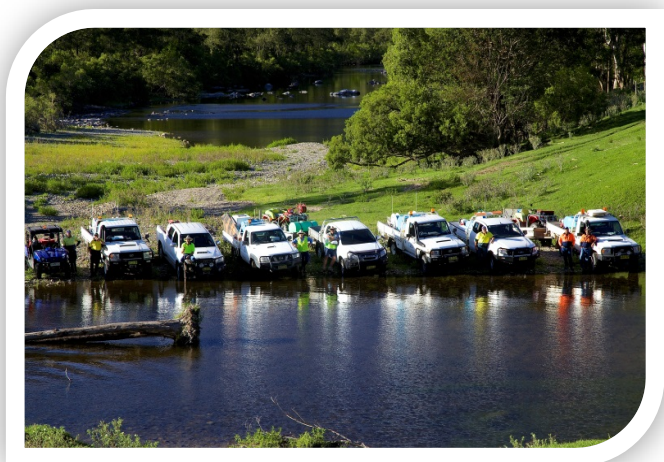




# New England Weeds Authority

## Four Year Delivery Plan 2017 – 2021



Adopted by Council: 20<sup>th</sup> June 2017



Our Environment  
Our Community  
Our Council  
Our Responsibility



# New England Weeds Authority

## Four Year Delivery Plan 2017-2021

### TABLE OF CONTENTS

<b>1. Four Year Delivery Program 2017/18 – 2020/21 .....</b>	<b>3</b>
<b>2. Business Activity Strategic Plan, 4 Year Delivery Program &amp; Annual Operation Plan connections.....</b>	<b>3</b>
a. Legislative Requirements of the Four Year Delivery Program .....	4
<b>3. Principal Activities .....</b>	<b>5</b>
a. Principal Activity - P.A.1. Civic Leadership/Governance / Administration / Finance / Risk Management.....	5
b. Principal Activity- P.A.2 Environment - Scheduled Priority Weed Management and Control.....	6
c. Principal Activity- P.A 3 Economic Affairs – Private Works and Other Business Undertakings .....	6
d. Principal Activity- P. A 4 NSW Weeds Action Program .....	6
<b>5. Four Year Delivery Program – Financial Estimates 2017 - 2011 .....</b>	<b>21</b>
a. Four Year Delivery Program – Cash Flows And Operating Activities .....	21
b. Four Year Delivery Program – Balance Sheet .....	23
c. Four Year Delivery Program – Financial Ratios.....	24
<b>6. Reporting on Progress – Annual Reporting.....</b>	<b>25</b>
<b>Diagrams</b>	
1. Overview of components of Council’s Business Activity Strategic Plan 2017 – 2027, 4 Year Delivery Program and Annual Operational Plan.	3
2. Integrated Planning and Reporting Framework	4
<b>Schedules</b>	
1. Annual Control Program	15
<b>Tables</b>	
1. 4 Year Delivery Program Summary Income / Expenditure Estimates for Principal Activity PA1	11
2. 4 Year Delivery Program Summary Income / Expenditure Estimates for Principal Activity PA2	14
3. 4 Year Delivery Program Summary Income / Expenditure Estimates for Principal Activity PA3	17
4. 4 Year Delivery Program Summary Income / Expenditure Estimates for Principal Activity PA4	19
5. 4 Year Delivery Program Total Summary Income / Expenditure Estimates	20

## Photos

1. Weeds – Serrated Tussock and St Johns Wort	6
2. Weeds - Broad Leaf Privet & Chilean Needle Grass.	17
3. NEWA Extension Trailer	24
4. Typical New England grazing property	25

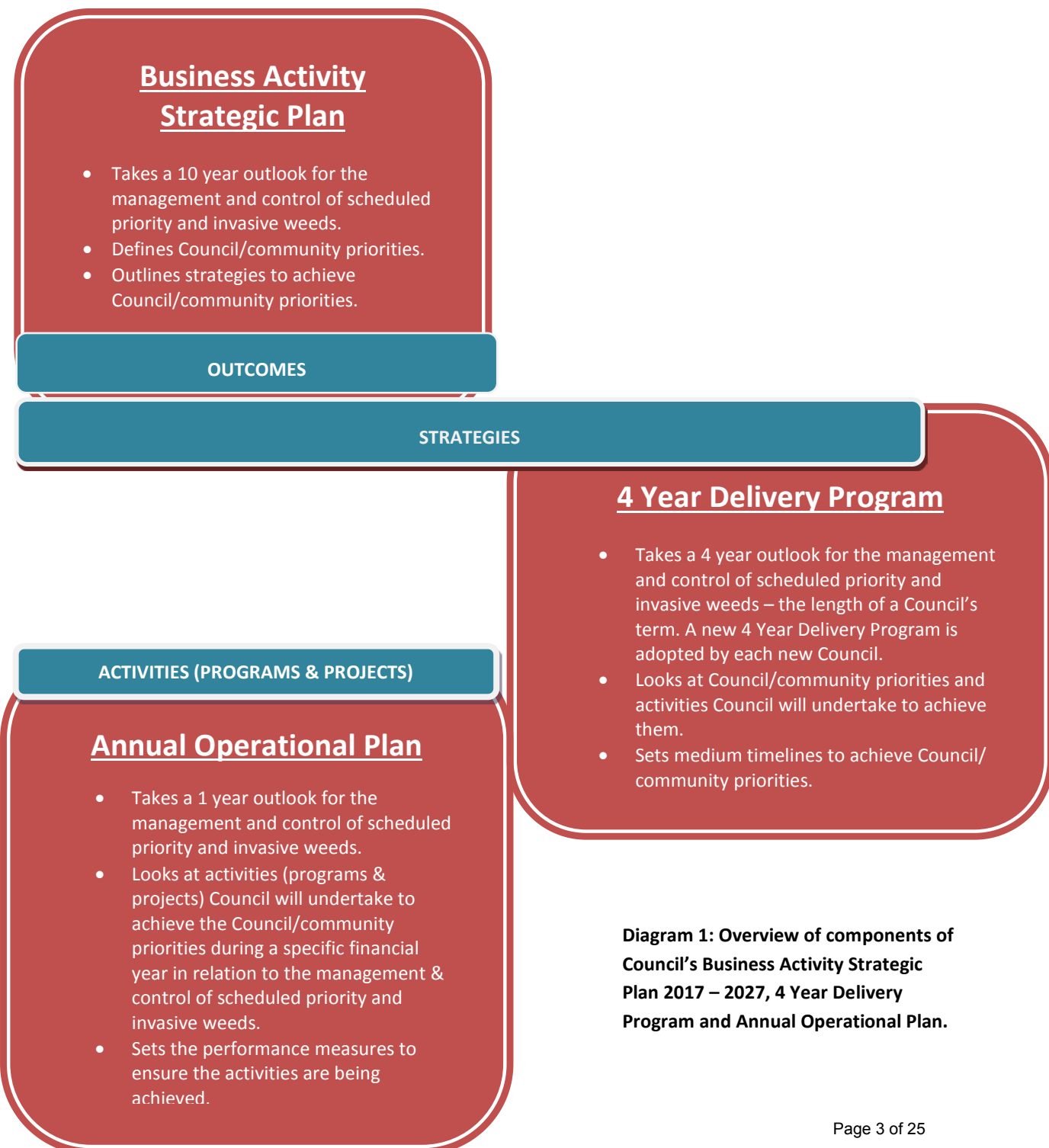
GLOSSARY OF TERMS & ABBREVIATIONS	
<b>BASP</b>	New England Weeds Authority Business Activity Strategic Plan
<b>BIS</b>	Biosecurity Information System
<b>BSA 2015</b>	Biosecurity Act 2015
<b>CAP</b>	Catchment Action Plan
<b>CLR</b>	Councillor
<b>Constituent Councils</b>	Armidale Regional Council, Uralla Shire Council and Walcha Council. These local government areas constitute the area of operation for the New England Weeds Authority.
<b>Council</b>	New England Tablelands (Noxious Plants) County Council, trading as New England Weeds Authority
<b>CPI</b>	Consumer Price Index
<b>DWO</b>	District Weeds Officer
<b>GM</b>	General Manager
<b>ISP</b>	Invasive Species Plan 2015 - 2022
<b>LGA 1993</b>	NSW Local Government Act 1993
<b>NT LLS</b>	Northern Tablelands Local Land Services
<b>MERI</b>	Monitoring Evaluation Reporting and Improvement
<b>NEWA</b>	New England Weeds Authority
<b>NIWAC</b>	Northern Inland Weeds Advisory Committee
<b>NTRWC</b>	Northern Tablelands Regional Weed Committee
<b>NSW DPI</b>	NSW Department of Primary Industries
<b>QBL</b>	Quadruple Bottom Line
<b>RPO</b>	Regional Project Officer
<b>RSWMP</b>	Regional Strategic Weed Management Plan
<b>SOE</b>	State of the Environment
<b>SWO</b>	Senior Weeds Officer
<b>WAP 1520</b>	NSW Weeds Action Program 2015 – 2020
<b>WO</b>	Weed Officer
<b>WoNS</b>	Weeds of National Significance

