



# NEW ENGLAND **WEEDS** AUTHORITY

## Annual Operational Plan 2023 – 2024

Adopted by Council on: 27 June 2023

Resolution: 20/23

COVER PAGE

Tropical Soda Apple in the Macleay Valley

## INTRODUCTION

### NEWA's 75<sup>th</sup> Anniversary

On 7 May 1947, the New England Tablelands (Noxious Plants) County District was proclaimed by the then governor, J Northcott in accordance with the Local Government Act of 1919. Originally comprising Dumaresq, Gostwyck and Guyra Shires, the County District went on to include, as a County Council, Armidale City, Uralla Shire and Walcha Councils. On 16 December 2020 the County Council's name was changed to the simplified New England County Council, and Glen Innes Severn Council was added as a member council. Today, the New England County Council comprises the following 4 member Councils:



1947-2023 – 75 Years of Environmental Excellence

### The New England Weeds Authority Charter

The New England County Council, trading as the New England Weeds Authority (NEWA) undertakes the inspection, spray control and educational activities that combine to *satisfy* the obligations of its four constituent councils, Armidale Regional, Glen Innes Shire, Uralla Shire and Walcha, under the NSW Biosecurity Act (2015).

On an annual basis, NEWA inspects all variety of lands including but not limited to private property, road reserves, TSRs, quarries, national parks, nurseries, dams, landfill sites, showgrounds and markets.

In total the County Council manages a land area of **23,600 km<sup>2</sup>**, containing **50,900** individual properties which are serviced by a network of **8,000 kms** of roads, travelling stock routes (TSRs) and access roads.

Funding to undertake these works is provided under the Department of Primary Industry's (DPI's) Weeds Action Program (WAP), with co-contributions from the four constituent councils, in the form of Member Council Contributions (see [Annual Budget](#)).

In addition, NEWA actively seeks appropriate Projects that are consistent with the skills, experience, systems and equipment of the County Council. In a similar way, NEWA may also quote for and undertake Private Works for private landholders and for its member councils, undertaking required control work which falls outside NEWA's obligations under the WAP. Project and Private Works combine to subsidise the member councils' costs in meeting their Biosecurity obligations under the Act.

## Moving forward

During the current year and into 2024, the New England Weeds Authority (NEWA), is making significant strides to position the Weeds Authority for expansion into the next decade.

These improvements have included taking full responsibility for our Information Technology systems, communications and upgrading our financial systems and software, to enable much improved management reporting, with greater efficiency and flexibility. With all of NEWA's operations now managed online, using cloud-based software and storage, all our business systems, charting and reporting are available online and able to be updated directly - whether in the field, in the office or on the road.

NEWA's staff have been expanded and strengthened with the addition of new members appropriately qualified and experienced to carry out the biosecurity and weed spray operations, together with a strengthened administration and project management capability.

To improve both efficiency and operator safety, NEWA has made a deliberate move to the use of UTVs (side-by-sides), and away from the less-safe quadbikes. The two ATVs shown below, are fitted with Quick Spray units which significantly reduce costs with improve operating efficiency. Also shown (centre) is NEWA's ARGO unit which is highly manoeuvrable in swampy and riparian environments.



*Pictured are 2 Kubota ATV 1120D UTVs*

## A new specialist facility

The decision has recently been taken by Council to commence the construction of new offices, depot and an environmentally compliant wash-down facility, that will serve NEWA long into the future. The facility is being constructed on land in the AirSide Business Park, recently purchased by the Weed Authority. The Construction Contract has been awarded and construction commenced in April of this year and it is hoped will be completed before the end of the calendar year.

The new facility will locate *all* NEWA's operations on a single site which, in addition to modern construction including efficient heating and air conditioning, will greatly improve operational efficiency and environmental compliance. The new facility will include council chambers, training facilities, modern staff facilities, a lunchroom and a [herbarium](#).

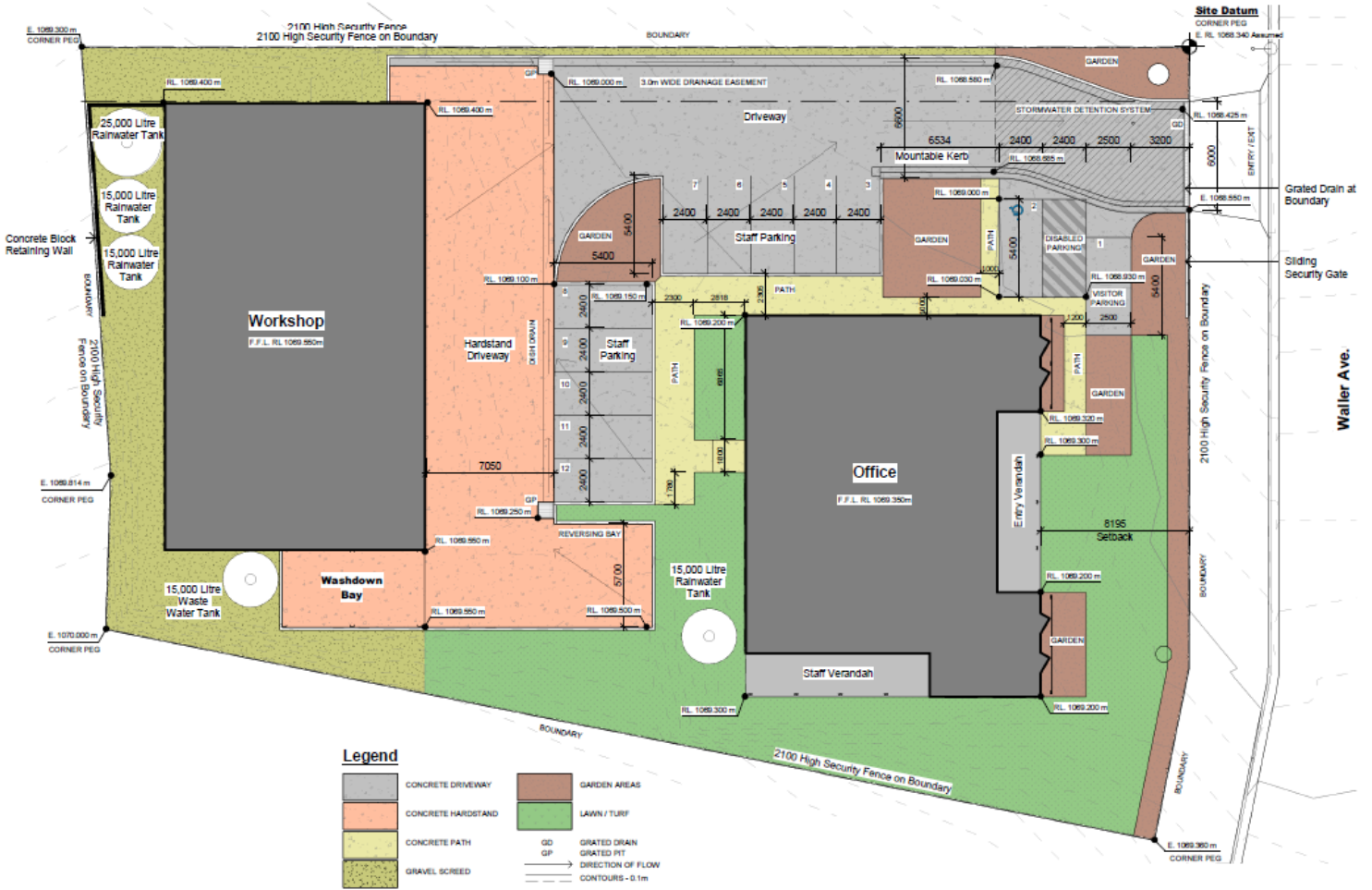


*New NEWA facility, currently under construction*

The above image shows the new NEWA facility currently under construction at the AirSide Business Park at Armidale Airport. As can be seen, above and below, there is a separate office complex, adjacent to the depot, wash-down bay and parking at the rear of the facility.

The below image shows the layout of the various elements of the new facility. In particular, the new, environmentally friendly wash-down bay can be seen, which ensures that no planned or accidental chemical releases to the stormwater system can occur. The 'sealed' system ensures that all waste is recycled and no unintended discharge can occur. The depot is similarly 'bundled' with any discharge being recycled in the waste-water system.

