

UPPER MACQUARIE COUNTY COUNCIL

Business Activity Strategic Plan

10 Year period 2018/2019 to 2027/2028

Approved by the Council June 15th 2018



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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 two (2) Councillor representatives from each of the four (4) constituent councils, and the county district 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, which dictates by default that its core business functions are primarily driven by biosecurity legislation. In this context the 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, is intersected by nearly 3,920 kilometres of roadways, and supporting a 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 UMCC 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 a (currently draft) *Standard for Weed Management Compliance*. 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.

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.

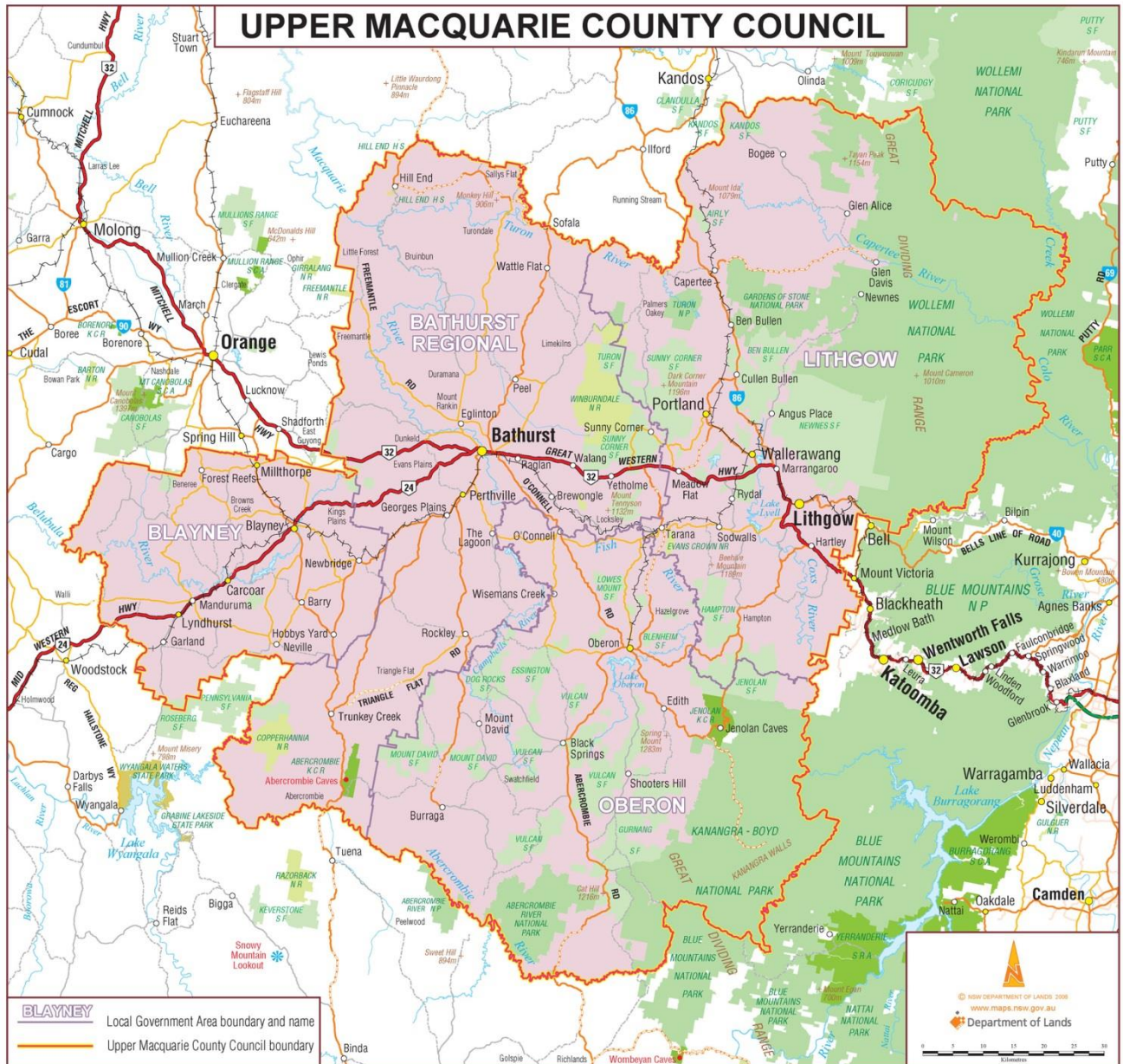
The Upper Macquarie County Council embraces the state standards for weed management compliance and will progressively incorporate their intent throughout its plans and activities at an operational and strategic level.

