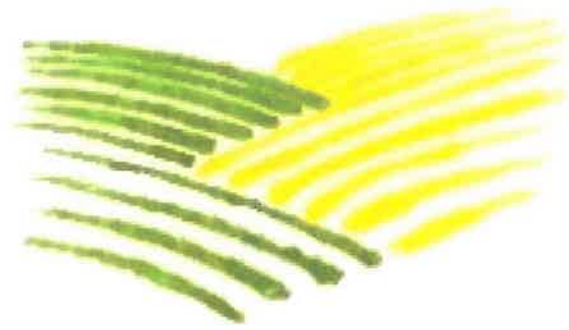


**SOUTHERN
MIDLANDS
COUNCIL**



2024/25

ANNUAL PLAN

AND

BUDGET DOCUMENTS

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - OPERATING

SOUTHERN
MIDLANDS
COUNCIL



2024-2025 BUDGETED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

		LTFMP	VARIANCE
RECURRENT INCOME			
RATES AND CHARGES	\$ 7,375,148	\$ 7,077,000	\$ 298,148
USER FEES	\$ 1,304,313	\$ 1,366,000	\$ (61,687)
GRANTS - RECURRENT	\$ 4,426,800	\$ 4,321,000	\$ 105,800
INTEREST	\$ 486,000	\$ 486,000	\$ -
COMMERCIAL REVENUE	\$ -	\$ -	\$ -
GOVERNMENT SUBSIDIES	\$ 11,700	\$ -	\$ 11,700
OTHER INCOME	\$ 50,000	\$ 62,000	\$ (12,000)
INVESTMENT REVENUE FROM WATER CORPORATION	\$ 182,400	\$ 182,000	\$ 400
	\$ 13,836,361	\$ 13,494,000	\$ 342,361
NET CAPITAL INCOME			
GRANTS - CAPITAL	\$ 3,905,575	\$ 666,000	\$ 3,239,575
CONTRIBUTIONS	\$ -	\$ -	\$ -
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS	\$ -	\$ -	\$ -
	\$ 3,905,575	\$ 666,000	\$ 3,239,575
TOTAL INCOME	\$ 17,741,936	\$ 14,160,000	\$ 3,581,936
EXPENSES FROM CONTINUING OPERATIONS			
EMPLOYEE COSTS	\$ 5,735,244	\$ 5,728,000	\$ 7,244
MATERIALS AND CONTRACTS	\$ 3,996,965	\$ 3,768,000	\$ 228,965
DEPRECIATION & AMORTISATION	\$ 4,120,000	\$ 4,141,000	\$ (21,000)
CONTRIBUTIONS	\$ 287,371	\$ 276,080	\$ 11,291
FINANCE COSTS	\$ 4,979	\$ 10,000	\$ (5,021)
COMMERCIAL EXPENSES	\$ -	\$ -	\$ -
OTHER EXPENSES	\$ 173,993	\$ 172,550	\$ 1,443
TOTAL EXPENSES FROM CONTINUING OPERATIONS	\$ 14,318,552	\$ 14,095,630	\$ 222,922
RESULT FROM CONTINUING OPERATIONS	\$ 3,423,384	\$ 64,370	\$ 3,359,014
<i>Less Net Capital Income Section</i>	\$ (3,905,575)	\$ (666,000)	\$ (3,239,575)
	\$ (482,191)	\$ (601,630)	\$ 119,439


2024-2025 BUDGETED STATEMENT OF CASH FLOWS
CASH FLOWS FROM OPERATING ACTIVITIES
Payments

Employee Costs	\$ (5,735,244)	
Materials and Contracts	\$ (3,996,965)	
Interest	\$ (4,979)	
Other	\$ (461,364)	
		\$ (10,198,552)

Receipts

Rates	\$ 7,375,148	
User Charges	\$ 1,304,313	
Interest Received	\$ 486,000	
Government Subsidies	\$ 11,700	
Other	\$ 50,000	
Grants - Recurrent	\$ 4,426,800	
Investment Revenue from Water Corporation	\$ 182,400	