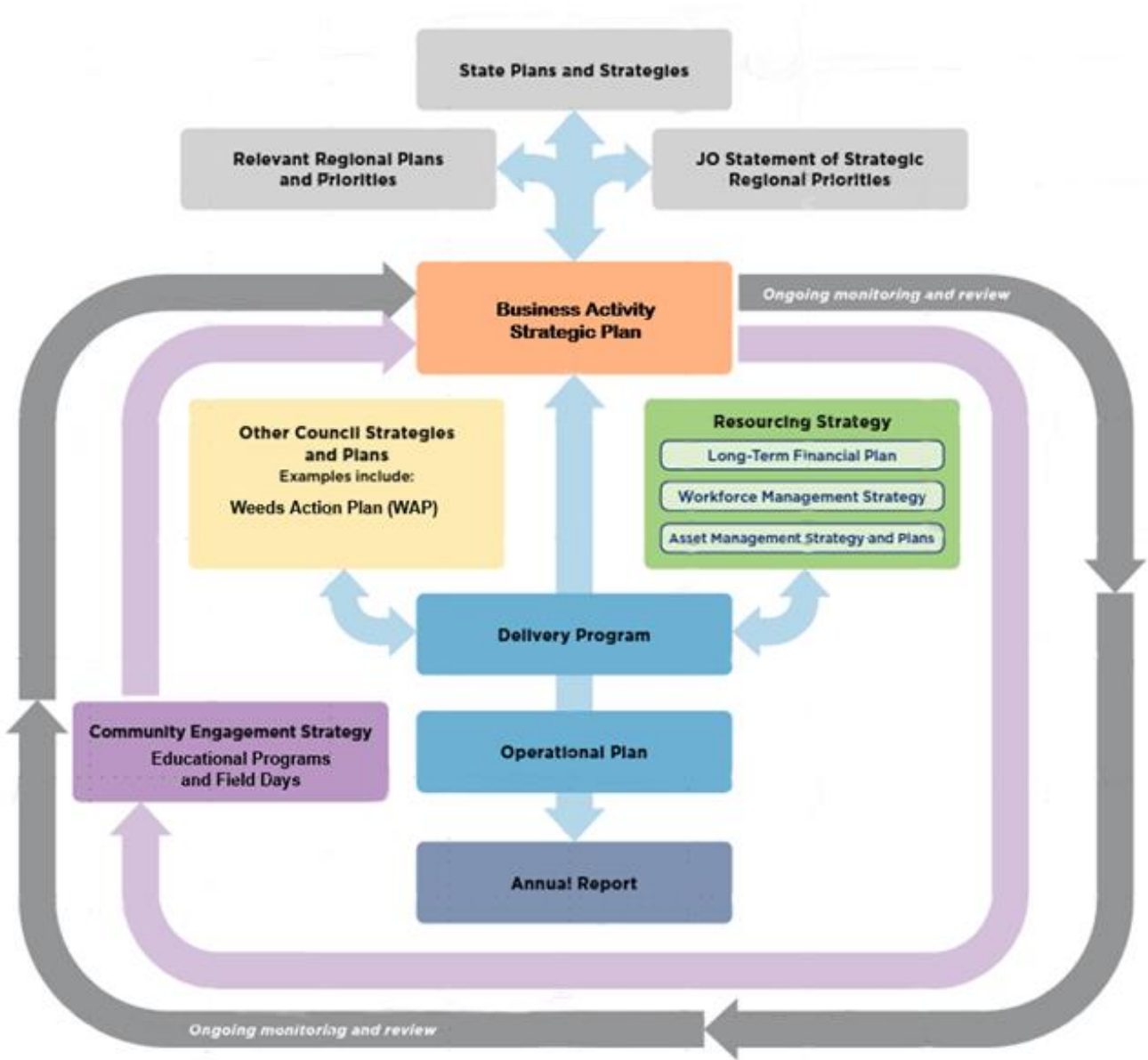
# External Works Plan



Layout of the new NEWA facility currently under construction

# INTEGRATED PLANNING & REPORTING

The Integrated Planning and Reporting (IP&R) Framework includes this year’s *Operational Plan 2023-2024*. This document forms part of a suite of IP&R documents, as depicted in the diagram below, and should not be read in isolation. The Operational Plan includes the Annual Budget for 2023-2024.



- Business Activity Strategic Plan	2017 - 2027
- Long Term Financial Plan	2023 - 2033
- 4-year Delivery Program	2022 - 2026
- <i>Annual Operational Plan</i>	<i>2023 - 2024</i>
- Asset Management Strategy	2023 - 2033
- Workforce Plan	2023 - 2033

Delivery Program (DP)	Operational Plan (OP)	Annual Report (AR)	Resourcing Strategy (RS)
<ul style="list-style-type: none"> <li>• Describes elected council's commitment to deliver against the CSP over 4-year term.</li> <li>• Describes what can be delivered with the available resources as outlined in RS (below).</li> <li>• Aligned with strategic directions and outcomes of the CSP.</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies annual projects and activities to deliver against DP outcomes.</li> <li>• Includes council's annual budget and Statement of Revenue Policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Reports back to the community on the work undertaken by a council each year to deliver on the commitments of the DP through that year's OP.</li> <li>• AR must contain a copy of the audited financial statements.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates how work identified in the Delivery Program and Operational Plan will be resourced, as identified through: <ul style="list-style-type: none"> <li>- Long-Term Financial Plan</li> <li>- Workforce Management Planning</li> <li>- Asset Management Planning.</li> </ul> </li> </ul>
<p><b>Duration:</b> 4 years</p> <p><b>Review:</b> Annual review with 6-monthly reporting</p>	<p><b>Duration:</b> 12 months</p> <p><b>Review:</b> One plan each year for the 4 years of the council term, in line with DP</p>	<p><b>Duration:</b> 12 months</p> <p><b>Review:</b> Annually</p>	<p><b>Duration:</b> 4-10 years, in line with Delivery Program and Operational Plan.</p> <p><b>Review:</b> Continual monitoring to measure effectiveness and respond to change; the Long-Term Financial Plan, Asset Management Strategy and Plans need to be reviewed and updated annually to cover a minimum 10 year period/forecast. The Workforce Management Strategy is to be reviewed and updated every 4 years along with the Delivery Program.</p>

The *Operational Plan* outlines the major activities that will be undertaken across the range of Council's operations during the 2023/2024 financial year. These activities directly address the objectives and strategies outlined in the Delivery Program of the current Council, as identified in the Business Activity Strategic Plan (BASP).

The *Operational Plan* deals with the actions and tasks where Council has a role to play and identifies what is planned during the 2023 - 2024 financial year. The Plan also highlights how we will measure progress and identifies the sectional responsibility for completing the actions.

The annual financial information forming part of this plan (Annual Budget), outlines the Annual Estimates, Revenue Policy, Fees and Charges and other financial information. This financial information relates equally to both the Delivery Program, the *Operational Plan* and Long Term Financial Plan.



## THE OPERATIONAL PLAN

One of the important requirements of both the Delivery Program and the *Operational Plan* is to identify who will be responsible within the county council for completing the various activities and projects that have been identified. This gives a clear picture of expectations, accountabilities and timeframes for their delivery.

### Integration of the plans

It is important to note that the *Operational Plan* is part of a larger process – the Business Activity Strategic Plan (BASP) sets the agenda for the County Council into the future, the Resourcing Strategy identifies matters that are within the council’s realm of activity and capability, and the Delivery Program and *Operational Plan* spell out the council’s plan of action for achieving these matters during the current financial year.

The strategies identified in the Business Activity Strategic Plan have been reflected within the Delivery Program and the actions identified in the four-year Delivery Program, are managed through the actions set out within the *Operational Plan*.

The following diagram shows how the various levels of the planning framework connect.



The *Operational Plan* has been developed to highlight the activities to be undertaken during the 2022-2023 financial year.

The *Operational Plan* is broken into delivery sections, where the New England Weeds Authority (NEWA) works as a team from the Councillors to the General Manager, through to senior staff and all members of the County Council. NEWA is outcome-focused and closely monitors performance targets, to ensure our work improves the communities we live in.

The *Operational Plan* forms the link to both Council's Delivery Program and the Business Activity Strategic Plan for reporting of our actions, achievements, and financial results. The *Operational Plan* is also linked to the Long-Term Financial Plan (LTFP) with respect to the 2023-2024 financial year's budget.

NEWA's General Manager, provides Council with a quarterly report to advice of outcomes being achieved as identified in the (four year) Delivery Plan. This process allows the Council and the community to understand service outcomes and to consider the budget process when compared to the actions and activities set out in this *Operational Plan*.

