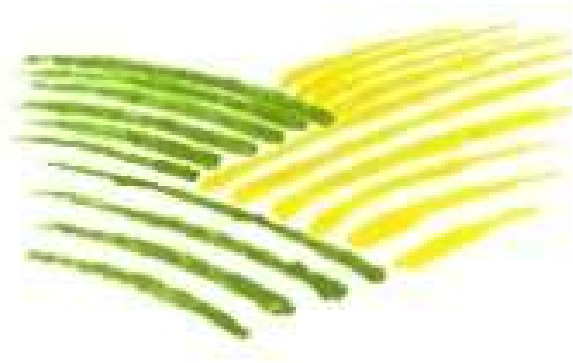


**SOUTHERN
MIDLANDS
COUNCIL**



2021/22

ANNUAL PLAN

AND

BUDGET DOCUMENTS

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - OPERATING



2021-2022 BUDGETED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

		LTFMP	VARIANCE
RECURRENT INCOME			
RATES AND CHARGES	\$ 5,995,491	\$ 5,885,000	\$ 110,491
USER FEES	\$ 786,810	\$ 771,000	\$ 15,810
GRANTS - RECURRENT	\$ 3,619,473	\$ 3,635,000	\$ (15,527)
INTEREST	\$ 125,000	\$ 280,000	\$ (155,000)
COMMERCIAL REVENUE	\$ 765,000	\$ 765,000	\$ -
OTHER INCOME	\$ 82,431	\$ 30,000	\$ 52,431
INVESTMENT REVENUE FROM WATER CORPORATION	\$ 182,400	\$ 77,000	\$ 105,400
	\$ 11,556,605	\$ 11,443,000	\$ 113,605
NET CAPITAL INCOME			
GRANTS - CAPITAL	\$ 3,063,096	\$ 1,065,000	\$ 1,998,096
CONTRIBUTIONS	\$ -	\$ -	\$ -
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS	\$ (7,000)	\$ -	\$ (7,000)
	\$ 3,056,096	\$ 1,065,000	\$ 1,991,096
TOTAL INCOME	\$ 14,612,701	\$ 12,508,000	\$ 2,104,701
EXPENSES FROM CONTINUING OPERATIONS			
EMPLOYEE COSTS	\$ 4,387,132	\$ 4,268,000	\$ 119,132
MATERIALS AND CONTRACTS	\$ 3,357,595	\$ 3,270,000	\$ 87,595
DEPRECIATION & AMORTISATION	\$ 3,004,300	\$ 3,004,000	\$ 300
CONTRIBUTIONS	\$ 245,179	\$ 237,000	\$ 8,179
FINANCE COSTS	\$ 67,891	\$ 10,000	\$ 57,891
COMMERCIAL EXPENSES	\$ 765,000	\$ 765,000	\$ -
OTHER EXPENSES	\$ 147,571	\$ 148,000	\$ (429)
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$ 11,974,668	\$ 11,702,000	\$ 272,668
RESULT FROM CONTINUING OPERATIONS	\$ 2,638,033	\$ 806,000	\$ 1,832,033
<i>Less Net Capital Income Section</i>	\$ (3,056,096)	\$ (1,065,000)	\$ (1,991,096)
	\$ (418,063)	\$ (259,000)	\$ (159,063)



2021-2022 BUDGETED STATEMENT OF CASH FLOWS

CASH FLOWS FROM OPERATING ACTIVITIES**Payments**

Employee Costs	\$	(4,387,132)	
Materials and Contracts	\$	(3,357,595)	
Interest	\$	(67,891)	
Other	\$	(1,157,750)	
			\$ (8,970,368)

Receipts

Rates	\$	5,995,491	
User Charges	\$	786,810	
Interest Received	\$	125,000	
Subsidies	\$	82,431	
Other revenue grants	\$	3,619,473	
Other	\$	947,400	
			\$ 11,556,605
Net Cash from operating activities	\$	2,586,237	