\$ 13,836,361
Net Cash from operating activities
\$ 3,637,809
CASH FLOWS FROM INVESTING ACTIVITIES

Payments for Property, Plant and Equipment (subject to confirmation of Carry Forwards)	\$ (9,451,560)	
Payments for Investments	\$ -	
Proceeds from Sale of Property, Plant and Equipment	\$ 495,000	
Capital grants (Less Grants received in Advance)	\$ 3,905,575	

Net Cash used in investing activities
\$ (5,050,985)
CASH FLOWS FROM FINANCING ACTIVITIES

Repayment of Borrowings	\$ (17,438)	
Proceeds from Borrowings / Transfer from Reserves	\$ 1,130,000	

Net cash used in financing activities
\$ 1,112,562
Net increase / (decrease) in cash held
\$ (300,614)

Cash at beginning of reporting year

\$ -
Cash at end of reporting year
\$ (300,614)



OPERATING BUDGET - PROGRAM CLASS SUMMARY

PROGRAMS:	REVENUE	EXPENDITURE	(SURPLUS) / DEFICIT
INFRASTRUCTURE	5,232,300	6,481,410	-1,249,110
GROWTH	574,599	377,619	196,980
LANDSCAPES	499,845	2,007,152	-1,507,307
COMMUNITY	472,235	1,700,221	-1,227,986
ORGANISATION	10,962,957	3,752,150	7,210,807
TOTALS:	17,741,936	14,318,552	3,423,384

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - OPERATING

SOUTHERN
MIDLANDS
COUNCIL



PROGRAM SUMMARY

	REVENUE	EXPENDITURE	(SURPLUS)/DEFICIT
INFRASTRUCTURE			
Roads	3,669,754	3,852,363	-182,609
Bridges	0	543,547	-543,547
Walkways	39,246	260,302	-221,056
Lighting	0	93,936	-93,936
Buildings (Public Toilets)	0	98,572	-98,572
Sewer / Water	0	0	0
Drainage	0	87,727	-87,727
Waste	1,523,300	1,524,963	-1,663
Information, Communication Technology	0	20,000	-20,000
INFRASTRUCTURE TOTAL:	5,232,300	6,481,410	-1,249,110
GROWTH			
Residential	0	0	0
Tourism	7,500	41,084	-33,584
Business	567,099	336,535	230,564
Industry	0	0	0
GROWTH TOTAL:	574,599	377,619	196,980
LANDSCAPES			
Heritage	0	501,446	-501,446
Natural	11,645	249,950	-238,305
Cultural	0	20,000	-20,000
Regulatory - Development	347,500	1,092,765	-745,265
Regulatory - Public Health	26,500	20,220	6,280
Regulatory - Animals	114,200	117,771	-3,571
Environmental Sustainability	0	5,000	-5,000
LANDSCAPES TOTAL:	499,845	2,007,152	-1,507,307
COMMUNITY			
Community Health & Wellbeing	0	349,974	-349,974
Recreation	462,875	1,181,392	-718,517
Access	0	0	0
Volunteers	0	40,000	-40,000
Families	9,360	6,000	3,360
Education	0	0	0
Capacity & Sustainability	0	51,605	-51,605
Safety	0	33,950	-33,950
Consultation & Communication	0	37,300	-37,300
COMMUNITY TOTAL:	472,235	1,700,221	-1,227,986
ORGANISATION			
Improvement	0	82,520	-82,520
Sustainability	132,814	3,285,959	-3,153,145
Finances	10,830,143	383,671	10,446,472
ORGANISATION TOTAL:	10,962,957	3,752,150	7,210,807
OPERATING BUDGET DEFICIT :			3,423,384