## **ANNUAL BUDGET & CAPITAL WORKS 2022-2023**

Within the IP&R framework, Council prepares a ten year, rolling Long Term Financial Plan (LTFP). From this plan, a single year financial plan (Budget) is prepared to identify the County Council's day-to-day operational needs and also to determine capital needs and maintenance works across the service areas of Council to achieve these needs – see annual budget P&L and Cash Flow.

The 2022-2023 financial plan identified the following Capital Works which will be undertaken during the current financial year:

- The commencement of construction in April 2023 of the new Works Depot and Office Building



Work is anticipated to conclude by the end of the 2023 year.

Included in the budget are various allocations towards maintenance works to be undertaken for member Council assets, in the roads and community/park areas e.g. guidepost spraying, treatment of ovals, parks and gardens. Council also considers the use of *grant funding* to help develop new projects and to assist in the *cost-effective delivery* of projects and maintenance across all areas of operation. Major grants are sought to targeted environmental and agricultural weeds.

Within the Long-Term Financial plan, Council has identified loan funding required to deliver major projects. Loan funding is proposed to include the construction of a new Works Depot and Office at the AirSide Estate at Armidale Airport.

Capital expenditure during the coming financial year covers the purchase of plant (vehicles) and equipment (spray units) totalling approximately \$260,000.

## OPERATIONAL PLAN - LEGISLATIVE REQUIREMENTS AND COMPLIANCE

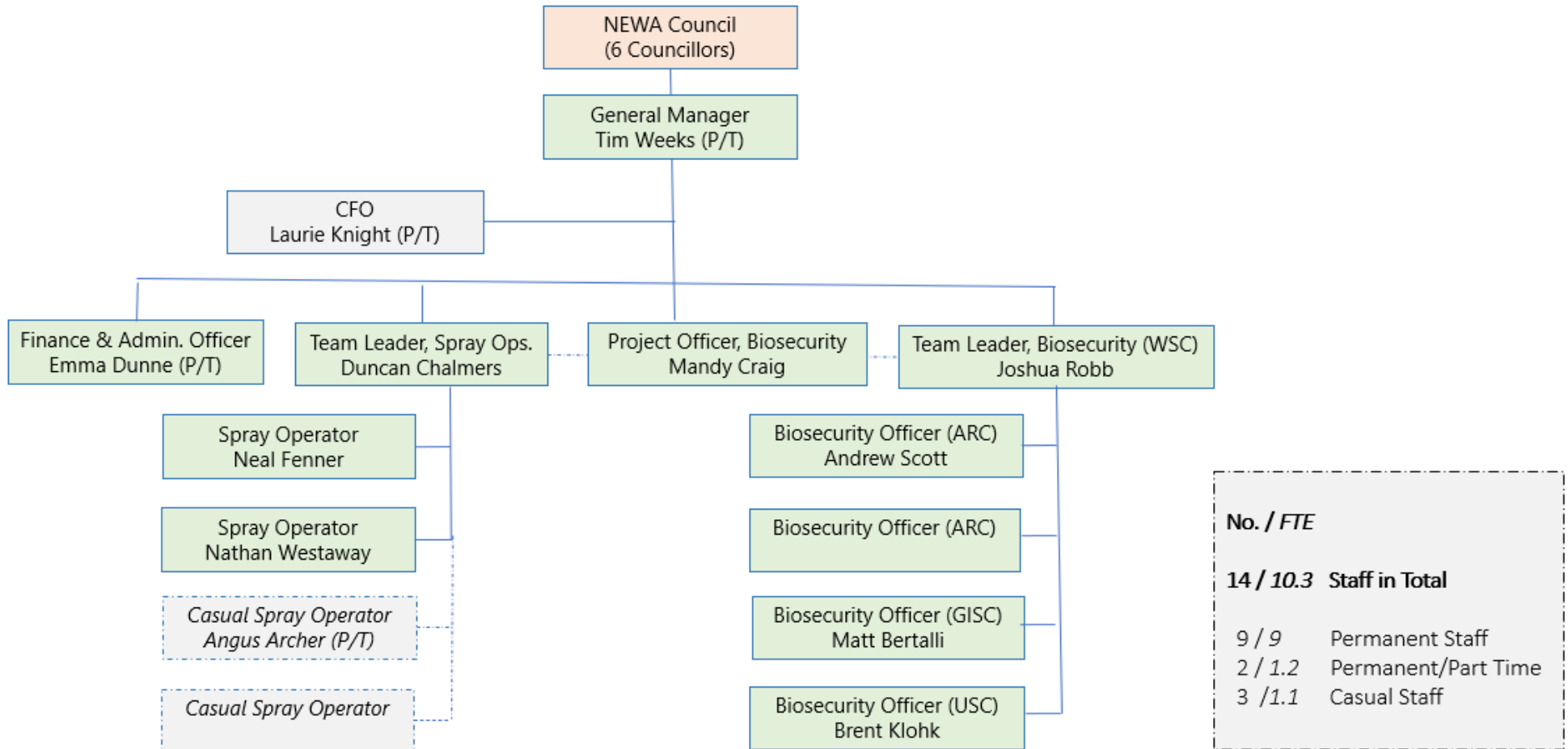
<b>Operational Plan Requirements</b>	Identify projects, programs or activities that Council will undertake within the financial year towards addressing actions identified within the Delivery Program	The actions in this document include actions planned for the 2023-2024 financial year
	Allocate responsibilities for each project, program or activity and KPI's to determine effectiveness	The actions in this document include responsibilities, measurements and timeframes.
	Included within the Statement of Revenue Policy	The actions in this document include responsibilities, measurements, and timeframes.
	Include provisions relating to the content of Council's annual statement of Revenue Policy: <ul style="list-style-type: none"> <li>• Estimated income and expenditure</li> <li>• Proposed fees and charges</li> <li>• Council's proposed pricing methodology</li> <li>• Proposed borrowings</li> </ul>	The actions in this document include responsibilities and measurements

### Operational Plan Actions

The *Operational Plan* Actions are addressed under the following categories:

1. Civic Leadership / Governance / Administration / Finance / Risk (coloured Teal)
2. Weed Management and Control (coloured Green)
3. Economic Affairs (coloured Pink)
4. NSW Weeds Action Program 2020-2025 (coloured Red)

## 2023 – 2024 Organisational Structure



## Principal Activity - 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 to Council, public access to Councillors and liaison with member Councils and relevant government agencies.

### **Administration**

To implement financial and administrative systems, policies and procedures to allow the management of all Council activities, in a manner that ensures the economic sustainability of the Council while protecting 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 to provide a safe working environment for staff, contractors and for county landholders.

## Objective 1.1: Civic Leadership/Governance

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
1.1.1	A quality customer service focus by all NEWA staff	To provide quality customer service by all Council employees.	ALL	Customer satisfaction	Community feedback monitored: a) Customer complaints b) Customer feedback via website, newsletter and social media c) KPI's achieved
1.1.2	Promote timely and quality dissemination of information to the community	Regular community updates by various media including Council's website, social media and newsletters.	GM	Report on actions taken	Council to be proactive in reporting to community through <i>Chairs' news items</i> and preparation of other noteworthy stories.
1.1.3	Convey community issues to the State Government	Lobby on behalf of the community	GM	Number of communiques reported to council and forwarded on.	Issue media releases to the community on meetings held and/or actions taken.
1.1.4	Identify policies and guidelines to support NEWA activities.	Ensure Council Policies and Procedures are up to date and relevant.	GM	Undertake a regular review of policies and procedures to ensure they remain relevant and comply with legislation change.	<ol style="list-style-type: none"> <li>1. Report all Policies to Council within 6 months of a general election, and/or</li> <li>2. Report policies that need adoption to Council annually.</li> </ol>

## Objective 1.1: Civic Leadership/Governance Continued

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
1.1.5	Co-ordinate and support community groups to promote NEWA activities within the local community	<p>Assess requests received for support for community events</p> <p>Support community events through attendance and displays by key staff.</p>	<p>GM</p> <p>GM</p> <p>GM</p>	<p>Donation/support provided with council approval</p> <p>Community feedback and number in attendance</p> <p>Number of committees formed for special events</p>	<p>Develop guideline on events to attend and information distribution eg. Shows, Morning Teas, schools, ag-shows, field days etc.</p> <p>Assist event organiser</p> <p>Involve Council in community events</p>



