local Government Act (1993) and is best explained in practical terms by reference to the different task groups that together make up the sum of that activity, as follows:

1. Engaging with the county community, primarily through the constituent councils, as a means of both informing them of the county councils activities and taking into account the hopes and aspirations of those communities; and
2. Ensuring good governance of the County Council through an appropriate package of systems, processes, policies, codes, procedures, and guidelines; and meeting all statutory requirements relating to audits, conduct and reporting.

6 Strategic Biosecurity Objectives

The following section outlines the various biosecurity strategic objectives, the implementation strategies (referred to herein as Priorities) and the general target set for those priorities.

Objective 1: Weed Biosecurity Risk Detection and Monitoring

Implement a suitable landholdings inspection regime across the county district to identify and rank weed biosecurity risks and encourage the landholder or occupier to adequately meet their weed biosecurity duty.

1.1: All areas are inspected in proportion to the Weed Action Plan target funding level.

1.2: Prior notice during cooperative compliance phase according to the *UMCC compliance and enforcement policy*.

1.3 Property Inspection Schedule is in accordance with the weed biosecurity risk ratings established by the *UMCC compliance and enforcement policy*.

1.4. An in-house review of the potential and extent of / upgrades/ additional technologies is undertaken on an annual basis. As improved technologies become available as appropriate to support detection and ranking of weed biosecurity risks.

Objective 2. Weed Biosecurity Risk Reduction

Achieve a reduced overall level of weed biosecurity risk in the county district through an appropriate mix of cooperative compliance and enforced compliance measures.

2.1: Weed biosecurity officers undertake extension work in relation to stakeholder interest group meetings, attending agricultural shows, and consulting with quarrying, agriculture and forest industry organisations.

2.2: A suite of 'property inspection reports' including for establishing weed infestation status,' weed control advice', and weed management programs are available.

2.3: Encourage binding biosecurity undertakings from landholders as part of the cooperative enforcement phase.

2.4: Enforceable direction notices are all issued in accordance with the *UMCC compliance and enforcement policy*.

2.5: Penalty Infringement Notices are all issued in accordance with the *UMCC compliance and enforcement policy*.

2.6: Court proceedings are instigated against any recalcitrant owner or occupier of land in accordance with the *UMCC compliance and enforcement policy*.

Objective 3. Weed Biosecurity Risk Treatment Programs

Develop, implement, co-ordinate and review weed control programs in support of cooperative landowners or occupiers seeking practical Council support in tackling weed biosecurity matters.

3.1. Where seasonal conditions permit, implement a spring and autumn program annually - targeting 'serrated tussock' grass. Where seasonal conditions permit, implement one programs annually - targeting 'blackberry'.

3.2: Engage with Forests NSW and have them participate in roadside weed spraying programs. Engage with NSW Crown Lands, Transport for NSW and National Parks in weed management and control programs.

3.3: Maintain or increase the level of roadside control to constituent Council funding levels.

Objective 4. Weed Biosecurity Records & Audits

Keep suitable records about the exercise of the Council's weed biosecurity control functions to meet operational, enforcement and compliance auditing requirements.

4.1: Maintain 'job numbers' system.

4.2: Refreshed suite of operational data is recorded in biosecurity register according to procedural requirements on an ongoing basis.

4.3: Provide performance measures that address quality, effectiveness and efficiency for key areas of operation.

4.4: Self-audit undertaken annually and reported to Council in association with annual reports.

Objective 5. Weed Biosecurity Statutory Reporting

To meet all statutory reporting requirements imposed under the Local Government Act (1993), Biosecurity Act (2015) and other legislation as per reporting timetables.

5.1: Agency data requests are met within agreed submission timeframes / deadlines.

5.2: In a timely manner when matters arise.

5.3: Annual report following Council consideration is submitted by the due date.

7 Strategic Governance Objectives.

The following section outlines the various governance strategic objectives, the implementation strategies (referred to herein as Priorities) and the general target set for those priorities.

Objective 6: Sustainable Resourcing of the Principle Business Activity

Secure the allocation of sufficient financial and human resources and to optimise those scarce resources in pursuit of core business duties and obligations.

6.1: Review to inform this 2022/23/2031/32 strategic business activity plan. Further review annually to transform and maintain the strategic business activity plan as a long-term sustainable model.

6.2: Apply a zero-based approach to budget preparation before adoption of annual operating budget and ongoing thereafter. Cost/ benefit testing process is in place (for new or different proposals) before adoption of annual operating budget and ongoing thereafter.

6.3: Procurement Policy and procedures in place and reviewed when required.

6.4: Ongoing scanning for opportunities and applications made where there is a clear cost / benefit evident.

Objective 7: Innovation and Quality

To continuously innovate, adapt and apply initiative in decision-making and problem solving with a view to achieving an efficient, effective and quality-focussed business.

7.1: Evidence of achievements presented to and recognised by the Council on an ongoing basis.

7.2: Drone inspection fleet be maintained in support of biosecurity officer in their field.

7.3: Subject to cost / benefit result and available funds - ongoing review on available technology.

7.4: Subject to cost / benefit result and available funds - refined or upgraded GIS system and support mechanisms in operation.

Objective 8: Biosecurity Advice & Information

To leverage of information and material created by NSW DPI and LLS with a view to enhancing the impact of target educational and advisory functions (i.e. achieve greater cooperative compliance with biosecurity duties).