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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 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:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
Heavy Vehicle Licence Fees	11,700	0	11,700
Sale of Road Materials	0	0	0
Developer Contributions - Woodsdale Quarry	9,600	7,945	9,600
Grant - Rural Remote Roads Program (Total \$5,346,180 - Year 2 - 30%)	1,603,854	2,673,090	2,673,090
Grant(s) - Safer Rural Roads	205,000	102,500	0
Vulnerable Road Users Program	0	200,000	130,124
Local Roads and Comm Infrastructure Program (Phase 4 - Total \$397,584)	330,531	459,413	179,709
Roads to Recovery Program	665,531	665,531	665,531
Total Revenue:	2,826,216	4,108,479	3,669,754
EXPENDITURE:			
Pavement Maint.	800,034		816,984
Shoulder Maint.	78,407		79,101
Drainage	277,837		281,269
Traffic Facilities	56,336		57,085
Verges	276,569		277,924
Depreciation	2,240,000		2,340,000
Budget Reduction/Adjustment (Capital Wages)	-34,000		0
Total Expenditure:	3,695,183	0	3,852,363
(Surplus)/Deficit:	868,967	-4,108,479	182,609

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
Natural Disaster Relief Fund (Subsidy)	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Maintenance	33,047		51,229
AusSpan Inspections	22,573		22,318
Special Purpose Vehicles Network Inspection	0		0
Interest Charges - Bridges			
Depreciation	404,000		470,000
Budget Reduction/Adjustment	0		0
Total Expenditure:	459,620	0	543,547
(Surplus)/Deficit:	459,620	0	543,547

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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:

	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 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	147,565	0
Better Active Transport Grant (Bagdad Walkway)	0	370,000	0
Local Roads and Comm Infrastructure Program (Phase 4 - Total \$665,531)	135,000		0
Department of State Growth - Bus Stop Program	0	0	39,246
Total Revenue:	135,000	517,565	39,246
EXPENDITURE:			
Footpath Maintenance	44,910		46,152
Township Verges & Nature Strips (Mowing/Spraying etc)	137,862		144,693
Street Cleaning	65,731		69,457
Budget Reduction/Adjustment	-5,000		0
Total Expenditure:	243,503	0	260,302
(Surplus)/Deficit:	108,503	-517,565	221,056

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
Comm Dev Grant Program - Oatlands U/Ground Lighting	0		0
Total Revenue:	0	0	0
EXPENDITURE:			
Street Lighting	84,790		93,936
Total Expenditure:	84,790	0	93,936
(Surplus)/Deficit:	84,790	0	93,936

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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:

	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
Mobile Toilet Hire	0	300	0
Total Revenue:	0	300	0
EXPENDITURE:			
Maintenance - Public Toilets	96,102		98,572
Depreciation			
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	96,102	0	98,572
(Surplus)/Deficit:	96,102	-300	98,572

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

1.6.3 Increase the capacity of access to reticulated energy services

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

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

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

BUDGET:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 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 2024/25 - 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:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
Inspection & Connection Fees	0	0	0
Local Roads and Comm Infrastructure Program (Phase 2 - Total \$609,032)	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Maintenance	29,679		29,727
Interest Charges	0		0
Depreciation	56,000		58,000
Budget Reduction/Adjustment	0		
Total Expenditure:	85,679	0	87,727
(Surplus)/Deficit:	85,679	0	87,727

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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 Support and participate in the activities of the 'Southern Tasmanian Regional Waste Authority

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

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

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:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
Waste Transfer Stations - Disposal Fees / Sale of Recyclables	32,500	43,961	50,000
Waste Transfer Stations - Sale of Recyclables	0		0
Rates (Est Rates based on \$248 per collection point - prev \$232)	422,456	427,163	461,800
Waste Management Levy (Est based on \$300 & \$100 - prev \$274 & \$100)	919,642	927,571	1,011,500
Total Revenue:	1,374,598	1,398,695	1,523,300
EXPENDITURE:			
Household Collection Service	401,364	0	437,600
Operating Expenses - Oatlands WTS	314,297	0	352,992
Operating Expenses - Campania WTS	298,918	0	324,006
Operating Expenses - Dysart WTS	325,068	0	380,865
Other Expenditure	0		0
Waste Management Plan (incls. Regional Group etc)	6,600	0	2,000
Land Tax Payable	0		0
Interest Charges	0		0
Depreciation	27,500		27,500
Budget Reduction/Adjustment	0		0
Total Expenditure:	1,373,747	0	1,524,963
(Surplus)/Deficit:	-851	-1,398,695	1,663