## 1. FOUR YEAR DELIVERY PROGRAM 2017/18 – 2020/21

The 4 Year Delivery Program sits beneath the 10 Year Business Activity Strategic Plan and details the activities Council will undertake over this period to achieve the strategic objectives identified within the Business Activity Strategic Plan.

## 2. BUSINESS ACTIVITY STRATEGIC PLAN, 4 YEAR DELIVERY PROGRAM & ANNUAL OPERATION PLAN CONNECTIONS

The following Diagram 1 highlights the connections between Council's 10 Year Business Activity Strategic Plan, the 4 year Delivery Program and the Annual Operational Plan.



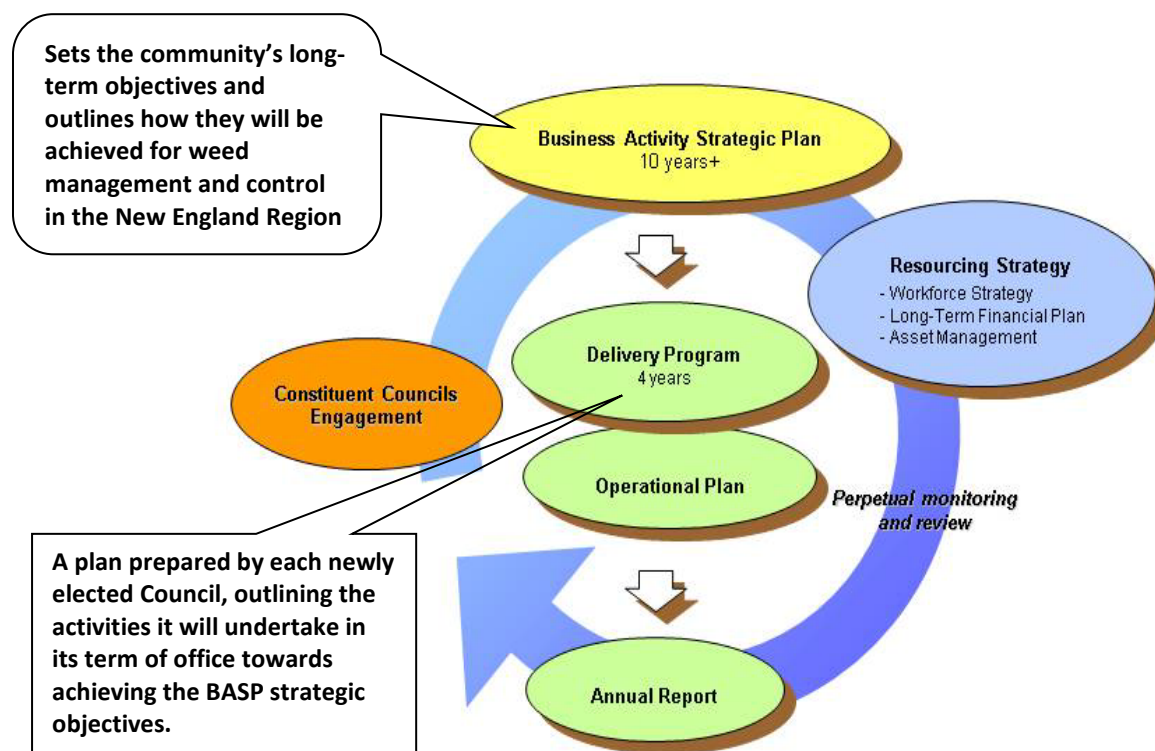


## a. Legislative Requirements of the Four Year Delivery Program

In accordance with Section 404, Local Government Act 1993 Council is required to develop a new delivery program after each ordinary election of Councillors to cover the principal activities of the Council for the 4 year period commencing on 1 July following the election which:

- Must outline the activities to be undertaken by Council to implement the strategies established by the Business Activity Strategic Plan within the resources available under the resourcing strategy.
- Must be publicly exhibited for at least 28 days, over which period public submissions can be made to Council.
- Must consider submissions received by Council prior to adoption.
- General Manager must ensure that progress reports are provided to Council, as to the progress of the principal activities detailed in the Delivery Program, at least every 6 months.

Diagram 2 shows how Council's Four Year Delivery Program forms part of the 10 Year Business Activity Strategic Plan 2017 – 2027, under the Integrated Planning and Reporting Framework.



**Diagram 2: Integrated Planning and Reporting Framework**

The 4 Year Delivery Program is a statement of commitment to the constituent Councils of Armidale Regional, Uralla and Walcha and the community for each newly elected Council. In preparing the program, Council is accounting for its stewardship of the communities long-term goals, outlining what it intends to do in achieving these goals during its term of office and what its priorities will be.

Our Delivery program covers the financial years 2017/18 – 2020/2021. This Delivery program will be reviewed after Local Government elections held in September 2020 and will be revised by the new Council members and amended if deemed appropriate.