8.1: Relevant information prepared / obtained and provided with all Intention to Inspect Notices.

8.2: Targeted advice annually. Public advice on an ongoing basis.

8.3: Liaise closely on an ongoing basis with DPI and Central Tablelands LLS regarding available information sources.

Objective 9: Weed Biosecurity Enforcement

To strengthen and expand the effectiveness of the County Council's regulatory role and enhancing credibility in the regulatory process – particularly in terms of fairness and consistency.

9.1: Compliance and enforcement policy for implementing the Biosecurity Act (2015) in place and reviewed. Ensure compliance and enforcement policy is implemented in a consistent and equitable manner tested by peer review process.

9.2: Direct contact between the County Council GM and each key agency (Forests NSW; ; Crown Lands; Transport for NSW; NPWS) creating and maintaining a binding undertaking. Direct contact between the County Council, Local MP and relevant Ministers of the Crown regarding each key agency (Forests NSW; ; NPWS; Crown Lands; Transport for NSW;) seeking a binding undertaking if an agency declines to cooperate.

9.3: Forced compliance actions 'ramp-up' according to the *UMCC compliance and enforcement policy* from the start of 2018/2019. Direct enforcement action by the County Council against each key agency (Forests NSW; NPWS; Crown Lands; Transport for NSW;). *(IF REQUIRED)*

9.4: A risk based assessment model, tailored for the county district circumstances is the basis for ranking weed biosecurity risk (and hence subsequent levels of enforcement activity) according to the *UMCC compliance and enforcement policy*.

Objective 10: An Exemplary Biosecurity Workforce

To leverage off the experience and understanding of weed biosecurity matters, held by council staff, LLS and DPI to evolve the UMCC Weed Biosecurity Officers into the new proactive and motivational era of weed biosecurity under the Biosecurity Act (2015).

10.1: The training plan maintained and reviewed. Incremental planned and staged training delivery. On an ongoing basis.

10.2: Involve weed biosecurity officers in all stages of creating and refining operational and enforcement procedures and guidelines that they are required to implement Iterative feedback and continuous refinements to documented systems and processes as they are implemented on an ongoing basis.

10.3: Liaise closely on an ongoing basis with DPI and central tablelands LLS regarding updated information and guidance information.

10.4: Continue to engage regionally on an ongoing basis with DPI and central tablelands LLS and related advisory committees regarding weed biosecurity matters.

Objective 11: Measuring Weed Biosecurity Activity and Outcomes

To suitably monitoring organisational achievements and measure outcomes accordingly as a means of demonstrating value for money to stakeholders and informing the organisation about areas for attention.

11.1: Management Information System (MIS) devised and activated and reviewed.

11.2: Reports to be provided on an ongoing basis.

11.3: Contact meetings between the County Council and the Constituent Councils 2 times annually or otherwise by agreement.

Objective 12: Support Good Organisational Governance

To ensure that the County Council governance structures and processes are designed (and appropriately implemented) to ensure accountability, transparency, responsiveness, rule of law, stability, equity and inclusiveness, empowerment, and broad-based participation.

12.1: All mandatory policies and procedures linked to statutory requirements are refreshed and up to date and reviewed annually or biannually thereafter. All discretionary policies and procedures reviewed annually or biannually.

12.2: The *Annual Report* following Council consideration is published / submitted by the due date.

12.3: Designated documents including annual financial and auditors reports, management plans and various codes, agendas, business papers and minutes of meetings; information contained in certain registers; as well as plans and policies will be listed in the Councils *Agency Information Guide* updated annually.

12.4: Annual Auditor General's Report contains no substantial qualifications.

12.5: All relevant codes, standards and regulatory requirements for Council, Council meetings and Councillors are adhered to.

8 County Council Resourcing Strategy

This section sets out the County Council's long-term plan for the provision of the necessary financial and human resources required to implement the objectives and priorities established by the Business Activity Strategic Plan – particularly those identified in the sections for ***strategic biosecurity objectives*** and ***strategic governance objectives***.

This long-term plan contains three management sub-plans, namely:

1. **The long-term Workforce Management Plan** is attached as **Appendix A** to this Business Activity Strategic Plan.
2. **The long-term Asset Management Plan** is attached as **Appendix B** to this Business Activity Strategic Plan.
3. **The long-term Financial Management Plan** is attached as **Appendix C** to this Business Activity Strategic Plan.

APPENDIX A: UMCC Workforce Management Plan

This UMCC Workforce Management Strategy addresses the human resourcing requirements of the County Council’s Delivery Program for at least 4 years.

