

SOUTHERN
MIDLANDS
COUNCIL



2026/27

ANNUAL PLAN

AND

BUDGET DOCUMENTS

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING



2026-2027 BUDGETED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

| | | LTFMP | VARIANCE |
|--|----------------------|----------------------|-------------------|
| RECURRENT INCOME | | | |
| RATES AND CHARGES | \$ 8,228,816 | \$ 7,939,000 | \$ 289,816 |
| USER FEES | \$ 1,560,070 | \$ 1,575,000 | \$ (14,930) |
| GRANTS - RECURRENT | \$ 4,982,205 | \$ 4,864,000 | \$ 118,205 |
| INTEREST | \$ 492,000 | \$ 492,000 | \$ - |
| COMMERCIAL REVENUE | \$ - | \$ - | \$ - |
| GOVERNMENT SUBSIDIES | \$ 35,100 | \$ 12,000 | \$ 23,100 |
| OTHER INCOME | \$ 100,000 | \$ 150,000 | \$ (50,000) |
| INVESTMENT REVENUE FROM WATER CORPORATION | \$ 182,400 | \$ 182,400 | \$ - |
| | \$ 15,580,592 | \$ 15,214,400 | \$ 366,192 |
| NET CAPITAL INCOME | | | |
| GRANTS - CAPITAL | \$ 1,264,513 | \$ 1,264,000 | \$ 513 |
| CONTRIBUTIONS | \$ - | \$ - | \$ - |
| NET GAIN/(LOSS) ON DISPOSAL OF ASSETS | \$ - | \$ - | \$ - |
| | \$ 1,264,513 | \$ 1,264,000 | \$ 513 |
| TOTAL INCOME | \$ 16,845,105 | \$ 16,478,400 | \$ 366,705 |
| EXPENSES FROM CONTINUING OPERATIONS | | | |
| EMPLOYEE COSTS | \$ 6,180,336 | \$ 6,115,000 | \$ 65,336 |
| MATERIALS AND CONTRACTS | \$ 4,310,634 | \$ 4,258,000 | \$ 52,634 |
| DEPRECIATION & AMORTISATION | \$ 5,039,700 | \$ 5,039,700 | \$ - |
| CONTRIBUTIONS | \$ 307,026 | \$ 296,700 | \$ 10,326 |
| FINANCE COSTS | \$ - | \$ - | \$ - |
| COMMERCIAL EXPENSES | \$ - | \$ - | \$ - |
| OTHER EXPENSES | \$ 231,540 | \$ 188,000 | \$ 43,540 |
| TOTAL EXPENSES FROM CONTINUING OPERATIONS | \$ 16,069,236 | \$ 15,897,400 | \$ 171,836 |
| RESULT FROM CONTINUING OPERATIONS | \$ 775,869 | \$ 581,000 | \$ 194,869 |
| <i>Less Net Capital Income Section</i> | \$ (1,264,513) | \$ (1,264,000) | \$ (513) |
| | \$ (488,644) | \$ (683,000) | \$ 194,356 |



2026-2027 BUDGETED STATEMENT OF CASH FLOWS

CASH FLOWS FROM OPERATING ACTIVITIES

Payments

| | | |
|-------------------------|----------------|-----------------|
| Employee Costs | \$ (6,180,336) | |
| Materials and Contracts | \$ (4,310,634) | |
| Interest | \$ - | |
| Other | \$ (538,566) | |
| | | \$ (11,029,536) |

Receipts

| | | |
|---|--------------|---------------|
| Rates | \$ 8,228,816 | |
| User Charges | \$ 1,560,070 | |
| Interest Received | \$ 492,000 | |
| Government Subsidies | \$ 35,100 | |
| Other | \$ 100,000 | |
| Grants - Recurrent | \$ 4,982,205 | |
| Investment Revenue from Water Corporation | \$ 182,400 | |
| | | \$ 15,580,592 |

Net Cash from operating activities **\$ 4,551,056**

CASH FLOWS FROM INVESTING ACTIVITIES

| | |
|--|----------------|
| Payments for Property, Plant and Equipment (subject to confirmation of Carry Forwards) | \$ (6,885,678) |
| Payments for Investments | \$ - |
| Proceeds from Sale of Property, Plant and Equipment | \$ 775,000 |
| Capital grants (Less Grants received in Advance) | \$ 1,264,513 |

Net Cash used in investing activities **\$ (4,846,165)**

CASH FLOWS FROM FINANCING ACTIVITIES

| | |
|---|------------|
| Repayment of Borrowings | \$ - |
| Proceeds from Borrowings / Transfer from Reserves | \$ 530,000 |

Net cash used in financing activities **\$ 530,000**

Net increase / (decrease) in cash held **\$ 234,891**

Cash at beginning of reporting year \$ 14,160,838

Cash at end of reporting year **\$ 14,395,729**

SOUTHERN
MIDLANDS
COUNCIL



OPERATING BUDGET - PROGRAM CLASS SUMMARY

| PROGRAMS: | REVENUE | EXPENDITURE | SURPLUS / (DEFICIT) |
|-----------------------|-------------------|--------------------|----------------------------|
| INFRASTRUCTURE | 3,013,861 | 7,393,030 | -4,379,169 |
| GROWTH | 547,856 | 358,095 | 189,761 |
| LANDSCAPES | 665,173 | 2,040,579 | -1,375,406 |
| COMMUNITY | 389,764 | 1,886,305 | -1,496,541 |
| ORGANISATION | 12,228,452 | 4,391,226 | 7,837,226 |
| TOTALS: | 16,845,105 | 16,069,235 | 775,870 |



PROGRAM SUMMARY

| | REVENUE | EXPENDITURE | SURPLUS / (DEFICIT) |
|---|-------------------|------------------|---------------------|
| INFRASTRUCTURE | | | |
| Roads | 1,324,813 | 4,305,519 | -2,980,706 |
| Bridges | 0 | 748,441 | -748,441 |
| Walkways | 0 | 284,475 | -284,475 |
| Lighting | 0 | 78,120 | -78,120 |
| Buildings (Public Toilets) | 300 | 145,268 | -144,968 |
| Sewer / Water | 0 | 0 | 0 |
| Drainage | 0 | 91,302 | -91,302 |
| Waste | 1,688,748 | 1,719,905 | -31,157 |
| Information, Communication Technology | 0 | 20,000 | -20,000 |
| INFRASTRUCTURE TOTAL: | 3,013,861 | 7,393,030 | -4,379,169 |
| GROWTH | | | |
| Residential | 0 | 10,000 | -10,000 |
| Tourism | 13,500 | 38,552 | -25,052 |
| Business | 534,356 | 309,543 | 224,813 |
| Industry | 0 | 0 | 0 |
| GROWTH TOTAL: | 547,856 | 358,095 | 189,761 |
| LANDSCAPES | | | |
| Heritage | 1,000 | 530,808 | -529,808 |
| Natural | 18,973 | 256,091 | -237,118 |
| Cultural | 0 | 16,000 | -16,000 |
| Regulatory - Development | 557,500 | 1,081,539 | -524,039 |
| Regulatory - Public Health | 8,500 | 26,505 | -18,005 |
| Regulatory - Animals | 79,200 | 129,636 | -50,436 |
| Environmental Sustainability | 0 | 0 | 0 |
| LANDSCAPES TOTAL: | 665,173 | 2,040,579 | -1,375,406 |
| COMMUNITY | | | |
| Community Health & Wellbeing | 0 | 387,791 | -387,791 |
| Recreation | 355,632 | 1,317,359 | -961,727 |
| Access | 0 | 0 | 0 |
| Volunteers | 0 | 30,000 | -30,000 |
| Families | 34,132 | 10,000 | 24,132 |
| Education | 0 | 0 | 0 |
| Capacity & Sustainability | 0 | 55,505 | -55,505 |
| Safety | 0 | 59,950 | -59,950 |
| Consultation & Communication | 0 | 25,700 | -25,700 |
| COMMUNITY TOTAL: | 389,764 | 1,886,305 | -1,496,541 |
| ORGANISATION | | | |
| Improvement | 0 | 134,251 | -134,251 |
| Sustainability | 139,397 | 3,848,449 | -3,709,052 |
| Finances | 12,089,054 | 408,526 | 11,680,528 |
| ORGANISATION TOTAL: | 12,228,452 | 4,391,226 | 7,837,226 |
| OPERATING BUDGET SURPLUS / (DEFICIT) : | | | 775,870 |

Program: **INFRASTRUCTURE**Sub Program: **ROADS****Program Objectives:****Strategic Theme: Infrastructure**

The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.

Strategic Plan Reference:

1.1.1 Maintenance and improvement of the standard and safety of roads in the municipal area.

Description & Level of Service:

Council has responsibility for 609 kms of unsealed and 209 kms of sealed road. These roads have been classified into a hierarchy - UA, UB, UC, & UD and SA, SB & SC (where "A" is the higher design standard), based on the use/traffic and the economic and social importance of each road. Maintenance of the road network is undertaken by the Council workforce in conjunction with external Contractors as necessary and appropriate. Maintenance is undertaken in accordance with clear specifications adopted by Council.