The 4 Year Delivery Program replaces the previously adopted program in June 2013. It is the single point of reference for the activities undertaken by Council during its term of office in regard to the management and control of scheduled priority and invasive weed species in the County Council's area.

The Delivery Program details the principal activities Council will undertake over a four year period together with the financial estimates to achieve the strategic objectives of the Business Activity Strategic Plan.

### **3. PRINCIPAL ACTIVITIES**

The Business Activity Strategic Plan Strategic Objectives provide a framework for the co-ordinated and co-operative management and control of scheduled priority and invasive weeds across our County Council area for the ten year period of the Plan 2017 – 2027.

The Strategic Objectives are translated into actions through the principal activities to be undertaken by the Council in its 4 Year Delivery Program to implement the strategies established by the Plan within the resources available under the Resourcing Strategy.

A summary of principle activities to be undertaken by Council and the objective/s under each are detailed as follows.

#### **a. Principal Activity - P.A.1. Civic Leadership/Governance / Administration / Finance / Risk Management**

##### **Civic Leadership/Governance**

To provide effective, relevant civic leadership and local governance through community consultation, availability of information to the public and Council, public access to Councillors and liaison with member Councils and relevant government agencies.

##### **Administration**

To implement financial and administrative policies and procedures to allow the management of all Council activities in a manner that ensures the economic sustainability of the Council and protects Council and community assets.

##### **Finance**

To provide the framework for Council to undertake its activities in a financially responsible and economically sustainable manner that protects Council and community assets.

##### **Risk Management**

To minimise Council's exposure to risk and provide a safe working environment for staff, contractors and for county landholders.

**b. Principal Activity- P.A.2 Environment - Scheduled Priority Weed Management and Control**

**Scheduled Priority Weed Management and Control**

To act in a regulatory and advisory role to stakeholders and landholders to improve the agricultural and natural environment through a reduction in scheduled priority and invasive weeds species.

**c. Principal Activity- P.A 3 Economic Affairs – Private Works and Other Business Undertakings**

**Private Works**

To provide a contract spraying and inspectorial service to generate revenue and to assist landholders and government agencies to control scheduled priority and invasive weeds.

**Other Business Undertakings**

To promote the interests of County Council stakeholders through active interaction and participation with other authorities (such as Northern Tablelands Regional Weed Committee, Local Government NSW and NSW Department of Primary Industries) through advocacy and political pursuits.

**d. Principal Activity- P. A 4 NSW Weeds Action Program**

To act as the lead agency for the implementation of the NSW Weeds Action Program for the member Councils (including NEWA) of the Northern Tablelands Regional Weed Committee (NTRWC) region.

**4. 4 YEAR DELIVERY PROGRAM REVIEW**

Council will review its Delivery Program each year when preparing the Annual Operational Plan and the General Manager will ensure that progress reports are supplied to Council, with respect to activities detailed in the Delivery Program, on a six monthly basis.



**Photo 1: Weeds – Serrated Tussock and St Johns Wort.**



## FOUR YEAR DELIVERY PROGRAM

### PRINCIPAL ACTIVITY - P.A.1 – CIVIC LEADERSHIP/GOVERNANCE /

### ADMINISTRATION / FINANCE / RISK MANAMGENT

#### Functional Objective: (Civic Leadership/Governance)

To provide Council with the knowledge, skills, information and opportunity to make informed, relevant and timely decisions.

**Strategic Tasks:** To assist and inform the Chair and Councillors so that they can be proactive spokespeople on scheduled priority and invasive weed issues affecting the Council and community.

Major Operational Tasks	Responsibility	Target date	Performance Measures
Statutory Financial Plans and Returns are completed and lodged by due date.	GM	August Annually	4 <sup>th</sup> Quarterly Review Refer accounts to audit Pecuniary Interest Returns.
	GM	November Annually	1 <sup>st</sup> Quarterly Review Adopt Financial Statements Annual Report.
	GM	February Annually	2 <sup>nd</sup> Quarterly Review.
	GM	April Annually	3 <sup>rd</sup> Quarterly Review Adopt Draft Annual Operating Plan and Budget.
	GM	June Annually	Adopt Final Annual Operational Plan and Budget. Review & update 4 Year Delivery Program. GST Certificate.
Prepare reports for Council's consideration that are thorough and comprehensive.	GM	Ongoing	Reports that are timely, concise, with recommendations.
Distribute business papers prior to meetings.	GM	14 Days prior to each meeting.	Timely distribution of business papers.
Ensure Council is informed of changes to legislation that impact on the business of Council.	GM	Ongoing	Information provided to Council in a timely manner.

## FOUR YEAR DELIVERY PROGRAM

### PRINCIPAL ACTIVITY - P.A.1 – CIVIC LEADERSHIP / GOVERNANCE / ADMINISTRATION / FINANCE / RISK MANAGEMENT CONT'D

Major Operational Tasks	Responsibility	Target date	Performance Measures
Review, identify and update procedures, processes for WH & S and Risk Management.	GM	Annually	Risks identified and safety associated with functions of Council reported and remediated.
Present Council's Annual Report to member councils.	GM	November Annually	Council's Annual Report distributed.
Refer relevant matters from constituent Councils, New England Group of Councils and Local Government NSW to Council for their consideration and decisions.	GM	As required	Timely receipt of relevant matter by Councillors.
<b>Functional Objective: (Administration)</b> To promote and improve public awareness of Council's activities and operations.			
<b>Strategic Tasks: To increase the public use of Council's office in Armidale and contact with property owners/stakeholders.</b>			
Major Operational Tasks	Responsibility	Target date	Performance Measures
Arrange for relevant weed officer to meet with all new rural property owners and introduce themselves and the work of the Council.	SWO / WOs	Ongoing	Contact new property owners Minimum 60 per year.
Participate in other selected events which afford good exposure to the work of the Council.	SWO / WOs	Various	Attend Local Area Committee meetings, Landcare events and others as requested.
Provide articles for local newspapers on the work of the Council and scheduled priority weed issues.	SWO / WOs	Bi-monthly	Minimum of 6 media releases issued per year.
Staff Council office in Armidale to ensure regular advertised opening hours.	All staff	Ongoing	Roster prepared and implemented. Office hours - 7.30am to 4.30pm
Maintain staff presence at Uralla, Walcha and Guyra offices at designated times.	WOs	Ongoing	Regular attendance at outlying offices

## FOUR YEAR DELIVERY PROGRAM

### PRINCIPAL ACTIVITY P.A.1 – CIVIC LEADERSHIP / GOVERNANCE / ADMINISTRATION / FINANCE / RISK MANAGEMENT CONT'D

#### Functional Objective: (Administration)

To work with elected members and staff to ensure the development and effective implementation of Council's Business Activity Strategic Plan, policies and decision making.

**Strategic Tasks:** To provide well informed Councillors, Council staff and community in relation to Council's business activities, policies and strategic directions.