CASH FLOWS FROM INVESTING ACTIVITIES

Payments for Property, Plant and Equipment (subject to confirmation of Carry Forwards)	\$	(16,041,820)	
Payments for Investments	\$	-	
Proceeds from Sale of Property, Plant and Equipment	\$	422,000	
Capital grants	\$	3,063,096	
Net Cash used in investing activities	\$	(12,556,724)	

CASH FLOWS FROM FINANCING ACTIVITIES

Repayment of Borrowings	\$	(332,720)	
Proceeds from Borrowings	\$	-	
Net cash used in financing activities	\$	(332,720)	

Net increase / (decrease) in cash held	\$	(10,303,207)
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Cash at beginning of reporting year	\$	17,865,000
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<i>Cash at end of reporting year</i>	\$	7,561,793
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OPERATING BUDGET - PROGRAM CLASS SUMMARY

PROGRAMS:	REVENUE	EXPENDITURE	(SURPLUS) / DEFICIT
INFRASTRUCTURE	2,265,608	5,208,333	-2,942,725
GROWTH	1,167,586	1,006,604	160,982
LANDSCAPES	295,250	1,668,997	-1,373,747
COMMUNITY	2,066,398	1,155,000	911,398
ORGANISATION	8,824,859	2,935,736	5,889,123
TOTALS:	14,619,701	11,974,670	2,645,031

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - OPERATING



PROGRAM SUMMARY

	REVENUE	EXPENDITURE	(SURPLUS)/DEFICIT
INFRASTRUCTURE			
Roads	1,030,231	3,250,313	-2,220,082
Bridges	0	400,987	-400,987
Walkways	147,565	226,220	-78,655
Lighting	0	85,200	-85,200
Buildings (Public Toilets)	0	77,741	-77,741
Sewer / Water	0	0	0
Drainage	0	79,614	-79,614
Waste	1,087,812	1,088,258	-446
Information, Communication Technology	0	0	0
INFRASTRUCTURE TOTAL:	2,265,608	5,208,333	-2,942,725
GROWTH			
Residential	0	0	0
Tourism	5,000	48,700	-43,700
Business	1,159,931	957,904	202,027
Industry	2,655	0	2,655
GROWTH TOTAL:	1,167,586	1,006,604	160,982
LANDSCAPES			
Heritage	0	414,926	-414,926
Natural	2,750	219,603	-216,853
Cultural	0	13,500	-13,500
Regulatory - Development	212,500	889,530	-677,030
Regulatory - Public Health	6,000	20,325	-14,325
Regulatory - Animals	74,000	111,113	-37,113
Environmental Sustainability	0	0	0
LANDSCAPES TOTAL:	295,250	1,668,997	-1,373,747
COMMUNITY			
Community Health & Wellbeing	0	267,425	-267,425
Recreation	2,057,898	729,670	1,328,228
Access	0	0	0
Volunteers	0	45,000	-45,000
Families	0	11,500	-11,500
Education	0	0	0
Capacity & Sustainability	0	44,405	-44,405
Safety	8,500	39,700	-31,200
Consultation & Communication	0	17,300	-17,300
COMMUNITY TOTAL:	2,066,398	1,155,000	911,398
ORGANISATION			
Improvement	0	106,890	-106,890
Sustainability	132,900	2,500,667	-2,367,767
Finances	8,691,959	328,179	8,363,780
ORGANISATION TOTAL:	8,824,859	2,935,736	5,889,123
OPERATING BUDGET DEFICIT :			2,645,031

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - OPERATING

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 635 kms of unsealed and 165 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 Commonwealth and State Governments
- 1.1.1.2 Seek new, cost effective sources of road 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 Actively encourage property owners to embrace Council's Unmade Street Policy
- 1.1.1.9 Continue the program of dust suppression on gravel roads in accordance with Council Policy
- 1.1.1.10 Provide road infrastructure appropriate to accommodate a measured population growth or decline
- 1.1.1.11 Use sandstone in kerb & gutters in conjunction with streetscape plans in heritage areas (where appropriate and affordable)
- 1.1.1.12 Incorporate the use of recyclable materials (eg tyres/glass) into road pavements and pathways