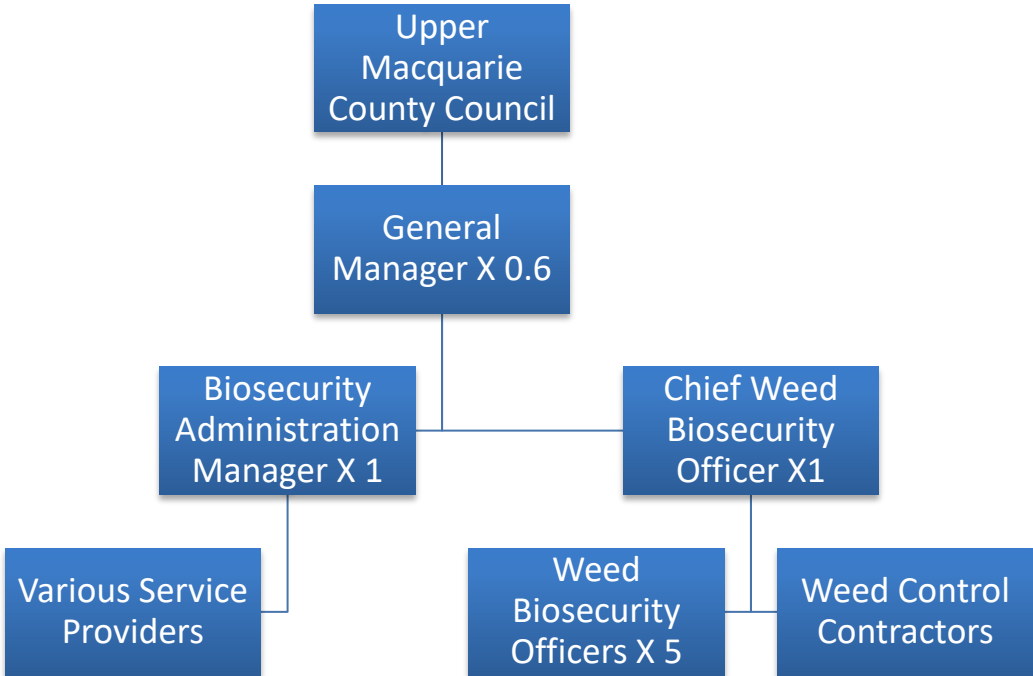
The Workforce Management Strategy reflects the small size and single-purpose nature of the County Council’s principal business activity, while also recognising the complex and extensive governance framework applying to the largest of local government authorities in NSW also applies to this organisation. The strategy is set out in the following paragraphs:

The County Council has a principal activity focussed on weed biosecurity according to the Biosecurity Act (2015) and a supplementary statutory responsibility to govern the Council in accordance with the requirements of the NSW Local Government Act (1993).

The organisational structure is quite simple with a General Manager (Part-time) accountable to the County Council through the Council Chairman, and a Chief Weeds Biosecurity Officer (AKA Biosecurity Operations Manager) and the Biosecurity Administration Manager both reporting to the General Manager. The Administration Manager position helps to ensure good governance, organisational compliance, and operational effectiveness.

In the above context the Administration Officer supports the General Manager in fulfilling the multiplicity of statutory planning, reporting, policy, and compliance functions of the Council and also delivering the book-keeping, payroll, record keeping, communications and data management aspects of the biosecurity office. The combined efforts of the General Manager and Administration Officer seek to ensure consistent and sustainable governance of the Council and minimise the unnecessary diversion of Weed Biosecurity Officer away from their core field inspectorial duties.

Additional service providers are used on both a planned and ad-hoc basis to support the organisation where it has skill gaps or time imperatives preventing matters being dealt with by permanent staff.



Financial constraints are such as to preclude the employment of field staff beyond the existing numbers and it will be necessary to consider training and a 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, is 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.

APPENDIX B: Asset Management Plan

Asset Management Plan

Upper Macquarie County Council is required to account and plan for management of its assets over a rolling 10 year time frame in terms of the applicable acquisition, disposal or replacement of the assets that it owns or intends to own.

This Asset Management Plan is based on the policy principle that the Council will only own assets that are essential for operational purposes, and where beneficial to do so such assets will be hired or leased in preference to being owned.

To gain optimum benefit from the use of Council assets, so far as practical and within the financial resources available, Council endeavours to ensure that: -

1. Assets are utilised to their fullest potential to maximise usage and economic performance.
2. Asset acquisition, disposal, replacement, or upgrade is carried out in only where there is demonstrated need and alternative modes of delivery have been considered.
3. Asset management practices conform to legislative requirements and endeavour to reflect best practice in the industry.
4. Assets are maintained in accordance with manufactures' recommendations and appropriate WHS standards.

The scale and nature of the Council's Principal Business Activity – largely field based with office-based coordination activity - only requires a modest array of tangible assets. The Council's total asset pool set out in **Table A** herein identifies all the assets owned by Council and sets out the projected asset replacement program including estimated replacement costs, based on the current optimum life expectancy.

The Council's established strategy is to replace each of its vehicles at intervals of six years to minimise maintenance costs and maximise trade in values. This strategy is open to review on an ongoing basis in view of the rapidly changing new and used motor vehicle market – whereby net change over costs is increasing annually. If found to be financially advantageous to do so, vehicles be replaced more or less frequently.

Council now uses a plant replacement reserve approach to funding plants and equipment replacement.

Depreciation of vehicles and plant is calculated using the straight-line method to allocate an asset cost over its estimated useful life. Estimated useful lives of plant and equipment for management planning purposes is 5 years.