Major Operational Tasks	Responsibility	Target date	Performance Measures
Review Council's policies and procedures. Prepare policies and procedures identified by the Audit processes.	GM	Annually	Identified Policies and Procedures updated.
Prepare Annual Operational Plan for consideration and adoption by Council.	GM / Councillors	June Annually	Annual Operational Plan adopted by Council.
Review and update Four Year Delivery Program reflecting adopted Annual Operational Plan.	GM / Councillors	June Annually	Four Year Delivery Program reviewed.
Update Long Term Financial Plan as part of the preparation of the Annual Operational Plan.	GM / Councillors	June Annually	Long Term Financial Plan updated annually.

#### Functional Objective: (Administration)

To maintain a stable, secure administrative structure with supporting internal controls, reporting systems, training plans, record keeping and documentation to ensure that human and physical resources needed to deliver Council's services are available and accountable.

**Strategic Tasks:** To provide ongoing training for Council staff to raise the standard of service provided to the community and to enhance their working experience.

Major Operational Tasks	Responsibility	Target date	Performance Measures
Maintain a motivated and skilled workforce.  Hold regular staff meetings with all staff to encourage an engaged and inclusive team environment, and provide opportunities for staff to benefit from collaborative learning.	GM / SWO  All staff	Bi-monthly	Minimum of 6 meetings per year.  Well informed and trained staff able to respond to community needs.
Provide a safe, healthy and productive workplace.	GM  All staff	Ongoing	WH & S Policy, procedures and systems current.

## FOUR YEAR DELIVERY PROGRAM

### PRINCIPAL ACTIVITY P.A.1 – CIVIC LEADERSHIP / GOVERNANCE / ADMINISTRATION / FINANCE / RISK MANAGEMENT CONT'D

Major Operational Tasks	Responsibility	Target date	Performance Measures
Review Council's Asset Management Plan and equipment replacement programs and maintain all plant and equipment in good operational working order.	GM / SWO	January Annually Ongoing	Asset Management Plan and Maintenance Schedules implemented.
Review Council's Workforce Strategy.	GM	January Annually	Council Workforce Strategy current.
Provide staff with a variety of work opportunities to develop a high level of multi-skilling.	GM	Ongoing	Annual training plan implemented.
Participate in the training program under the NSW Weeds Action Program.	SWO / WOs	Ongoing	Increased competency based qualifications.

#### Functional Objectives: (Finance)

To ensure finance, accounting and administration requirements are performed in a professional and timely manner.

To ensure the provision of finances to the Council are received from relevant sources.

#### Strategic Tasks:

Accounting practices carried out to meet statutory requirements and relevant accounting standards.

Ongoing financial support is provided from member Councils and other appropriate agencies.

Major Operational Tasks	Responsibility	Target date	Performance Measures
Maintain accounting standards that meet statutory, Australian and auditor standards.	GM	Ongoing	Target dates for submission to Auditors and Dept of Local Government achieved.
Payment of contributions by constituent Councils.	GM / Admin Officer	September Annually	Contributions received from member Councils in a timely manner.
Advice to constituent Councils on Annual Operational Plan and Budget.	GM	September Annually	Annual Operational Plan and Budget forwarded to constituent Councils.
Secure annual grant funding from NSW Department of Primary Industries under the NSW Weeds Action Program.	GM / SWO/ Admin Officer	November Annually	Funding contribution received.
Provide acquittal return form for grant funding received to NSW Department of Primary Industries.	GM / SWO NIWAC PO	August Annually	Grant funding acquittal form provided to NSW DPI in a timely manner.

FOUR YEAR DELIVERY PROGRAM			
PRINCIPAL ACTIVITY P.A.1 – CIVIC LEADERSHIP / GOVERNANCE / ADMINISTRATION / FINANCE / RISK MANAGEMENT CONT'D			
Major Operational Tasks	Responsibility	Target date	Performance Measures
<b>Functional Objectives: (Finance)</b> To ensure finance, accounting and administration requirements are performed in a professional and timely manner. To ensure the provision of finances to the Council are received from relevant sources.			
<b>Strategic Tasks:</b> Accounting practices carried out to meet statutory requirements and relevant accounting standards. Ongoing financial support is provided from member Councils and other appropriate agencies.			
Pursue opportunities for securing grant funds from other available sources.	GM	Ongoing	External funding received meets or exceeds budget forecast.
Review Council's investment and long term financial strategies.	GM	April Annually	Review completed and strategies updated as required.
FOUR YEAR DELIVERY PROGRAM - PRINCIPAL ACTIVITY P.A.1 – ADMINISTRATION / FINANCE / RISK MANAGEMENT – PRIVATE WORKS/OTHER BUSINESS UNDERTAKINGS			
<b>Functional Objectives: (Risk Management)</b> To minimise the risk associated with all functions of Council.			
<b>Strategic Tasks:</b> Management of Council's risks in order to control, minimise or eliminate all forms of potential loss.			
Major Operational Tasks	Responsibility	Target date	Performance Measures
The development and implementation of an operational framework ensuring tangible and measurable risk management procedures are in place as part of the decision making process.	GM / SWO	Ongoing	The risk potential will be measured in terms of frequency, likelihood and severity covering acts or omissions for financial operations, personal injury, damage to assets, damage to the environment and damage to the positive reputation of Council.

**Table 1: Four Year Delivery Program Summary Income / Expenditure Estimates for Principal Activity PA1:**

Principal Activity	2017_18 Budget	2018_19 Budget	2019_20 Budget	2020_21 Budget
P.A. 1 Income	39,500	40,190	45,993	41,813
P.A. 1 Expenditure	289,900	303,458	294,125	304,906
Net cost P.A. 1	-250,400	-263,268	-248,132	-263,093



## FOUR YEAR DELIVERY PROGRAM - PRINCIPAL ACTIVITY P.A.2 – ENVIRONMENT – SCHEDULED PRIORITY WEEDS MANAGEMENT & CONTROL

### **Functional Objective: (Scheduled Priority Weed Management & Control)**

To inspect private properties for scheduled priority and invasive weeds and support property owners and managers to encourage them to work with Council to identify and control scheduled priority weeds.

**Strategic Tasks:** To improve natural resource management within the region relating to scheduled priority and invasive weeds and maintain the viability of agricultural and high conservation value land.

Major Operational Tasks	Responsibility	Target date	Performance Measures
Inspect each year, a third of all private properties and make contact with their owners and /or managers.	SWO / WO's	By May Annually	Yearly inspection and control program achieved. Percentage of properties inspected meeting targets.
Develop relationships with land owners and/or managers that enhance engagement with weed officers and encourage them to seek advice and assistance from the Council.	SWO / WO's	Ongoing	Number of landholders engaged.
Maintain an appropriate balance between invasive and scheduled priority weed management to ensure that Council's core business of inspection and controlling scheduled priority weeds is not compromised.	SWO	Ongoing	Annual Performance Indicators for inspection and control program achieved.
Meet the objectives of the NSW Biosecurity Act 2015 and NSW Weeds Action Program as it applies to Council..	GM / SWO	August Annually	Annual report on activities to NTRWC and NSW DPI on targets achieved.