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 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 2024/25 - 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:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 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 2024/25 - 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 and adaptive re-use 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 Continue to embrace and implement the Heritage Highway Destination Action Plan along with associated initiatives
- 2.2.1.8 Implement the tourism related outputs from the Oatlands Structure Plan

BUDGET:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
Misc. Income (Event Income / Lake Dulverton Showers)	2,500	3,220	3,500
Kempton Roadside Stopover	4,000	4,109	4,000
Grant(s)	0		0
Total Revenue:	6,500	7,329	7,500
EXPENDITURE:			
Tourism (Promotion & Other Council activities)	23,400		16,400
Contributions (HHTRA)	12,000		12,000
Contributions (Destination South)	7,318		7,684
Special Projects (incl. Marketing Plan)	5,000		5,000
Grant Expenditure			
Budget Reduction/Adjustment			
Total Expenditure:	47,718	0	41,084
(Surplus)/Deficit:	41,218	-7,329	33,584

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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 Assess future governance and management options for the Council owned business 'Heritage Education and Skills Centre Ltd'
- 2.3.1.10 Target niche high end food/wine outlets to establish businesses within the Southern Midlands
- 2.3.1.11 Investigate opportunities for supporting the establishment of a private bakery in Oatlands

BUDGET:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
Sale of Water (TasWater)	0	0	0
Private Works - Income	370,550	325,969	299,074
Private Works - Stornoway Contract	79,034	60,672	85,626
Private Works - Building Services Unit	0		0
TasWater - Distributions	182,400	114,000	182,400
Callington Mill - Operations (Sale of Bulk Flour product - old Stock)	0		0
Subsidiaries (HBS & HESC)	0		0
Total Revenue:	631,984	500,641	567,099
EXPENDITURE:			
Filler Stations - Water Payments (TasWater)	0		0
Incentives	0		0
Private Works - Expenditure	308,792		249,228
Stornoway Contract	69,189		74,457
Subsidiaries (HBS & HESC)	0		0
Callington Mill - Operations (includes property maintenance)	12,850		12,850
MEDALS (prev. Oatlands Develop Strategy) - trf to Capacity & Sustainability	0		0
SCSR Workforce Development Coordinator	0		0
Interest Charges	585		0
Budget Reduction/Adjustment			
Total Expenditure:	391,416	0	336,535
(Surplus)/Deficit:	-240,568	-500,641	-230,564

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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 Continue implementation of the Southern Midlands Weed Management Strategy as it related to agricultural land/crown land/roads.

2.4.1.3 Facilitate the development of 'value adding' opportunities in the rural sector through high production agriculture/horticulture.

2.4.1.4 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. Facilitate employment opportunities – Local Jobs for Local People

ii. Develop programs that will improve literacy levels and business skills for people in the agricultural industry;

iii. Develop programs that will improve skills and customer service standards in the tourism and hospitality sector; and

iv. Develop improved approaches to optimising Vocation Education & Training (VET) and DoE programs

2.4.1.5 Understand and maximise the economic enablers in the region

2.4.1.6 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:

2023/24
Est.

CURRENT
2023/24
Actual

PROPOSED
2024/25
Budget

REVENUE:

Tunbridge Dam - Water Lease	0	203	0
Total Revenue:	0	203	0

EXPENDITURE:

Operating Expenses	0	0	0
Total Expenditure:	0	0	0
(Surplus)/Deficit:	0	-203	0

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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
- 3.1.3.7 Ensure that Aboriginal cultural heritage is recognised with appropriate consultation and inclusion

BUDGET:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
Oatlands Gaol - Rental Income / Donations	0	0	0
Oatlands Court House - Rental Income / Donations	0	182	0
Grant - NSRF (Commissariat)	0	0	0
Heritage Volunteer Program / Archaeological Digs	0	0	0
Total Revenue:	0	182	0
EXPENDITURE:			
Staffing / General Operating	381,581		397,793
Court House (incl. gen funds for displays/interps etc)	21,395		20,833
Gaolers Residence	28,065		26,534
Parattah Railway Station	3,490		4,100
73 High Street (Roche Hall)	13,547		19,853
79 High Street (Commissariat)	16,630		18,333
Heritage Volunteer Program / Archaeological Digs	16,000		14,000
Budget Reduction	-9,000		0
Interest Charges	0	0	0
Depreciation	0	0	0
Total Expenditure:	471,708	0	501,446
(Surplus)/Deficit:	471,708	-182	501,446