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:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Heavy Vehicle Licence Fees	11,700	11,658	11,700
Sale of Road Materials	1,000	3,174	3,000
Developer Contributions	0	0	0
Grant - Elderslie - Bluff Road Junction	150,000	0	150,000
Grant - Vulnerable Road User Program - Reeve St, Campania	0	0	200,000
Local Roads and Comm Infrastructure Program (Phase 1 - Total \$665,531)	360,000	637,282	0
Roads to Recovery Program	665,531	476,756	665,531
Total Revenue:	1,188,231	1,128,870	1,030,231
EXPENDITURE:			
Pavement Maint.	744,984	715,421	752,484
Shoulder Maint.	71,382	45,110	72,246
Drainage	247,195	197,941	249,101
Traffic Facilities	43,001	9,701	53,335
Verges	270,395	185,543	271,147
Depreciation	1,852,000	0	1,852,000
Budget Reduction/Adjustment	0		
Total Expenditure:	3,228,957	1,153,715	3,250,313
(Surplus)/Deficit:	2,040,726	24,845	2,220,082

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - 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, including the monitoring and consideration of new construction methods for the replacement of timber bridges, including Council's desire to replace timber bridges with concrete bridges, where affordable (with the exception of bridges with heritage significance which shall be maintained in an appropriate manner consistent with their original character)

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Maintenance	20,418	10,439	22,320
AusSpan Inspections	21,521	10,474	21,367
Special Purpose Vehicles Network Inspection	0	0	0
Interest Charges - Bridges	0		
Depreciation	357,300		357,300
Budget Reduction/Adjustment	0		0
Total Expenditure:	399,239	20,913	400,987
(Surplus)/Deficit:	399,239	20,913	400,987

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - 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 priorities for extensions to existing walkways and pedestrian areas

1.3.1.2 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:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Comm Dev Grant Program - Kempton Streetscape Project	75,000	30,000	0
Comm Dev Grant Program - Broadmarsh Streetscape Project	230,000	0	0
Department of State Growth - Midland/Mood Food Pathway	147,565	0	147,565
Local Roads and Comm Infrastructure Program (Phase 1 - Total \$665,531)	305,531	partial	0
Total Revenue:	758,096	30,000	147,565
EXPENDITURE:			
Footpath Maintenance	42,242	19,531	42,565
Township Verges & Nature Strips (Mowing/Spraying etc)	123,185	115,898	124,961
Street Cleaning	57,725	56,705	58,694
Budget Reduction/Adjustment	0		0
Total Expenditure:	223,152	192,135	226,220
(Surplus)/Deficit:	-534,944	162,135	78,655

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - 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 and the establishment of heritage street lighting 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:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Comm Dev Grant Program - Oatlands U/Ground Lighting	250,000	125,000	0
Total Revenue:	250,000	125,000	0
EXPENDITURE:			
Street Lighting	91,200	69,028	85,200
Total Expenditure:	91,200	69,028	85,200
(Surplus)/Deficit:	-158,800	-55,972	85,200

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - 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

1.5.1.3 Ensure sustainable use of Council buildings is maximised for Community benefit

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Mobile Toilet Hire	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Maintenance - Public Toilets	76,936	60,444	77,741
Depreciation			
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	76,936	60,444	77,741
(Surplus)/Deficit:	76,936	60,444	77,741

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - OPERATING

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

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
	0	0	0
Depreciation			
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	0	0	0
(Surplus)/Deficit:	0	0	0

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - 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)

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Inspection & Connection Fees	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Maintenance	27,269	22,822	27,614
Interest Charges	0		0
Depreciation	52,000		52,000
Budget Reduction/Adjustment	0		
Total Expenditure:	79,269	22,822	79,614
(Surplus)/Deficit:	79,269	22,822	79,614