### **Functional Objective: (Scheduled Priority Weed Management & Control)**

To ensure that property owners appreciate the importance of weed control and reinforce Council's resolve to achieve property owner support for weed control.

**Strategic Tasks:** Through compliance with the provisions of the Biosecurity Act 2015 be proactive in reducing the threat of scheduled priority weeds to agricultural land and high conservation areas.

Major Operational Tasks	Responsibility	Target date	Performance Measures
Implement the Council's Enforcement Policy by the issue of Biosecurity Directions and approving Biosecurity undertakings, on the spot fines and instigate legal proceedings.	GM / SWO WO's	As appropriate or required	Compliance with enforcement requirements of the Biosecurity Act 2015.

## FOUR YEAR DELIVERY PROGRAM- PRINCIPAL ACTIVITY P.A.2 – ENVIRONMENT – SCHEDULED PRIORITY MANAGEMENT & CONTROL CONT'D

### **Functional Objective: (Scheduled Priority Weed Management & Control)**

To use efficient record keeping and reporting techniques that support Council's weed inspection and control operations and fulfill Council's grant performance-target obligations.

**Strategic Tasks:** To maximise the use of current and new software and IT hardware to record and map weed inspections.

Major Operational Tasks	Responsibility	Target date	Performance Measures
Use existing software and IntraMap to provide fully electronic records of weed inspection and customer requests, as well as comply with DPI Biosecurity Information System (BIS).	SWO / WO's	Ongoing	Reports generated for Quarterly and Annual Reports. Timely reports to NSW DPI BIS by due date.
Use IntraMap to develop GIS layers to show the extent and severity of scheduled priority and invasive weeds.	SWO / WO's	Ongoing	GIS Mapping capabilities updated and current.

### **Functional Objective: (Scheduled Priority Weed Management & Control)**

- To raise the skill & knowledge base of land owners so that they understand the importance of weed control and are more competent in the identification and control of scheduled priority weeds.
- To find effective ways to manage and control scheduled priority weeds.
- To investigate and develop better ways to manage and control scheduled priority weeds.

**Strategic Tasks:** To increase landowner knowledge and awareness of scheduled priority weed issues in the region through extension based activities.

Major Operational Tasks	Responsibility	Target date	Performance Measures
Attend and participate in local agricultural shows and Ag quip.	SWO / WO's	Annually	Armidale Show Guyra Show Walcha Show Uralla Show Ag quip
Conduct field days.	SWO / WO's	Scheduled dates Annually	Northern District - 1 Central District - 2 Southern District - 1
Provide media releases to local newspapers.	GM / SWO	Bi-monthly	Minimum of 6 media releases distributed per year.
Liaise with LLS's and Landcare groups on weed issues.	SWO / WO's	Ongoing	Minimum of 4 interactions per year.

## FOUR YEAR DELIVERY PROGRAM PRINCIPAL ACTIVITY P.A.2 – ENVIRONMENT – SCHEDULED PRIORITY WEEDS MANAGEMENT & CONTROL CONT'D

### **Functional Objective: (Scheduled Priority Weed Management & Control)**

To develop plans, policies, procedures and guidelines for scheduled priority weed management and control that are in keeping with industry best practice, meet State Government requirements and provide staff with a standard and consistent process for weed management.

**Strategic Tasks:** To identify areas of Council's operation and processes that need to be reviewed or where documentation needs to be written.

Major Operational Tasks	Responsibility	Target date	Performance Measures
Review Council's Weed Management Guides, Policies and Procedures Manual.	GM / SWO	November Annually	25% of Guides reviewed annually. Policies and Procedures reviewed and updated as required.

### **Functional Objective: (Scheduled Priority Weed Management & Control)**

To treat weeds on Council controlled or managed land in a programmed manner.

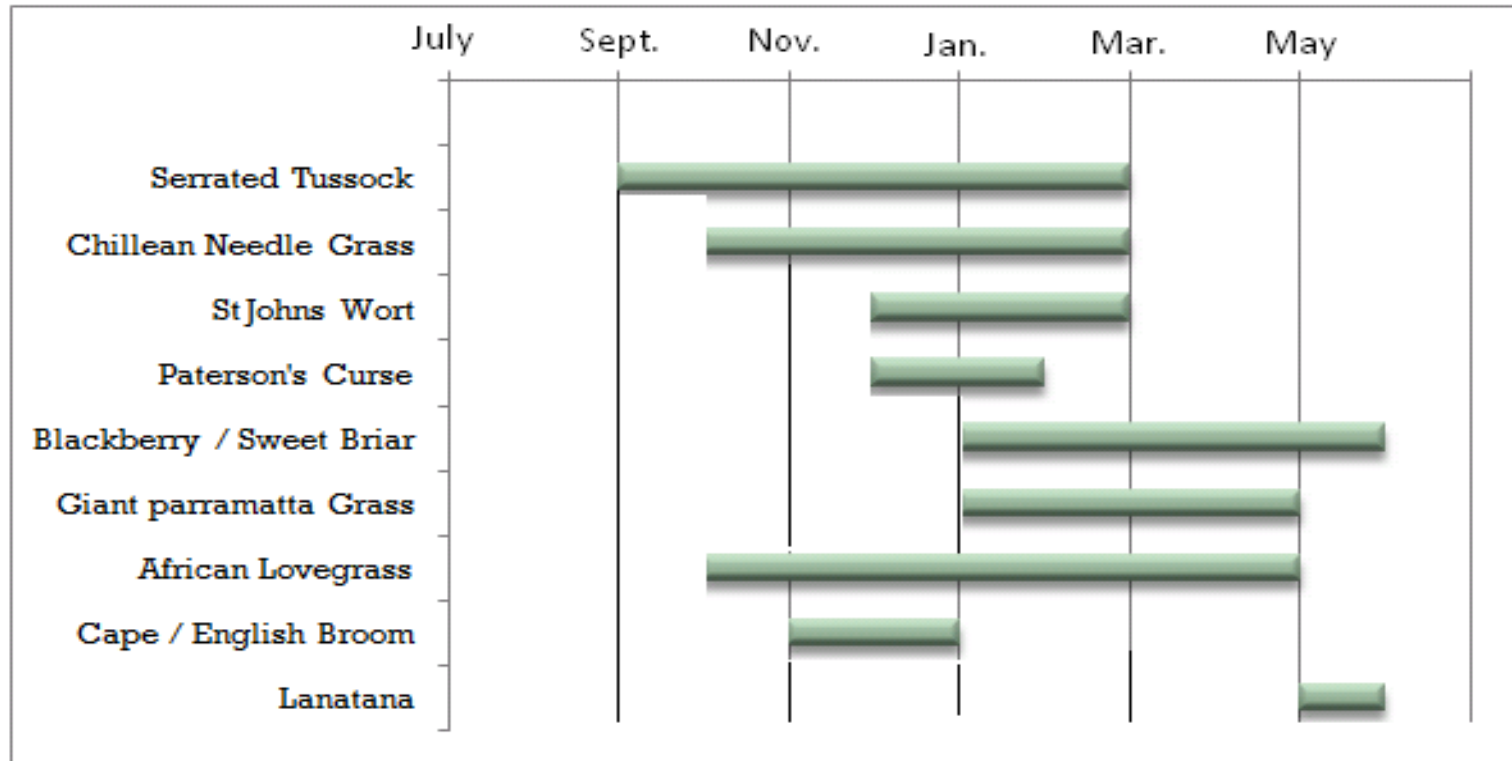
**Strategic Tasks:** To improve the natural environment and agricultural viability of land through a reduction in scheduled priority weeds.