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 Compliance*. 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 identify 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 comprises of near 1,347,800 hectares of land, intersected by some 3,920 kilometres of roadways, and supporting a population of about 77,000 people.



Upper Macquarie County Council Area of Operations – in constituent council terms are as follows:

Local Government area	Total land area (km ²)	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

5 Principle Business Activity - Weed Biosecurity

The principle 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 particular business activity in relation to such a duty.

As the local control authority for weed biosecurity the County Council's principle 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.

Priority 1.1: Implement a recurrent routine annual property inspection regime targeting priority weeds species across all constituent council areas based on weed classifications set in the current Central Tablelands Regional Strategic Weed Management Plan.

TARGET = All areas are inspected in proportion to the Weed Action Plan target funding level.

Priority 1.2: Provide an appropriate level of advance notice to landholders and occupiers for routine initial inspections and follow-up inspection of properties.

TARGET = Prior notice during cooperative compliance phase according to the *UMCC property inspection policy*.

Priority 1.3: Develop and implement a risk based property 'compliance re-inspection' program that targets weed biosecurity risks on the basis of objective risk ranking.

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

Priority 1.4: Utilise geographic information systems, global satellite positioning, satellite imagery and drone technologies as appropriate to support weed biosecurity risk detection, monitoring and targeting.

TARGET A = An in-house review of the potential and extent of / upgrades/ additional technologies is undertaken in 2018/2019.

TARGET B = All improved technologies become available as appropriate from 2019/2020 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.

Priority 2.1: Take opportunities to engage directly and indirectly with the landholder community to educate and advise landholders and occupiers of their weed biosecurity duties and what is required of them in that regard.

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

Priority 2.2: Develop and deliver (chargeable and no-charge) 'value-add' services to support landholders prepare realistic and acceptable programs/ plans for meeting their weed biosecurity duties.

TARGET = A suite of 'property inspection reports' including for establishing weed infestation status,' weed control advice', and weed management programs are available within 12 months and thereafter.

Priority 2.3: Facilitate landholders and land occupiers entering into 'binding undertakings' with regard to a suitably staged approach to fulfilling their weed biosecurity duties.

TARGET = Encourage binding biosecurity undertakings from landholders as part of the cooperative enforcement phase.

Priority 2.4: Issue enforceable direction notices to property owners and occupiers that resist or otherwise fail to fulfil their weed biosecurity duties where significant weed biosecurity risks persist after initial advice.

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

Priority 2.5: Issue on-the-spot fines (PIN's) to property owners and occupiers that fail to adequately meet their weed biosecurity duties in relation to direction notices or binding undertakings or other serious biosecurity matters.

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

Priority 2.6: Initiate court proceedings against property owners and occupiers that ignore statutory direction or penalty notices, otherwise seriously fail to meet their weed biosecurity duties, or to secure outstanding charges and penalties relating to weed biosecurity matters.

TARGET = 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 land owners or occupiers seeking practical Council support in tackling weed biosecurity matters.

Priority 3.1: Supplement the routine annual recurrent property inspection regime with an 'opt-in' aerial weed spraying program delivered notionally by the County Council on a cost+ recovery basis.

TARGET A = Where seasonal conditions permit, implement a spring and autumn program annually - targeting 'serrated tussock' grass.

TARGET B = Where seasonal conditions permit, implement one programs annually - targeting 'blackberry'.

Priority 3.2: Make NSW government agencies aware of the opportunity to 'opt-in' the general aerial weed spraying program delivered notionally by the County Council on a cost+ recovery basis OR a custom designed program to assist them meet their weed biosecurity duty.