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - 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 be an active participant in the Waste Strategy – South and continue to educate people on reducing waste
- 1.8.1.2 Continue to review the ongoing operational arrangements for waste management including co-operation with other local government authorities
- 1.8.1.3 In conjunction with the Waste Advisory Council seek to identify suitable markets for recyclable products
- 1.8.1.4 Undertake a review of the whole waste management service delivery system regularly
- 1.8.1.5 Explore the opportunities to promote/facilitate a reduction of waste to landfill

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Waste Transfer Stations - Disposal Fees / Sale of Recyclables	15,000	34,598	27,500
Waste Transfer Stations & Sale of Recyclables	0	0	0
Rates (Est Rates based on \$195 per collection point - prev \$178)	304,736	308,073	340,860
Waste Management Levy (Est based on \$220 & \$76 - prev \$180 & \$60)	581,460	583,775	719,452
Total Revenue:	901,196	926,446	1,087,812
EXPENDITURE:			
Household Collection Service	277,788	217,134	316,447
Operating Expenses - Oatlands WTS	263,763	198,336	246,696
Operating Expenses - Campania WTS	268,867	175,974	255,646
Operating Expenses - Dysart WTS	213,264	197,726	237,469
Other Expenditure	0	0	0
Waste Management Plan (incl. Regional Group etc)	4,500	2,816	4,500
Land Tax Payable	0		0
Interest Charges	0		0
Depreciation	27,500		27,500
Budget Reduction/Adjustment	0		0
Total Expenditure:	1,055,682	791,986	1,088,258
(Surplus)/Deficit:	154,486	-134,460	446

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - OPERATING

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

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Total Revenue:	0	0	0
EXPENDITURE:			
Total Expenditure:	0	0	0
(Surplus)/Deficit:	0	0	0

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 Commonwealth, 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 "village character"

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

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
	0	0	0
Budget Reduction/Adjustment			
Total Expenditure:	0	0	0
(Surplus)/Deficit:	0	0	0

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - 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 Support the development of tourism products
- 2.2.1.4 Work in partnership with other State, Regional and local organisations including Destination Southern Tasmania and the Heritage Highway Tourism Region Association
- 2.2.1.5 Investigate and encourage the development of a four star accommodation facility (min 30 beds) in Oatlands
- 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

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Misc. Income (Event Income / Lake Dulverton Showers)	2,000	1,029	2,000
Kempton Roadside Stopover	2,500	3,318	3,000
Grant(s)	0	0	0
Total Revenue:	4,500	4,347	5,000
EXPENDITURE:			
Tourism (Promotion & Other Council activities)	26,750	548	24,900
Contributions (HHTRA)	12,000	12,000	12,000
Contributions (Destination South)	6,752	6,561	6,800
Special Projects (Incl. Marketing Plan)	10,000	0	5,000
Grant Expenditure	0		
Budget Reduction/Adjustment			
Total Expenditure:	55,502	19,109	48,700
(Surplus)/Deficit:	51,002	14,762	43,700

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - 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 Maintain support for viable Council business operations such as Heritage Building Solutions and Heritage Education & Skills Centre
- 2.3.1.10 Target niche high end food/wine outlets to establish businesses within the Southern Midlands

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Sale of Water (TasWater)	0	0	0
Private Works - Income	160,998	193,488	131,579
Private Works - Stornoway Contract	65,185	61,784	70,952
Callington Mill - Operations	0	4,781	0
TasWater - Distributions	76,000	38,000	182,400
Subsidiary - HBS Dividend	10,000	0	10,000
Subsidiaries (HBS & HESC)	765,000		765,000
Total Revenue:	1,077,183	298,053	1,159,931
EXPENDITURE:			
Filler Stations - Water Payments (TasWater)	0		
Incentives	0		
Private Works - Expenditure	134,165	184,195	109,649
Stornoway Contract	62,708	included above	64,502
Subsidiaries (HBS & HESC)	765,000		765,000
Callington Mill - Operations (includes property maintenance)	12,850	10,090	12,850
MEDALS (prev. Oatlands Develop Strategy) - trf to Capacity & Sustainability	0		0
SCSR Workforce Development Coordinator	5,000	5,000	5,000
Interest Charges	1,210	642	903
Budget Reduction/Adjustment			
Total Expenditure:	980,933	199,927	957,904
(Surplus)/Deficit:	-96,250	-98,126	-202,027