Collections Note - an invoice for \$4177.16 was paid out of Capital, reducing op budget Nov 23

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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 Lake Dulverton Water Operational Plan and the Lake Dulverton Management Strategy, including commencing a process to create a Management Statement that will eventually replace the Lake Dulverton Management Strategy.

3.2.1.3 Continue to work co-operatively with the Tasmanian Land Conservancy to protect and monitor the natural values of the Chauncy Vale Wildlife Sanctuary and to:

- i. facilitate quality visitor experiences for a broad range of user groups;
- ii. manage threats to the natural environment such as weeds and feral pests;
- iii. develop indigenous interpretation resources;
- iv. maintain important cultural heritage sites;
- v. continue to maintain as well as add new elements to the Wombat Walk to facilitate interaction between young people and the natural environment in an engaging & enjoyable way; and
- vi. review the Joint Management Plan every five years.

3.2.2.1 Facilitate and encourage voluntary native vegetation conservation agreements to conserve & protect high priority native vegetation communities

3.2.2.2 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.

3.2.2.3 Actively pursue grant opportunities & projects in relation to preservation of bushland remnants, weed management, vegetation, and regenerative agricultural techniques

3.2.2.4 Maintain collaborative partnerships with NRM South, DPIPWE, and other relevant organisations to deliver on-ground projects

3.2.2.5 Implement the outputs from the Oatlands Structure Plan in relation to the Lake Dulverton and Callington Park areas, commencing with community consultation to develop a.

- i. detailed design for the traffic and pedestrian shared precinct on the foreshore area;
- ii. walkway on the Lake; and
- iii. walkway to Mary's Island.

BUDGET:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
Chauncy Vale - Gate Donations	4,500	2,594	4,500
Lake Dulverton - Donations & Signage Charges	0	259	0
Rental - Chauncy Vale Cottage / Aurora Reimbursements	6,200	2,982	7,145
NRM Grants	0	2,440	0
Total Revenue:	10,700	8,274	11,645
EXPENDITURE:			
Campania Bush Reserve	2,360		2,360
Chauncy Vale Reserve	10,000		40,117
Weed Management Program	52,843		58,028
Landcare Facilitator (incl New Grant Application allocation)	101,765		104,622
Lake Dulverton (Aquatic Club)	0		0

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - OPERATING

Program: **LANDSCAPES**

Sub Program: **NATURAL**

Committee (incl. Dulverton Corridor)	18,550		18,550
Lake Dulverton (Midlands Water Scheme)	25,800		26,273
Depreciation	0	0	0
Budget Reduction/Adjustment	-5,000	0	0
Total Expenditure:	206,318	0	249,950
(Surplus)/Deficit:	195,618	-8,274	238,305

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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 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

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

BUDGET:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
Community Donations	0		
Heritage Hub (79 High Street)	0		0
Total Revenue:	0	0	0
EXPENDITURE:			
Arts Advisory Committee	10,000	0	8,000
Heritage Garden (Callington Mill)	0	0	0
Commissariat HUB (transfer to Heritage Program)	0	0	0
Artist in Residence Program	15,000	0	12,000
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	25,000	0	20,000
(Surplus)/Deficit:	25,000	0	20,000

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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 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