TARGET = Engage with Forests NSW and have them participate in the aerial weed spraying program in some way.

Priority 3.3: Reform the established roadside weed spraying program delivered notionally by the County Council for constituent councils at a direct full cost to the County Council –to become a direct cost (only) recovery basis OR a custom designed program to assist them meet their weed biosecurity duty.

TARGET = Reform the current funding arrangements incrementally over 3 years commencing in 2019/2020.

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.

Priority: 4.1 Adapt the councils accounting system to better capture and produce a wide range of operationally orientated management accounting information.

TARGET = Commence a new suite of 'job numbers' commencing 2018/ 2019 and continuing thereafter.

Priority: 4.2: Refine and integrate the existing operational data collection systems to ensure a suitable range of management information becomes available in a timely manner.

TARGET = Refreshed suite of operational data is recorded in biosecurity register according to procedural requirements commencing in 2018/2019.

Priority 4.3: Establish a sound set of operational performance measure that facilitates enhanced performance reporting to key stakeholders, particularly constituent councils and the office of local government.

TARGET = A new set of performance measures that address quality, effectiveness and efficiency for key areas of operation is on place for 2019/2020.

Priority 4.4: Introduce self-audits of UMCC compliance with NSW State Weed Committee Standard for Weed Management Compliance.

TARGET = Self-audit undertaken annually and reported to Council in association with annual reports from 2019.

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.

Priority 5.1: Submit to NSW Department of Primary Industries and Local Land Services, as applicable, all available weed biosecurity meta-data on a regular basis in support of regional and state level understanding of weed biosecurity risks.

TARGET = Agency data requests are met within agreed submission timeframes / deadlines.

Priority 5.2: Present matters of key importance relating to gaps and anomalies in the biosecurity legislation to the Regional Weeds Committee and the State Weeds Committee as appropriate.

TARGET = In a timely manner when matters arise.

Priority 5.3: Provide an annual report to the DPI Secretary (and Minister when appropriate) outlining any substantive achievements and difficulties experienced as the local control authority and information about any recalcitrant government authorities.

TARGET = 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.

Priority 6.1: Periodic review of the established budget structure and associated funding priorities and testing the suitability of established service priorities and pricing in view of the new more comprehensive approach to weed biosecurity.

TARGET A = Initial review to inform this 2018/2028 strategic business activity plan.

TARGET B = Further review annually to transform and maintain the strategic business activity plan as a long-term sustainable model.

Priority 6.2: Apply ongoing cost / benefit principles to testing the suitability of established and new individual budget allocations and sourcing methods and restructure where appropriate to improve business sustainability.

TARGET A = Apply a zero-based approach to budget preparation before adoption of 2018/2019 annual operating budget and ongoing thereafter.

TARGET B = Cost/ benefit testing process is in place (for new or different proposals) before adoption of 2019/2020 annual operating budget and ongoing thereafter.

Priority 6.3: Apply sensible market testing practises to all procurement activities by the UMCC with a view to minimising waste, obtaining best value for money, and improving financial sustainability.

TARGET = New Procurement Policy and procedures in place from 2018/2019.

Priority 6.4: Assess alternative funding options for both replacing future capital funding requirements with recurrent expense alternatives and attracting/ devising new recurrent funding opportunities.

TARGET = 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.

Priority 7.1: Foster an organisational culture that supports innovation and targets excellence

TARGET = Evidence of achievements presented to and recognised by the Council on an ongoing basis.

Priority 7.2: Design and introduce (and continuously improve) a new regime of Schedule 7 (Section 28) Weed Biosecurity Information Notices, supported by a strong offer of value-add services for prospective property purchasers.

TARGET = Initial new regime commences during 2018/2019.

Priority 7.3: Introduce aerial drone technologies as an enhancement to operational effectiveness and staff productivity.

TARGET = Drone inspection fleet becomes fully operational in support of biosecurity officer in their field activities from early 2018/2019.

Priority 7.4: Investigate and introduce the use of satellite imagery as an aid to identifying, monitoring and ranking weed biosecurity risk at a catchment, district, or other relevant local boundary.

TARGET = Subject to cost / benefit result and available funds - procure and implement from 2019/ 2020.