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - 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
- 2.4.1.2 Support the development of activities in association with servicing the irrigation schemes developments
- 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 Skilled labour force - Liaise with Department of Education (DoE) and other stakeholders to advocate 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 to continue to increase participation in trade Training Centres, since these centres are new with good facilities, but are currently underutilised
- 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 plus production opportunities associated with the new 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 irrigation schemes

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Tunbridge Dam - Water Lease	2,655	2,956	2,655
Total Revenue:	2,655	2,956	2,655
EXPENDITURE:			
Operating Expenses	0	0	0
Total Expenditure:	0	0	0
(Surplus)/Deficit:	-2,655	-2,956	-2,655

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - 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 education 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 the 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:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Oatlands Gaol - Rental Income / Donations	0	0	0
Oatlands Court House - Rental Income / Donations	0	0	0
Grant - NSRF (Commissariat)	0	0	0
Heritage Volunteer Program / Archaeological Digs	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Staffing / General Operating	295,205	187,465	331,375
Court House (incl. gen funds for displays/interps etc)	16,744	8,713	20,486
Gaolers Residence	21,678	11,636	22,156
Parattah Railway Station	3,490	1,622	3,490
73 High Street (Roche Hall)	14,197	11,335	13,547
79 High Street (Commissariat)	14,624	9,499	15,872
Heritage Volunteer Program / Archaeological Digs	8,000	893	8,000
Interest Charges	0	0	0
Depreciation	0	0	0
Total Expenditure:	373,938	231,164	414,926
(Surplus)/Deficit:	373,938	231,164	414,926

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - 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, DPIPW, and other relevant organisations to deliver on-ground projects

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Chauncy Vale - Gate Donations	2,750	4,268	2,750
Lake Dulverton - Donations & Signage Charges	0	136	0
Rental - Chauncy Vale Cottage	0	345	0
Rental - Railway Station Building	0	0	0
Comm Dev Grant Program - Campania Bush Reserve	100,000	0	0
Comm Dev Grant Program - Chauncy Vale Pedestrian Bridge	55,000	55,000	0
Comm Dev Grant Program - Lake Dulverton Walkways	220,000	0	0
Total Revenue:	377,750	59,749	2,750
EXPENDITURE:			
Campania Bush Reserve	2,360	342	2,360
Chauncy Vale Reserve	9,660	46,009	10,000
Weed Management Program	44,948	6,959	74,568
Landcare Facilitator (incl New Grant Application allocation)	86,790	81,501	88,325
Lake Dulverton (Aquatic Club)	0	10,660	0
Committee (incl. Dulverton Corridor)	14,750	4,211	18,550
Lake Dulverton (Midlands Water Scheme)	28,125	32,840	25,800
Depreciation	0	0	0
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	186,633	182,521	219,603
(Surplus)/Deficit:	-191,117	122,772	216,853

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - 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 heritage 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:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Community Donations	0		
Heritage Hub (79 High Street)	5,000	71	0
Total Revenue:	5,000	71	0
EXPENDITURE:			
Arts Advisory Committee	10,000	955	10,000
Heritage Garden (Callington Mill)	1,500	0	1,500
Commissariat HUB (transfer to Heritage Program)	5,000	0	0
Artist in Residence Program	0	0	2,000
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	16,500	955	13,500
(Surplus)/Deficit:	11,500	884	13,500

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 Process planning, building and plumbing applications in a timely manner and monitor compliance with the relevant legislation
- 3.4.1.5 Review systems and procedures to ensure that "best value" is being provided in the delivery of customer services
- 3.4.1.6 Ensure staff are adequately resourced and supported to apply consistent, transparent and procedural fairness in pursuing enforcement action in matters of non-compliance