3.4.1.2 Actively participate in the review of the Southern Tasmania Regional Land Use Strategy

3.4.1.3 Review systems and procedures to ensure that "best value" is being provided in the delivery of customer services

3.4.1.4 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

3.4.1.5 Implement the outputs from the local Structure Plan projects.

BUDGET:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
Subdivision & Development App Fees	120,000	114,508	140,000
Env Health - PPE's, Septic Tank & Food Premises	7,500	1,089	7,500
Building / Plumbing Application Fees	130,000	132,905	150,000
Public Open Space Contributions	50,000	106,500	50,000
Total Revenue:	307,500	355,003	347,500
EXPENDITURE:			
Salaries (incl. On-Costs)	819,025		842,954
Office - Operating Expenses (incl Legal Fees)	88,828		85,626
Advertising	15,000		20,000
Vehicle Costs	42,000		42,000
Consultancy Costs - EHO; Engineering & Building Surveying	95,214		92,185
Planning Scheme Development	7,500		0
Regional Planning Project	10,000		10,000
Interest Charges	820		0
Depreciation			
Budget Reduction/Adjustment	-27,500		0
Total Expenditure:	1,050,887	0	1,092,765
(Surplus)/Deficit:	743,387	-355,003	745,265

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - OPERATING

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 LGA 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 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

3.5.1.10 Work with the State Government and our neighbouring Councils in the implementation of responses to epidemics and/or pandemics to keep our Community safe

BUDGET:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
Cemetery Income	6,000	4,318	6,000
Immunisation	500	609	500
Kempton Community Health Centre - Rental Income	17,520	23,338	20,000
Local Roads and Comm Infrastructure Program (Phase 4 - Total \$665,531)	100,000	0	0
Total Revenue:	124,020	28,265	26,500
EXPENDITURE:			
Immunisation Costs	735		735
Medical Officer of Health	2,500		2,500
Cemeteries - Maintenance	8,860		8,860
Community Health Centre	8,125		8,125
Budget Reduction/Adjustment	0		
Total Expenditure:	20,220	0	20,220
(Surplus)/Deficit:	-103,800	-28,265	-6,280

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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 contribute to a state wide/regional strategy to meaningfully reduce the number of feral cats that now form a self-sustaining and very large population in rural areas

3.6.1.4 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:	CURRENT		PROPOSED
	2023/24 Est.	2023/24 Actual	2024/25 Budget
REVENUE:			
Dog Registration Fees	70,200	63,884	70,200
Infringement Notices	7,500	3,635	7,500
Impounding & Complaint Fees	1,500	1,176	1,500
Local Roads and Comm Infrastructure Program (Phase 4 - Total \$397,584)	0	0	35,000
Total Revenue:	79,200	68,696	114,200
EXPENDITURE:			
Animal Control Services	115,108		117,771
Budget Reduction/Adjustment			
Total Expenditure:	115,108	0	117,771
(Surplus)/Deficit:	35,908	-68,696	3,571

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - OPERATING

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 2023. Review and update the Adaption Plan at least every five years or as new information regarding climate forced hazards become available.

3.7.1.2 Regularly review Council's Climate Change Action Plan to define emissions reductions and energy efficiency priorities,

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 further EV recharging stations for battery operated vehicles in key geographic locations

3.7.1.7 Implement actions identified/directed by the State Government in respect of biodiversity emergency and/or vector borne that may arise from climate change.

BUDGET:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 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
Climate Change Grant Expenditure (Grant rec'd 2011/12)	0	0	0
(Grant received 2011/12 - \$20934 - 90%)			
Sundry Allocation	5,000		5,000
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	5,000	0	5,000
(Surplus)/Deficit:	5,000	0	5,000

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - OPERATING

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:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 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	6,308	0
Total Revenue:	0	6,308	0
EXPENDITURE:			
Salaries (incl. On Costs)	298,972		313,974
Operating Costs (incl. Vehicle Costs)	18,000		30,000
Holiday Program	6,000		6,000
School Community Garden	0		0
Communities for Children	0		0
Budget Reduction/Adjustment	-9,500		0
Total Expenditure:	313,472	0	349,974
(Surplus)/Deficit:	313,472	-6,308	349,974

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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 Implement the Southern Midlands Community Infrastructure 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 Further develop Callington Park as a family friendly recreation space