Priority 7.5: Review and refine the existing use of geographical information systems with a view to achieving enhanced integration with information capture, reporting and monitoring outcomes.

TARGET = Subject to cost / benefit result and available funds - refined or upgraded GIS system and support mechanisms in operation from 2019/ 2020.

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).

Priority 8.1: Provide a relevant and targeted suite of weed biosecurity information and information sources to landholders in conjunction with property inspections and re-inspections.

TARGET = Relevant information prepared / obtained and provided with all Intention to Inspect Notices from 2018/2019.

Priority 8.2: Remind the real estate and land conveyance industry in the district of the availability and benefits of obtaining BOTH a Weed Biosecurity Information Notice (about outstanding fees, charges or penalties etc) as well as a Weed Status Assessment before agreeing to buy a property or as a benefit before trying to sell a property.

TARGET A = Targeted advice during 2018/2019 and annually thereafter.

TARGET B = Public advice during 2019/2020 and as needed thereafter.

Priority 8.3: Make full use of established weed biosecurity information, data and advisory opportunities available through NSW DPI and LLS where appropriate.

TARGET A = 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.

Priority 9.1: Develop and implement a new biosecurity compliance and enforcement policy and associated procedures to carefully guide authorised officers throughout the whole compliance inspections and enforcement activities journey.

TARGET = New compliance and enforcement policy for implementing the Biosecurity Act (2015) in place from 2018/2019.

TARGET = Ensure compliance and enforcement policy is implemented in a consistent and equitable manner tested by peer review process from 2019/2020.

Priority 9.2: Pursue an initial cooperative compliance approach (and later a forced compliance approach if required) to ensuring NSW State Government agencies meet their weed biosecurity duties as set out in the Biosecurity Act (2015).

TARGET A = Direct contact between the County Council GM and each key agency (Forests NSW; State Rail; NPWS) seeking a binding undertaking before the end of 2018/2019.

TARGET B = Direct contact between the County Council, Local MP and relevant Ministers of the Crown regarding each key agency (Forests NSW; State Rail; NPWS) seeking a binding undertaking if an agency declines to cooperate.

TARGET C = Direct contact between the County Council Weed Biosecurity Consultative Committee (being established) and each key agency (Forests NSW; State Rail; NPWS) as well as private landholder interest groups during 2018/2019.

Priority 9.3: For recalcitrant landholders - including NSW State Government Agencies – those who ignore or otherwise fail to meet or reasonably progress with their weed biosecurity duty - commence forced compliance options including legal action.

TARGET A = Forced compliance actions 'ramp-up' according to the *UMCC compliance and enforcement policy* from the start of 2018/2019.

TARGET B = Direct enforcement action by the County Council against each key agency (Forests NSW; State Rail; NPWS) from 2019/2020 *(IF REQUIRED)*

Priority 9.4: That the local weed biosecurity inspection, monitoring and enforcement regime is based on an objective 'risk based' process to establish the degree of weed biosecurity risk / weed biosecurity compliance level for each property.

TARGET = 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* from the start of 2018/2019.

Objective 10: An Exemplary Biosecurity Workforce

To leverage of 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).

Priority 10.1: Identify and provide a comprehensive targeted training program providing skills and knowledge enhancement associated with weed biosecurity to ensure they are highly skilled, confident and well informed in all aspects of their role.

TARGET A = The training plan will be finalised during 2018.

TARGET B = Incremental planned and staged training delivery commencing during 2018/2019 and thereafter.

Priority 10.2: Develop a full suite of appropriate procedures and guidelines [for implementing legislation and policy] to support biosecurity decision-making by officer in the field and in association with enforcement activities.

TARGET A = Involve weed biosecurity officers in all stages of creating and refining operational and enforcement procedures and guidelines that they are required to implement from 2018/2019.

TARGET B = Iterative feedback and continuous refinements to documented systems and processes as they are implemented on an ongoing basis from 2018/2019.

Priority 10.3: Make full use of established weed biosecurity procedures and guidelines prepared and updated from time to time by NSW DPI and LLS where appropriate.