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Subdivision & Development App Fees	70,000	88,854	85,000
Env Health - PPE's, Septic Tank & Food Premises	7,500	4,597	7,500
Building / Plumbing Application Fees	95,000	121,526	120,000
Public Open Space Contributions	0	5,845	0
Total Revenue:	172,500	220,822	212,500
EXPENDITURE:			
Salaries (incl. On-Costs)	626,972	526,386	651,136
Office - Operating Expenses (incl Legal Fees)	84,523	76,869	85,011
Advertising	15,000	19,376	15,000
Vehicle Costs	42,000	27,686	42,000
Consultancy Costs - EHO; Engineering & Building Surveying	101,995	62,494	87,619
Planning Scheme Development	5,000	0	7,500
Interest Charges	1,693	899	1,264
Depreciation			
Budget Reduction/Adjustment	0		
Total Expenditure:	877,183	713,710	889,530
(Surplus)/Deficit:	704,683	492,888	677,030

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 Continue to register and monitor food premises

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

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

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

3.5.1.6 Continually raise the awareness of Notifiable Diseases in the Community

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

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

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

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Cemetery Income	2,000	1,055	2,000
Immunisation	500	357	0
Grant - Kempton Health Facility	0	0	0
Kempton Community Health Centre - Rental Income	0	0	4000
Total Revenue:	2,500	1,412	6,000
EXPENDITURE:			
Immunisation Costs	735	101	735
Medical Officer of Health	4,780	0	4,780
Cemeteries - Maintenance	4,800	3,711	6,685
Community Health Centre	5,950	3,600	8,125
Budget Reduction/Adjustment	0		
Total Expenditure:	16,265	7,412	20,325
(Surplus)/Deficit:	13,765	6,001	14,325

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

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Dog Registration Fees	65,000	36,650	65,000
Infringement Notices	7,500	-4,013	7,500
Impounding & Complaint Fees	1,500	473	1,500
Total Revenue:	74,000	33,109	74,000
EXPENDITURE:			
Animal Control Services	100,867	92,705	111,113
Budget Reduction/Adjustment			
Total Expenditure:	100,867	92,705	111,113
(Surplus)/Deficit:	26,867	59,596	37,113

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:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Commissions - Solar Units	0	0	0
Home Energy Audits	0	0	0
Grants	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Salaries (incl. On-Costs)	0		0
Climate Change Grant Expenditure (Grant rec'd 2011/12) (Grant received 2011/12 - \$20934 - 90%)	0	7,142	0
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	0	7,142	0
(Surplus)/Deficit:	0	7,142	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 those that live in the Southern Midlands.

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 / spaces in recognising the importance to our Community of inclusive play & universal design

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

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Drop-In-Centre (Aquatic Centre)	0	0	0
Rental - Sumo Suits	0	0	0
Communities for Children	0	0	0
Grant - Healthy Comm Initiative	0	0	0
Rural Primary Health / Grants - School Holiday Program	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Salaries (incl. On Costs)	245,616	150,387	245,425
Operating Costs (incl. Vehicle Costs)	27,750	28,156	12,000
Holiday Program	10,000	3,972	10,000
School Community Garden	0		0
Communities for Children	0		0
Budget Reduction/Adjustment	0		
Total Expenditure:	283,366	182,515	267,425
(Surplus)/Deficit:	283,366	182,515	267,425

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - 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 Maximise the potential for additional recreational facilities for Lake Dulverton (e.g rowing clubs, kayaks, jetty)
- 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 Construct the best family/children's park on the Midland Highway to encourage visitation to local Oatlands businesses and to support the health & wellbeing of young people in the Community