Major Operational Tasks	Responsibility	Target date	Performance Measures
Treat all weeds identified in the annual control program (refer Schedule 1).	SWO / WO's	May Annually	Targets within weed control program achieved (refer Schedule 1).
Comply with the requirements of the Pesticide Use Notification Plan and related Acts.	SWO / WO's	Ongoing	Safe working environment. No breaches of operations under the Plan or related Acts.

**Table 2 : Four Year Delivery Program Summary Income / Expenditure Estimates for Principal Activity PA2:**

Principal Activity	2017_18 Budget	2018_19 Budget	2019_20 Budget	2020_21 Budget
P.A. 2 Income	651,620	664,653	673,622	682,770
P.A. 2 Expenditure	526,600	524,132	546,714	537,647
<b>Net cost P.A. 2</b>	<b>125,020</b>	<b>140,521</b>	<b>126,908</b>	<b>145,123</b>

## Four Yearly (Annual Cycle) Spray Program



Note: Private work undertaken throughout the spray season as time permits

**FOUR YEAR DELIVERY PROGRAM - PRINCIPAL ACTIVITY P.A 3 –  
ECONOMIC AFFAIRS – - PRIVATE WORKS AND OTHER BUSINESS UNDERTAKINGS**

**Functional Objectives: (Private Works)**

- To generate additional revenue.
- To maximise the use of Council's resources when not required for core business activity.
- To provide owners of small holdings with an affordable option for scheduled priority weed control.

**Strategic Tasks:**

- To carry out control works that reduces scheduled priority and invasive weeds on private property.
- To investigate and develop ways to increase the revenue of Council from sources other than the annual State Government Grants and constituent member Council contributions.

Major Operational Tasks	Responsibility	Target date	Performance Measures
Carry out private work as requested without compromising Council's core business activity of scheduled priority weed inspection and control.	SWO / WO's	As scheduled	Revenue received equal to or in addition to budget forecast.
Actively seek additional revenue sources from external agencies for contract services in weed management and control.	GM / SWO	Ongoing	Revenue received equal to or in addition to budget forecast.

**Functional Objective: (Other Business Activities)**

To facilitate inter-governmental relations to ensure maximum cooperation between the County Council, Federal, State and Local Governments and their agencies.

**Strategic Tasks:** Promote and develop relationships with constituent Councils, Federal, State and other agencies and comply with statutory requirements.

Major Operational Tasks	Responsibility	Target date	Performance Measures
Comply with the reporting requirements of the NSW Department of Primary Industries (DPI).	GM / SWO	Ongoing	NSW Weeds Action Program implemented.
Support the work of the Northern Tablelands Regional Weed Committee (NTRWC).	GM / SWO	Ongoing	Host the NTRWC Project Officer. Act as Lead Agency for Regional Funding and NSW Weed Action Program in the NTRWC area. Attend meetings (minimum 4 per year)
Work with Local Land Services that have involvement with Council's area of operation.	GM / SWO	Ongoing	Seek funding for Natural Resource Management projects relating to scheduled priority and invasive weeds.



FOUR YEAR DELIVERY PROGRAM - PRINCIPAL ACTIVITY P.A 3 – ECONOMIC AFFAIRS – PRIVATE WORKS AND OTHER BUSINESS UNDERTAKINGS CONT'D			
<b>Strategic Tasks:</b> Promote and develop relationships with constituent Councils, Federal, State and other agencies and comply with statutory requirements.			
Major Operational Tasks	Responsibility	Target date	Performance Measures
Contribute to the work of the constituent Councils by being actively involved in meetings, workshops, common policy and process development and working on their natural resource management initiatives.	GM/SWO WOs	Ongoing	Contribute to constituent Councils State of the Environment Reports and participate in natural resource management joint venture initiatives.
Liaise with other weed control organisations.	SWO/WOs	Ongoing	Minimum of 4 interactions per year.
Carry out delegated scheduled priority weed management and control functions, and responsibilities on behalf of Glen Innes Severn Council.	GM/SWO WO	Ongoing	Requirements of Memorandum of Understanding met including compliance with requirements of the Biosecurity Act 2015.

**Table 3 : Four Year Delivery Program Summary Income / Expenditure Estimates for Principal Activity PA3:**

Principal Activity	2017_18 Budget	2018_19 Budget	2019_20 Budget	2020_21 Budget
P.A. 3 Income	171,000	168,300	171,666	175,099
P.A. 3 Expenditure	127,000	129,540	132,131	134,773
Net cost P.A. 3	44,000	38,760	39,535	40,326



**Photo 2: Weeds - Broad Leaf Privet & Chilean Needle Grass.**

## FOUR YEAR DELIVERY PROGRAM

### PRINCIPAL ACTIVITY P.A 4 – NSW WEED ACTION PROGRAM (WAP)

Functional Objectives: (NSW Weeds Action Program 2015 – 2020 (WAP 1520))

To work with inter and intra regional organisations that are involved in weed management and control to minimise the impact of scheduled priority and invasive weeds within the region.

**Strategic Tasks:** Implement the NTLIS Weeds Action Business Plan 2015 – 2020 and Participant Agreement as it relates to the Council's responsibility.

Major Operational Tasks	Responsibility	Target date	Performance Measures
Auspice, support and actively participate in the work of NTRWC.	GM / SWO & NTRPO	Ongoing	Timely and functional activities of NTRWC met in accordance with the NTRWC Weeds Action Business Plan 2015 – 2020 & Participant Agreement.

#### Functional Objectives: (NSW WAP)

To act as Lead Agency in the implementation of the NSW Weeds Action Program for member councils for the NTRWC region.

**Strategic Tasks:** Oversee the operation and implementation of the NSW Weeds Action Program in the NTRWC region.

Major Operational Tasks	Responsibility	Target date	Performance Measures
High priority weed species and pathways identified and managed.	SWO & NTRPO	Reviewed annually	Regional high priority weed species identified and documented. Effective regional management protocols of high risk pathways developed.
Develop and implement early detection capabilities.	SWO & NTRPO	Reviewed annually	List of high priority weeds developed. Incursion plans for high priority weeds developed in line with the NSW Incursion Plan for Invasive species. Regional Inspection program developed.
Timely detection of new weed incursions.	SWO & NTRPO	Reviewed annually Ongoing	Regional inspection program implemented. Best Practice Weed Management Guides developed, reviewed and monitored using MERI principles. New incursions reported regionally.
Provide a rapid response and eradicate or contain new weeds.	SWO & NTRPO	Reviewed annually Ongoing	Rapid response plans developed which include on-going monitoring. Implement appropriate surveillance on high risk pathways. Monitor the effectiveness of eradication programs.