Strategies / Action Plans:

- 1.1.1.1 Continue to seek opportunities to increase funding for road maintenance and construction from Australian and State Government, whilst incorporating appropriate design outcomes for public infrastructure in heritage areas where practicable
- 1.1.1.2 Assess new, cost effective sources and methods of road construction / materials suitable for road maintenance
- 1.1.1.3 Continue to work with the Department of State Growth (DSG) to improve the safety and standard of the Midland Highway and other State Roads along with road junctions
- 1.1.1.4 Continue to focus on road drainage and road improvements as key elements of road maintenance
- 1.1.1.5 Ensure that appropriate sight distances are maintained, for key transport routes, through effective roadside vegetation management / road realignment
- 1.1.1.6 Continue a program of regular safety audits of roads in conjunction with Department of State Growth
- 1.1.1.7 In partnership with the State Government address the issue of reserved roads and their impact on fire and weed management
- 1.1.1.8 Continue the program of dust suppression on gravel roads in accordance with Council's policy
- 1.1.1.9 Provide road infrastructure appropriate to industry demand
- 1.1.1.10 Use design and material finishes appropriate to the local context
- 1.1.1.11 Incorporate the use of recyclable materials (eg tyres/glass) into road pavements and pathways
- 1.1.1.12 Update Long-Term Strategic Asset Management Plan to reflect condition assessment
- 1.1.1.13 Establishment of appropriate trees and related streetscapes elements in our villages
- 1.1.1.14 Government investment in the Bagdad-Mangalore Bypass as a major component in the State road network
- 1.1.1.15 Explore the viability of creating a road link from Southern Midlands to the Tasman Highway on the East Coast north of Triabunna
- 1.1.1.16 Pursue the further development of the road link from the Southern Midlands to the East Coast by upgrading the existing Buckland Road link
- 1.1.1.17 Implement the outputs from the Oatlands Structure Plan

Performance Indicators:

Average cost per tonne of material placed for resheeting of gravel roads. Average cost per klm per grader for maintenance grading of gravel roads. Average cost per square metre of area repaired for bitumen patching. Average cost per kilometre of roadside slashing. No. of complaints per klm of sealed/unsealed road per year.

| BUDGET: | 2025/26 | CURRENT | PROPOSED |
|---|------------------|-------------------|------------------|
| | Est. | 2025/26 | 2026/27 |
| | | Actual | Budget |
| REVENUE: | | | |
| Heavy Vehicle Licence Fees | 11,700 | | 35,100 |
| Sale of Road Materials | 0 | | 0 |
| Developer Contributions | 6,000 | | 6,000 |
| Developer Contributions - Woodsdale Quarry | 19,200 | 14,553 | 19,200 |
| Grant(s) - Safer Rural Roads | 0 | | 0 |
| Vulnerable Road Users Program | 0 | | 0 |
| Roads to Recovery Program | 1,064,853 | 1,012,500 | 1,264,513 |
| Total Revenue: | 1,101,753 | 1,027,053 | 1,324,813 |
| EXPENDITURE: | | | |
| Pavement Maint. | 888,113 | | 936,884 |
| Shoulder Maint. | 83,316 | | 29,398 |
| Drainage | 414,102 | | 338,584 |
| Traffic Facilities | 58,085 | | 63,085 |
| Verges | 315,977 | | 286,568 |
| Depreciation | 2,651,000 | | 2,651,000 |
| Budget Reduction/Adjustment (Capital Wages) | 0 | | 0 |
| Total Expenditure: | 4,410,593 | 0 | 4,305,519 |
| (Surplus)/Deficit: | 3,308,840 | -1,027,053 | 2,980,706 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **INFRASTRUCTURE**

Sub Program: **BRIDGES**

Program Objectives:

Strategic Theme: Infrastructure

The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.

Strategic Plan Reference:

1.2.1 Maintenance and improvement of the standard and safety of bridges in the municipal area.

Description & Level of Service:

Council has responsibility to maintain 154 Bridge structures (includes major culverts) with a total deck area of 7,260 m2. Maintenance of bridges is generally undertaken by the Council workforce and replacement / renewal of Bridges is done by suitability qualified Contractors. Major renewal / replacements projects go through a tender process. All Bridge structures are inspected on a quarterly basis by AusSpan (Total Bridge Management).

Strategies / Action Plans:

1.2.1.1 Continue the current program of bridge maintenance and replacement including the monitoring and consideration of new construction methods for the replacement of timber bridges and related structures, with the exception of bridges having heritage significance, which shall be maintained in an appropriate manner consistent with their original character

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|---|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Natural Disaster Relief Fund (Subsidy) | 0 | | 0 |
| | | | |
| | | | |
| Total Revenue: | 0 | 0 | 0 |
| EXPENDITURE: | | | |
| Maintenance | 79,013 | | 81,473 |
| AusSpan Inspections | 22,377 | | 32,968 |
| Special Purpose Vehicles Network Inspection | 0 | | 0 |
| | | | |
| Interest Charges - Bridges | | | |
| Depreciation | 552,000 | | 634,000 |
| Budget Reduction/Adjustment | 0 | | 0 |
| | | | |
| Total Expenditure: | 653,390 | 0 | 748,441 |
| | | | |
| (Surplus)/Deficit: | 653,390 | 0 | 748,441 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **INFRASTRUCTURE**

Sub Program: **WALKWAYS, CYCLEWAYS & TRAILS**

Program Objectives:

Strategic Theme: Infrastructure

The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.

Strategic Plan Reference:

1.3.1 Maintenance and improvement of the standard and safety of walkways, cycleways and pedestrian areas to provide consistent accessibility.

Description & Level of Service:

To pro-actively undertake strategic asset management for the long-term construction as well as reconstruction of walkways and related infrastructure.

Actively seek sources of funding for high priority infrastructure projects.

To apply a balanced engineering / technical view to issues that demands such an approach.

Strategies / Action Plans:

1.3.1.1 Determine through consultation, the priorities for extensions to existing walkways and pedestrian areas

1.3.1.2 In consultation with the community identify and develop new cycle ways, walkways and pedestrian areas based on identified need

1.3.1.3 Investigate options for the accessibility of horse trails within the municipal area

1.3.1.4 Inter-connect walkways/cycleways with neighbouring Council areas (eg linkage with Campania to Richmond or Pontville to Bagdad)

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|---|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Comm Dev Grant Program - Kempton Streetscape Project | 0 | | 0 |
| Comm Dev Grant Program - Broadmarsh Streetscape Project | 0 | | 0 |
| Department of State Growth - Midland/Mood Food Pathway | 0 | | 0 |
| Better Active Transport Grant (Bagdad Walkway) | 0 | | 0 |
| Local Roads and Comm Infrastructure Program (Phase 4 - Total \$665,531) | 0 | | 0 |
| Grant(s) - Bagdad Walkway (Election) | 0 | | 0 |
| Department of State Growth - Bus Stop Program | 0 | | 0 |
| Total Revenue: | 0 | 0 | 0 |
| EXPENDITURE: | | | |
| Footpath Maintenance | 47,506 | | 48,486 |
| Township Verges & Nature Strips (Mowing/Spraying etc) | 152,140 | | 159,530 |
| Street Cleaning | 73,519 | | 76,459 |
| | | | |
| Budget Reduction/Adjustment | 0 | | 0 |
| Total Expenditure: | 273,165 | 0 | 284,475 |
| (Surplus)/Deficit: | 273,165 | 0 | 284,475 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **INFRASTRUCTURE**

Sub Program: **LIGHTING**

Program Objectives:

Strategic Theme: Infrastructure

The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.

Strategic Plan Reference:

- 1.4.1a Ensure adequate lighting based on demonstrated need
- 1.4.1b Contestability of energy supply

Description & Level of Service:

- * Council manages lighting in built up areas for residents and visitors to enjoy a safe and ready access to roads, streets and Council buildings.
- * Aurora provides the installation and maintenance service for street lighting

Strategies / Action Plans:

- 1.4.1.1 Develop a program for upgrading lighting in areas of community safety need in accordance with the Australian Lighting Standard
- 1.4.1.2 Continue the undergrounding of power in Oatlands
- 1.4.1.3 Adopt new technology as it arises to reduce lifecycle costings; for example energetically pursue the implementation of LED (Light Emitting Diode) for replacement of street lighting

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|---|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Comm Dev Grant Program - Oatlands U/Ground Lighting | 0 | | 0 |
| | | | |
| | | | |
| Total Revenue: | 0 | 0 | 0 |
| EXPENDITURE: | | | |
| Street Lighting | 93,936 | | 78,120 |
| | | | |
| | | | |
| Total Expenditure: | 93,936 | 0 | 78,120 |
| (Surplus)/Deficit: | 93,936 | 0 | 78,120 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **INFRASTRUCTURE**

Sub Program: **BUILDINGS (PUBLIC TOILETS)**

Program Objectives:

Strategic Theme: Infrastructure

The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.

Strategic Plan Reference:

1.5.1 Maintenance and improvement of the standard and safety of public buildings in the municipality

Description & Level of Service:

Strategies / Action Plans:

- 1.5.1.1 Enhance the program for building management and maintenance across the municipality
- 1.5.1.2 Develop and maintain public amenities to meet community and visitor needs, including continuing to upgrade public amenities with a focus on toilet facilities to meet community and visitor needs with regard to possible future use as well as current use
- 1.5.1.3 Ensure sustainable use of Council buildings is maximised for Community benefit
- 1.5.1.4 Update Long-Term Strategic Asset Management Plan to reflect condition assessment of buildings
- 1.5.1.5 Improve the quality, safety and fit-for-purpose of community halls and facilities
- 1.5.1.6 Address community needs with well-targeted, focused and strategic approaches to facility supply

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|------------------------------|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Mobile Toilet Hire | 0 | 300 | 300 |
| Grant(s) - State (Election) | 0 | | 0 |
| Total Revenue: | 0 | 300 | 300 |
| EXPENDITURE: | | | |
| Maintenance - Public Toilets | 140,739 | | 145,268 |
| Depreciation | | | |
| Budget Reduction/Adjustment | 0 | | 0 |
| Total Expenditure: | 140,739 | 0 | 145,268 |
| (Surplus)/Deficit: | 140,739 | -300 | 144,968 |

Program: **INFRASTRUCTURE**

Sub Program: **SEWER / WATER**

Program Objectives:

Strategic Theme: Infrastructure

The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.