Table A: Plant & Equipment Indicative Replacement Program 2022/2023 – 2031/2032

Plant No.	Description	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031	2031/ 2032
1	Tray top utility Triton	\$36,000.00						\$42,000.00			
2	Tray top utility Triton	\$36,000.00						\$42,000.00			
3	Tray top utility Triton							\$42,000.00			
4	Tray top utility Ranger	\$36,000.00	\$36,000.00						\$42,000.00		
5	Tray top utility Ranger		\$36,000.00						\$42,000.00		
6	Tray top utility Ranger		\$36,000.00						\$42,000.00		
7	Tray top utility Nissan	\$36,000.00						\$42,000.00			
8	Quick spray Units (Large)	\$20,000.00			\$22,000.00						
9	Quick spray Units (Medium)					\$6,000.00					
10	Quick spray Units (small)	\$1,000.00									
11	Drones Fleet	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$42,000.00	\$4,000.00	\$4,000.00	\$4,000.00
12	Office Furniture	\$5,000.00				\$5,000.00				\$5,000.00	
13	Web Page	\$10,000.00				\$5,000.00					\$5,000.00
14	Technology & Equipment	\$14,000.00	\$8,000.00		\$8,000.00	\$14,000.00	\$8,000.00		\$2,500.00	\$24,000.00	\$9,000.00
Total Purchases	[NET COST BASIS]	\$198,000.00	\$120,000.00	\$4,000.00	\$34,000.00	\$34,000.00	\$12,000.00	\$210,000.00	\$132,500.00	\$33,000.00	\$18,000.00

APPENDIX C: Financial Management Plan

Financial Management Plan

Funding Sources

There are currently only two established key sources of revenue available to the County Council being

- (a) voluntary contributions from constituent councils – which are a recurrent and reliable income; and
- (b) recurrent grant funding from the NSW Government – which is term and State priority based.

There are also two incidental sources of revenue both of which are directly linked to the Councils weed biosecurity activities, though neither is reliable, being

- (c) the ‘above-cost’ charging for agreed weed biosecurity works on private land, and
- (d) the ‘recovery of debt’ linked to charges and penalties from weed biosecurity enforcement. The former is highly impacted by seasonal weather and economic conditions, while the latter requires forward funding with the hope of cost recovery at some point.

A potential fifth source of funding in the future could be cost recovery associated with the provision of contract weed treatment works on behalf of a local or state government agency in their capacity as either a private landowner or as a roads authority. This has occurred in the past for some Crown Lands. Works undertaken on roadsides for which the local council is the landholder has in the past been provided at a direct cost to the County Council. Local councils now provide additional, off-setting funding, that becomes direct funding for this kind of work – effectively on a fee for service basis - or decide to undertake the works (or some) themselves.

Incidentally it should be noted that the County Council does not have any practical ability, under current legislation, to levy a rate of any kind, against a council or any property in the County Council area of operations.

In addition, while capital and project ‘grant funding’ is possible from time to time, it is rarely available in any untied form, usually requires a financial contribution, and hence does not really assist with Council's recurrent operations – albeit an invaluable funding source for special projects and enhancement work.

Funding Stability

Constituent Councils make an annual contribution based on a funding model related to the theoretical cost of Priority (noxious) Weed control in each of the constituent council areas. Essentially the model applies (previous) NSW Local Government Grants Commission data to establish a cost-sharing arrangement apportioning the total annual contribution between the four constituent councils. The model uses the (previous) NSW standard cost for weed control (on a per property basis) adjusted by a weed invasion disability factor and a terrain disability factor. Contributions are increased in line with the rate of increase in General Revenue permitted by the Minister each year under the “rate pegging” legislation.

NSW Department of Primary Industries provides annual recurrent grants under the *NSW Weeds Action Program* generally based on a 5-year term agreement. These grants are based on NSW wide priorities for weed biosecurity and are linked directly to completion of weed biosecurity tasks set out in an agreed program of work.

Over time the Council needs to restructure its recurrent budget so that relatively stable income sources better match base funding required to continue with its principal business activity, and discretionary revenue only being permitted to meet discretionary expenses in the annual budget.

Core Funding Risks & Constraints

Constituent council funding is not ‘restricted’ to any weed biosecurity matter, however there is a general expectation that the amount of funds contributed by each council in a given year can be linked back to weed biosecurity action in that area. Given the basis of the funding model this is not unreasonable strategically (i.e. on average over several years) but on an annual basis is inconsistent with the County Council’s charter to deal with weed biosecurity on a risk rated basis across the whole area or operations.

NSW Government grant funding is 'restricted' - it must only be used for weed biosecurity inspectorial related activity including administration, compliance, monitoring, and educational activities. It must not be used to undertake any weed control operations (primarily as such operations are the responsibility of the landholder in fulfilling their weed biosecurity duty).

It is reasonable to expect that some State recurrent funding for priority (noxious) weeds will continue, possibly LESS if Council does a poor job – MORE if Council does a really great job.

Incidental Funding Risks & Constraints

The revenue from incidental weed control work is typically the cost of service plus a margin, which is realised in the current financial year. However, the quantum (inc and exp) is quite variable year to year since the *work to be done* is very dependent on such factors as local weather, annual climate, the degree of co-operative biosecurity compliance and general economic conditions.

The incidental enforcement penalties and charges revenue is typically linked to the amount of enforcement action and the degree to which enforced compliance is required. In most cases the cost side of enforced compliance (particularly with penalty infringement notices and court action) is not recovered for many years – if ever. Although quite different in nature, neither of these incidental income sources can be reliably incorporated to fund the core business activity – as the first may not materialise in a given year with a net loss to the budget; and the second will attract revenue that will be booked at a contingent asset but might take a long time to become actual income.

Real Cost – Not Cost Avoidance or Cost Transfer

Under the somewhat constrained funding circumstances within which the County Council normally operates, it is clear why constituent councils, to differing degrees have had to or have been asked to treat requests for extra services from the County Council in charitable terms. Some such services have been provided at a real cost to the council with no significant or apparent cost to the County Council. It is not really helpful in the longer term to function this way, where the County Council effectively loses track of its true cost base and eventually has to plan on this so-called charitable basis.