4.2.1.10 Work with the Community to maximise opportunities in a Bagdad Recreation Precinct

	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
BUDGET:			
REVENUE:			
Pool - Admission Fees	286,000	169,331	264,000
Recreation Facilities - User Charges (incl. Aurora reimbursements)	5,500	4,578	5,500
Hall Facilities - User Charges (incl. Aurora reimbursements)	6,000	9,675	8,000
Grant(s) - State (Final Instalment) and Aust Government	0		0
Management Committee - Reimbursements	2,500	43,780	2,500
Black Summer - Bush Fire Recovery Grant	0	1,301,566	0
Grant - Active Living in Public Spaces	0	20,000	0
Local Roads and Comm Infrastructure Program (Phase 4 - Total \$397,584)	0	0	182,875
Dept Treasury & Finance - Local Gov't Loans Program (23/24 - year 3 of 3)	45,107	22,840	0
Total Revenue:	345,107	1,571,771	462,875
EXPENDITURE:			
Recreation Grounds (incl. Land Tax Payable)	147,141		154,110
Swimming Pool	0		0
Aquatic Centre	749,633		734,340
Council Halls	63,100		63,100
Community Halls	11,210		11,210
Community Centre - Oatlands	7,700		7,700
Topiaries	3,250		3,250
Parks & Reserves	184,887		196,703
Tree Removal	6,000		6,000
Interest Payments	50,772		4,979
Recreation Plan	16,000		0
Budget Reduction/Adjustment	-27,000		0
Total Expenditure:	1,212,693	0	1,181,392
(Surplus)/Deficit:	867,586	-1,571,771	718,517

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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:

- 4.3.1 Continue to explore transport options for the Southern Midlands community
 4.3.2 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
 4.3.2.1 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
 4.3.2.2 Further explore the viability of a lift in the Oatlands Town Hall / Council Chambers

BUDGET:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 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:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Community Grants Program	36,000		25,000
Partnership - Bagdad Community Club	15,000		15,000
Budget Reduction/Adjustment	0		
Total Expenditure:	51,000	0	40,000
(Surplus)/Deficit:	51,000	0	40,000

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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 similar initiatives

BUDGET:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
Contributions	0	3,502	0
Local Roads and Comm Infrastructure Program (Phase 4 - Total \$665,531)	100,000	0	0
Bagdad Child Care Centre - Rental	0	9,000	9,360
Total Revenue:	100,000	12,502	9,360
EXPENDITURE:			
Operating Grants (Child Care Centres)	2,500		0
Operating Grant (FDC)	0		0
Seniors	7,500		6,000
Budget Reduction/Adjustment	0		
Total Expenditure:	10,000	0	6,000
(Surplus)/Deficit:	-90,000	-12,502	-3,360

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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. Facilitate employment opportunities – Local Jobs for Local People
- ii. Develop programs that will improve literacy levels and business skills for people in the agricultural industry;
- iii. Develop programs that will improve skills and customer service standards in the tourism and hospitality sector; and
- iiii. Develop improved approaches to optimising Vocation Education & Training (VET) and DoE programs

BUDGET:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
Total Revenue:	0	0	0
EXPENDITURE:			
Budget Reduction/Adjustment			
Total Expenditure:	0	0	0
(Surplus)/Deficit:	0	0	0

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - OPERATING

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 Community based outputs from the Oatlands Structure Plan

BUDGET:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
Special Events - Recoveries (Aust Day & ANZAC Centenary)	0	718	0
Men's Shed Income	0		0
Total Revenue:	0	718	0
EXPENDITURE:			
Special Events (Festivals etc)	30,525		30,525
Donations	8,500		8,500
Grant - Oatlands District Historical Assoc. (Rates equivalent)	1,100		1,100
Regional Development Campaign (SCSR)	0		0
Community Shed	6,480		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	-2,000		0
Total Expenditure:	49,605	0	51,605
(Surplus)/Deficit:	49,605	-718	51,605

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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 Continue to 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.