## FOUR YEAR DELIVERY PROGRAM

### PRINCIPAL ACTIVITY P.A 4 – NSW WEED ACTION PROGRAM (WAP) CONT'D

Major Operational Tasks	Responsibility	Target date	Performance Measures
Provide effective and targeted on-ground control.	SWO/ NTRPO	Reviewed annually  Ongoing	Regional management plans linked to NTLLS Regional Strategic Weed Management Plan and other key stakeholder Plans. Monitoring programs developed using MERI principles. Reduce the impact of invasive weeds at priority sites.
Private landholders motivated to manage invasive species proactively.	SWO / WO's	Ongoing	Invasive weeds effectively managed on private lands.
Increase community acceptance of and involvement and ownership in effective weed management.	SWO / WO's NTRPO	Reviewed annually Ongoing	Regional Communication Strategy reviewed and updated. Information distributed on high priority weeds. Maintain and build on existing volunteer networks.
Increase the skill of the workforce implementing weed management.	GM / SWO NTRPO	Ongoing	An increase in the number of operators holding competency based qualifications.
Ability to measure the effectiveness of invasive species management.	GM SWO NTRPO	Annually	Review all projects outcomes using MERI principles. Mapping conducted on all new invasive species in the region. Common reporting across stakeholders on implementation of invasive species management.
Roles and responsibilities defined for invasive species management.	GM SWO NTRPO	Ongoing	Maintain and strengthen Northern Tablelands Regional Weed Committee.
Legislation and Policies implemented and enforced consistently for effective species management.	GM SWO / WO's	Ongoing	Legislation integrated with local policies and procedures. Enforcement Policy consistent with Biosecurity Act 2015 and Biosecurity Regulation 2017.

**Table 4: Four Year Delivery Program Summary Income / Expenditure Estimates for Principal Activity PA4:**

Principal Activity	2017_18 Budget	2018_19 Budget	2019_20 Budget	2020_21 Budget
P.A. 4 Income	164,500	167,790	167,790	167,790
P.A. 4 Expenditure	81,800	83,436	85,105	86,807
Net cost P.A. 4	<b>82,700</b>	<b>84,354</b>	<b>82,685</b>	<b>80,983</b>

**Table 5: Four Year Delivery Program Summary Income / Expenditure Estimates Totals**

Principal Activity	2017_18 Budget	2018_19 Budget	2019_20 Budget	2020_21 Budget
P.A. 1 Income	39,500	40,190	45,993	41,813
P.A. 1 Expenditure	289,900	303,458	294,125	304,906
<b>Net cost P.A. 1</b>	<b>-250,400</b>	<b>-263,268</b>	<b>-248,132</b>	<b>-263,093</b>

Principal Activity	2017_18 Budget	2018_19 Budget	2019_20 Budget	2020_21 Budget
P.A. 2 Income	651,620	664,653	673,622	682,770
P.A. 2 Expenditure	526,600	524,132	546,714	537,647
<b>Net cost P.A. 2</b>	<b>125,020</b>	<b>140,521</b>	<b>126,908</b>	<b>145,123</b>

Principal Activity	2017_18 Budget	2018_19 Budget	2019_20 Budget	2020_21 Budget
P.A. 3 Income	171,000	168,300	171,666	175,099
P.A. 3 Expenditure	127,000	129,540	132,131	134,773
<b>Net cost P.A. 3</b>	<b>44,000</b>	<b>38,760</b>	<b>39,535</b>	<b>40,326</b>

Principal Activity	2017_18 Budget	2018_19 Budget	2019_20 Budget	2020_21 Budget
P.A. 4 Income	164,500	167,790	167,790	167,790
P.A. 4 Expenditure	81,800	84,436	85,105	86,807
<b>Net cost P.A. 4</b>	<b>82,700</b>	<b>84,354</b>	<b>82,685</b>	<b>80,983</b>

**Total Summary Income / Expenditure Estimates**

Principal Activity	2017_18 Budget	2018_19 Budget	2019_20 Budget	2020_21 Budget
Total Income	1,026,620	1,040,933	1,059,071	1,067,472
Total Expenditure	1,025,300	1,040,566	1,058,075	1,064,133
<b>Net cost all programs</b>	<b>1,320</b>	<b>367</b>	<b>996</b>	<b>3,339</b>

## 5. FOUR YEAR DELIVERY PROGRAM – FINANCIAL ESTIMATES 2017 - 2011

### a. Four Year Delivery Program – Cash Flows And Operating Activities

#### Financial Estimates

#### New England Weeds Authority Income Statement

	2017_18 Budget	2018_19 Budget	2019_20 Budget	2020_21 Budget
<b>Revenue</b>				
User Charges and Fees	100,000	102,000	104,040	106,121
Interest and Investment Revenue	30,000	35,600	36,312	37,038
Other Revenues	4,500	4,590	4,681	4,775
Grants and Cont'n provided for operational purposes	887,120	898,743	909,038	919,538
Grants and Cont'n provided for capital purposes	-	-	-	-
Other Income	-	-	-	-
Net Gain from Disposal of Assets	5,000	-	5,000	-
<b>Total Income from Continuing Operations</b>	<b>1,026,620</b>	<b>1,040,933</b>	<b>1,059,071</b>	<b>1,067,472</b>
<b>Expenses from Continuing Operations</b>				
Employee Benefits and On-Costs	594,800	605,696	616,810	628,146
Borrowing Costs	-	-	-	-
Materials and Contracts	175,800	173,016	188,574	172,343
Depreciation and Amortisation	89,000	84,080	85,762	87,477
Other Expenses	165,700	172,774	166,929	171,167
Net Loss from the Disposal of Assets	-	5,000	-	5,000
<b>Total Expenses from Continuing Operations</b>	<b>1,025,300</b>	<b>1,040,566</b>	<b>1,058,075</b>	<b>1,064,133</b>
<b>Net Operating Result for the Year</b>	<b>1,320</b>	<b>367</b>	<b>996</b>	<b>3,339</b>