In order for the County Council to properly understand the cost of doing business, and manage its operations accordingly, it needs to engage with constituent councils regarding extra services more on a fee for service basis (given the shared interests cost recovery is fine) while the sharing of advice, experience and expertise at an intellectual level is quite properly a no-charge activity.

Good Governance

Good Governance is, of course, essential. But it takes enough good people to build and maintain the systems, processes and structures required to achieve then maintain good governance. Under the circumstances the County Council has done well on the surface, but underneath there have historically been some 'blemishes' that needed attention. As industry standards and regulatory requirements increasingly demand more and more reporting, more public access, more auditing, more policies etc administration resources have continued static at a minimalist level well below required standards.

Investment Activity

The investments that have been made in field based geographical information system applications for biosecurity officers and the introduction of drones is the way forward – and this plan aims to address what is needed. It is important that the County Council secures and embraces more established and emerging technologies so that it can be effective and efficient in what it does, and potentially lead the field in local weed biosecurity management.

Restricted & Discretionary Cash Reserves

It is not unusual practice in local government to have appropriate statutory and discretionary and restricted cash reserve account to balance out significant cash flows variations across a multi-year funding cycle and simultaneously provide for reserving any short-term surplus funds for important items or projects planned in the

future.

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

The issue of using discretionary cash reserve accounts to provide funds for future capital and or recurrent project works is to be implemented considering the fresh approach to zero-based annual budgeting and the expected generation of modest annual surpluses. The intention is for annual operating surpluses to be put into designated financial reserve accounts to provide the funds required to implement the key elements of this business activity strategic plan over the next few years.

Council did, in 2018, issue the following policy directives in relation to cash reserves:

- Council budgets will be prepared on the basis that the core annual operating expenditure will be funded with unrestricted cash sufficient to maintain a fixed cost cover ratio of >100%. Establishing the limits of 'certain' income from recurrent State operational grants and income from constituent council contributions and aligning the total quantum of nondiscretionary (core business) expenditure therewith is expected to achieve the desired fixed cost cover ratio by 2020.
- Council will fund capital works (primarily asset, technology and plant replacement) and special projects (primarily technology enhancement and weed biosecurity innovations) from grants and financial reserves within the limits of the purpose, funds available, and funding restrictions applicable to the relevant cash reserve fund.
- Council will only set up cash reserve accounts (distinct provisions in the balance Sheet) for capital works or for special projects or purposes as listed in the financial reserve policy - as amended from time to time.
- Council will transfer all annual operating cash surpluses - in excess of Operational Reserve cash - into the relevant restricted cash reserve no later than at the close of accounts each year as set out in this policy or at other times when appropriate.

The County Council adopted a detailed *Financial Reserves Policy* in 2018 to refine the way financial reserves will be managed during the period of this plan.

Financial Plan Notes

NOTE 1: The assumptions used in the 10-year + financial plan projected budgets are the same as those used in the annual operating plan and the 4-year delivery plan.