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Pool - Admission Fees	12,000	9,769	91,667
Recreation Facilities - User Charges (incl. Aurora reimburs)	8,500	2,686	5,000
Hall Facilities - User Charges (incl. Aurora reimburs)	6,500	7,445	6,500
Grant(s) - State (Final Instalment) and Aust Government	0	0	1,900,000
Management Committee - Reimbursements	2,500	4,060	2,500
Comm Dev Grant Program - Callington Park Playground	500,000	500,000	0
Comm Dev Grant Program - Oatlands Aquatic Centre	500,000	0	0
Dept Treasury & Finance - Local Gov't Loans Program (21/22 - year 1 of 3)	0	0	52,231
Total Revenue:	1,029,500	523,960	2,057,898
EXPENDITURE:			
Recreation Grounds (incls Land Tax Payable)	135,085	121,541	137,759
Swimming Pool	104,403	78,127	0
Aquatic Centre	0	0	260,053
Council Halls	48,600	34,856	48,600
Community Halls	11,210	2,833	11,210
Community Centre - Oatlands	7,410	7,806	7,410
Community Centre - Levendale	6,260	9,303	6,260
Topiaries	3,250	1,087	3,250
Parks & Reserves	161,323	52,619	170,336
Tree Removal	6,000	0	6,000
Interest Payments	11,698	9,697	62,792
Recreation Plan	16,000	0	16,000
Budget Reduction/Adjustment	0		
Total Expenditure:	511,239	317,867	729,670
(Surplus)/Deficit:	-518,261	-206,093	-1,328,228

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 (DDA)

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

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 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

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Community Grants Program	40,000	23,140	30,000
Partnership - Bagdad Community Club	10,000	1,885	15,000
Budget Reduction/Adjustment	0		
Total Expenditure:	50,000	25,024	45,000
(Surplus)/Deficit:	50,000	25,024	45,000

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - 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 to address any shortfalls/deficiencies identified in the provision of family related services across the Southern Midlands
- 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 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 and similar initiatives

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Contributions	0	380	0
Total Revenue:	0	380	0
EXPENDITURE:			
Operating Grants (Child Care Centres)	2,500	0	2,500
Operating Grant (FDC)	4,000	4,000	4,000
Seniors	2,500	1,409	5,000
Budget Reduction/Adjustment	0		
Total Expenditure:	9,000	5,409	11,500
(Surplus)/Deficit:	9,000	5,029	11,500

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - 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 Provide heritage skills learning opportunities through the Centre for Heritage

4.6.1.3 Continue to work with the schools in the Southern Midlands to address and respond to reform initiatives in a positive manner together

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 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 AND SUSTAINABILITY****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

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 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)	14,525	2,256	20,525
Donations	8,500	3,136	8,500
Grant - Oatlands District Historical Assoc. (Rates equivalent)	900	0	900
Regional Development Campaign (SCSR)	3,000	0	3,000
Community Men's Shed	5,480	6,047	6,480
Grant Exp - Special Events - Aust Day & ANZAC Centenary	0		0
Volunteer Recognition Program	0		0
Oatlands Structure Plan	5,000		5,000
Budget Reduction/Adjustment	0		
Total Expenditure:	37,405	11,439	44,405
(Surplus)/Deficit:	37,405	11,439	44,405

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - 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'

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
MAIB Reimbursements	7,500	8,500	8,500
Donations	0		
Total Revenue:	7,500	8,500	8,500
EXPENDITURE:			
Emergency Service Unit	12,175	6,435	12,175
Fire Protection - General	5,350	143	5,350
Emergency Management Plan	2,425	499	2,425
Ambulance Service	25,141	6,052	19,750
		1,088	0
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	45,091	14,218	39,700
(Surplus)/Deficit:	37,591	5,718	31,200

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:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Community Consultation	2,500	0	0
Radio Station	4,800	3,152	4,800
Council Newsletters & Reports	12,500	11,233	12,500
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	19,800	14,385	17,300
(Surplus)/Deficit:	19,800	14,385	17,300

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - 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 ICT training needs of staff & elected members and seek opportunities to enhance their skills
- 5.1.5.1 Maximise the established Business Process Improvement Program