TARGET A = Liaise closely on an ongoing basis with DPI and central tablelands LLS regarding updated information and guidance information.

Priority 10.4: Work closely with NSW DPI and central tablelands LLS, and other local control authorities where appropriate to share knowledge and experience and keep up to date with contemporary weed biosecurity issues.

TARGET A = 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.

Priority 11.1: Establish a suitable *management information system* for the Council that allows for and supports a comprehensive reporting and information source for staff, Council and other stakeholders as appropriate.

TARGET = Management Information System (MIS) devised and activated from early 2019.

Priority 11.2: Provide periodic information reports to key stakeholders (including constituent councils) to assist their understanding of the of the current status and progress with addressing weed biosecurity matters in the district.

TARGET A = Report contents to be established during late 2018 and subject to MIS establishment, first reports under new arrangement issued before the end of 2018/2019

Priority 11.3: Liaise periodically with the County Council Weed Biosecurity Consultative Committee to gather feedback from key industry stakeholder members regarding Council achievements, issues and other weed biosecurity matters for the district.

TARGET = Contact meetings with the Consultative Committee 3 times annually.

Priority 11.4: Liaise periodically with the Constituent Councils regarding Weed Biosecurity matters relevant to each council local area of operations.

TARGET = 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.

Priority 12.1: Review and update the Council's manual of policies, codes and procedures to ensure they meet regulatory requirements.

TARGET A = All mandatory policies and procedures linked to statutory requirements are refreshed and up to date in 2018 and reviewed annually or biannually thereafter.

TARGET B = All discretionary policies and procedures incrementally refreshed by 2019/2020 and reviewed annually or biannually thereafter.

Priority 12.2: Provide an annual report to the OLG CEO (and Minister when appropriate) compliant with all of the requirements of the Local Government Act (1993).

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

Priority 12.3: Have all relevant designated open access information available to the public as per the Government Information (Public Access) Act (2009).

TARGET = 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.

Priority 12.4: Councils financial, asset management and procurement functions meet all statutory procedural and reporting requirements and are implemented in accordance with all relevant policies, codes and regulatory requirements.

TARGET = Annual Auditor General's Report contains no substantial qualifications.

Priority 12.5: Council is provided with frank and fearless advice, council business is properly transacted, decisions of the council are implemented in a timely manner, and council meetings are conducted in an orderly manner.

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

Priority 12.6: Council renews, updates, and develops as required a comprehensive suite of the policies and procedures necessary for meeting statutory duties and obligations and others to ensure the safe, efficient and effective undertaking of works and delivery of services.

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 2018/19 – 2027/2028

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

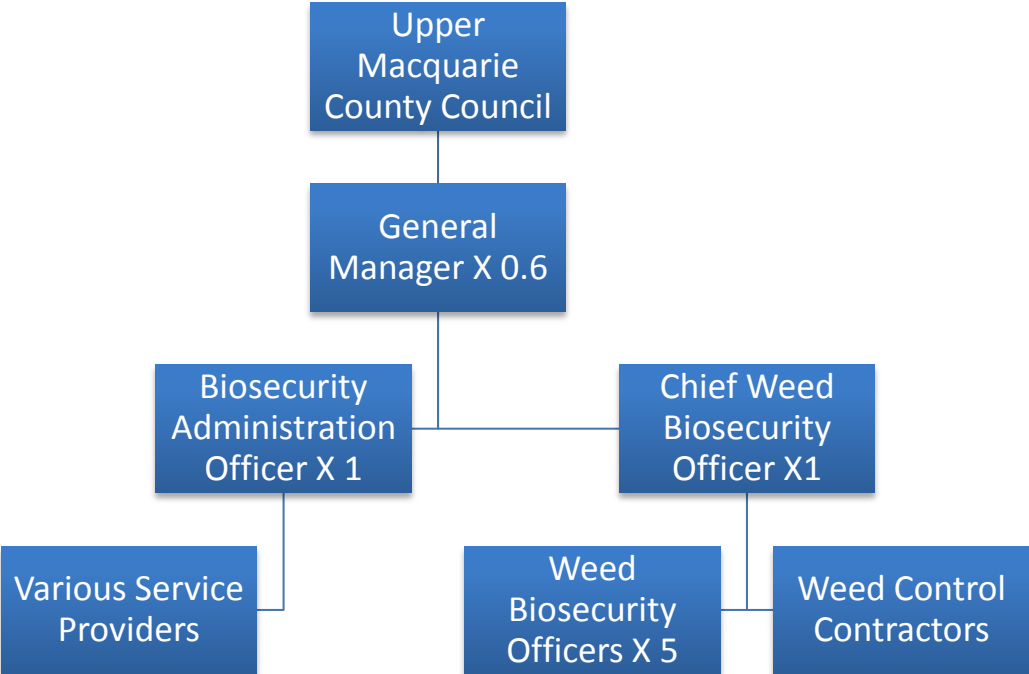
The Workforce Management Strategy reflects the small size and single-purpose nature of the County Council’s principle business activity, while also recognising the complex and extensive governance framework applying to the largest of local government authorities in NSW also applies to this organisation.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