Table 1 Projected 10 Year Income & Expenditure Statement

Income Budget Estimate	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
Landholder Support Program											
Chemical Sales	\$13,200.00	\$23,000.00	\$23,000.00	\$23,000.00	\$23,000.00	\$23,690.00	\$24,400.70	\$25,132.72	\$25,886.70	\$26,663.30	\$27,463.20
Aerial Spraying Works	\$440,000.00	\$330,000.00	\$339,900.00	\$350,097.00	\$360,599.91	\$371,417.91	\$382,560.44	\$394,037.26	\$405,858.38	\$418,034.13	\$430,575.15
	\$453,200.00	\$353,000.00	\$362,900.00	\$373,097.00	\$383,599.91	\$395,107.91	\$406,961.14	\$419,169.98	\$431,745.08	\$444,697.43	\$458,038.35
Roadside Spraying Program											
Bathurst Roadside	\$58,969.00	\$60,443.23	\$61,954.31	\$63,503.16	\$65,090.74	\$66,718.01	\$68,385.96	\$70,095.61	\$71,848.00	\$73,644.20	\$75,485.31
Lithgow Roadside	\$47,912.00	\$27,670.00	\$28,361.75	\$29,070.79	\$29,797.56	\$30,542.50	\$31,306.07	\$32,088.72	\$32,890.93	\$33,713.21	\$34,556.04
Oberon Roadside	\$27,169.00	\$27,848.23	\$28,544.43	\$29,258.04	\$29,989.49	\$30,739.23	\$31,507.71	\$32,295.40	\$33,102.79	\$33,930.36	\$34,778.62
Blayney Roadside	\$18,890.00	\$19,362.25	\$19,846.31	\$20,342.46	\$20,851.03	\$21,372.30	\$21,906.61	\$22,454.27	\$23,015.63	\$23,591.02	\$24,180.80
Crown Land - Agency Work	\$2,500.00	\$2,500.00	\$2,562.50	\$2,626.56	\$2,692.23	\$2,759.53	\$2,828.52	\$2,899.23	\$2,971.71	\$3,046.01	\$3,122.16
Forestry - Agency Work	\$2,500.00	\$20,000.00	\$20,500.00	\$21,012.50	\$21,537.81	\$22,076.26	\$22,628.16	\$23,193.87	\$23,773.72	\$24,368.06	\$24,977.26
	\$157,940.00	\$157,823.70	\$161,769.29	\$165,813.52	\$169,958.86	\$174,207.83	\$178,563.03	\$183,027.11	\$187,602.78	\$192,292.85	\$197,100.17
Weed Biosecurity Risk Management Program											
Government Grants	\$332,371.00	\$332,371.00	\$342,342.13	\$352,612.39	\$363,190.77	\$374,086.49	\$385,309.08	\$396,868.36	\$408,774.41	\$421,037.64	\$433,668.77
Bathurst Operating	\$240,033.00	\$246,033.83	\$252,184.67	\$258,489.29	\$264,951.52	\$272,900.07	\$281,087.07	\$289,519.68	\$298,205.27	\$307,151.43	\$316,365.97
Lithgow Operating	\$196,981.00	\$201,905.53	\$206,953.16	\$212,126.99	\$217,430.17	\$223,953.07	\$230,671.66	\$237,591.81	\$244,719.57	\$252,061.16	\$259,622.99
Oberon Operating	\$110,593.00	\$113,357.83	\$116,191.77	\$119,096.56	\$122,073.98	\$125,736.20	\$129,508.28	\$133,393.53	\$137,395.34	\$141,517.20	\$145,762.71
Blayney Operating	\$76,890.00	\$78,812.25	\$80,782.56	\$82,802.12	\$84,872.17	\$87,418.34	\$90,040.89	\$92,742.12	\$95,524.38	\$98,390.11	\$101,341.81
	\$956,868.00	\$972,480.43	\$998,454.29	\$1,025,127.36	\$1,052,518.60	\$1,084,094.16	\$1,116,616.99	\$1,150,115.50	\$1,184,618.96	\$1,220,157.53	\$1,256,762.26
Business Management Program											
Enforcement Fines & Costs	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$8,000.00	\$9,000.00	\$10,000.00	\$11,000.00	\$12,000.00	\$12,000.00
Interest on Investments - Bank	\$5,000.00	\$7,500.00	\$11,000.00	\$12,000.00	\$13,000.00	\$13,390.00	\$13,791.70	\$14,205.45	\$14,631.61	\$15,070.56	\$15,522.68
Certificates - Adverse	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,200.00	\$4,400.00	\$4,600.00	\$4,600.00	\$4,600.00	\$4,600.00
Gen. Admin. - Sundry Income	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,150.00	\$5,304.50	\$5,463.64	\$5,627.54	\$5,796.37	\$5,970.26
Motor Vehicle - Sundry	\$5,000.00	\$5,000.00	\$5,150.00	\$5,304.50	\$5,463.64	\$5,627.54	\$5,796.37	\$5,970.26	\$6,149.37	\$6,333.85	\$6,523.87
Profit on Sale of Assets		\$44,000.00	\$33,000.00				\$50,000	\$40,000			
	\$26,000.00	\$72,500.00	\$65,150.00	\$33,304.50	\$34,463.64	\$36,367.54	\$38,292.57	\$40,239.35	\$42,008.53	\$43,800.78	\$44,616.81
Total Income	\$1,751,948.00	\$1,555,804.13	\$1,588,273.58	\$1,597,342.38	\$1,640,541.01	\$1,689,777.45	\$1,740,433.73	\$1,792,551.93	\$1,845,975.35	\$1,900,948.60	\$1,956,517.59
Expenses Budget Estimate	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
Landholder Support Program											
Sale of Chemicals	\$12,000.00	\$20,000.00	\$20,600.00	\$21,218.00	\$21,854.54	\$22,510.18	\$23,185.48	\$23,881.05	\$24,597.48	\$25,335.40	\$26,095.46
Private Aerial Spraying & Chemical	\$400,000.00	\$230,000.00	\$236,900.00	\$244,007.00	\$251,327.21	\$258,867.03	\$266,633.04	\$274,632.03	\$282,870.99	\$291,357.12	\$300,097.83
	\$412,000.00	\$250,000.00	\$257,500.00	\$265,225.00	\$273,181.75	\$281,377.20	\$289,818.52	\$298,513.07	\$307,468.47	\$316,692.52	\$326,193.30
Roadside Spraying Program											
Roadside spraying BX Contractors	\$58,969.00	\$38,110.39	\$39,063.15	\$40,039.73	\$41,040.72	\$42,066.74	\$43,118.41	\$44,196.37	\$45,301.28	\$46,433.81	\$47,594.65
Roadside spraying BLA Contractors	\$18,890.00	\$12,208.20	\$12,513.41	\$12,826.24	\$13,146.90	\$13,475.57	\$13,812.46	\$14,157.77	\$14,511.71	\$14,874.51	\$15,246.37
Roadside spraying LX Contractors	\$47,912.00	\$17,446.37	\$17,882.53	\$18,329.59	\$18,787.83	\$19,257.53	\$19,738.97	\$20,232.44	\$20,738.25	\$21,256.71	\$21,788.13
Roadside spraying OB Contractors	\$27,169.00	\$17,558.74	\$17,997.71	\$18,447.65	\$18,908.84	\$19,381.56	\$19,866.10	\$20,362.76	\$20,871.82	\$21,393.62	\$21,928.46
Contractors - Crown Land	\$2,500.00	\$2,500.00	\$2,562.50	\$2,626.56	\$2,692.23	\$2,759.53	\$2,828.52	\$2,899.23	\$2,971.71	\$3,046.01	\$3,122.16
Contractors - Forestry	\$2,500.00	\$20,000.00	\$20,500.00	\$21,012.50	\$21,537.81	\$22,076.26	\$22,628.16	\$23,193.87	\$23,773.72	\$24,368.06	\$24,977.26
	\$157,940.00	\$107,823.70	\$110,519.29	\$113,282.27	\$116,114.33	\$119,017.19	\$121,992.62	\$125,042.44	\$128,168.50	\$131,372.71	\$134,657.03
Weed Biosecurity Risk Management Program											