Strategic Plan Reference:

1.6.1 Increase the capacity of access to reticulated sewerage services

1.6.2 Increase the capacity and ability to access water to satisfy development and Community to have access to reticulated water

Description & Level of Service:

Strategies / Action Plans:

1.6.1.1 Monitor the future demand for sewerage services in areas zoned for future residential, commercial and industrial development in partnership with the Water Authority

1.6.1.2 Advocate for Developers and the Community to the Water Authority in respect of service level equity

1.6.2.1 Investigate the future demand for water services in area zoned for future residential, commercial and industrial development in partnership with the Water Authority

1.6.2.2 Advocate for Developers and the Community to the Water Authority in respect of service level equity

1.6.2.3 Investigate the future demand for energy services in areas zoned for future residential, commercial and industrial development in partnership with the Energy Authorities

1.6.2.4 Advocate for Developers and the Community to the Energy Authorities in respect of service level equity

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|-----------------------------|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| | 0 | | 0 |
| | | | |
| Total Revenue: | 0 | 0 | 0 |
| EXPENDITURE: | | | |
| | 0 | | 0 |
| | | | |
| Depreciation | | | |
| Budget Reduction/Adjustment | 0 | 0 | 0 |
| Total Expenditure: | 0 | 0 | 0 |
| (Surplus)/Deficit: | 0 | 0 | 0 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **INFRASTRUCTURE**

Sub Program: **DRAINAGE**

Program Objectives:

Strategic Theme: Infrastructure

The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.

Strategic Plan Reference:

1.7 Maintenance and improvement of the town storm-water drainage system

Description & Level of Service:

* To pro-actively undertake strategic asset management for the long-term construction, reconstruction and maintenance of stormwater reticulation and related infrastructure.

* Actively seek sources of funding for high priority infrastructure projects.

* To apply a balanced engineering/technical view to issues that demands such an approach.

Strategies / Action Plans:

1.7.1.1 Continue to program capital works that improve the effectiveness of the storm-water drainage systems in the towns of the municipality

1.7.1.2 Research best practice methods for the disposal of Stormwater, that is applicable to country towns and rural living

1.7.1.3 Adopt 'Water Sensitive Urban Design Principles' where appropriate

1.7.1.4 Research and monitor forecasts in relation to critical weather events (eg design/specifications)

1.7.1.5 - Undertake hydraulic assessment of the municipal area (i.e. the provision of flood mapping and assess the interaction of stormwater with existing and potential future land uses). Includes investigating the availability of external funding support. The initial focus being the main population and transit areas around Bagdad and Mangalore

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|---|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Inspection & Connection Fees | 0 | | 0 |
| Local Roads and Comm Infrastructure Program (Phase 2 - Total \$609,032) | 0 | | 0 |
| | | | |
| | | | |
| Total Revenue: | 0 | 0 | 0 |
| EXPENDITURE: | | | |
| Maintenance | 31,081 | | 33,302 |
| | | | |
| | | | |
| Interest Charges | 0 | | 0 |
| Depreciation | 58,000 | | 58,000 |
| Budget Reduction/Adjustment | 0 | | |
| Total Expenditure: | 89,081 | 0 | 91,302 |
| | | | |
| (Surplus)/Deficit: | 89,081 | 0 | 91,302 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **INFRASTRUCTURE**

Sub Program: **WASTE**

Program Objectives:

Strategic Theme: Infrastructure

The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.

Strategic Plan Reference:

1.8 Maintenance and improvement of the provision of waste management services to the community

Description & Level of Service:

Strategies / Action Plans:

1.8.1.1 Continue to review the ongoing operational arrangements for waste management including co-operation with other local government authorities

1.8.1.2 Undertake a review of the whole waste management service delivery system regularly

1.8.1.3 Explore the opportunities to promote/facilitate a reduction of waste to landfill

1.8.1.4 Support and participate in the activities of the newly established 'Southern Tasmanian Regional Waste Authority

1.8.1.5 Investigate the introduction of a 'user pays' system at the Waste Transfer Stations (in lieu of the charging the standard Waste Management Levy)

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|---|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Waste Transfer Stations - Disposal Fees / Sale of Recyclables | 40,000 | 32,551 | 40,000 |
| Waste Transfer Stations - Sale of Recyclables | 0 | | 0 |
| Rates (Est Rates based on \$282 per collection point - prev \$272) | 515,712 | 532,677 | 556,668 |
| Container Deposit Levy - rebate ex Cleanaway | 0 | | 18,000 |
| Waste Management Levy (Est based on \$310 & \$105 - prev \$305 & \$100) | 1,043,335 | 1,053,051 | 1,074,080 |
| Total Revenue: | 1,599,047 | 1,618,280 | 1,688,748 |
| EXPENDITURE: | | | |
| Household Collection Service | 491,459 | | 529,740 |
| Operating Expenses - Oatlands WTS | 359,321 | | 388,141 |
| Operating Expenses - Campania WTS | 335,352 | | 362,724 |
| Operating Expenses - Dysart WTS | 377,108 | | 410,200 |
| Other Expenditure | 0 | | 0 |
| Waste Management Plan (incls. Regional Group etc) | 1,600 | | 1,600 |
| Land Tax Payable | 0 | | 0 |
| Interest Charges | 0 | | 0 |
| Depreciation | 27,500 | | 27,500 |
| Budget Reduction/Adjustment | 0 | | 0 |
| Total Expenditure: | 1,592,340 | 0 | 1,719,905 |
| (Surplus)/Deficit: | -6,707 | -1,618,280 | 31,157 |

Program: **INFRASTRUCTURE**

Sub Program: **INFORMATION COMMUNICATIONS TECHNOLOGY**

Program Objectives:

Strategic Theme: Infrastructure

The need to maintain, improve and maximise the Community benefit from infrastructure provided by Council.

Strategic Plan Reference:

1.9.1 Improve access to modern communications infrastructure

Description & Level of Service:

Strategies / Action Plans:

1.9.1.1 Seek opportunities to facilitate the provision of cost effective broadband and mobile telecommunications access across the municipality

1.9.1.1 Support the establishment of telecommunication infrastructure at Mt Hobbs

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|---------------------------|-------------------------|--------------------------------------|---------------------------------------|
| REVENUE: | | | |
| | | | |
| | | | |
| | | | |
| Total Revenue: | 0 | 0 | 0 |
| EXPENDITURE: | | | |
| Investigation | 20,000 | 0 | 20,000 |
| | | | |
| | | | |
| Total Expenditure: | 20,000 | 0 | 20,000 |
| (Surplus)/Deficit: | 20,000 | 0 | 20,000 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **GROWTH**

Sub Program: **RESIDENTIAL**

Program Objectives:

Strategic Theme: Growth

The need to increase the population in the municipality to a long term sustainable level and to grow the level of agricultural, commercial and industrial activity, balanced with environmental, heritage and cultural values along with the provision of appropriate services

Strategic Plan Reference:

2.1.1 Increase the resident, rate-paying population in the municipality

Description & Level of Service:

Strategies / Action Plans:

- 2.1.1.1 Seek opportunities to increase the number of subdivisions providing affordable land in areas that can utilise the existing water, sewer and road infrastructure within the framework of the Planning Scheme
- 2.1.1.2 Investigate the potential of under-utilised Australian, State and Local Government owned land for use and/or development
- 2.1.1.3 Investigate and pursue innovative responses to residential developments whilst maintaining an appropriate townscape context including rural and heritage character where appropriate
- 2.1.1.4 Investigate options pertinent to affordable housing
- 2.1.1.5 Lobby for increased transport services within the municipality and explore alternative transport options
- 2.1.1.6 Actively participate in the 'Outer Hobart Residential Demand and Supply Study' to understand demand and supply of land and housing across the Outer Hobart Council areas

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|---|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| | 0 | | 0 |
| | | | |
| | | | |
| Total Revenue: | 0 | 0 | 0 |
| EXPENDITURE: | | | |
| Policy Remission - First Home Building Scheme | 0 | 0 | 10,000 |
| | | | |
| | | | |
| Budget Reduction/Adjustment | | | |
| Total Expenditure: | 0 | 0 | 10,000 |
| (Surplus)/Deficit: | 0 | 0 | 10,000 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **GROWTH**

Sub Program: **TOURISM**

Program Objectives:

Strategic Theme: Growth

The need to increase the population in the municipality to a long term sustainable level and to grow the level of agricultural, commercial and industrial activity, balanced with environmental, heritage and cultural values along with the provision of appropriate services

Strategic Plan Reference:

2.2.1 Increase the number of tourists visiting and spending money in the municipality

Description & Level of Service:

Strategies / Action Plans:

- 2.2.1.1 Seek opportunities to support the development, growth and promotion of a wide range of tourism in the Southern Midlands
- 2.2.1.2 Seek opportunities to further develop and link heritage tourism opportunities both within and outside the region, including convict sites, the Oatlands Military Precinct and Callington Mill Precinct
- 2.2.1.3 Pursue appropriate development of Council's Heritage buildings for tourism e.g. Court house and Gaol in Oatlands
- 2.2.1.4 Support the development of tourism products
- 2.2.1.5 Work in partnership with tourism organisations including Destination Southern Tasmania and the Heritage Highway Tourism Region Association
- 2.2.1.6 Encourage local tourism operators to establish and maintain exposure on the Australian Tourism Data Warehouse website, which allows local tourism operators to easily promote their business or events on numerous digital platforms that connect directly to consumers
- 2.2.1.7 Embrace and implement the Heritage Highway Destination Action Plan along with associated initiatives
- 2.2.1.8 Implement the outputs from the Oatlands Structure Plan

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|--|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Misc. Income (Event Income / Lake Dulverton Showers) | 4,500 | 3,718 | 4,500 |
| Kempton Roadside Stopover (Donations / Shower) | 5,500 | | 4,500 |
| Oatlands Roadside Stopover (Donations) | 0 | 1,047 | 4,500 |
| Grant(s) | 0 | | 0 |
| Total Revenue: | 10,000 | | 13,500 |
| EXPENDITURE: | | | |
| Tourism (Promotion & Other Council activities) | 8,400 | | 8,000 |
| Contributions (HHTRA) | 12,000 | | 12,000 |
| Contributions (Destination South) | 7,876 | | 8,152 |
| Special Projects (incl. Marketing Plan) | 13,000 | | 10,400 |
| Grant Expenditure | | | |
| Budget Reduction/Adjustment | | | |
| Total Expenditure: | 41,276 | 0 | 38,552 |
| (Surplus)/Deficit: | 31,276 | 0 | 25,052 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **GROWTH**

