

SOUTHERN  
MIDLANDS  
COUNCIL



**2020/21**

ANNUAL PLAN

AND

BUDGET DOCUMENTS

ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - OPERATING



2020-2021 BUDGETED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

		LTFMP	VARIANCE
<b>RECURRENT INCOME</b>			
RATES AND CHARGES	\$ 5,797,406	\$ 5,812,000	\$ (14,594)
USER FEES	\$ 681,158	\$ 672,000	\$ 9,158
GRANTS - RECURRENT	\$ 3,564,167	\$ 3,540,000	\$ 24,167
INTEREST	\$ 175,000	\$ 254,000	\$ (79,000)
COMMERCIAL REVENUE	\$ 765,000	\$ 765,000	\$ -
OTHER INCOME	\$ 29,200	\$ 33,000	\$ (3,800)
INVESTMENT REVENUE FROM WATER CORPORATION	\$ 76,000	\$ 152,000	\$ (76,000)
	\$ 11,087,931	\$ 11,228,000	\$ (140,069)
<b>NET CAPITAL INCOME</b>			
GRANTS - CAPITAL	\$ 3,558,627	\$ 2,565,000	\$ 993,627
CONTRIBUTIONS	\$ -	\$ -	\$ -
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS	\$ 5,818	\$ -	\$ 5,818
	\$ 3,564,445	\$ 2,565,000	\$ 999,445
<b>TOTAL INCOME</b>	<b>\$ 14,652,376</b>	<b>\$ 13,793,000</b>	<b>\$ 859,376</b>
<b>EXPENSES FROM CONTINUING OPERATIONS</b>			
EMPLOYEE COSTS	\$ 4,113,303	\$ 3,906,000	\$ 207,303
MATERIALS AND CONTRACTS	\$ 3,195,181	\$ 3,109,000	\$ 86,181
DEPRECIATION & AMORTISATION	\$ 3,003,866	\$ 3,061,000	\$ (57,134)
CONTRIBUTIONS	\$ 233,907	\$ 234,000	\$ (93)
FINANCE COSTS	\$ 18,850	\$ 18,000	\$ 850
COMMERCIAL EXPENSES	\$ 765,000	\$ 765,000	\$ -
OTHER EXPENSES	\$ 145,526	\$ 139,000	\$ 6,526
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>\$ 11,475,633</b>	<b>\$ 11,232,000</b>	<b>\$ 243,633</b>
<b>RESULT FROM CONTINUING OPERATIONS</b>	<b>\$ 3,176,743</b>	<b>\$ 2,561,000</b>	<b>\$ 615,743</b>
<i>Less Net Capital Income Section</i>	\$ (3,564,445)	\$ (2,565,000)	\$ (999,445)
	<b>\$ (387,702)</b>	<b>\$ (4,000)</b>	<b>\$ (383,702)</b>




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**2020-2021 BUDGETED STATEMENT OF CASH FLOWS**


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**CASH FLOWS FROM OPERATING ACTIVITIES****Payments**

Employee Costs	\$ (4,113,303)	
Materials and Contracts	\$ (3,195,181)	
Interest	\$ (18,850)	
Other	<u>\$ (1,144,433)</u>	
		\$ (8,471,767)

**Receipts**

Rates	\$ 5,797,406	
User Charges	\$ 681,158	
Interest Received	\$ 175,000	
Subsidies	\$ 29,200	
Other revenue grants	\$ 3,564,167	
Other	<u>\$ 841,000</u>	
		<u>\$ 11,087,931</u>
<b>Net Cash from operating activities</b>		<b>\$ 2,616,164</b>

**CASH FLOWS FROM INVESTING ACTIVITIES**

Payments for Property, Plant and Equipment (subject to confirmation of Carry Forwards)	\$ (7,302,987)	
Payments for Investments	\$ -	
Proceeds from Sale of Property, Plant and Equipment	\$ 358,000	
Capital grants	\$ 3,558,627	
<b>Net Cash used in investing activities</b>		<b>\$ (3,386,360)</b>

**CASH FLOWS FROM FINANCING ACTIVITIES**

Repayment of Borrowings	\$ (72,482)	
Proceeds from Borrowings	\$ 175,000	
<b>Net cash used in financing activities</b>		<b>\$ 102,518</b>