Management Salaries BAO	\$83,153.00	\$72,500.00	\$74,675.00	\$76,915.25	\$79,222.71	\$81,599.39	\$84,047.37	\$86,568.79	\$89,165.86	\$91,840.83	\$94,596.06
		\$11,000.00									
Management Superannuation BAO	\$7,900.00	\$8,767.50	\$8,214.25	\$8,845.25	\$9,506.72	\$9,791.93	\$10,085.68	\$10,388.25	\$10,699.90	\$11,020.90	\$11,351.53
Community Consultation	\$1,000.00	\$1,000.00	\$1,030.00	\$1,060.90	\$1,092.73	\$1,125.51	\$1,159.27	\$1,194.05	\$1,229.87	\$1,266.77	\$1,304.77
Remote Work Safety	\$2,800.00	\$2,800.00	\$2,884.00	\$2,970.52	\$3,059.64	\$3,151.42	\$3,245.97	\$3,343.35	\$3,443.65	\$3,546.96	\$3,653.36
WHS Equipment	\$9,000.00	\$5,000.00	\$5,150.00	\$5,304.50	\$5,463.64	\$5,627.54	\$5,796.37	\$5,970.26	\$6,149.37	\$6,333.85	\$6,523.87
Staff - Training	\$10,000.00	\$15,000.00	\$15,450.00	\$15,913.50	\$16,390.91	\$16,882.63	\$17,389.11	\$17,910.78	\$18,448.11	\$19,001.55	\$19,571.60
Staff Uniforms	\$2,500.00	\$2,500.00	\$2,575.00	\$2,652.25	\$2,731.82	\$2,813.77	\$2,898.19	\$2,985.13	\$3,074.68	\$3,166.93	\$3,261.93
Law Costs and Prosecution	\$0.00	\$84,000.00	\$74,200.00	\$42,436.00	\$43,709.08	\$45,020.35	\$46,370.96	\$47,762.09	\$49,194.95	\$50,670.80	\$52,190.93
Biosecurity Superannuation	\$38,560.00	\$50,400.00	\$55,944.00	\$59,991.36	\$64,790.67	\$66,734.39	\$68,736.42	\$70,798.51	\$72,922.47	\$75,110.14	\$77,363.45
WBO Salaries	\$405,899.00	\$480,000.00	\$501,600.00	\$521,664.00	\$539,922.24	\$556,119.91	\$572,803.50	\$589,987.61	\$607,687.24	\$625,917.85	\$644,695.39
Plant Running Expenses	\$43,941.00	\$43,941.00	\$45,259.23	\$46,617.01	\$48,015.52	\$49,455.98	\$50,939.66	\$52,467.85	\$54,041.89	\$55,663.14	\$57,333.04
Depreciation	\$50,000.00	\$60,000.00	\$70,000.00	\$65,000.00	\$65,000.00	\$60,000.00	\$30,000.00	\$45,000.00	\$75,000.00	\$75,000.00	\$70,000.00
Office Rental	\$6,000.00	\$12,000.00	\$12,360.00	\$12,730.80	\$13,112.72	\$13,506.11	\$13,911.29	\$14,328.63	\$14,758.49	\$15,201.24	\$15,657.28
Printing and Stationery	\$4,000.00	\$2,000.00	\$2,060.00	\$2,121.80	\$2,185.45	\$2,251.02	\$2,318.55	\$2,388.10	\$2,459.75	\$2,533.54	\$2,609.55
Contract IT Support	\$26,931.00	\$37,000.00	\$38,110.00	\$39,253.30	\$40,430.90	\$41,643.83	\$42,893.14	\$44,179.93	\$45,505.33	\$46,870.49	\$48,276.61
ICT Support Services	\$23,400.00	\$10,000.00	\$10,300.00	\$10,609.00	\$10,927.27	\$11,255.09	\$11,592.74	\$11,940.52	\$12,298.74	\$12,667.70	\$13,047.73
Office Equipment Maintenance	\$3,000.00	\$2,000.00	\$2,060.00	\$2,121.80	\$2,185.45	\$2,251.02	\$2,318.55	\$2,388.10	\$2,459.75	\$2,533.54	\$2,609.55
Postages and Notices	\$3,000.00	\$2,000.00	\$2,060.00	\$2,121.80	\$2,185.45	\$2,251.02	\$2,318.55	\$2,388.10	\$2,459.75	\$2,533.54	\$2,609.55
Telephone Plans	\$10,000.00	\$8,000.00	\$8,240.00	\$8,487.20	\$8,741.82	\$9,004.07	\$9,274.19	\$9,552.42	\$9,838.99	\$10,134.16	\$10,438.19
Sundry Expenses	\$7,000.00	\$5,000.00	\$5,150.00	\$5,304.50	\$5,463.64	\$5,627.54	\$5,796.37	\$5,970.26	\$6,149.37	\$6,333.85	\$6,523.87
	\$738,084.00	\$914,908.50	\$937,321.48	\$932,120.74	\$964,138.36	\$986,112.52	\$983,895.89	\$1,027,512.77	\$1,086,988.15	\$1,117,347.80	\$1,143,618.23
Business Management Program											