Sub Program: **BUSINESS**

Program Objectives:

Strategic Theme: Growth

The need to increase the population in the municipality to a long term sustainable level and to grow the level of agricultural, commercial and industrial activity, balanced with environmental, heritage and cultural values along with the provision of appropriate services

Strategic Plan Reference:

- 2.3.1a Increase the number and diversity of businesses in the Southern Midlands
- 2.3.1b Increase employment within the municipality
- 2.3.1c Increase Council revenue to facilitate business and development activities (social enterprise)

Description & Level of Service:

Strategies / Action Plans:

- 2.3.1.1 Continue to facilitate and actively promote the development of new business opportunities
- 2.3.1.2 Continue to provide support to businesses within the municipality to help ensure their long-term viability and to support them to actively work co-operatively together
- 2.3.1.3 Further develop economic opportunities of equine activities and services in respect of the former Oatlands racecourse
- 2.3.1.4 Seek opportunities to support the development of affordable temporary accommodation for seasonal and other workers
- 2.3.1.5 Pursue the establishment of regional or state-wide facilities that can take advantage of the municipality's central location, accessibility to the State's major road and rail facilities and/or the presence of very large titles affording opportunities for industries requiring large attenuation distances
- 2.3.1.6 Develop and promote incentives for businesses to establish and expand
- 2.3.1.7 Develop and maintain infrastructure critical for the establishment and retention of business
- 2.3.1.8 Develop opportunities and participate in a range of business activities centred on the unique competitive advantage of assets in the area
- 2.3.1.9 Complete the transition and transfer of the Council owned business 'Heritage Building Solutions Pty Ltd' into Council's organisational structure
- 2.3.1.10 Assess future governance and management options for the Council owned business 'Heritage Education and Skills Centre Ltd'
- 2.3.1.11 Target niche high end food/wine outlets to establish businesses within the Southern Midlands

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|---|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Sale of Water (TasWater) | 0 | | 0 |
| Private Works - Income | 268,480 | 292,232 | 258,209 |
| Private Works - Stornoway Contract | 91,969 | 63,084 | 93,747 |
| Private Works - Building Services Unit | 0 | 24,415 | 0 |
| TasWater - Distributions | 182,400 | | 182,400 |
| Callington Mill - Operations (Sale of Bulk Flour product - old Stock) | 0 | | 0 |
| Subsidiaries (HBS & HESC) | 0 | | 0 |
| Total Revenue: | 542,849 | 379,730 | 534,356 |
| EXPENDITURE: | | | |
| Incentives | 0 | | 0 |
| Private Works - Expenditure | 223,733 | | 215,174 |
| Stornoway Contract | 79,973 | | 81,519 |
| Subsidiaries (HBS & HESC) | 0 | | 0 |
| Callington Mill - Operations (includes property maintenance) | 12,850 | | 12,850 |
| Interest Charges | 0 | | 0 |
| Budget Reduction/Adjustment | | | |
| Total Expenditure: | 316,556 | 0 | 309,543 |
| (Surplus)/Deficit: | -226,293 | -379,730 | -224,813 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **GROWTH**

Sub Program: **INDUSTRY**

Program Objectives:

Strategic Theme: Growth

The need to increase the population in the municipality to a long term sustainable level and to grow the level of agricultural, commercial and industrial activity, balanced with environmental, heritage and cultural values along with the provision of appropriate services

Strategic Plan Reference:

- 2.4.1 Retain and enhance the development of the rural sector as a key economic driver in the Southern Midlands
- 2.4.2 Increase access to irrigation water within the municipality

Description & Level of Service:

Strategies / Action Plans:

- 2.4.1.1 Develop opportunities that enhance Southern Midlands role as a focal point for rural activity
- 2.4.1.3 Continue implementation of the Southern Midlands Weed Management Strategy as it related to agricultural land/crown land/roads.
- 2.4.1.4 Facilitate the development of 'value adding' opportunities in the rural sector through high production agriculture
- 2.4.1.5 Continue playing a leadership role with the Southcentral Jobs Hub Network and other stakeholders to advocate/facilitate for changes that are beneficial to the region
 - i. Develop programs that will improve literacy levels and business skills for people in the agricultural industry;
 - ii. Develop programs that will improve skills and customer service standards in the tourism and hospitality sector; and
 - iii. Develop improved approaches to optimising Vocation Education & Training (VET) and DoE programs
- 2.4.1.6 Understand and maximise the economic enablers in the region
- 2.4.1.7 Encourage and facilitate innovation in the rural sector
 - 2.4.2.1 Encourage and promote, development as well as production opportunities associated with irrigation schemes
 - 2.4.2.2 Support the implementation of irrigation schemes that service locations in the local government area
 - 2.4.2.3 Support the State Governments Economic Development Plan in the growth of services to support the rural and regional economies

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|-----------------------------|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Tunbridge Dam - Water Lease | 0 | | 0 |
| | | | |
| | | | |
| Total Revenue: | 0 | 0 | 0 |
| EXPENDITURE: | | | |
| Operating Expenses | 0 | 0 | 0 |
| | | | |
| | | | |
| | | | |
| Total Expenditure: | 0 | 0 | 0 |
| (Surplus)/Deficit: | 0 | 0 | 0 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **LANDSCAPES**

Sub Program: **HERITAGE**

Program Objectives:

Strategic Theme: Landscapes

The need to maintain, improve and maximise the benefits of the existing heritage, natural and cultural landscapes of the Southern Midlands.

Strategic Plan Reference:

- 3.1.1 Maintenance and restoration of significant public heritage assets
- 3.1.2 Act as an advocate for heritage and provide support to heritage property owners
- 3.1.3 Investigate document, understand and promote the heritage values of the Southern Midlands

Description & Level of Service:

Strategies / Action Plans:

- 3.1.1.1 Manage the heritage values of Council owned heritage buildings according to affordable best practice
- 3.1.1.2 Work in partnership with the State Government to ensure the strategic long-term management of publicly owned heritage sites
- 3.1.1.3 Continue to implement and review the Oatlands Commissariat and Gaol Master Plans
- 3.1.1.4 Seek to establish the Oatlands gaol site as an historic/archaeological interpretation centre
 - 3.1.2.1 Support and monitor the ongoing development of the Heritage Skills Centre in Oatlands
 - 3.1.2.2 Facilitate and investigate opportunities for assisting heritage property owners in conserving heritage places alongside sustainable ongoing usage
- 3.1.3.1 Undertake and encourage research & publications on the heritage values of the Southern Midlands
- 3.1.3.2 Undertake effective heritage interpretation, education and communication programs
- 3.1.3.3 Continue to manage and utilise Council's heritage resource and collections
- 3.1.3.4 Support the occupancy / use of Council owned heritage buildings and spaces by arts & crafts groups who specialise in heritage crafts
- 3.1.3.5 Support the creation of centralised initiatives for online accessibility to information relevant to heritage sites/buildings
- 3.1.3.6 Recognition and ensuring the maintenance of the significance of trees in the landscape especially along the Heritage Highway (Midland Highway) and the revegetation where trees have been removed

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|--|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Oatlands Gaol - Rental Income / Donations | 0 | | 0 |
| Oatlands Court House - Rental Income / Donations | 1,000 | | 1,000 |
| Grant - NSRF (Commissariat) | 0 | | 0 |
| Heritage Volunteer Program / Archaeological Digs | 0 | | 0 |
| Total Revenue: | 1,000 | 0 | 1,000 |
| EXPENDITURE: | | | |
| Staffing / General Operating | 393,520 | | 422,642 |
| Court House (incl. gen funds for displays/interps etc) | 20,833 | | 21,519 |
| Gaolers Residence | 26,534 | | 27,219 |
| Parattah Railway Station | 4,100 | | 4,100 |
| 73 High Street (Roche Hall) | 19,853 | | 20,424 |
| 79 High Street (Commissariat) | 18,333 | | 18,904 |
| Heritage Volunteer Program / Archaeological Digs | 18,000 | | 16,000 |
| Budget Reduction | 0 | | 0 |
| Interest Charges | 0 | | 0 |
| Depreciation | 0 | | 0 |
| Total Expenditure: | 501,173 | 0 | 530,808 |
| (Surplus)/Deficit: | 500,173 | 0 | 529,808 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **LANDSCAPES**

Sub Program: **NATURAL**

Program Objectives:

Strategic Theme: Landscapes

The need to maintain, improve and maximise the benefits of the existing heritage, natural and cultural landscapes of the Southern Midlands.