## Objective 1.2: Administration

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
1.2.1	Timely and accurate reporting for efficient management and accountability	<p>As appropriate for a County Council, review Council Committee membership and Administrative support on an annual basis</p> <p>To promote timely and quality dissemination of information to the community, as well as internally throughout the Council organisation</p>	<p>GM</p> <p>ALL</p>	<p>Report to Council</p> <p>Review annually</p>	<p>Review by November 2023</p> <ul style="list-style-type: none"> <li>• Website</li> <li>• e-mail system</li> <li>• Column in Local or regional newspaper</li> <li>• Rate notices (via Member Councils')</li> <li>• Newsletter</li> </ul>

## Objective 1.2: Administration Continued

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
1.2.1 Cont.	Timely and accurate reporting for efficient management and accountability	To review business papers to improve information provided to elected members and the public.	GM	Council determination	Review October 2023
		To ensure compliance with statutory and regulatory requirements for financial reporting and public accountability by the due dates.	GM	Reporting on time to auditors, Ministers and the public.	All statutory reporting undertaken by due dates. Reporting of Assets complying with audit rules.
		To provide for revenue and expenses in a fair and competent manner with due regard for Council's financial position and public accountability.	GM	Council's financial reporting analysis	Regular reporting to Council on finance and asset areas as per LGA

## Objective 1.2: Administration Continued

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
1.2.2	Effective staff training and development processes in place	<p>Review staff training and development</p> <p>To implement systems for performance management and staff review.</p>	<p>ALL</p> <p>ALL</p>	<p>Adopt a Training Plan that is affordable.</p> <p>Undertake annual staff performance appraisals.</p> <p>Review Salary System in accordance with the NSW Local Govt. Award.</p>	<p>Develop a long-term skill-based training plan and work with local training organisations.</p> <p>Undertake staff performance appraisals from March of each year.</p> <p>Report Award changes to staff.</p>
1.2.3	Effective management of construction of new Offices and Depot.	Participate in regular site and other meeting to ensure that construction meets the requirement of the contract and that key issues are resolved quickly.	<p>GM</p> <p>Councillors</p>	<p>Number of site issues</p> <p>Familiarity with the project</p>	<p>Regularly attend site meetings and undertake regular site inspections.</p> <p>Councillors to participate in site inspections to coincide with Council meetings, workshops and/or training etc.</p>

### Objective 1.3: Finance

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
1.3.1	Ensure all finances are audited as required by the Local Government Act and Regulations	Undertake Annual External Audit as per the NSW Auditor Generals requirements	GM / CFO	Provide all advice required to complete the audit process	Make all attempts to have an unqualified audit.  Provide Council with advice as to Audit qualifications and methods to correct any such qualifications.
1.3.2	Identify Grant Funding opportunities.	Ensure level of Grant Funding is maintained	Project Management Officer  GM  ALL	The PMO and the General Manager will ensure grant applications and returns are completed on time	Report quarterly as to grants obtained and finalized to Council.

## Objective 1.4: Risk Management

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
1.4.1	Identify Risks within the Council operations	Undertake process steps to reduce organisational risk	WH&S Committee  All	Undertake an assessment of all Policies and procedures to reduce risks, to identify risks in the workplace and to reduce community risk	<p>Reviewed policies to be presented to Council for adoption by March 2023 in accordance with the LGA.</p> <p>The GM is to show leadership in risk reduction including WH&amp;S risks.</p> <p>Council reports shall include a Risk category to alert Councillors to the level of risk or action required.</p> <p>The GM shall ensure that risks previously experienced in the workplace are eliminated or mitigated, that staff training is provided and that Council's policies are adhered too.</p>

**Objective 1.4: Risk Management Continued**

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
1.4.2	Observe Work Health and Safety Requirements	Maintain the health of both staff and public who may come into contact with herbicides during the invasive weed spraying program.	All	<p>Comply with guidelines of Council, industry standards and specific guidelines on the label of each herbicide being used.</p> <p>Spraying operations to cease when there is a danger of the public becoming contaminated with herbicides by spray or volatile drift onto neighbouring properties or contamination of produce likely to be consumed by the public, such as blackberry fruit.</p> <p>No reports of health effects from the public or staff related to this activity.</p>	<p>Maintain annual medical surveillance.</p> <p>Staff medical surveillance shows no adverse effects of chemical usage.</p>

## Objective 1.4: Risk Management Continued

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
1.4.3	Undertake Strategic Planning to identify and develop the organisation	<ol style="list-style-type: none"> <li>1. General Manger to review Council's Business Activity Strategic Plan and associated Delivery Plan.</li> <li>2. General Manager to review Operational Plan annually.</li> <li>3. The General Manager shall prepare an Annual Report for submission to Council and the Office of Local Govt.</li> </ol>	GM	<ol style="list-style-type: none"> <li>1. A revised Delivery Plan shall be presented within two months of a general election of Councillors.</li> <li>2. A revised Operational Plan and annual budget and the long term financial plan/budget shall be presented to Council no later than March annually.</li> <li>3. Annual Report to be submitted prior to November annually.</li> </ol>	Following the holding of a Workshop on the Delivery Plan, reports are presented to Council for consideration and adoption prior to the legislative dates.
1.4.4	Provide advice to Member Councils and the Community to highlight NEWA achievements.	Provide ongoing information to Constituent Councils and the NSW Department of Primary Industries	GM	The GM to provide feedback and reports on operations to each Member Council. Provide an annual Grant Return report to Council and in turn the Member Councils in summary form.	<ol style="list-style-type: none"> <li>1. Councillors to report to their respective Councils after each meeting, distribute fact sheets and annual reports.</li> <li>2. Maintain effective level of accurate cost/benefit feedback to Councils and the NSW DPI.</li> </ol>

## 2 Principal Activity - 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 as identified in the Northern Tablelands Regional Strategic Weed Management Plan 2023 – 2028.

#### Objective 2.1: Scheduled Priority Weed Management & Control

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
2.1.1	Management of Priority weed plants	Support Invasive Plant control programs on private lands	GM	Report to Council	Report quarterly to Council on control measures undertaken, and report the number of property inspections undertaken each month and in which Shire, Crown land etc.
		Support Invasive Plant control programs on private lands	SMT	Support Grant applications by the public for weed control projects.  Provide advice on control methods and assist in developing control programs	Report the number of landholder programs assisted
2.1.2	Maintain involvement and support of Local Land Services (LLS)	Liaise continually with LLS on natural resource management issues	SMT	Number of meetings and issues raised.	Meet with LLS General Manager / CEO a minimum of 4 times a year



**Objective 2.1: Scheduled Priority Weed Management & Control - Continued**

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
2.1.3	Develop Community and Landholder Education Programs	Develop public awareness of Invasive Plants and promote good weed management practices using integrated weed management strategies and develop Weed Management Plans for Weeds of regional importance through regional coordination committees.	GM / SMT	<ol style="list-style-type: none"> <li>1. Conduct field days, seminars and weed walks, speak at various farmer or community group meetings</li> <li>2. Use various mediums such as email, newsprint, radio, television (video) and fact sheets to distribute information on best practice on Invasive Plant control</li> <li>3. Develop landholder contact database to provide seasonal information on best practice for weed control activities.</li> <li>4. Promote appropriate vegetation management using integrated weed control and management techniques</li> <li>5. Provide information to public on access to information sources such as Council, regional and State Government websites.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct a minimum of 12 extension events by June annually</li> <li>2. Produce or be involved in 12 media articles by June annually.</li> <li>3. Regularly post Social Media updates to Facebook and to Instagram</li> <li>4. Prepare a regular Newsletter for distribution via email to landholders</li> <li>5. Promote Council's website as a source of invasive weed information.</li> </ol>

**Objective 2.1: Scheduled Priority Weed Management & Control - Continued**

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
2.1.4	Interact with Authorities and other groups that participate in weed control or biosecurity activities.	Participate in regional advisory groups, campaigns and surveys being conducted by stakeholders with weed control Interests	All	<ol style="list-style-type: none"> <li>1. Consult with neighbouring non-member Councils and their Senior Staff.</li> <li>2. Attend meetings which directly or indirectly affect Council's invasive plant control program.</li> <li>3. Complete surveys or reports which support the endeavours of other bodies interested in weed control.</li> </ol>	<ol style="list-style-type: none"> <li>1. Co-ordinate activities with neighbouring non-member Councils through membership of Regional Weeds Management Committees.</li> <li>2. Participate in meetings of stakeholders.</li> <li>3. Report to Council any actions required of NEWA.</li> </ol>

### 3 Principal Activity - 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 and Northwest Regional Weed Committees, Local Government NSW and NSW Department of Primary Industries) through advocacy and political pursuits.