BUDGET:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
MAIB Reimbursements	0		0
Donations	0		0
Natural Disaster Risk Reduction Grant Program (NDRRGP)	60,830	40,830	0
- Bagdad-Mangalore Hydraulic Assessment (Total Grant \$80,830)			
Total Revenue:	60,830	40,830	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	14,000		14,000
	0		0
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	33,950	0	33,950
(Surplus)/Deficit:	-26,880	-40,830	33,950

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - OPERATING

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:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
	0	0	0
Total Revenue:	0	0	0
EXPENDITURE:			
Community Consultation	20,000		20,000
Radio Station	4,800		4,800
Council Newsletters & Reports	12,500		12,500
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	37,300	0	37,300
(Surplus)/Deficit:	37,300	0	37,300

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
	0	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.	74,649		76,880
Budget Reduction/Adjustment	0	0	0
Total Expenditure:	80,289	0	82,520
(Surplus)/Deficit:	80,289	0	82,520

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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, which implements Child Safe policies and procedures
- 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:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
Rental - Kempton Depot (TasWater)	12,156	9,117	12,639
Rental - 73 High Street, Oatlands	15,000	1,697	0
Aurora Reimbursements - 73 High Street, Oatlands	3,800	1,223	0
Rental - 'Watchouse' Kempton	2,600		2,704
Rental - Tunnack Mail Centre	450	424	450
Rental - Erskine Street, Cemetery	20	0	0
Rental - Radio Tower (Glamorgan / Spring Bay)	668	867	880
Rental - Service Tasmania	18,536	18,759	19,509
Rental - NBN Co, Vodafone, Optus (Campania)	33,193	20,476	34,631
Rental - Barrack Street House	0		0
Labour On-Costs - Recoveries	500	15,890	500
Works - Minor Reimbursements	0	3,200	0
General Income Photocopies, Incl. Section 132 & 337 Certificates	60,000	36,073	60,000
Corporate - Minor Reimbursements	1,500	489	1,500

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - OPERATING

Program: **ORGANISATION**

Sub Program: **SUSTAINABILITY**

Total Revenue:	148,423	108,214	132,814
EXPENDITURE:			
Staff Training	27,100		27,100
Housing (Roche Hall; 16 Church; 16 Barrack)	19,372		19,372
Risk Management	6,000		6,000
Council Services	356,218		363,136
Administration	1,446,124		1,522,893
Asset Management	50,981		51,719
Engineering	304,493		368,789
Strategic Planning	14,450		14,450
Depreciation (Buildings, Computer & Minor Plant)	733,500		912,500
Loan Interest Charges - C/Chamber, Depot & Cap Works Gen	819		0
Budget Reduction / Adjustment	-31,000		0
Total Expenditure:	2,928,057	0	3,285,959
(Surplus)/Deficit:	2,779,634	-108,214	3,153,145

ANNUAL PLAN AND PROGRAM BUDGET 2024/25 - 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:	2023/24 Est.	CURRENT 2023/24 Actual	PROPOSED 2024/25 Budget
REVENUE:			
State Fire Commission - Collection Fee (4%)	10,890	8,167	11,495
Fire Service Contributions	272,238	276,581	287,371
Debt Collection Recoveries	4,000	2,446	4,000
Insurance Claim Recoveries	0	0	0
Interest on Investments	435,000	638,565	486,000
Interest & Penalties (Rates)	85,000	44,126	70,000
General Rates	5,272,368	5,275,215	5,544,477
Australian Gov't - FAGS Grant	3,990,758	309,115	4,426,800
FBT Refund	0	0	0
LRCI - Grant Funded Projects (Grants Rec'd in Advance)	0	0	0
Total Revenue:	10,070,253	6,554,215	10,830,143
EXPENDITURE:			
State Levies & Charges - State Fire Commission	272,238		287,371
State Levies & Charges - Land Tax (3% Inc)	10,000		17,800
Bank Fees	20,000		20,000
Debt Collection Costs	10,000		15,000
Agency Commission Costs	5,000		5,000
Rate Discounts (Early Payment)	35,000		35,000
Rate Remissions	3,000		3,500
Interest Charges - Misc	0		0
Depreciation			
Budget Reduction/Adjustment			
Total Expenditure:	355,238	0	383,671
(Surplus)/Deficit:	-9,715,015	-6,554,215	-10,446,472