The County Council has a principle 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 and the Biosecurity Administration Officer both reporting to the General Manager. The Administration Officer position will increase from part-time to full-time from July 2018 - to help 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 imperative 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 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.

APPENDIX B: Asset Management Plan 2018/19 – 2027/2028

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 Principle 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 1** 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 three years in order 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. If found to be financially advantageous to do so, vehicles be replaced more or less frequently.

This annual plant replacement program has traditionally been funded from the annual operational budget on the basis that the changeover cost is generally in line with the depreciated value of the plant. Notwithstanding, Council will be testing this approach against the use of a plant replacement reserve approach in future.

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 of plant and equipment for management planning purposes are:

- | | | |
|----|------------------------|----------------|
| 1. | Office Equipment | 5 to 10 years |
| 2. | Office Furniture | 10 to 20 years |
| 3. | Weed Spray Units | 5 to 10 years |
| 4. | Vehicles and equipment | 5 to 7 years |
| 5. | Drones | 8 to 12 year |

Table 1: Plant & Equipment Replacement Program 2018/19 – 2027/2028

Plant No.	Description	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028
1	Tray top utility		\$28,000			\$21,000			\$23,000		
2	Tray top utility			\$20,000			\$22,000			\$23,000	
3	Tray top utility	\$28,000			\$21,000			\$23,000			\$23,000
4	Tray top utility		\$28,000			\$21,000			\$23,000		
5	Tray top utility			\$20,000			\$22,000			\$23,000	
6	Tray top utility			\$20,000			\$22,000			\$23,000	
7	Tray top utility				\$28,000			\$24,000			
8	QuickSpray 600l					\$18,000					
9	QuickSpray 400l			\$15,000							
10	Drones Fleet							\$20,000			
11	Office Furniture					\$5,000					\$5,000
12	Office Equipment			\$8,000		\$8,000				\$8,000	
Total Purchase		\$28,000	\$56,000	\$83,000	\$49,000	\$73,000	\$66,000	\$67,000	\$46,000	\$77,000	\$28,000

C: Financial Management Plan 2018/19 – 2027/2028

Financial Management Plan

Introduction

Essentially, the Council would not have been able to continue as a 'going concern' for the full term of the former 10-year plan unless some serious action was taken – either securing additional recurrent revenue or reducing recurrent expenditure in the short term to a value of at least \$150,000 per annum.

In this context, the Council has prepared this new 12-year plan which seeks to reverse the projected recurrent deficit and make provision to stabilize the organisation in terms of ensuring sustainable good governance, funding minor technological enhancements to aid staff productivity, and focus funding for the business on its principle statutory business activity (weed biosecurity) with incidental activities (such as weed spraying on the land of other government agencies) only being undertaken where applicable funding is provided directly by those other agencies.