Strategic Plan Reference:

- 3.2.1 Identify and protect areas that are of high conservation value
- 3.2.2 Encourage the adoption of "best practice" land care techniques

Description & Level of Service:

Strategies / Action Plans:

- 3.2.1.1 Continue implementation of the Southern Midlands Weed Management Strategy
- 3.2.1.2 Implement and monitor the Lake Dulverton Management Strategy and Water Operational Plan
- 3.2.1.3 Continue to work co-operatively with the Tasmanian Land Conservancy to add value to the Chauncy Vale Wildlife Sanctuary and to develop a new management document reflecting current best practice
- 3.2.1.4 Facilitate and encourage voluntary native vegetation conservation agreements to conserve & protect high priority native vegetation communities
- 3.2.1.5 Use a collaborative approach (through the planning scheme) to recognise and protect values on private land only where:
 - i. the land contains natural values Council has deemed to be of high conservation value at the local level;
 - ii. existing spatial information provides a reasonable level of surety as the presence of those values;
 - iii. the values are not already afforded a reasonable degree of protection by higher levels of government; and
 - iv. the patch size is sufficiently large to ensure long term environmental sustainability.
- 3.2.2.1 Actively pursue grant opportunities & projects in relation to preservation of bushland remnants, weed management, vegetation, and regenerative agricultural techniques
- 3.2.2.2 Maintain collaborative partnerships with NRM South, DPIPWE, and other relevant organisations to deliver on-ground projects

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|--|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Chauncy Vale - Gate Donations | 4,500 | | 4,500 |
| Lake Dulverton - Donations (Committee contribution) | 5,000 | | 5,000 |
| Lake Dulverton - Signage Charges | 0 | | 200 |
| Rental - Chauncy Vale Cottage / Aurora Reimbursements | 7,145 | | 9,273 |
| Grant(s) - State (Election) | 0 | | 0 |
| | | | |
| NRM Grants | 0 | | 0 |
| Total Revenue: | 16,645 | 0 | 18,973 |
| EXPENDITURE: | | | |
| Campania Bush Reserve | 2,360 | | 2,360 |
| Chauncy Vale Reserve | 41,136 | | 26,774 |
| Weed Management Program | 60,729 | | 62,816 |
| Landcare Facilitator (incl New Grant Application allocation) | 108,665 | | 112,954 |
| Committee (incl. Dulverton Corridor) | 17,750 | | 17,750 |
| Lake Dulverton (Midlands Water Scheme) | 26,875 | | 33,437 |
| | | | |
| Depreciation | 0 | 0 | 0 |
| Budget Reduction/Adjustment | 0 | 0 | 0 |
| Total Expenditure: | 257,515 | 0 | 256,091 |
| | | | |
| (Surplus)/Deficit: | 240,870 | 0 | 237,118 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **LANDSCAPES**

Sub Program: **CULTURAL**

Program Objectives:

Strategic Theme: Landscapes

The need to maintain, improve and maximise the benefits of the existing heritage, natural and cultural landscapes of the Southern Midlands.

Strategic Plan Reference:

3.3.1 Ensure that the cultural diversity of the Southern Midlands is maximised

Description & Level of Service:

Strategies / Action Plans:

3.3.1.1 Identify, and promote the Cultural identity of the Southern Midlands through festivals and events

3.3.1.2 Continue to implement and update the Southern Midlands Arts Strategy

3.3.1.3 Develop an Events and Festivals Strategy

3.3.1.4 Support the establishment and development of large scale culturally diverse developments and institutions in appropriate locations in the Southern Midlands and encourage the State Government to declare such projects as Projects of Regional Significance recognising their scale, importance and the far reaching nature of their potential benefits and impacts

3.3.1.5 Continue to promote and develop the Artist in Residence Program using Council owned heritage buildings

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|---|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Community Donations | 0 | | |
| Heritage Hub (79 High Street) | 0 | | 0 |
| | | | |
| Total Revenue: | 0 | 0 | 0 |
| EXPENDITURE: | | | |
| Arts Advisory Committee | 0 | 0 | 0 |
| Heritage Garden (Callington Mill) | 0 | 0 | 0 |
| Commissariat HUB (transfer to Heritage Program) | 0 | 0 | 0 |
| Artist in Residence Program | 16,000 | 0 | 16,000 |
| Budget Reduction/Adjustment | 0 | 0 | 0 |
| Total Expenditure: | 16,000 | 0 | 16,000 |
| (Surplus)/Deficit: | 16,000 | 0 | 16,000 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **LANDSCAPES**

Sub Program: REGULATORY (DEVELOPMENT)

Program Objectives:

Strategic Theme: Landscapes

The need to maintain, improve and maximise the benefits of the existing heritage, natural and cultural landscapes of the Southern Midlands.

Strategic Plan Reference:

3.4.1 A regulatory environment that is supportive of and enables appropriate development

Description & Level of Service:

Strategies / Action Plans:

- 3.4.1.1 Continue to support the State Government's State-wide Planning Initiative and to work in co-operation within the Southern Tasmanian region to finalise the Local Provisions Schedule for the Tasmanian Planning Scheme
- 3.4.1.2 Encourage the State Government to provide more direction to the planning system through the introduction of more State Planning Policies, State Planning Directives and common state-wide planning scheme provisions
- 3.4.1.3 Make use of the Joint Land Use Planning Initiative (JLUPI) outcomes to develop the local content for the new planning scheme
- 3.4.1.4 Actively participate in the review of the Southern Tasmania Regional Land Use Strategy
- 3.4.1.5 Process planning, building and plumbing applications in a timely manner and monitor compliance with the relevant legislation
- 3.4.1.6 Review systems and procedures to ensure that "best value" is being provided in the delivery of customer services
- 3.4.1.7 Ensure staff are adequately resourced and supported to apply consistent, transparent and procedural fairness in pursuing enforcement action in matters of non-compliance
- 3.4.1.8 Actively participate in the 'Outer Hobart Residential Demand and Supply Study' to understand demand and supply of land and housing across the Outer Hobart Council areas
- 3.4.1.9 Ensure staff are adequately resourced and supported to apply consistent, transparent and procedural fairness in pursuing enforcement action in matters of non-compliance

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|---|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Subdivision & Development App Fees | 320,000 | | 250,000 |
| Env Health - PPE's, Septic Tank & Food Premises | 7,500 | | 7,500 |
| Building / Plumbing Application Fees | 200,000 | | 200,000 |
| Public Open Space Contributions | 150,000 | 0 | 100,000 |
| Total Revenue: | 677,500 | 0 | 557,500 |
| EXPENDITURE: | | | |
| Salaries (incl. On-Costs) | 874,222 | | 904,533 |
| Office - Operating Expenses (incls Legal Fees) | 86,783 | | 87,556 |
| Advertising | 20,000 | | 20,000 |
| Vehicle Costs | 42,000 | | 52,000 |
| Consultancy Costs - EHO; Engineering & Building Surveying | 78,053 | | 17,450 |
| Planning Scheme Development | 0 | | 0 |
| Regional Planning Project | 0 | | 0 |
| Interest Charges | 0 | | 0 |
| Depreciation | | | |
| Budget Reduction/Adjustment | 0 | | 0 |
| Total Expenditure: | 1,101,058 | 0 | 1,081,539 |
| (Surplus)/Deficit: | 423,558 | 0 | 524,039 |

Program: **LANDSCAPES**

Sub Program: **REGULATORY (PUBLIC HEALTH)**

Program Objectives:

Strategic Theme: Lifestyle

The need to maintain, improve and maximise the benefits of the existing heritage, natural and cultural landscapes of the Southern Midlands.

Strategic Plan Reference:

3.5.1 Monitor and maintain a safe and healthy public environment

Description & Level of Service:

Strategies / Action Plans:

3.5.1.1 Continue to provide school immunisation programs

3.5.1.2 Encourage members of the Community to actively participate in immunisation programs

3.5.1.3 Continue to register and monitor food premises

3.5.1.4 Continue to ensure that on-site waste water disposal is effective

3.5.1.5 Encourage health professionals, including doctors and nurses, to move to the Southern Midlands

3.5.1.6 Provide continuing support to the Midlands Multi-Purpose Health Centre

3.5.1.7 Continually raise the awareness of Notifiable Diseases in the Community

3.5.1.8 Maintain an Emergency Management Plan for the Southern Midlands local government area that will provide safeguards for the health & safety of the Community

3.5.1.9 Support Council owned cemetery services so they continue to be provided

3.5.1.8 Maintain the Kempton Community Health Centre and encourage health professionals along with other community service providers to use the premises as a base for the provision of services

3.5.1.9 Work with the State Government and our neighbouring Councils in the implementation of responses to epidemics and/or pandemics to keep our Commu

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|---|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Cemetery Income (Campania & Woodsdale) | 6,000 | | 8,000 |
| Immunisation | 500 | | 500 |
| Kempton Community Health Centre - Rental Income (Moved to Families) | 20,000 | | 0 |
| Total Revenue: | 26,500 | 0 | 8,500 |
| EXPENDITURE: | | | |
| Immunisation Costs | 735 | | 5,735 |
| Medical Officer of Health | 2,500 | | 0 |
| Cemeteries - Maintenance | 14,820 | | 14,820 |
| Community Health Centre | 8,125 | | 5,950 |
| Budget Reduction/Adjustment | 0 | | |
| Total Expenditure: | 26,180 | 0 | 26,505 |
| (Surplus)/Deficit: | -320 | 0 | 18,005 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **LANDSCAPES**

Sub Program: **REGULATORY (ANIMALS)**

Program Objectives:

Strategic Theme: Lifestyle

The need to maintain, improve and maximise the benefits of the existing heritage, natural and cultural landscapes of the Southern Midlands.

Strategic Plan Reference:

3.6.1 Create an environment where animals are treated with respect and do not create a nuisance for the community

Description & Level of Service:

Strategies / Action Plans:

3.6.1.1 Continue dog control, regulatory, licensing and educational programs

3.6.1.2 Continue to conduct a public awareness/education program that informs the community of the need to contain livestock and the associated legal requirements within available resources

3.6.1.3 Encourage the State Government to recognise the feral cat problem as distinct from the escaped/released/straying domestic cat problem and to develop and resource a strategy to meaningfully reduce the number of feral cats that now form a self-sustaining and very large population in rural areas

3.6.1.3 Review the endorsed 'Southern Tasmania Regional Cat Management Strategy 2021-2026' recognising that the Strategy is based on an 'opt-in' approach which would be reliant on available resources, and taking into account the extent of the problem within each municipal area

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|-----------------------------|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Dog Registration Fees | 70,200 | 1,050 | 70,200 |
| Infringement Notices | 7,500 | | 7,500 |
| Impounding & Complaint Fees | 1,500 | | 1,500 |
| Total Revenue: | 79,200 | 1,050 | 79,200 |
| EXPENDITURE: | | | |
| Animal Control Services | 140,975 | | 129,636 |
| Budget Reduction/Adjustment | | | |
| Total Expenditure: | 140,975 | 0 | 129,636 |
| (Surplus)/Deficit: | 61,775 | -1,050 | 50,436 |

Program: **LANDSCAPES**

Sub Program: **ENVIRONMENTAL SUSTAINABILITY**

Program Objectives:

Strategic Theme: Landscapes

The need to maintain, improve and maximise the benefits of the existing heritage, natural and cultural landscapes of the Southern Midlands.