#### Objective 3.1: Private Works

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
3.1.1	Provide a Private Works service to landowners	Provide a contract spraying service	SMT	Provide commercial quotes in accordance with the ACCC rules for Local Government Private works	Report quarterly to Council the total of all private works undertaken and project assessment.
		Provide a Fee for Inspection service for solicitors and real estate agents	SMT	Provide an inspection service at a cost recovery fee (Fees and Charges)	Show in the quarterly budget reviews all inspections undertaken.

### Objective 3.2: Other Business Undertakings

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
3.2.1	Undertake an internal review of potential for other works, grants or activities.	Identify fee for service, grant opportunities or income generating activities	All	Assess market for additional services to landowners, agents, or other stakeholders.	Report services to be provided to Council and hourly costs for inclusion in Fees and Charges.
			All	Review and develop grant opportunities across the New England Region	Report grants applied for to Council each quarter
			All	Assess opportunities to work with non-member Councils to control weeds, undertake inspections etc.	Report to Council discussions being held and shared opportunities.
			All	Review opportunities to work with LLS on a fee for service basis whilst performing NEWA inspection roles.	Report to Council discussions being held and shared opportunities.

#### 4. Principal Activity- NSW Weeds Action Program – Northern Tablelands Regional Weed Committee (NTRWC)

To provide Regional coordination services on behalf of the Northern Tablelands Local Land Services for the implementation of the NSW Weeds Action Program 2020-2025 for the member Councils of NEWA as part of the Northern Tablelands Regional Weed Committee (NTRWC) region.

Objective 4.1: NSW Weeds Action Program					
Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
4.1.1	Management of noxious plants		GM	Report to Council	Report quarterly to Council control measures undertaken and compliance with the Approved Regional Weed Action Plan.
4.1.2	Maintain involvement and support of Local Land Services (LLS)	Liaise continually with LLS on natural resource management issues	SMT	Number of meetings and issues raised.	Meet with LLS when required
4.1.3	Implement the objectives of the NSW Weeds Action Plan	Provide staff and resources to meet the deliverables under the Weeds Action Plan.	All	Review annually the objectives and targets listed under the Action Plan  Undertake meetings with NSW DPI staff to review and look for grant or action funding	Report each 6 months to Council, areas of compliance and noncompliance with targeted actions.  Provide advice to Council as to the number of meetings held with NSW DPI and details of outcomes.

## Objective 4.1: NSW Weeds Action Program Continued

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
4.1.3 Cont.	Implement the objectives of the NSW Weeds Action Plan	Prevent the establishment of new Invasive Plants on public lands under the control of constituent Councils.	SMT / Biosecurity Officers	Staff instigate and conduct coordinated treatment programs on high risk sites and pathways when conducting other principal activities staff monitor for infestations of new invasive plants.	Conduct high risk site inspections and monitor and treat new infestations. Undertake the inspection of High-Risk Pathways.
		Fully and continuously suppress and destroy all regionally prioritised <i>eradicate</i> category Invasive.	SMT Biosecurity Officers	Using the latest weed control techniques and practices, treat with herbicides and other suitable. integrated weed management systems	No increase in infestations  All reported <i>eradicate</i> category invasive plants infestations to be treated each year
		Prevent the spread and reduce the numbers and distribution of Invasive Plants.	TLB Biosecurity Officers	Using the latest weed control techniques and practices treat plants with herbicides and other suitable integrated weed management systems.	Contain and reduce known infestations of regional prioritised Invasive Plants on an annual seasonal basis.  All reported invasive plants infestations to be treated each year subject to funding

**Objective 4.1: NSW Weeds Action Program Continued**

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
4.1.3 Cont.		Eradicate targeted Invasive Plants species from designated areas	TLB Biosecurity Officers	<p>Coordinate the eradication of targeted Invasive Plants species from areas where <i>eradication</i> of Invasive Plant species is considered achievable</p> <p>Specify, financially assist approved projects in accordance with Council's Policies</p>	Council supports at least 4 programs annually.
		Reduce the risk from Invasive Plants which are poisonous to humans and animals on public lands	SMT / Bio-Security Officers	Prioritise treatment of poisonous Invasive Plants on public land.	<p>Reduce the extent of infestations of Invasive Plants which are considered a risk to human and animal health.</p> <p>No reports of Humans or animals affected by contact with invasive plants on public land.</p>

**Objective 4.1: NSW Weeds Action Program Continued**

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
4.1.3 Cont.		Prevent the establishment of new invasive weed species on private and public lands	Bio Security Officers	Systematically inspect various new areas bounded by specific landmarks, such as creek or road systems, each year. Report Invasive Plants found, degree of infestation, location and area infested and input of all data to the database system. Report action being carried out by land occupier and further action required by land occupier to Council.	<ol style="list-style-type: none"> <li>1. Conduct Private property inspections annually as per WAP.</li> <li>2. Inspect a minimum area of Private Property as set out in the WAP by June annually.</li> <li>3. Inspect at least 5,750 Ha of high-risk pathways by June annually.</li> <li>4. Integrate UAV Inspections into annual program as per the WAP annually.</li> <li>5. Conduct a minimum of 200 peri urban Inspections annually</li> <li>6. Undertake a minimum of 200 Tropical Soda Apple inspections annually.</li> </ol>



**Objective 4.1: NSW Weeds Action Program Continued**

Strategies		Council Delivery Program Actions	Responsible Officer/ Department	Measures	Detailed Actions
4.1.3 Cont.		Prevent the sale and Transport of invasive plants and prohibited cacti.	Bio Security Officers	Inspect all nurseries and other outlets involve in the sale of plants quarterly.	Inspections carried out on all nurseries and other outlets involve in the sale of plants quarterly.
		Re-inspect all properties systematically who are, or should be undertaking Invasive Plant control programs	Bio Security Officers	Systematically inspect identified properties with known infestations of Invasive Plants.  Inspection reports to Council containing recommendations for actions required by land manager or Council within a reasonable time of the last inspection.	10% reduction in area of known infestations of Invasive Plants on private lands by June annually.
		Advise, co-ordinate and Implement invasive plant control programs	Bio Security Officers	Provide advice to land managers on a one-to-one basis. This advice will be provided during inspections, field days, over the phone, by letter or by Fact sheet.	Inspection reports indicate a containment, reduction and eradication of Invasive Plants on the property.

## STATEMENT OF REVENUE POLICY

### Fees and Charges

#### i. Private Works

Where the owner/occupier of private land, a public authority or member council requests the County Council to treat scheduled priority and invasive weeds on their behalf, the following rates shall apply for 2023-2024:

FUNCTION OR SERVICE	FEE	GST INC	GST STATUS
Labour - spraying	\$70.00/ hr	\$77.00 / hr	Taxable
Labour – supervisor / professional	\$99.00 / hr	\$108.90 / hr	Taxable
Plant (vehicle) with spray equipment	\$65.00 / hr	\$71.50 / hr	Taxable
Large Plant with spray equipment	\$95.00 / hr	\$104.50 / hr	Taxable
Chemicals and other consumables	As quoted	As quoted	Taxable
Administrative charge based on time (hr)	\$75.00 / hr	\$82.50/ hr	Taxable
Undertaking a 'drone' inspection (including mapping and equipment).	\$250 / hr	\$275.00	Taxable
Minimum Charge	\$250.00	\$275.00	Taxable

\* In cases of hardship, especially relating to pensioners on small lots, the Authority may upon written application, waive/reduce the charge.

#### ii. Project Works

The quoting and undertaking of contracted project works.

FUNCTION OR SERVICE	FEE	GST INC	GST STATUS
Undertaking defined and contracted project works	As quoted	As quoted	Taxable

**iii. Other fees and charges levied by NEWA in accordance with the Biosecurity Act - 2015**

The following fees and charges shall apply:

FUNCTION OR SERVICE	FEE	GST INC	GST STATUS
Entry onto private land to carry out treatment work for 'Fail to Comply' with individual biosecurity direction (under Sections 128 & 133 of the Biosecurity Act 2015), if undertaken by Council (plus cost of chemical).	\$250.00/hr (Minimum charge)	\$275.00	Taxable
Entry onto private land to carry out treatment work for 'Fail to Comply' with individual biosecurity direction (under Sections 128 & 133 of the Biosecurity Act 2015), if undertaken by a contractor engaged by NEWA (per contractor charge plus cost of chemical).	Contractor charge plus GST and cost of chemical (if not included in contractor's cost) plus 15% of contractors charge for administration and supervision.		Taxable
Subsequent inspection of private property as part of Council's regulatory function, after the service of an individual biosecurity direction or Biosecurity Undertaking (under Sections 128 & 133 and 147 of the Biosecurity Act 2015).	\$180 / hr	\$198.00	Taxable
Preparation and accepting a biosecurity undertaking by a person (under the provisions of Sections 142 & 146 of the Biosecurity Act 2015).	\$250.00	\$275.00	Taxable

## Councillor Fees and Allowances

Councillor Fees and Allowances are set by Council in accordance with the parameters outlined by the Local Government Remuneration Tribunal for non-water County Councils. The following table shows Councillor and Chair Fees and Allowances as included in the 2023-2024 Annual Budget.