The primary financial measure planned to address the recurrent revenue shortfall is to phase out County Council funding of the annual roadsides weed spraying program, over four financial years starting in 2018/2019 (100%), 2019/2020 (66%), 2020/2021 (33%) and 2021/2022 (NIL). This phasing out of weed spraying of roadsides using County Council funds reflects the simple fact that the role of the County Council is not as a landholder (it has no land) and hence has no related weed biosecurity duty. Given the County Council's scarcity of funds, it is untenable to divert its own resources to fund weed control works which are the legal duty of the landholders or occupiers on that land - either the NSW Roads & Maritime Services or the constituent council as the case may be. This is a funding issue not an operational issue - as where there is a suitable funding agreement or an enforcement order, the County Council can still coordinate a program of weed control work - in each case the landholder will have to pay the full cost of such work.

Notwithstanding the above financial measure, the County Council has adopted a policy position whereby the Council clearly prefers to continue coordinating a substantial annual roadside weed-spraying program as part of its core business, subject to funding being available. In this context the County Council will seek to negotiate with constituent councils or other roads authority, with a view to the County Council continuing its coordination role for an annual roadside weed-spraying program throughout the district - on an agreed fee-for-service basis.

Funding Sources

There are currently 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.

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 land owner or as a roads authority. This has occurred in the past for some Crown Lands, but 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. As the Country Council funding for roadside weed treatment works are phased out, it may be that local councils will provide direct funding for this work on a fee for service basis or decide to undertake the works 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 'grant funding' is possible from time to time, it is rarely available in any untied form and hence does not assist with 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 Weed control in each of the constituent council areas. These 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 principle business activity.

Core Funding Risks & Constraints

Constituent council funding is not 'restricted' to any particular 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 enforcement 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 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 PIN 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 the County Council normally operates, it is clear why constituent councils, to differing degrees, have had to or have been asked to treat request 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 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 are some 'blemishes' that need 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.

It is clear that there is simply not now sufficient administration support employed to ensure good governance in the future. In addition, there is a massive backlog of administration work (inconsistent record keeping, lack of accessible data, non-existent policy and procedures, overwhelming reporting obligations etc). The minimalist administration approach has been a self-defeating exercise as the potential to compromise the effectiveness of council governance and to divert field orientated weed inspectorial staff into office-based activities has increased to critical levels. This matter is addressed in the current operating plan commencing in 2018/2019 and recurrent thereafter the established part-time administration officer role, is funded as an ongoing full-time role.

Investment Activity

Due to lack of available funds for an extended period, essential investments in equipment, training, and technology have been grossly inadequate – with the result that important technologies (and possibly an understanding of those technologies) essential for 'good' weed biosecurity AND good governance in contemporary times have been either missing or only partly implemented. Examples are the partial rather than extensive use of GIS, the partial rather than full integration of the computer network into a single system; and lack of access to aerial and satellite imagery for biosecurity risk management pre-planning.

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 really important that the County Council secures and embraces more established and emerging technologies so that it can be leading the field in local weed biosecurity management.

Restricted & Discretionary Reserves

It is not unusual practice in local government to have appropriate statutory and discretionary and restricted 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 reserve accounts to provide funds for future capital and or recurrent project works is being considered in light of the fresh approach to zero-based annual budgeting and the expected generation of modest annual surpluses. The intention is for annual surpluses to be put in designated reserve accounts so as to provide the funds required to implement the key elements of this business activity strategic plan over the next few years.

For the County Council, in the context of this business activity strategic plan, the use of reserves would include for such future capital needs as:

- a) plant and equipment replacement;
- b) technology replacement and enhancement;
- c) provision for accumulating staff leave liabilities; and possibly
- d) legal enforcement.

The County Council will soon develop a detailed *Financial Reserves Policy* to refine the manner in which reserves will be managed in 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.

NOTE 2: Pending finalisation of the Financial Reserves Policy and the Technology Enhancement Program the Financial Statements herein include the projected 'plant replacement' in the cash flow statement and do not yet reflect this or other 'improvement expenses' linked to business activity strategic plan strategic priorities, in the Income and Expenditure Statement. In due course such funds will appear as restricted reserve movements in the Income and Expenditure Statement – and hence reduce the (now apparent) annual operating surplus and the Balance Sheet retained earnings accordingly.