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Enterprise Bargaining Unit	1,740		1,740
Work Practices Review	3,900	5,440	3,900
Corporate Compliance etc.	110,815	59,728	101,250
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	116,455	65,168	106,890
(Surplus)/Deficit:	116,455	65,168	106,890

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - 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 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 Identify opportunities for resource sharing with other Councils
- 5.2.4.2 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 - 2009
- 5.2.9.1 Maintain the high level of Customer Service that Southern Midlands is acknowledged for

BUDGET:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
Rental - Kempton Depot (TasWater)	10,631	10,631	10,748
Rental - 70 High Street, Oatlands	0	2,000	0
Rental - 73 High Street, Oatlands	9,306	8,250	9,099
Aurora Reimbursements - 73 High Street, Oatlands	3,000	0	3,000
Rental - Oatlands Racecourse	0	0	0
Rental - Tunnack Mail Centre	374	382	400
Rental - Erskine Street, Cemetery	0	18	0
Rental - Town Hall (Misc Uses)	0	0	0
Rental - Radio Tower (Glamorgan / Spring Bay)	561	570	580
Rental - Service Tasmania	15,477	15,647	15,819
Rental - NBN Co, Vodafone, Optus (Campania)	30,275	29,719	30,936
Rental - Barrack Street House	7,091	6,545	5,318
Labour On-Costs - Recoveries	500	13,570	500
Works - Minor Reimbursements	0	0	0
General Income Photocopies, Incl. Section 132 & 337 Certificates	55,000	49,635	55,000
Corporate - Minor Reimbursements	1,500	30,851	1,500
Total Revenue:	133,714	167,818	132,900

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - OPERATING

Program: **ORGANISATION**Sub Program: **SUSTAINABILITY**

EXPENDITURE:			
Staff Training	27,100	9,142	27,100
Housing (Roche Hall; 16 Church; 16 Barrack)	24,470	68,281	19,372
Risk Management	6,000	1,990	6,000
Council Services	324,718	173,221	325,653
Administration	1,110,443	1,154,844	1,234,449
Asset Management	55,678	33,397	59,026
Engineering	310,943		358,185
Strategic Planning	14,450	937	14,450
Depreciation (Buildings, Computer & Minor Plant)	453,066		453,500
Loan Interest Charges - C/Chamber, Depot & Cap Works Gen	4,249		2,932
Total Expenditure:	2,331,117	1,441,811	2,500,667
(Surplus)/Deficit:	2,197,403	1,273,993	2,367,767

ANNUAL PLAN AND PROGRAM BUDGET 2021/22 - 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:	2020/21 Est.	CURRENT 2020/21 Actual	PROPOSED 2021/22 Budget
REVENUE:			
State Fire Commission - Collection Fee (4%)	9,356	7,017	9,807
Fire Service Contributions	235,604	234,430	245,179
Debt Collection Recoveries	2,500	2,982	2,500
Insurance Claim Recoveries	0	18,041	0
Interest on Investments	175,000	32,755	125,000
Interest & Penalties (Rates)	88,000	5,580	85,000
General Rates	4,587,606	4,604,589	4,605,000
Australian Gov't - FAGS Grant	3,564,167	1,689,016	3,619,473
FBT Refund	0	0	0
Australian Gov't - Election Commitment	0	0	0
Total Revenue:	8,662,233	6,594,411	8,691,959
EXPENDITURE:			
State Levies & Charges - State Fire Commission	233,907	175,430	245,179
State Levies & Charges - Land Tax (3% Inc)	10,000	6,341	10,000
Bank Fees	18,000	18,786	20,000
Debt Collection Costs	10,000	6,961	10,000
Agency Commission Costs	5,000	152	5,000
Rate Discounts (Early Payment)	30,000	33,082	35,000
Rate Remissions	3,000	2,738	3,000
Interest Charges - Misc	0		
Depreciation	0		
Budget Reduction/Adjustment	0		
		0	
		0	
Total Expenditure:	309,907	243,491	328,179
(Surplus)/Deficit:	-8,352,326	-6,350,920	-8,363,780