<b>Net increase / (decrease) in cash held</b>	<b>\$ (667,678)</b>
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Cash at beginning of reporting year	\$ 13,500,000
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<b><i>Cash at end of reporting year</i></b>	<b><u>\$ 12,832,322</u></b>
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## OPERATING BUDGET - PROGRAM CLASS SUMMARY

<b>PROGRAMS:</b>	<b>REVENUE</b>	<b>EXPENDITURE</b>	<b>(SURPLUS) / DEFICIT</b>
<b>INFRASTRUCTURE</b>	3,097,523	5,154,435	-2,056,912
<b>GROWTH</b>	1,084,338	1,036,435	47,903
<b>LANDSCAPES</b>	631,750	1,571,386	-939,636
<b>COMMUNITY</b>	1,037,000	955,901	81,099
<b>ORGANISATION</b>	8,795,947	2,757,479	6,038,468
<b>TOTALS:</b>	<b>14,646,558</b>	<b>11,475,636</b>	<b>3,170,922</b>



## PROGRAM SUMMARY

	REVENUE	EXPENDITURE	(SURPLUS)/DEFICIT
<b>INFRASTRUCTURE</b>			
Roads	1,188,231	3,228,957	-2,040,726
Bridges	0	399,239	-399,239
Walkways	758,096	223,152	534,944
Lighting	250,000	91,200	158,800
Buildings (Public Toilets)	0	76,936	-76,936
Sewer / Water	0	0	0
Drainage	0	79,269	-79,269
Waste	901,196	1,055,682	-154,486
Information, Communication Technology	0	0	0
<b>INFRASTRUCTURE TOTAL:</b>	<b>3,097,523</b>	<b>5,154,435</b>	<b>-2,056,912</b>
<b>GROWTH</b>			
Residential	0	0	0
Tourism	4,500	55,502	-51,002
Business	1,077,183	980,933	96,250
Industry	2,655	0	2,655
<b>GROWTH TOTAL:</b>	<b>1,084,338</b>	<b>1,036,435</b>	<b>47,903</b>
<b>LANDSCAPES</b>			
Heritage	0	373,938	-373,938
Natural	377,750	186,633	191,117
Cultural	5,000	16,500	-11,500
Regulatory - Development	172,500	877,183	-704,683
Regulatory - Public Health	2,500	16,265	-13,765
Regulatory - Animals	74,000	100,867	-26,867
Environmental Sustainability	0	0	0
<b>LANDSCAPES TOTAL:</b>	<b>631,750</b>	<b>1,571,386</b>	<b>-939,636</b>
<b>COMMUNITY</b>			
Community Health & Wellbeing	0	283,366	-283,366
Recreation	1,029,500	511,239	518,261
Access	0	0	0
Volunteers	0	50,000	-50,000
Families	0	9,000	-9,000
Education	0	0	0
Capacity & Sustainability	0	37,405	-37,405
Safety	7,500	45,091	-37,591
Consultation & Communication	0	19,800	-19,800
<b>COMMUNITY TOTAL:</b>	<b>1,037,000</b>	<b>955,901</b>	<b>81,099</b>
<b>ORGANISATION</b>			
Improvement	0	116,455	-116,455
Sustainability	133,714	2,331,117	-2,197,403
Finances	8,662,233	309,907	8,352,326
<b>ORGANISATION TOTAL:</b>	<b>8,795,947</b>	<b>2,757,479</b>	<b>6,038,468</b>
<b>OPERATING BUDGET DEFICIT :</b>			<b>3,170,922</b>

# ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - 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.

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
Heavy Vehicle Licence Fees	11,750	11,655	11,700
Sale of Road Materials	1,000	830	1,000
Developer Contributions	0	2,120	0
Grant - Elderslie - Bluff Road Junction	0	0	150,000
Local Roads and Community Infrastructure Program (Total \$665,531)			360,000
Roads to Recovery Program	665,531	574,531	665,531
<b>Total Revenue:</b>	<b>678,281</b>	<b>589,136</b>	<b>1,188,231</b>
<b>EXPENDITURE:</b>			
Pavement Maint.	746,546	509,592	744,984
Shoulder Maint.	70,461	42,177	71,382
Drainage	245,129	215,857	247,195
Traffic Facilities	42,638	22,809	43,001
Verges	269,579	227,081	270,395
Depreciation	1,852,000	0	1,852,000
Budget Reduction/Adjustment	-20,615	0	0
<b>Total Expenditure:</b>	<b>3,205,738</b>	<b>1,017,516</b>	<b>3,228,957</b>
<b>(Surplus)/Deficit:</b>	<b>2,527,457</b>	<b>428,380</b>	<b>2,040,726</b>

ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - 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)

<b>BUDGET:</b>	<b>2019/20</b>	<b>CURRENT</b>	<b>PROPOSED</b>
	<b>Est.</b>	<b>2019/20</b>	<b>2020/21</b>
		<b>Actual</b>	<b>Budget</b>
<b>REVENUE:</b>			
	0	0	0
<b>Total Revenue:</b>	0	0	0
<b>EXPENDITURE:</b>			
Maintenance	26,270	16,290	20,418
AusSpan Inspections	21,622	10,498	21,521
Special Purpose Vehicles Network Inspection	0	0	0
Interest Charges - Bridges	0	0	0
Depreciation	336,000	0	357,300
Budget Reduction/Adjustment	-394		0
<b>Total Expenditure:</b>	383,498	26,787	399,239
<b>(Surplus)/Deficit:</b>	383,498	26,787	399,239

ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - 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)

<b>BUDGET:</b>	<b>2019/20</b>	<b>CURRENT</b>	<b>PROPOSED</b>
	<b>Est.</b>	<b>2019/20</b>	<b>2020/21</b>
		<b>Actual</b>	<b>Budget</b>
<b>REVENUE:</b>			
Comm Dev Grant Program - Kempton Streetscape Project	0	0	75,000
Comm Dev Grant Program - Broadmarsh Streetscape Project	0	0	230,000
Department of State Growth - Midland/Mood Food Pathway	0	0	147,565
Local Roads and Community Infrastructure Program (Total \$665,531)			305,531
<b>Total Revenue:</b>	<b>0</b>	<b>0</b>	<b>758,096</b>
<b>EXPENDITURE:</b>			
Footpath Maintenance	41,721	19,129	42,242
Township Verges & Nature Strips (Mowing/Spraying etc)	120,320	94,907	123,185
Street Cleaning	56,163	54,318	57,725
Budget Reduction/Adjustment	-3,273		0
<b>Total Expenditure:</b>	<b>214,931</b>	<b>168,354</b>	<b>223,152</b>
<b>(Surplus)/Deficit:</b>	<b>214,931</b>	<b>168,354</b>	<b>-534,944</b>



ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - 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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
Comm Dev Grant Program - Oatlands U/Ground Lighting	0	0	250,000
<b>Total Revenue:</b>	<b>0</b>	<b>0</b>	<b>250,000</b>
<b>EXPENDITURE:</b>			
Street Lighting	85,764	67,579	91,200
<b>Total Expenditure:</b>	<b>85,764</b>	<b>67,579</b>	<b>91,200</b>
<b>(Surplus)/Deficit:</b>	<b>85,764</b>	<b>67,579</b>	<b>-158,800</b>

ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - 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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
Mobile Toilet Hire	0	0	0
<b>Total Revenue:</b>	0	0	0
<b>EXPENDITURE:</b>			
Maintenance - Public Toilets	68,002	60,726	76,936
Depreciation			
Budget Reduction/Adjustment	-1,020	0	0
<b>Total Expenditure:</b>	66,982	60,726	76,936
<b>(Surplus)/Deficit:</b>	66,982	60,726	76,936

**ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - 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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
	0	0	0
<b>Total Revenue:</b>	0	0	<b>0</b>
<b>EXPENDITURE:</b>			
	0	0	0
Depreciation			
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	0	0	<b>0</b>
<b>(Surplus)/Deficit:</b>	0	0	<b>0</b>

ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - 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)

<b>BUDGET:</b>	<b>2019/20</b>	<b>CURRENT</b>	<b>PROPOSED</b>
	<b>Est.</b>	<b>2019/20</b>	<b>2020/21</b>
		<b>Actual</b>	<b>Budget</b>
<b>REVENUE:</b>			
Inspection & Connection Fees	0	0	0
<b>Total Revenue:</b>	0	0	0
<b>EXPENDITURE:</b>			
Maintenance	26,596	10,876	27,269
Interest Charges	0	0	0
Depreciation	52,000	0	52,000
Budget Reduction/Adjustment	-524	0	0
<b>Total Expenditure:</b>	78,072	10,876	79,269
<b>(Surplus)/Deficit:</b>	78,072	10,876	79,269

ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - 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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
Waste Transfer Stations - Disposal Fees / Sale of Recyclables	30,000	12,144	15,000
Waste Transfer Stations & Sale of Recyclables	0	0	0
Rates (Est Rates based on \$178 per collection point - prev \$170)	285,600	289,460	304,736
	0	0	0
Waste Management Levy (Est based on \$180 & \$60 - prev \$165 & \$55)	525,140	530,312	581,460
	0	0	0
<b>Total Revenue:</b>	<b>840,740</b>	<b>831,917</b>	<b>901,196</b>
<b>EXPENDITURE:</b>			
Household Collection Service	253,970	182,164	277,788
Operating Expenses - Oatlands WTS	222,526	163,947	263,763
Operating Expenses - Campania WTS	209,687	156,673	268,867
Operating Expenses - Dysart WTS	206,721	172,675	213,264
Other Expenditure	0	4,694	0
Waste Management Plan (incls. Regional Group etc)	0	0	4,500
Land Tax Payable	0		0
Interest Charges	0		0
Depreciation	22,000	0	27,500
Budget Reduction/Adjustment	-13,355	0	0
<b>Total Expenditure:</b>	<b>901,549</b>	<b>680,153</b>	<b>1,055,682</b>
<b>(Surplus)/Deficit:</b>	<b>60,809</b>	<b>-151,764</b>	<b>154,486</b>

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

<b>BUDGET:</b>	<b>2019/20</b>	CURRENT	PROPOSED
	<b>Est.</b>	<b>2019/20</b>	<b>2020/21</b>
		<b>Actual</b>	<b>Budget</b>
<b>REVENUE:</b>			
<b>Total Revenue:</b>	0	0	0
<b>EXPENDITURE:</b>			
<b>Total Expenditure:</b>	0	0	0
<b>(Surplus)/Deficit:</b>	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

<b>BUDGET:</b>	<b>2019/20</b>	<b>CURRENT</b>	<b>PROPOSED</b>
	<b>Est.</b>	<b>2019/20</b>	<b>2020/21</b>
		<b>Actual</b>	<b>Budget</b>
<b>REVENUE:</b>			
	0	0	0
<b>Total Revenue:</b>	0	0	<b>0</b>
<b>EXPENDITURE:</b>			
	0	0	0
Budget Reduction/Adjustment			
<b>Total Expenditure:</b>	0	0	<b>0</b>
<b>(Surplus)/Deficit:</b>	0	0	<b>0</b>

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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
Misc. Income (Event Income / Lake Dulverton Showers)	0	3,581	2,000
Kempton Roadside Stopover	0	2,277	2,500
Grant(s)	0	0	0
<b>Total Revenue:</b>	0	5,858	<b>4,500</b>
<b>EXPENDITURE:</b>			
Tourism (Promotion & Other Council activities)	33,950	9,676	26,750
Contributions (HHTRA)	12,000	12,000	12,000
Contributions (Destination South)	6,430	6,432	6,752
Special Projects (incl. Marketing Plan)	10,000	0	10,000
Grant Expenditure	0	0	0
Budget Reduction/Adjustment			
<b>Total Expenditure:</b>	62,380	28,108	<b>55,502</b>
<b>(Surplus)/Deficit:</b>	62,380	22,251	<b>51,002</b>



ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - 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

<b>BUDGET:</b>	<b>2019/20</b>	<b>CURRENT</b>	<b>PROPOSED</b>
	<b>Est.</b>	<b>2019/20</b>	<b>2020/21</b>
		<b>Actual</b>	<b>Budget</b>
<b>REVENUE:</b>			
Sale of Water (TasWater)	0	210	0
Private Works - Income	157,272	172,257	160,998
Private Works - Stornoway Contract	65,185	54,321	65,185
Callington Mill - Operations	0	0	0
TasWater - Distributions	152,000	76,000	76,000
Subsidiary - HBS Dividend	10,000	0	10,000
Subsidiaries (HBS & HESC)	765,000	0	765,000
<b>Total Revenue:</b>	<b>1,149,457</b>	<b>302,788</b>	<b>1,077,183</b>
<b>EXPENDITURE:</b>			
Filler Stations - Water Payments (TasWater)	0	0	0
Incentives	0	0	0
Private Works - Expenditure	131,060	111,208	134,165
Stornoway Contract	61,584	45,221	62,708
Subsidiaries (HBS & HESC)	765,000	0	765,000
Callington Mill - Operations (includes property maintenance)	12,850	0	12,850
MEDALS (prev. Oatlands Develop Strategy) - trf to Capacity & Sustainability	0	0	0
SCSR Workforce Development Coordinator	0	0	5,000
Interest Charges	1,505	0	1,210
Budget Reduction/Adjustment			
<b>Total Expenditure:</b>	<b>971,999</b>	<b>156,429</b>	<b>980,933</b>
<b>(Surplus)/Deficit:</b>	<b>-177,458</b>	<b>-146,359</b>	<b>-96,250</b>

ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - 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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
Tunbridge Dam - Water Lease	2,655	2,655	2,655
<b>Total Revenue:</b>	<b>2,655</b>	<b>2,655</b>	<b>2,655</b>
<b>EXPENDITURE:</b>			
Operating Expenses	0	0	0
<b>Total Expenditure:</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>(Surplus)/Deficit:</b>	<b>-2,655</b>	<b>-2,655</b>	<b>-2,655</b>

ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - 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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
Oatlands Gaol - Rental Income / Donations	0	124	0
Oatlands Court House - Rental Income / Donations	0	150	0
Grant - NSRF (Commissariat)	30,950	30,950	0
Heritage Volunteer Program / Archaeological Digs	0	11,218	0
<b>Total Revenue:</b>	<b>30,950</b>	<b>42,442</b>	<b>0</b>
<b>EXPENDITURE:</b>			
Staffing / General Operating	262,431	162,773	295,205
Court House (incl. gen funds for displays/interps etc)	17,013	8,691	16,744
Gaolers Residence	20,679	12,868	21,678
Parattah Railway Station	3,490	938	3,490
73 High Street (Roche Hall)	14,197	10,090	14,197
79 High Street (Commissariat)	10,097	13,714	14,624
Heritage Volunteer Program / Archaeological Digs	8,000	13,911	8,000
Interest Charges	0	0	0
Depreciation	0	0	0
<b>Total Expenditure:</b>	<b>335,907</b>	<b>222,983</b>	<b>373,938</b>
<b>(Surplus)/Deficit:</b>	<b>304,957</b>	<b>180,541</b>	<b>373,938</b>

ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - OPERATING

Program: **LANDSCAPES**

Sub Program: **NATURAL**

**Program Objectives:**

**Strategic Theme: Landscapes**

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

**Strategic Plan Reference:**

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

**Description & Level of Service:**

**Strategies / Action Plans:**

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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
Chauncy Vale - Gate Donations	3,000	2,559	2,750
Lake Dulverton - Donations & Signage Charges	0	149	0
Rental - Chauncy Vale Cottage	0	177	0
Rental - Railway Station Building	0	0	0
Comm Dev Grant Program - Campania Bush Reserve	0	0	100,000
Comm Dev Grant Program - Chauncy Vale Pedestrian Bridge	0	0	55,000
Comm Dev Grant Program - Lake Dulverton Walkways	0	0	220,000
<b>Total Revenue:</b>	<b>3,000</b>	<b>2,885</b>	<b>377,750</b>
<b>EXPENDITURE:</b>			
Campania Bush Reserve	2,360	416	2,360
Chauncy Vale Reserve	9,660	27,936	9,660
Weed Management Program	46,595	0	44,948
Landcare Facilitator (incl New Grant Application allocation)	85,139	81,481	86,790
Lake Dulverton (Aquatic Club)	0	4,787	0
Committee (incl. Dulverton Corridor)	16,750	21,013	14,750
Lake Dulverton (Midlands Water Scheme)	28,125	0	28,125
Depreciation	0	0	0
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	<b>188,629</b>	<b>135,633</b>	<b>186,633</b>
<b>(Surplus)/Deficit:</b>	<b>185,629</b>	<b>132,748</b>	<b>-191,117</b>

ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - 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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
Community Donations	0	0	0
Heritage Hub (79 High Street)	37,950	5,573	5,000
<b>Total Revenue:</b>	<b>37,950</b>	<b>5,573</b>	<b>5,000</b>
<b>EXPENDITURE:</b>			
Arts Advisory Committee	10,000	16,828	10,000
Heritage Garden (Callington Mill)	1,500	0	1,500
Commissariat HUB	28,927	6,546	5,000
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	<b>40,427</b>	<b>23,374</b>	<b>16,500</b>
<b>(Surplus)/Deficit:</b>	<b>2,477</b>	<b>17,801</b>	<b>11,500</b>