POSITION	NUMBER	FEE/ ALLOWANCE	AMOUNT ex-GST	TOTAL
<b>Chairman</b>	1	Chair's Fee supplement Councillor's Fee Travel & Accommodation* Superannuation	6,786.40 6,583.50 2,627.12 1,470.69	<b>17,467.71</b>
<b>Councillor</b>	5	Councillors' Fees Travel Allowance Superannuation	6,583.50 426.82 <u>724.19</u> <b>7,734.50</b>	32,917.50 2,134.08 <u>3,620.93</u> <b>38,672.51</b>
			<b>TOTAL</b>	<b>\$ 56,140.22</b>

*\*Includes attendance at LGNSW Annual Conference*

# NEW ENGLAND WEEDS AUTHORITY

## ANNUAL BUDGET 2023-24

### Consideration of Inflation

After many years of relative economic stability, energy costs, retail pricing, rents and the cost of living in general, are driving inflation to a level that is unsustainable and is forcing the RBA to raise interest rates (11 times) in an effort to put downward pressure on inflation. For this reason, some consideration has been applied to what inflation might look like over the period of the LTFP.

The table and chart below set out the inflation outlook that has been used in this year’s Annual Budget and LTFP.

**RBA Indicative Inflation Expectations (Source: RBA Statement on Monetary Policy - February 2023 )**

Year →	2022/23 Benchmark	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	Notation
<b>Cost Drivers:</b>												
Salaries & Wages	4.25%	4.25%	3.50%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	easing in line with RBA long term inflation forecasts
Materials (Chemicals)	4.75%	4.75%	4.50%	4.00%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	easing in line with RBA long term inflation forecasts
Other Consumables	7.00%	7.00%	5.00%	4.00%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	easing in line with RBA long term inflation forecasts
Energy Costs	8.00%	8.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	anticipating continued upward pressure as generators adjust to climate-lead change
Consulting Services	7.00%	7.00%	4.50%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	easing in line with RBA long term inflation forecasts
<b>Average Annual Inflation Forecast</b>	<b>6.90%</b>	<b>5.50%</b>	<b>5.00%</b>	<b>4.50%</b>	<b>4.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	
Loan Interest (source: T-Corp)	5% (fixed)	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	Fixed for 20 year term unless renegotiated

**NEWA - Long Term Inflation Forecast**  
(Source: RBA Statement on Monetary Policy - February 2023)



# NEW ENGLAND COUNTY COUNCIL

## ANNUAL BUDGET 2023-24 and LONG-TERM FINANCIAL PLAN 2024-33

	2022_23 March '23 QBR Final Estimate	1 2023_24 Budget	2 2024_25 Fcast	3 2025_26 Fcast	4 2026_27 Fcast	5 2027_28 Fcast	6 2028_29 Fcast	7 2029_30 Fcast	8 2030_31 Fcast	9 2031_32 Fcast	10 2032_33 Fcast
<b>INCOME</b>											
<b>Government Grants - (incl. WAP)</b>											
Grant - WAP	366,609	386,772	406,111	424,386	441,362	454,602	468,240	482,288	496,756	511,659	527,009
Grant - Murray-Darling / Dumaresq River	200,000	0	0	0	0	0	0	0	0	0	0
Grant - Gondwana Grasses	65,000	68,575	72,004	75,244	78,254	80,602	83,020	85,511	88,076	90,718	93,440
Transport for NSW	100,000	105,500	110,775	115,760	120,390	124,002	127,722	131,554	135,501	139,566	143,753
ARC - Tropical Soda Apple Project	160,000	50,000	52,500	54,863	57,057	58,769	60,532	62,348	64,218	66,145	68,129
GLENRAC Project	270,000	0	0	0	0	0	0	0	0	0	0
Other anticipated Grant funding	0	400,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000
	1,161,609	1,010,847	1,061,390	1,090,253	1,117,063	1,137,975	1,159,514	1,181,700	1,204,551	1,228,088	1,252,331
<b>Member Council Contributions</b>											
Member Contribution - Armidale Regional Council	241,914	253,355	266,023	277,994	289,114	297,787	306,721	315,922	325,400	335,162	345,217
Member Contribution - Glen Innes Severn Council	109,276	114,740	120,477	125,898	130,934	134,862	138,908	143,075	147,368	151,789	156,342
Member Contribution - Uralla Shire Council	91,488	95,834	100,625	105,154	109,360	112,640	116,020	119,500	123,085	126,778	130,581
Member Contribution - Walcha Council	91,488	95,834	100,625	105,154	109,360	112,640	116,020	119,500	123,085	126,778	130,581
	534,166	559,762	587,750	614,199	638,767	657,930	677,668	697,998	718,938	740,506	762,721
<b>Project Works</b>											
Project Works	145,000	200,000	210,000	219,450	228,228	235,075	242,127	249,391	256,873	264,579	272,516
	145,000	200,000	210,000	219,450	228,228	235,075	242,127	249,391	256,873	264,579	272,516
<b>Private Works</b>											
Member Councils, DPI, LLS, Crown Lands	125,758	150,000	157,500	164,588	171,171	176,306	181,595	187,043	192,654	198,434	204,387
Private Landholders	50,000	50,000	52,500	54,863	57,057	58,769	60,532	62,348	64,218	66,145	68,129
	175,758	200,000	210,000	219,450	228,228	235,075	242,127	249,391	256,873	264,579	272,516
<b>Interest Income</b>											
Interest - Fixed Term Deposit	25,000	25,000	25,000	25,000	28,000	24,000	27,000	27,000	27,000	27,000	27,000
	25,000	25,000	25,000	25,000	28,000	24,000	27,000	27,000	27,000	27,000	27,000
<b>Other Income</b>											
Gain/<Loss> on sale of Assets	46,000	52,000	34,000	22,000	22,000	25,000	25,000	25,000	25,000	25,000	25,000
Insurance Rebate	5,000	5,275	5,539	5,788	6,020	6,200	6,386	6,578	6,775	6,978	7,188
	51,000	57,275	39,539	27,788	28,020	31,200	31,386	31,578	31,775	31,978	32,188
<b>TOTAL OPERATING INCOME</b>	<b>2,092,533</b>	<b>2,052,885</b>	<b>2,133,679</b>	<b>2,196,140</b>	<b>2,268,305</b>	<b>2,321,255</b>	<b>2,379,822</b>	<b>2,437,058</b>	<b>2,496,010</b>	<b>2,556,730</b>	<b>2,619,272</b>