Chairman's Allowance	\$7,929.00	\$7,929.00	\$8,166.87	\$8,411.88	\$8,664.23	\$8,924.16	\$9,191.88	\$9,467.64	\$9,751.67	\$10,044.22	\$10,345.55
Members' Fees	\$32,000.00	\$32,000.00	\$36,000.00	\$37,000.00	\$38,000.00	\$40,000.00	\$42,000.00	\$44,000.00	\$46,000.00	\$48,000.00	\$50,000.00
Members Travelling	\$3,966.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,100.00	\$4,223.00	\$4,349.69	\$4,480.18	\$4,614.59	\$4,753.02	\$4,895.61
Members Superannuation	\$0.00	\$4,192.55	\$4,858.36	\$5,222.37	\$5,599.71	\$5,870.90	\$6,143.03	\$6,416.12	\$6,690.20	\$6,965.31	\$7,241.47
Members Subsistence	\$3,964.00	\$3,000.00	\$3,090.00	\$3,182.70	\$3,278.18	\$3,376.53	\$3,477.82	\$3,582.16	\$3,689.62	\$3,800.31	\$3,914.32
Management Salaries GM	\$102,000.00	\$102,000.00	\$105,060.00	\$108,211.80	\$111,458.15	\$114,801.90	\$118,245.96	\$121,793.33	\$125,447.13	\$129,210.55	\$133,086.86
Management Superannuation GM	\$9,690.00	\$10,710.00	\$11,556.60	\$12,444.36	\$13,374.98	\$13,776.23	\$14,189.51	\$14,615.20	\$15,053.66	\$15,505.27	\$15,970.42
Legal Expenses	\$8,000.00	\$5,000.00	\$5,150.00	\$5,304.50	\$5,463.64	\$5,627.54	\$5,796.37	\$5,970.26	\$6,149.37	\$6,333.85	\$6,523.87
External Audit Fees	\$17,900.00	\$18,500.00	\$19,055.00	\$19,626.65	\$20,215.45	\$20,821.91	\$21,446.57	\$22,089.97	\$22,752.67	\$23,435.25	\$24,138.30
Accounting Fees	\$3,059.00	\$11,000.00	\$11,330.00	\$11,669.90	\$12,020.00	\$12,380.60	\$12,752.01	\$13,134.58	\$13,528.61	\$13,934.47	\$14,352.51
Internal Audit	\$3,000.00	\$15,000.00	\$15,450.00	\$15,913.50	\$16,390.91	\$16,882.63	\$17,389.11	\$17,910.78	\$18,448.11	\$19,001.55	\$19,571.60
Bank Charges	\$2,000.00	\$2,000.00	\$2,060.00	\$2,121.80	\$2,185.45	\$2,251.02	\$2,318.55	\$2,388.10	\$2,459.75	\$2,533.54	\$2,609.55
LGNSW Subscription - JO Membership	\$1,938.00	\$4,000.00	\$4,120.00	\$4,243.60	\$4,370.91	\$4,502.04	\$4,637.10	\$4,776.21	\$4,919.50	\$5,067.08	\$5,219.09
Insur. - Members' Accident	\$1,742.00	\$1,917.00	\$1,974.51	\$2,033.75	\$2,094.76	\$2,157.60	\$2,222.33	\$2,289.00	\$2,357.67	\$2,428.40	\$2,501.25
Insur. - Crime	\$677.00	\$745.00	\$767.35	\$790.37	\$814.08	\$838.50	\$863.66	\$889.57	\$916.26	\$943.74	\$972.06
Insur. - Profession. Indemnity	\$24,825.00	\$27,308.00	\$28,127.24	\$28,971.06	\$29,840.19	\$30,735.39	\$31,657.46	\$32,607.18	\$33,585.40	\$34,592.96	\$35,630.75
Insur. - Councillors & Officer	\$12,303.00	\$13,534.00	\$13,940.02	\$14,358.22	\$14,788.97	\$15,232.64	\$15,689.62	\$16,160.30	\$16,645.11	\$17,144.47	\$17,658.80
Workers Comp. - Employees	\$17,600.00	\$19,360.00	\$19,940.80	\$20,539.02	\$21,155.19	\$21,789.85	\$22,443.55	\$23,116.85	\$23,810.36	\$24,524.67	\$25,260.41
	\$252,593.00	\$282,195.55	\$294,646.75	\$304,045.47	\$313,814.79	\$324,192.44	\$334,814.21	\$345,687.44	\$356,819.66	\$368,218.65	\$379,892.41
Total Expenditure	\$1,718,557.00	\$1,554,927.75	\$1,599,987.52	\$1,614,673.48	\$1,667,249.24	\$1,710,699.34	\$1,730,521.24	\$1,796,755.71	\$1,879,444.77	\$1,933,631.67	\$1,984,360.96
NET RESULT FOR THE YEAR	\$33,391.00	\$876.38	-\$11,713.94	-\$17,331.10	-\$26,708.23	-\$20,921.90	\$9,912.49	-\$4,203.78	-\$33,469.42	-\$32,683.07	-\$27,843.37