Table 1 Projected 10 Year Income & Expenditure Statement

2018 CURRENT: Projected Income and Expenditure Statement 2018/19 - 2027/28

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	\$'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	656	666	676	686	696	707	717	728	739	750
Interest and Investment Revenue	20	20	20	20	20	20	20	20	20	20
Other Revenues										
Grants and Contributions- Operating	918	933	947	963	978	994	1,011	1,028	1,045	1,063
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)	0	0	0	0	0	0	0	0	0	0
Total Income from continuing operations	1,594	1,619	1,643	1,669	1,694	1,721	1,748	1,776	1,804	1,833
Expense										
Employee Costs	643	633	649	666	682	699	717	735	753	772
Borrowing Costs	0	0	0	0	0	0	0	0	0	0
Materials & Contracts	768	782	740	697	715	732	751	770	789	808
Depreciation	40	44	50	51	53	55	56	58	59	60
Other Expenses	143	147	150	154	158	162	166	170	174	179
Transfers (restricted assets)	0	0	0	0	0	0	0	0	0	0
Total Expenses from continuing operations	1,594	1,606	1,589	1,568	1,608	1,648	1,690	1,733	1,775	1,819
Operating Result from continuing operations	0	13	54	101	86	73	58	43	29	14

Total Current Liabilities	25	25	26	26	26	27	27	27	28	28
<u>Non-Current Liabilities</u>										
Payables	0	0	0	0	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0	0	0	0	0
Provisions	123	126	129	132	136	139	143	146	150	154
Total Non-Current Liabilities	123	126	129	132	136	139	143	146	150	154
TOTAL LIABILITIES	148	151	155	158	162	166	169	173	177	181
NET ASSETS	922	945	1,008	1,116	1,202	1,275	1,333	1,376	1,405	1,419
<u>EQUITY</u>										
Retained Earnings	922	945	1,008	1,116	1,202	1,275	1,333	1,376	1,405	1,419
Revaluation Reserves	0	0	0	0	0	0	0	0	0	0
TOTAL EQUITY	922	945	1,008	1,116	1,202	1,275	1,333	1,376	1,405	1,419

Table 3 Projected 10 Year Cash Flow Statement

2018 CURRENT: Projected Cash Flow Statement for the 10 year period 2018/19 - 2027/28

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
<u>Receipts:</u>										
Rates & Annual Charges	0	0	0	0	0	0	0	0	0	0
User Charges & Fees	656	666	676	686	696	707	717	728	739	750
Investment & Interest Revenue Received	20	20	20	20	20	20	20	20	20	20
Grants & Contributions	918	933	947	963	978	994	1,011	1,028	1,045	1,063
Bonds & Deposits Received	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
<u>Payments:</u>										
Employee Benefits & On-Costs	641	628	646	663	679	696	714	731	749	768
Materials & Contracts	768	770	723	684	715	732	751	770	789	808
Decrease in ELE	0	0	0	0	0	0	0	0	0	0
Other	144	151	158	160	158	162	166	170	174	179
Net Cash provided (or used) in Operating Activities	41	70	116	162	142	131	117	104	91	77
Cash Flows from Investing Activities										
<u>Receipts:</u>										
Sale of Infrastructure, Property, Plant & Equipment	0	0	0	0	0	0	0	0	0	0
Other Investing Activity Receipts	0	0	0	0	0	0	0	0	0	0
<u>Payments:</u>										
Purchase of Infrastructure, Property, Plant & Equipment	28	56	83	49	73	66	67	46	77	28
Other Investing Activity Payments	0	0	0	0	0	0	0	0	0	0
Net Cash provided (or used in) Investing Activities	-28	-56	-83	-49	-73	-66	-67	-46	-77	-28
Net Increase/(Decrease) in Cash & Cash Equivalents	13	14	33	113	69	65	50	58	14	49
plus: Cash & Cash Equivalents - beginning of year	800	813	827	859	972	1,041	1,106	1,156	1,214	1,229
Cash & Cash Equivalents - end of the year	813	827	859	972	1,041	1,106	1,156	1,214	1,229	1,278
plus: Investments on hand - end of year	0	0	0	0	0	0	0	0	0	0
Total Cash, Cash Equivalents & Investments	813	827	859	972	1,041	1,106	1,156	1,214	1,229	1,278