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<b>COST OF SALES</b>											
Operational Staff Wages & Oncosts	1,233,146	829,558	858,593	884,350	906,459	929,121	952,349	976,157	1,000,561	1,025,575	1,051,215
Staff Travel & Accommodation Expense	Incl above	8,500	8,925	9,327	9,700	9,991	10,290	10,599	10,917	11,245	11,582
Contractor Costs	Incl above	250,000	262,500	274,313	285,285	293,844	302,659	311,739	321,091	330,724	340,645
Chemical usage	Incl above	67,000	38,000	39,710	41,298	42,537	43,813	45,128	46,482	47,876	49,312
Fuel, Oil & Spray/Vehicle Maintenance	66,373	83,000	89,500	93,975	98,204	102,132	105,196	108,352	111,602	114,950	118,399
<b>TOTAL DIRECT COSTS</b>	<b>1,299,519</b>	<b>1,238,058</b>	<b>1,257,518</b>	<b>1,301,674</b>	<b>1,340,946</b>	<b>1,377,624</b>	<b>1,414,307</b>	<b>1,451,975</b>	<b>1,490,653</b>	<b>1,530,370</b>	<b>1,571,153</b>
<b>GROSS MARGIN</b>	<b>793,014</b>	<b>814,827</b>	<b>876,162</b>	<b>894,465</b>	<b>927,359</b>	<b>943,631</b>	<b>965,515</b>	<b>985,083</b>	<b>1,005,357</b>	<b>1,026,360</b>	<b>1,048,119</b>
<b>OTHER EXPENDITURE</b>	38%	40%	41%	41%	41%	41%	41%	40%	40%	40%	40%
<b>Cost of Governance</b>											
Chair - Allowance, Fees, Travel and Expenses	14,784	15,997	16,797	17,553	18,255	18,802	19,367	19,948	20,546	21,162	21,797
Member - Fees and Allowances (Travel & Expenses) [x5]	34,000	35,052	36,804	38,460	39,999	41,199	42,435	43,708	45,019	46,370	47,761
Member -Superannuation	3,346	5,092	5,589	6,095	6,338	6,529	6,724	6,926	7,134	7,348	7,568
Governance & LGNSW membership	2,079	2,000	2,100	2,195	2,282	2,351	2,421	2,494	2,569	2,646	2,725
Audit Risk & Improvement Committee (ARIC) Costs	0	0	12,000	12,540	13,042	13,433	13,836	14,251	14,678	15,119	15,572
	54,209	58,140	73,290	76,842	79,916	82,313	84,783	87,326	89,946	92,644	95,424
<b>Staff Training &amp; Conferences</b>											
Training - DPI, LLS & Work Tickets	8,000	5,000	5,250	5,486	5,706	5,877	6,053	6,235	6,422	6,614	6,813
First Aid Training	2,079	1,000	1,050	1,097	1,141	1,175	1,211	1,247	1,284	1,323	1,363
WHS & WHS Committee	2,000	500	525	549	571	588	605	623	642	661	681
Biennial Weeds Conference	0	0	8,640	0	9,390	0	9,962	0	10,569	0	11,213
	12,079	6,500	15,465	7,132	16,807	7,640	17,831	8,105	18,917	8,599	20,070
<b>Depreciation</b>											
Offices & Depot Depreciation	0	0	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500
Office Equipment and ICT	16,500	17,500	18,375	19,202	19,970	20,569	21,186	21,822	22,477	23,151	23,846
Spray Units	9,500	9,500	9,975	10,424	10,841	11,166	11,501	11,846	12,201	12,567	12,944
Motor Vehicles	79,000	79,500	83,475	87,231	90,720	93,442	96,245	99,132	102,106	105,169	108,324
UTVs, Argo & Trailers	11,000	11,000	11,550	12,070	12,553	12,930	13,318	13,718	14,130	14,554	14,991
	116,000	117,500	145,875	151,427	156,584	160,607	164,750	169,018	173,414	177,941	182,605
<b>Borrowing Costs</b>											
Interest - Building Construction - 21 Waller Avenue	0	49,629	48,108	46,510	44,831	43,068	41,214	39,267	37,222	35,073	32,815
	0	49,629	48,108	46,510	44,831	43,068	41,214	39,267	37,222	35,073	32,815

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<b>Other Expenses</b>											
Administrative Salaries and Oncosts	150,543	163,088	168,796	173,860	178,206	182,662	187,228	191,909	196,707	201,624	206,665
Advertising - General	7,079	5,000	5,250	5,486	5,706	5,877	6,053	6,235	6,422	6,614	6,813
ARC Rates - 21 Waller Ave	1,565	1,651	1,734	1,812	1,884	1,941	1,999	2,059	2,121	2,185	2,251
External Audit	20,129	15,000	15,750	16,459	17,117	17,631	18,160	18,704	19,265	19,843	20,439
Bank Fees & Charges	416	500	525	549	571	588	605	623	642	661	681
Consultants - Finance - CFO	30,000	45,000	47,250	49,376	51,351	52,892	54,479	56,113	57,796	59,530	61,316
Other Consulting Services	4,000	5,000	5,250	5,486	5,706	5,877	6,053	6,235	6,422	6,614	6,813
ICT Maintenance & Repair and SLA (Incl Comms)	41,559	46,000	48,300	50,474	52,492	54,067	55,689	57,360	59,081	60,853	62,679
Insurance	43,250	44,000	46,200	48,279	50,210	51,716	53,268	54,866	56,512	58,207	59,954
Legal Costs	13,118	5,000	5,250	5,486	5,706	5,877	6,053	6,235	6,422	6,614	6,813
GIS Mapping (Chartis)	6,000	6,000	6,300	6,584	6,847	7,052	7,264	7,482	7,706	7,937	8,175
Media - Social, Newsletter, Website and Brochures	0	8,000	8,400	8,778	9,129	9,403	9,685	9,976	10,275	10,583	10,901
Office Maintenance & Repairs	1,039	1,000	1,050	1,097	1,141	1,175	1,211	1,247	1,284	1,323	1,363
Postage	1,032	1,000	1,050	1,097	1,141	1,175	1,211	1,247	1,284	1,323	1,363
Printing and Stationery	8,079	5,000	5,250	5,486	5,706	5,877	6,053	6,235	6,422	6,614	6,813
Publications & Subscriptions	23,000	5,000	5,250	5,486	5,706	5,877	6,053	6,235	6,422	6,614	6,813
Rent - Rusden Street	14,058	7,200	0	0	0	0	0	0	0	0	0
Staff PPE	10,301	10,868	11,411	11,924	12,401	12,773	13,157	13,551	13,958	14,377	14,808
Utilities	3,118	10,000	18,000	19,080	20,225	21,438	22,725	24,088	25,533	27,065	28,689
	<b>378,286</b>	<b>384,307</b>	<b>401,016</b>	<b>416,800</b>	<b>431,245</b>	<b>443,899</b>	<b>456,945</b>	<b>470,399</b>	<b>484,274</b>	<b>498,585</b>	<b>513,347</b>
<b>TOTAL OPERATING EXPENDITURE</b>	<b>1,860,093</b>	<b>1,854,134</b>	<b>1,941,272</b>	<b>2,000,386</b>	<b>2,070,330</b>	<b>2,115,151</b>	<b>2,179,831</b>	<b>2,226,091</b>	<b>2,294,427</b>	<b>2,343,213</b>	<b>2,415,414</b>
<b>OPERATING SURPLUS/(&lt;DEFICIT&gt;)</b>	<b>232,440</b>	<b>198,751</b>	<b>192,407</b>	<b>195,754</b>	<b>197,975</b>	<b>206,105</b>	<b>199,992</b>	<b>210,967</b>	<b>201,583</b>	<b>213,517</b>	<b>203,858</b>



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<b>CAPITAL BUDGET</b>											
<b>Capital Income</b>											
Transfer from Plant Reserve	122,000	125,000	73,000	48,000	0	35,000	0	35,000	0	35,000	0
Income from Loans	0	1,000,000	0	0	0	0	0	0	0	0	0
	<b>122,000</b>	<b>1,125,000</b>	<b>73,000</b>	<b>48,000</b>	<b>0</b>	<b>35,000</b>	<b>0</b>	<b>35,000</b>	<b>0</b>	<b>35,000</b>	<b>0</b>
<b>Capital Expenditure</b>											
Acquisition of Plant & Equipment	122,000	125,000	73,000	48,000	0	35,000	0	35,000	0	35,000	0
Acquisition of Office Equipment	0	0	0	25,000	0	0	0	30,000	0	0	0
Building Construction	0	1,761,000	0	0	0	0	0	0	0	0	0
Transfer to Plant Reserve	53,000	52,000	34,000	22,000	0	25,000	0	25,000	0	25,000	0
Principal Repayment on Loan	0	30,043	31,564	33,162	34,841	36,605	38,458	40,405	42,451	44,600	46,857
	<b>175,000</b>	<b>1,968,043</b>	<b>138,564</b>	<b>128,162</b>	<b>34,841</b>	<b>96,605</b>	<b>38,458</b>	<b>130,405</b>	<b>42,451</b>	<b>104,600</b>	<b>46,857</b>
<b>NET CAPITAL MOVEMENT (INCREASE/&lt;DECREASE&gt; )</b>	<b>&lt;53,000&gt;</b>	<b>&lt;843,043&gt;</b>	<b>&lt;65,564&gt;</b>	<b>&lt;80,162&gt;</b>	<b>&lt;34,841&gt;</b>	<b>&lt;61,605&gt;</b>	<b>&lt;38,458&gt;</b>	<b>&lt;95,405&gt;</b>	<b>&lt;42,451&gt;</b>	<b>&lt;69,600&gt;</b>	<b>&lt;46,857&gt;</b>