**New England Weeds Authority**  
**Cash Flows from Operating Activities**  
Cash Flow Statement

	2017_18 Budget	2017_18 Budget	2017_18 Budget	2017_18 Budget
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Receipts</b>				
Rates and Annual Charges	-			
User Charges and Fees	100,000	102,000	104,040	106,121
Interest Received	30,000	35,600	36,312	37,038
Grants and Contributions	887,120	898,743	909,038	919,538
Other Receipts	4,500	4,590	4,681	4,775
<b>Payments</b>				
Employee Costs	- 594,800	- 605,696	- 616,810	- 628,146
Materials and Contracts	- 175,800	- 173,016	- 188,574	- 172,343
Interest Paid	-	-	-	-
Other Expenses	- 165,700	- 172,774	- 166,929	- 171,167
<b>Net Cash provided for (or used in) Operating Activities</b>	<b>85,320</b>	<b>89,447</b>	<b>81,758</b>	<b>95,816</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
<b>Receipts</b>				
Proceeds from Property, Plant & Equipment	39,000	51,000	45,000	53,000
Proceeds from sale of Investment Securities	92,000	117,000	107,000	112,000
<b>Payments</b>				
Purchase of Property, Plant & Equipment	- 92,000	- 117,000	- 107,000	- 112,000
	-	-	-	-
Purchase of Investment Securities	- 124,000	- 131,000	- 126,600	- 136,232
	-	-	-	-
<b>Net Cash provided for (or used in) Investing Activities</b>	<b>- 85,000</b>	<b>- 80,000</b>	<b>- 81,600</b>	<b>- 83,232</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
<b>Receipts</b>				
Proceeds from Borrowing & Advances	-			
Proceeds from Retirement Home Contributions	-			
<b>Payments</b>				
Repayments of Borrowing & Advances	-			
Repayments of Retirement Home Contributions	-			
<b>Net Cash provided for (or used in) Financing Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>320</b>	<b>9,447</b>	<b>158</b>	<b>12,584</b>

**b. Four Year Delivery Program – Balance Sheet**

**New England Weeds Authority  
Balance Sheet**

	<b>2017_18 Budget</b>	<b>2018_19 Budget</b>	<b>2019_20 Budget</b>	<b>2020_21 Budget</b>
<b>CURRENT ASSETS</b>				
Cash & cash equivalents	217,320	217,320	217,320	217,320
Investments	1,493,423	1,521,085	1,545,163	1,586,407
Receivables	12,719	14,719	16,719	18,719
Inventories	9,499	9,499	9,499	9,499
Other	-	-	-	-
<b>TOTAL CURRENT ASSETS</b>	<b>1,732,961</b>	<b>1,762,623</b>	<b>1,788,701</b>	<b>1,831,945</b>
<b>NON-CURRENT ASSETS</b>				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, Property, Plant & Equipment	293,829	275,749	251,987	223,510
Other	-	-	-	-
<b>TOTAL NON-CURRENT ASSETS</b>	<b>293,829</b>	<b>275,749</b>	<b>251,987</b>	<b>223,510</b>
<b>TOTAL ASSETS</b>	<b>2,026,790</b>	<b>2,038,372</b>	<b>2,040,688</b>	<b>2,055,455</b>
<b>CURRENT LIABILITIES</b>				
Payables	319,909	321,909	323,909	325,909
Borrowings	-	-	-	-
Provisions	99,780	99,780	99,780	99,780
<b>TOTAL CURRENT LIABILITIES</b>	<b>419,689</b>	<b>421,689</b>	<b>423,689</b>	<b>425,689</b>
<b>NON-CURRENT LIABILITIES</b>				
Payables	-	-	-	-
Borrowings	-	-	-	-
Provisions	-	-	-	-
<b>TOTAL NON CURRENT LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>419,689</b>	<b>421,689</b>	<b>423,689</b>	<b>425,689</b>
<b>NET ASSETS</b>	<b>1,607,101</b>	<b>1,616,683</b>	<b>1,616,999</b>	<b>1,629,766</b>
<b>EQUITY</b>				
Accumulated Surplus	1,607,009	1,616,456	1,616,614	1,629,198
<b>TOTAL EQUITY</b>	<b>1,607,009</b>	<b>1,616,456</b>	<b>1,616,614</b>	<b>1,629,198</b>

c. **Four Year Delivery Program – Financial Ratios**

**New England Weeds Authority  
Ratios**

	2017_18 Budget	2018_19 Budget	2019_20 Budget	2020_21 Budget
Unrestricted Current ratio	4.64	4.69	4.74	4.83
current assets	1,732,961	1,762,623	1,788,701	1,831,945
less external restrictions reserves	18,000	18,000	18,000	18,000
less external restrictions drs	-	-	-	-
	<b>1,714,961</b>	<b>1,744,623</b>	<b>1,770,701</b>	<b>1,813,945</b>
Current Liabilities	419,689	421,689	423,689	425,689
Less Payments not made in 12 months	45,000	45,000	45,000	45,000
less external restrictions	5,000	5,000	5,000	5,000
	<b>369,689</b>	<b>371,689</b>	<b>373,689</b>	<b>375,689</b>
Debt Service Ratio				
Principal repayments	-	-	-	-
Interest repayments	-	-	-	-
	-	-	-	-
Operating Revenue	1,026,620	1,040,933	1,059,071	1,067,472
Special Purpose Grants - Operating	-	-	-	-
Contributions & Donations - Operating	887,120	898,743	909,038	919,538
Grants & Contributions - Capital	-	-	-	-



**Photo 2: NEWA Education / Extension trailer**

## 6. REPORTING ON PROGRESS – ANNUAL REPORTING

Council's Business Activity Strategic Plan 2017 - 2027 adopts a Quadruple Bottom Line (QBL) approach as the key management tool to imbedding sustainable principles across its operations. The four 'pillars' of economic, environmental, social and civic leadership/ governance, coupled with sustainability provide the overarching framework for all of the Council's planning and decision-making.

In presenting this Plan to the constituent member Councils and the community for achieving the objectives of the Plan in relation to scheduled priority and invasive weed management and control within the New England region, Council will report to its community and constituent member Councils through various mechanisms and reports.

Annual reporting to the community is an important part of transparent and accountable local government. Council is required under the legislation to prepare an Annual Report as one of the key points of accountability between Council, its member Councils and the community.

The Annual Report focuses on Council's implementation of the Delivery Program and Annual Operational Plan. The report also includes information that is prescribed by the Local Government (General) Regulation 2005, including provisions relating to the content of Council's annual statement of revenue policy.

The Business Activity Strategic Plan must be reviewed every four years. From 2012, each newly elected Council must complete the review by 30 June in the year following the local government elections and roll the planning period forward by at least 4 years so that it is always a 10 year minimum plan.

A report on the progress on implementation of the Business Activity Strategic Plan must be presented at the final meeting of an outgoing Council, effectiveness of the Plan in achieving its environmental, economic, social and civic leadership/governance objectives over the past four years.

The Long Term Financial Plan is to be updated annually as part of the development of the Annual Operational Plan.

Councils will also report on the condition of their assets in their annual financial statements in line with the Local Government Code of Accounting Practice and Financial Reporting.

A Council must prepare a new Delivery Program after each ordinary election of Councillors to cover the principal activities of the Council for the 4 year period commencing on 1 July following the election.

Council will review its 4 Year Delivery Program each year when preparing the Annual Operational Plan.

The General Manager must ensure that progress reports are provided to the Council, with respect to the principal activities detailed in the Delivery Program, at least every 6 months.



**Photo 3: Typical New England grazing property**