Strategic Plan Reference:

3.7.1 Implement strategies to address the issue of environmental sustainability in relation to its impact on Council's corporate functions and on the Community

Description & Level of Service:

Strategies / Action Plans:

3.7.1.1 Implement priority actions defined in Council's corporate Climate Change Adaption Plan

3.7.1.2 Continue implementation of Council's Climate Change Action Plan

3.7.1.3 Continually improve energy efficiency and assist the Community in energy efficiency initiatives

3.7.1.4 Establish collaborative partnerships with other Councils, key stakeholders and other tiers of government, that strengthen Council's response to climate change

3.7.1.5 Investigate options to potentially develop alternate energy sources, including but not limited to Solar Array Panel/bank to generate power to be used at the community level and excess back to the grid

3.7.1.6 Facilitate the installation of recharging stations for battery operated vehicles in key geographic locations

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|--|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Commissions - Solar Units | 0 | 0 | 0 |
| Home Energy Audits | 0 | 0 | 0 |
| Grants (EV Charging Station) | 0 | 0 | 0 |
| Total Revenue: | 0 | 0 | 0 |
| EXPENDITURE: | | | |
| Salaries (incl. On-Costs) | 0 | 0 | 0 |
| Climate Change Grant Expenditure (Grant rec'd 2011/12) | 0 | 0 | 0 |
| (Grant received 2011/12 - \$20934 - 90%) | | | |
| Sundry Allocation | 5,000 | | 0 |
| Budget Reduction/Adjustment | 0 | 0 | 0 |
| Total Expenditure: | 5,000 | 0 | 0 |
| (Surplus)/Deficit: | 5,000 | 0 | 0 |

Program: **COMMUNITY**

Sub Program: **COMMUNITY HEALTH & WELLBEING**

Program Objectives:

Strategic Theme: Community

The need to retain and build on the strong sense of community that exists within the Southern Midlands as well as increase the opportunities for improved health and well-being of the Community

Strategic Plan Reference:

4.1.1 Support and improve the independence, health and wellbeing of the community

Description & Level of Service:

Strategies / Action Plans:

4.1.1.1 Partner with Governments, adjoining Councils and non-government organisations to improve the safety, health and well-being of the Community

4.1.1.2 Review our play grounds / community spaces in recognising the importance to our Community of inclusive play & universal design for broadest possible user catchment

4.1.1.3 Promote the importance of regular exercise as part of Community health & wellbeing

4.1.1.4 Explore opportunities for community members to engage with animals in a public space e.g off-lead dog exercise areas

4.1.1.5 Improve the quality, safety and fit-for-purpose of community sport and active recreation facilities

4.1.1.6 Address community needs with well-targeted, focused and strategic approaches to facility supply

4.1.1.7 Work with the State Government in implementing the Tasmanian Community Sport and Active Recreation Infrastructure Strategy

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|--|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Drop-In-Centre (Aquatic Centre) | 0 | | 0 |
| Rental - Sumo Suits | 0 | | 0 |
| Communities for Children | 0 | | 0 |
| Grant - Healthy Comm Initiative | 0 | | 0 |
| Rural Primary Health / Grants - School Holiday Program | 0 | | 0 |
| | | | |
| | | | |
| Total Revenue: | 0 | 0 | 0 |
| EXPENDITURE: | | | |
| Salaries (incl. On Costs) | 332,545 | | 317,245 |
| Operating Costs (incl. Vehicle Costs) | 30,000 | | 55,546 |
| Holiday Program | 16,000 | | 15,000 |
| School Community Garden | 0 | | 0 |
| Communities for Children | 0 | | 0 |
| | | | |
| | | | |
| Budget Reduction/Adjustment | 0 | | 0 |
| Total Expenditure: | 378,545 | 0 | 387,791 |
| | | | |
| (Surplus)/Deficit: | 378,545 | 0 | 387,791 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **COMMUNITY**

Sub Program: RECREATION

Program Objectives:

Strategic Theme: Community

The need to retain and build on the strong sense of community that exists within the Southern Midlands as well as increase the opportunities for improved health and well-being of those that live in the Southern Midlands.

Strategic Plan Reference:

4.2.1 Provide a range of recreational activities and services that meet the reasonable needs of the community

Description & Level of Service:

Strategies / Action Plans:

- 4.2.1.1 Review and implement the Southern Midlands Recreation Plan
- 4.2.1.2 Identify opportunities to work in partnership with the Community and the State Government to improve recreational services and activities
- 4.2.1.3 Maximise the potential use and benefits of the Oatlands Aquatic Centre
- 4.2.1.4 Facilitate additional recreational facilities for Lake Dulverton (e.g wetland walks and other passive recreation pursuits)
- 4.2.1.5 Review our play grounds / spaces in recognising the importance to our Community of inclusive play & universal design
- 4.2.1.6 Undertake recreation space/ground development that facilitates drought tolerant recreation/playing surfaces
- 4.2.1.7 Address recreation grounds long-term & large-scale maintenance issues, including future upgrades and facility renewal strategies, to address in terms of cost, ongoing monitoring and triggers for change
- 4.2.1.8 Address community needs with well-targeted, focused and strategic approaches to facility supply
- 4.2.1.9 Construct a single unisex accessible toilet facility at Callington Park to encourage continued visitation as well as enhancing visitor experiences in the area
- 4.2.1.10 Further develop Callington Park as a family friendly recreation space

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|--|---------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Pool - Admission Fees | 270,000 | | 300,000 |
| Recreation Facilities - User Charges (incl. Aurora reimbursements) | 5,500 | | 5,500 |
| Hall Facilities - User Charges (incl. Aurora reimbursements) | 8,000 | | 8,000 |
| Grant(s) - State (Election) Kempton Rec & Campania Rec | 0 | | 0 |
| Management Committee - Reimbursements | 2,500 | | 2,500 |
| Management Committee - Reimbursements (Capital Income) | 0 | | 0 |
| Bagdad Community Precinct - Rental (Club & Golf Course) | 0 | | 39,632 |
| Total Revenue: | 286,000 | 0 | 355,632 |
| EXPENDITURE: | | | |
| Recreation Grounds (incls Land Tax Payable) | 156,982 | | 161,901 |
| Bagdad Community Precinct | 0 | | 36,888 |
| Aquatic Centre | 774,911 | | 782,832 |
| Council Halls | 92,100 | | 92,100 |
| Community Halls | 11,210 | | 11,210 |
| Community Centre - Oatlands | 7,700 | | 7,700 |
| Topiaries | 3,250 | | 3,250 |
| Parks & Reserves | 202,088 | | 208,478 |
| Tree Removal | 6,000 | | 6,000 |
| Interest Payments | 2,223 | | 0 |
| Recreation Plan | 0 | | 7,000 |
| Budget Reduction/Adjustment | 0 | | 0 |
| Total Expenditure: | 1,256,464 | 0 | 1,317,359 |
| | (Surplus)/Deficit: | 0 | 961,727 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **COMMUNITY**

Sub Program: **ACCESS**

Program Objectives:

Strategic Theme: Community

The need to retain and build on the strong sense of community that exists within the Southern Midlands as well as increase the opportunities for improved health and well-being of those that live in the Southern Midlands.

Strategic Plan Reference:

- 4.3.1a Continue to explore transport options for the Southern Midlands community
- 4.3.1b Continue to meet the requirements of the Disability Discrimination Act (DDC)

Description & Level of Service:

Strategies / Action Plans:

- 4.3.1.1 Be an advocate for improving transport services for those in need within the Community
- 4.3.1.2 Continue the implementation of Council's Disability Access and Inclusion Plan in meeting the requirements of the DDA
- 4.3.1.3 Encourage organisations to adopt the inclusivity principle (if a person has a Carer with them then entry is only charged for one person, not two) for entry into events and facilities
- 4.3.1.4 Further explore the viability of a lift in the Oatlands Town Hall / Council Chambers

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|-----------------------------|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| | 0 | 0 | 0 |
| | | | |
| | | | |
| Total Revenue: | 0 | 0 | 0 |
| EXPENDITURE: | | | |
| Access Committee | 0 | 0 | 0 |
| | | | |
| | | | |
| Budget Reduction/Adjustment | 0 | 0 | 0 |
| Total Expenditure: | 0 | 0 | 0 |
| (Surplus)/Deficit: | 0 | 0 | 0 |

Program: **COMMUNITY**

Sub Program: **VOLUNTEERS**

Program Objectives:

Strategic Theme: Community

The need to retain and build on the strong sense of community that exists within the Southern Midlands as well as increase the opportunities for improved health and well-being of those that live in the Southern Midlands.

Strategic Plan Reference:

4.4.1 Encourage community members to volunteer

Description & Level of Service:

Strategies / Action Plans:

4.4.1.1 Ensure that there is support and encouragement for volunteering

4.4.1.2 Facilitate training programs aimed at providing volunteers with the necessary skills

4.4.1.3 Continue to support volunteers and their respective Community Groups through the Southern Midlands Community Small Grants Program

4.4.1.4 Work with Volunteering Tasmania to refine policies and frameworks that support volunteering throughout the Southern Midlands

4.4.1.5 Continue to provide the SMC Community Small Grants Program to support Community groups and their volunteers

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|-------------------------------------|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| | 0 | 0 | 0 |
| | | | |
| | | | |
| Total Revenue: | 0 | 0 | 0 |
| EXPENDITURE: | | | |
| Community Grants Program | 30,000 | | 30,000 |
| Partnership - Bagdad Community Club | 15,000 | | 0 |
| | | | |
| Budget Reduction/Adjustment | 0 | | |
| Total Expenditure: | 45,000 | 0 | 30,000 |
| (Surplus)/Deficit: | 45,000 | 0 | 30,000 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **COMMUNITY**

Sub Program: **FAMILIES**

Program Objectives:

Strategic Theme: Community

The need to retain and build on the strong sense of community that exists within the Southern Midlands as well as increase the opportunities for improved health and well-being of those that live in the Southern Midlands.