**2023-2033 Budget Cashflow**

	2023	1 2024 Budget	2 2025 F'cast	3 2026 F'cast	4 2027 F'cast	5 2028 F'cast	6 2029 F'cast	7 2030 F'cast	8 2031 F'cast	9 2032 F'cast	10 2033 F'cast
<b>Source &amp; Application of Cash Funds</b>											
Opening Cash Balance	1,467,549	1,693,989	1,094,196	1,327,914	1,593,933	1,763,651	1,943,758	2,120,041	2,309,621	2,492,168	2,689,027
LOAN DRAWDOWNS	0	1,000,000	0	0	0	0	0	0	0	0	0
Operating Income	2,092,533	2,052,885	2,133,679	2,196,140	2,268,305	2,321,255	2,379,822	2,437,058	2,496,010	2,556,730	2,619,272
Operating Expenses (excl. depreciation)	<1,744,093>	<1,736,634>	<1,795,397>	<1,848,959>	<1,913,746>	<1,954,544>	<2,015,081>	<2,057,073>	<2,121,013>	<2,165,272>	<2,232,809>
Acquisition of Plant & Equipment	<122,000>	<125,000>	<73,000>	<48,000>	<150,000>	<150,000>	<150,000>	<150,000>	<150,000>	<150,000>	<150,000>
Building Construction	0	<1,761,000>	0	0	0	0	0	0	0	0	0
LOAN REPAYMENTS	0	<30,043>	<31,564>	<33,162>	<34,841>	<36,605>	<38,458>	<40,405>	<42,451>	<44,600>	<46,857>
<b>Closing cash balance</b>	<b>1,693,989</b>	<b>1,094,196</b>	<b>1,327,914</b>	<b>1,593,933</b>	<b>1,763,651</b>	<b>1,943,758</b>	<b>2,120,041</b>	<b>2,309,621</b>	<b>2,492,168</b>	<b>2,689,027</b>	<b>2,878,632</b>
<b>Loan Account</b>											
Loan opening balance	0	0	969,957	938,392	905,230	870,389	833,784	795,326	754,921	712,470	667,871
Drawdowns	0	1,000,000	0	0	0	0	0	0	0	0	0
Interest (20 Years 5%)	0	49,629	48,108	46,510	44,831	43,068	41,214	39,267	37,222	35,073	32,815
Repayments (Principal and Interest)	0	<79,672>	<79,672>	<79,672>	<79,672>	<79,672>	<79,672>	<79,672>	<79,672>	<79,672>	<79,672>
<b>Closing Loan Balance</b>	<b>0</b>	<b>969,957</b>	<b>938,392</b>	<b>905,230</b>	<b>870,389</b>	<b>833,784</b>	<b>795,326</b>	<b>754,921</b>	<b>712,470</b>	<b>667,871</b>	<b>621,014</b>

**2023-2033 Budget Balance Sheet**

	<b>2021_2022 Actual</b>	<b>2023 Estimated</b>	<b>1 2024 Budget</b>	<b>2 2025 F'cast</b>	<b>3 2026 F'cast</b>	<b>4 2027 F'cast</b>	<b>5 2028 F'cast</b>	<b>6 2029 F'cast</b>	<b>7 2030 F'cast</b>	<b>8 2031 F'cast</b>	<b>9 2032 F'cast</b>	<b>10 2033 F'cast</b>
<b>CURRENT ASSETS</b>												
Cash & cash equivalents	1,467,549	1,693,989	1,094,196	1,327,914	1,593,933	1,763,651	1,943,758	2,120,041	2,309,621	2,492,168	2,689,027	2,878,632
Investments	501,897	450,000	500,000	500,000	350,000	400,000	400,000	400,000	600,000	650,000	750,000	900,000
Receivables	61,761	50,000	137,500	36,671	45,800	40,189	32,377	84,367	98,306	98,457	112,286	96,264
Inventories	25,228	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
<b>TOTAL CURRENT ASSETS</b>	<b>2,056,435</b>	<b>2,213,989</b>	<b>1,751,696</b>	<b>1,884,585</b>	<b>2,009,733</b>	<b>2,223,840</b>	<b>2,396,135</b>	<b>2,624,408</b>	<b>3,027,927</b>	<b>3,260,625</b>	<b>3,571,313</b>	<b>3,894,896</b>
<b>NON-CURRENT ASSETS</b>												
Property	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Infrastructure, Plant & Equipment	390,476	512,476	2,280,976	2,208,101	2,104,674	1,948,090	1,822,483	1,657,733	1,523,715	1,350,301	1,207,360	1,024,755
<b>TOTAL NON-CURRENT ASSETS</b>	<b>590,476</b>	<b>712,476</b>	<b>2,480,976</b>	<b>2,408,101</b>	<b>2,304,674</b>	<b>2,148,090</b>	<b>2,022,483</b>	<b>1,857,733</b>	<b>1,723,715</b>	<b>1,550,301</b>	<b>1,407,360</b>	<b>1,224,755</b>
<b>TOTAL ASSETS</b>	<b>2,646,911</b>	<b>2,926,465</b>	<b>4,232,672</b>	<b>4,292,686</b>	<b>4,314,407</b>	<b>4,371,930</b>	<b>4,418,618</b>	<b>4,482,141</b>	<b>4,751,642</b>	<b>4,810,926</b>	<b>4,978,673</b>	<b>5,119,651</b>
<b>CURRENT LIABILITIES</b>												
Payables	252,231	260,000	300,000	300,000	300,000	200,000	78,150	78,150	78,150	79,416	79,416	79,416
Contract Liabilities	380,096	400,000	500,000	400,000	250,000	250,000	250,000	150,000	250,000	150,000	150,000	150,000
Borrowings	0	0	31,564	33,162	34,841	36,605	38,458	40,405	42,451	44,600	46,857	49,230
Provisions	108,169	127,610	141,487	141,487	141,487	134,791	134,791	134,791	134,791	134,791	134,791	120,000
<b>TOTAL CURRENT LIABILITIES</b>	<b>740,496</b>	<b>787,610</b>	<b>973,051</b>	<b>874,649</b>	<b>726,328</b>	<b>621,396</b>	<b>501,399</b>	<b>403,346</b>	<b>505,392</b>	<b>408,807</b>	<b>411,064</b>	<b>398,646</b>
<b>NON-CURRENT LIABILITIES</b>												
Borrowings	0	0	922,016	888,025	852,312	814,792	775,373	733,958	690,446	644,731	596,703	546,242
Provisions	0	0	0	0	10,000	12,000	12,000	15,000	15,000	15,000	15,000	15,000
<b>TOTAL NON CURRENT LIABILITIES</b>	<b>0</b>	<b>0</b>	<b>922,016</b>	<b>888,025</b>	<b>862,312</b>	<b>826,792</b>	<b>787,373</b>	<b>748,958</b>	<b>705,446</b>	<b>659,731</b>	<b>611,703</b>	<b>561,242</b>
<b>TOTAL LIABILITIES</b>	<b>740,496</b>	<b>787,610</b>	<b>1,895,067</b>	<b>1,762,674</b>	<b>1,588,641</b>	<b>1,448,188</b>	<b>1,288,772</b>	<b>1,152,304</b>	<b>1,210,837</b>	<b>1,068,538</b>	<b>1,022,767</b>	<b>959,888</b>
<b>NET ASSETS</b>	<b>1,906,415</b>	<b>2,138,855</b>	<b>2,337,605</b>	<b>2,530,012</b>	<b>2,725,766</b>	<b>2,923,742</b>	<b>3,129,846</b>	<b>3,329,837</b>	<b>3,540,805</b>	<b>3,742,388</b>	<b>3,955,906</b>	<b>4,159,763</b>
<b>EQUITY</b>												
Accumulated Surplus	1,750,992	1,906,415	2,138,855	2,337,605	2,530,012	2,725,766	2,923,742	3,129,846	3,329,838	3,540,805	3,742,388	3,955,905
Current Year Operating Result	155,423	232,440	198,751	192,407	195,754	197,975	206,105	199,992	210,967	201,583	213,517	203,858
<b>TOTAL EQUITY</b>	<b>1,906,415</b>	<b>2,138,855</b>	<b>2,337,605</b>	<b>2,530,012</b>	<b>2,725,766</b>	<b>2,923,742</b>	<b>3,129,846</b>	<b>3,329,838</b>	<b>3,540,805</b>	<b>3,742,388</b>	<b>3,955,905</b>	<b>4,159,763</b>

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