Strategic Plan Reference:

- 4.5.1 Ensure that appropriate childcare services as well as other family related services are facilitated within the community
- 4.5.2 Increase the retention of young people in the municipality
- 4.5.3 Improve the ability of seniors to stay in their communities

Description & Level of Service:

Strategies / Action Plans:

- 4.5.1.1 Monitor the adequacy of current childcare facilities (i.e location, accessibility and number of placements)
- 4.5.1.2 Take appropriate action with supporting partner organisations to address any shortfalls/deficiencies identified in the provision of family related services
- 4.5.2.1 Facilitate mentoring and leadership programs in partnership with the schools in the Southern Midlands (eg. encourage school attendance at Council meetings and engagement in projects relating to Council)
- 4.5.2.2 Develop youth programs that cover employment and training as well as being linked to social, recreational and entertainment activities
- 4.5.2.3 In partnership with the State Government and not-for-profit organisations, investigate ways to enhance the delivery of youth services in the Southern Midlands
- 4.5.2.4 Monitor and respond to the recreation needs of the young people of the Southern Midlands
- 4.5.2.5 Work with community groups to facilitate meaningful youth engagement and support
- 4.5.3.1 Provide continuing support to the Midlands Multi-Purpose Health Centre (MMPHC)
- 4.5.3.2 Facilitate assistance for the seniors to stay in their own homes, or with the assistance of Carer & Support organisations in independent living units
- 4.5.3.3 Provide support for & where appropriate, facilitate the meaningful social engagement and social inclusion of older members of our Community
- 4.5.3.4 Provide continuing support for the Community Shed Oatlands as well as the Carriage House at Kempton and similar initiatives

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|--|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Contributions | 0 | | 0 |
| Kempton Centre (previously in Public Health) | | | 12,500 |
| Bagdad Child Care Centre - Rental | 9,530 | | 21,632 |
| Total Revenue: | 9,530 | 0 | 34,132 |
| EXPENDITURE: | | | |
| Operating Grants (Child Care Centres) | 0 | | 0 |
| Operating Grant (FDC) | 0 | | 0 |
| Seniors | 10,000 | | 10,000 |
| Budget Reduction/Adjustment | 0 | | |
| Total Expenditure: | 10,000 | 0 | 10,000 |
| (Surplus)/Deficit: | 470 | 0 | -24,132 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **COMMUNITY**

Sub Program: EDUCATION

Program Objectives:
Strategic Theme: Community
The need to retain and build on the strong sense of community that exists within the Southern Midlands as well as increase the opportunities for improved health and well-being of those that live in the Southern Midlands.
Strategic Plan Reference:
 4.6.1 Increase the educational and employment opportunities available within the Southern Midlands

Description & Level of Service:

Strategies / Action Plans:
 4.6.1.1 Develop partnerships increasing educational opportunities within the Southern Midlands for the entire community
 4.6.1.2 Identify and implement the preferred management and operating model for Heritage and Education Skills Ltd.
 4.6.1.3 Facilitate/provide heritage learning opportunities through public engagement, via Heritage and Education Skills Ltd, in partnership with universities and schools, wherever opportunity arises
 4.6.1.4 Continue to work with the schools in the Southern Midlands to address and respond to reform initiatives in a positive manner together
 4.6.1.5 Continue playing a leadership role with the Southcentral Jobs Hub Network and other stakeholders to advocate/facilitate changes that are beneficial to the region
 i. Develop programs that will improve literacy levels and business skills for people in the agricultural industry;
 ii. Develop programs that will improve skills and customer service standards in the tourism and hospitality sector; and
 iii. Develop improved approaches to optimising Vocation Education & Training (VET) and DoE programs

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|-----------------------------|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| | | | |
| | | | |
| | | | |
| Total Revenue: | 0 | 0 | 0 |
| EXPENDITURE: | | | |
| | | | |
| | | | |
| | | | |
| Budget Reduction/Adjustment | | | |
| Total Expenditure: | 0 | 0 | 0 |
| (Surplus)/Deficit: | 0 | 0 | 0 |

Program: **COMMUNITY**

Sub Program: **CAPACITY, SUSTAINABILITY & RESILIENCE**

Program Objectives:

Strategic Theme: Community

The need to retain and build on the strong sense of community that exists within the Southern Midlands as well as increase the opportunities for improved health and well-being of those that live in the Southern Midlands.

Strategic Plan Reference:

4.7.1 Build, maintain and strengthen the capacity of the Community to help itself whilst embracing social inclusion to achieve sustainability

Description & Level of Service:

Strategies / Action Plans:

- 4.7.1.1 Support Community groups who wish to run and/or develop Community based facilities & events
- 4.7.1.2 Continue to provide funding opportunities for Community Groups through the Southern Midlands Community Small Grants Program
- 4.7.1.3 Provide support to Community groups in their establishment and on-going development as well as assist those groups to access grants from a wide range of sources
- 4.7.1.4 Provide support to the Community in addressing major impacts that affect the ability of the Community to work cohesively together
- 4.7.1.5 Increase opportunities for the ability of the aging population to remain in their Communities
- 4.7.1.6 Increase the opportunities for young people to remain in or return to their local Communities
- 4.7.1.7 Facilitate meaningful engagement with Business and Traders Groups
- 4.7.1.8 Prepare and support Communities in anticipation of future focused events to address and reduce their disaster risk and increase resilience to future natural hazards
- 4.7.1.9 Implement the outputs from the Oatlands Structure Plan

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|--|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Special Events - Recoveries (Aust Day & ANZAC Centenary) | 0 | | 0 |
| Men's Shed Income | 0 | | 0 |
| | | | |
| Total Revenue: | 0 | 0 | 0 |
| EXPENDITURE: | | | |
| Special Events (Festivals etc) | 35,525 | | 35,525 |
| Donations | 8,500 | | 8,500 |
| Regional Development Campaign (SCSR) | 0 | | 0 |
| Community Shed | 6,480 | | 6,480 |
| Grant Exp - Special Events - Aust Day & ANZAC Centenary | 0 | | 0 |
| Oatlands Structure Plan | 5,000 | | 5,000 |
| | | | |
| Budget Reduction/Adjustment | 0 | | 0 |
| Total Expenditure: | 55,505 | 0 | 55,505 |
| (Surplus)/Deficit: | 55,505 | 0 | 55,505 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **COMMUNITY**

Sub Program: **SAFETY**

Program Objectives:

Strategic Theme: Community

The need to retain and build on the strong sense of community that exists within the Southern Midlands as well as increase the opportunities for improved health and well-being of those that live in the Southern Midlands.

Strategic Plan Reference:

4.8.1 Increase the level of safety of the community and those visiting or passing through the municipality

Description & Level of Service:

Strategies / Action Plans:

- 4.8.1.1 Work in partnership with the Police to maintain and create a safer Communities
- 4.8.1.2 Maintain the Southern Midlands Emergency Management Plan and review every two years
- 4.8.1.3 Convene the Southern Midlands Emergency Management Committee twice per year
- 4.8.1.4 Continue to support the Road Accident Rescue Unit (as well as in incidents more generally besides those on roads) in partnership with the State Emergency Service
- 4.8.1.5 In partnership with the Community, develop Community Safety Initiatives
- 4.8.1.6 Work in partnership with the Tasmania Fire Service to keep the Southern Midlands 'fire safe'
- 4.8.1.7 Undertake hydraulic assessment of the municipal area (i.e. the provision of flood mapping and assess the interaction of stormwater with existing and potential future land uses). Includes investigating the availability of external funding support. The initial focus being the main population and transit areas around Bagdad and Mangalore

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|--|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| MAIB Reimbursements | 0 | | 0 |
| Donations | 0 | | 0 |
| Natural Disaster Risk Reduction Grant Program (NDRRGP) | 0 | | 0 |
| - Bagdad-Mangalore Hydraulic Assessment (Total Grant \$80,830) | | | |
| Total Revenue: | 0 | 0 | 0 |
| EXPENDITURE: | | | |
| Emergency Service Unit | 12,175 | | 12,175 |
| Fire Protection - General | 5,350 | | 5,350 |
| Emergency Management Plan | 2,425 | | 2,425 |
| Ambulance Service | 0 | | 0 |
| Clearance of Waterways | 0 | | 40,000 |
| Budget Reduction/Adjustment | 0 | 0 | 0 |
| Total Expenditure: | 19,950 | 0 | 59,950 |
| (Surplus)/Deficit: | 19,950 | 0 | 59,950 |

Program: **COMMUNITY**

Sub Program: **CONSULTATION & COMMUNICATION**

Program Objectives:

Strategic Theme: Community

The need to retain and build on the strong sense of community that exists within the Southern Midlands as well as increase the opportunities for improved health and well-being of those that live in the Southern Midlands.

Strategic Plan Reference:

4.9.1 Improve the effectiveness of consultation and communication with the community

Description & Level of Service:

Strategies / Action Plans:

- 4.9.1.1 Continue to schedule Council meetings in the various districts of the Municipality and continue to make available recordings of Council meetings through the Council website, to enhance the community consultation process
- 4.9.1.2 Monitor emerging trends in Community engagement
- 4.9.1.3 Continue to issue the quarterly Council Newsletter for residents and ratepayers
- 4.9.1.4 Continue to develop and maintain an 'up-to-date' website as well as an effective Social Media presence
- 4.9.1.5 Embrace innovative approaches to improving communications

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|-------------------------------|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| | 0 | 0 | 0 |
| | | | |
| | | | |
| Total Revenue: | 0 | 0 | 0 |
| EXPENDITURE: | | | |
| Community Consultation | 10,000 | | 10,000 |
| Radio Station | 3,200 | | 3,200 |
| Council Newsletters & Reports | 12,500 | | 12,500 |
| | | | |
| | | | |
| Budget Reduction/Adjustment | 0 | 0 | 0 |
| Total Expenditure: | 25,700 | 0 | 25,700 |
| (Surplus)/Deficit: | 25,700 | 0 | 25,700 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **ORGANISATION**

Sub Program: IMPROVEMENT

Program Objectives:

Strategic Theme: Organisation

The need to monitor and continuously improve the efficiency and effectiveness of the way the Council provides services to the Community

Strategic Plan Reference:

- 5.1.1 Improve the level of responsiveness to Community & Developer needs
- 5.1.2 Improve communication within Council
- 5.1.3 Improve the accuracy, comprehensiveness and user friendliness of the Council Asset Management System
- 5.1.4 Increase the effectiveness, efficiency and use-ability of Council ICT systems
- 5.1.5 Maintain the Business Process Improvement & Continuous Improvement framework

Description & Level of Service:

Strategies / Action Plans:

- 5.1.1.1 Maintain a comprehensive automated work order/public enquiry system as well as a complaints system
- 5.1.1.2 Maintain an up to date profile of the Municipal Area to assist in identifying Community & Developer needs
- 5.1.2.1 Maintain an effective team member performance/development review system that provides employees with recognition for their achievements
- 5.1.3.1 Continue to develop and implement Council's Asset Management System
- 5.1.4.1 Identify training needs of staff & elected members and seek opportunities to enhance their skills
- 5.1.5.1 Maintain continual improvement processes across the organisation
- 5.1.5.2 Complete the implementation of the new ICT system (Magiq) and integration from existing systems

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|-----------------------------|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| | 0 | | 0 |
| | | | |
| | | | |
| Total Revenue: | 0 | 0 | 0 |
| EXPENDITURE: | | | |
| Enterprise Bargaining Unit | 1,740 | | 1,740 |
| Work Practices Review | 3,900 | | 3,900 |
| Corporate Compliance etc. | 85,757 | | 88,611 |
| Staff Training | 40,000 | | 40,000 |
| | | | |
| Budget Reduction/Adjustment | 0 | | 0 |
| Total Expenditure: | 131,397 | 0 | 134,251 |
| (Surplus)/Deficit: | 131,397 | 0 | 134,251 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **ORGANISATION**

Sub Program: **SUSTAINABILITY**

Program Objectives:

Strategic Theme: Organisation

The need to monitor and continuously improve the efficiency and effectiveness of the way the Council provides services to the Community.

Strategic Plan Reference:

- 5.2.1 Retain corporate and operational knowledge within Council
- 5.2.2 Provide a safe and healthy working environment
- 5.2.3 Ensure that staff and elected members have the training and skills they need to undertake their roles
- 5.2.4 Increase the cost effectiveness of Council operations through resource sharing with other organisations
- 5.2.5 Continue to maintain and improve the level of statutory compliance of council operations
- 5.2.6 Ensure that suitably qualified and sufficient staff are available to meet the communities need
- 5.2.7 Work cooperatively with State and Regional organisations
- 5.2.8 Minimise Councils exposure to risk
- 5.2.9 Ensure that exceptional Customer Service continues to be a hallmark of Southern Midlands Council

Description & Level of Service:

Strategies / Action Plans:

- 5.2.1.1 Provide efficient, effective and transparent governance, accountability and representation throughout all levels of the organisation
- 5.2.1.2 Provide regular updates in respect of legislation and best practice WH&S to all Council team members
- 5.2.2.1 Ensure that the Council is a safe and healthy, worker friendly environment
- 5.2.3.1 Provide access to education and training in order to support elected members and staff in their roles
- 5.2.3.2 Provide access to training for employees to ensure that they have the training, skills and knowledge that they need to undertake their jobs in a professional and 'Customer focused' manner
- 5.2.4.1 Continue to provide shared services to other LGAs for Council officers to work in an outreach manner
- 5.2.4.2 Continue to identify opportunities for resource sharing with other Councils at a project level
- 5.2.4.3 Identify and implement working relationships with the Councils in our sub region across a wide range of operational and support areas
- 5.2.5.1 Maintain the structure and rigor of the Audit Committee in reviewing Council's compliance obligations
- 5.2.6.1 Review staffing levels at development review time
- 5.2.6.2 Ensure that a rigorous recruitment and selection process is undertaken prior to new team members being appointed
- 5.2.7.1 Continue to participate in State and Regional forums, including the LGAT, as well as other appropriate organisations/structures
- 5.2.8.1 Continue to refine Council's Risk Management Strategy/Practices and work within the framework of the MAV Insurance risk management model and ISO 31000 - 2018
- 5.2.9.1 Commit to and achieve 'best practice' service level targets throughout the organisation
- 5.2.9.2 Review the Strategic Plan including an evaluation of Community expectations, every two years

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|--|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| Rental - Kempton Depot (TasWater) | 12,920 | | 13,216 |
| Rental - 'Watchhouse' Kempton | 3,000 | | 3,000 |
| Rental - Tunnack Mail Centre | 468 | | 425 |
| Rental - Radio Tower (Glamorgan / Spring Bay) | 880 | | 650 |
| Rental - Service Tasmania | 19,862 | | 20,577 |
| Rental - NBN Co, Vodafone, Optus (Campania) | 36,304 | | 36,302 |
| Rental - Barrack Street House | 8,042 | | 8,227 |
| Labour On-Costs - Recoveries | 500 | | 500 |
| Works - Minor Reimbursements | 0 | | 0 |
| General Income Photocopies, Incl. Section 132 & 337 Certificates | 55,000 | | 55,000 |
| Corporate - Minor Reimbursements | 1,500 | | 1,500 |
| | | | |
| Total Revenue: | 138,477 | 0 | 139,397 |
| EXPENDITURE: | | | |
| Housing (Roche Hall; 16 Church; 16 Barrack) | 19,372 | | 19,372 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **ORGANISATION**

Sub Program: **SUSTAINABILITY**

| | | | |
|--|-----------|---|------------------|
| Risk Management | 6,000 | | 6,000 |
| Council Services | 371,023 | | 465,499 |
| Administration | 1,537,313 | | 1,635,257 |
| Asset Management | 56,647 | | 34,276 |
| Engineering | 376,760 | | 464,395 |
| Strategic Planning | 14,450 | | 14,450 |
| Depreciation (Buildings, Computer & Minor Plant) | 1,064,200 | | 1,209,200 |
| Loan Interest Charges - C/Chamber, Depot & Cap Works Gen | 0 | | 0 |
| Budget Reduction / Adjustment | 0 | | 0 |
| Total Expenditure: | 3,445,765 | 0 | 3,848,449 |
| | | | |
| (Surplus)/Deficit: | 3,307,288 | 0 | 3,709,052 |

ANNUAL PLAN AND PROGRAM BUDGET 2026/27 - OPERATING

Program: **ORGANISATION**

Sub Program: **FINANCES**

Program Objectives:

Strategic Theme: Organisation

The need to monitor and continuously improve the efficiency and effectiveness of the way the Council provides services to the Community.

Strategic Plan Reference:

5.3.1 Community's finances will be managed responsibly to enhance the wellbeing of residents

5.3.2 Council will maintain community wealth to ensure that the wealth enjoyed by today's generation may also be enjoyed by tomorrow's generation

5.3.3 Council's financial position will be robust enough to recover from unanticipated events, and absorb the volatility inherent in revenues and expenses

Description & Level of Service:

Strategies / Action Plans:

5.3.1.1 Implementation of the Financial Management Strategy, incorporating the long-term Financial Management Plan

5.3.1.2 Continue to support the Audit Panel to monitor financial risks and the potential impacts on Council's financial position

5.3.1.3 Council's resources are managed in an efficient, effective and transparent manner

5.3.2.1 Decisions in relation to borrowing are to be consistent with the Southern Midlands Council Financial Management Strategy

5.3.3.1 Financial risk management is built into the Financial Management Strategy

| BUDGET: | 2025/26 Est. | CURRENT 2025/26 Actual | PROPOSED 2026/27 Budget |
|--|-------------------------|---------------------------------------|--|
| REVENUE: | | | |
| State Fire Commission - Collection Fee (4%) | 11,868 | 5,934 | 12,281 |
| Fire Service Contributions | 296,701 | 298,339 | 307,026 |
| Debt Collection Recoveries | 4,500 | 4,032 | 4,500 |
| Insurance Claim Recoveries | 0 | | 0 |
| Interest on Investments | 520,000 | 347,798 | 492,000 |
| Interest & Penalties (Rates) | 100,000 | 100,327 | 100,000 |
| General Rates | 5,855,213 | 5,864,880 | 6,191,042 |
| Australian Gov't - FAGS Grant | 4,744,884 | 1,810,173 | 4,982,205 |
| FBT Refund | 0 | | 0 |
| LRCI - Grant Funded Projects (Grants Rec'd in Advance) | 0 | | 0 |
| Total Revenue: | 11,533,166 | 8,431,483 | 12,089,054 |
| EXPENDITURE: | | | |
| State Levies & Charges - State Fire Commission | 296,700 | | 307,026 |
| State Levies & Charges - Land Tax (3% Inc) | 10,300 | | 10,300 |
| Bank Fees | 22,500 | | 22,500 |
| Debt Collection Costs | 15,000 | | 15,000 |
| Agency Commission Costs | 5,000 | | 5,000 |
| Rate Discounts (Early Payment) | 45,000 | | 47,500 |
| Rate Remissions | 1,200 | | 1,200 |
| Interest Charges - Misc | 0 | | 0 |
| Depreciation | | | |
| Budget Reduction/Adjustment | | | |
| Total Expenditure: | 395,700 | 0 | 408,526 |
| (Surplus)/Deficit: | -11,137,466 | -8,431,483 | -11,680,528 |