Includes Arts Committee events from 502 Capacity

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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
Subdivision & Development App Fees	75,000	58,483	70,000
Env Health - PPE's, Septic Tank & Food Premises	7,500	593	7,500
Building / Plumbing Application Fees	75,000	81,735	95,000
Public Open Space Contributions	0	894	0
<b>Total Revenue:</b>	<b>157,500</b>	<b>141,706</b>	<b>172,500</b>
<b>EXPENDITURE:</b>			
Salaries (incl. On-Costs)	602,949	345,747	626,972
Office - Operating Expenses (incl. Legal Fees)	86,435	36,858	84,523
Advertising	15,000	12,152	15,000
Vehicle Costs	42,000	27,466	42,000
Consultancy Costs - EHO; Engineering & Building Surveying	103,891	73,441	101,995
Planning Scheme Development	5,000	0	5,000
		0	
Interest Charges	2,106	1,104	1,693
Depreciation		0	
Budget Reduction/Adjustment	-10,794	0	0
<b>Total Expenditure:</b>	<b>846,587</b>	<b>496,768</b>	<b>877,183</b>
<b>(Surplus)/Deficit:</b>	<b>689,087</b>	<b>355,062</b>	<b>704,683</b>

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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
Cemetery Income	2,000	1,373	2,000
Immunisation	500	0	500
Grant - Kempton Health Facility	0	0	0
<b>Total Revenue:</b>	<b>2,500</b>	<b>1,373</b>	<b>2,500</b>
<b>EXPENDITURE:</b>			
Immunisation Costs	735	0	735
Medical Officer of Health	4,654	0	4,780
Cemeteries - Maintenance	4,800	2,591	4,800
Community Health Centre	0	0	5,950
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	<b>10,189</b>	<b>2,591</b>	<b>16,265</b>
<b>(Surplus)/Deficit:</b>	<b>7,689</b>	<b>1,219</b>	<b>13,765</b>

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:	2019/20	CURRENT	PROPOSED
	Est.	2019/20 Actual	2020/21 Budget
<b>REVENUE:</b>			
Dog Registration Fees	55,000	31,367	65,000
Infringement Notices	7,500	3,385	7,500
Impounding & Complaint Fees	1,500	605	1,500
<b>Total Revenue:</b>	64,000	35,356	<b>74,000</b>
<b>EXPENDITURE:</b>			
Animal Control Services	110,137	76,674	100,867
Budget Reduction/Adjustment			
<b>Total Expenditure:</b>	110,137	76,674	<b>100,867</b>
<b>(Surplus)/Deficit:</b>	46,137	41,318	<b>26,867</b>



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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
Commissions - Solar Units	0	0	0
Home Energy Audits	0	0	0
Grants	0	0	0
<b>Total Revenue:</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXPENDITURE:</b>			
Salaries (incl. On-Costs)	10,047	6,106	0
Climate Change Grant Expenditure (Grant rec'd 2011/12) (Grant received 2011/12 - \$20934 - 90%)	0	0	0
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	<b>10,047</b>	<b>6,106</b>	<b>0</b>
<b>(Surplus)/Deficit:</b>	<b>10,047</b>	<b>6,106</b>	<b>0</b>

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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
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	<b>0</b>
Rural Primary Health / Grants - School Holiday Program	0	0	0
<b>Total Revenue:</b>	0	0	<b>0</b>
<b>EXPENDITURE:</b>			
Salaries (incl. On Costs) Youth Development Officer	226,570	190,135	245,616
Operating Costs (incl. Vehicle Costs)	27,750	30,756	27,750
Holiday Program	10,000	6,615	10,000
School Community Garden	0	0	0
Communities for Children	0	0	0
		0	
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	264,320	227,507	<b>283,366</b>
<b>(Surplus)/Deficit:</b>	264,320	227,507	<b>283,366</b>

ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - 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

<b>BUDGET:</b>	<b>2019/20</b>	<b>CURRENT</b>	<b>PROPOSED</b>
	<b>2019/20</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>Est.</b>	<b>Actual</b>	<b>Budget</b>
<b>REVENUE:</b>			
Pool - Admission Fees	12,000	9,525	12,000
Recreation Facilities - User Charges (incl. Aurora reimburs)	8,500	5,825	8,500
Hall Facilities - User Charges (incl. Aurora reimburs)	6,500	3,471	6,500
Grant(s) - State (Final Instalment) and Aust Government	1,900,000	800,000	0
Management Committee - Reimbursements	2,500	89,681	2,500
Comm Dev Grant Program - Callington Park Playground	0	0	500,000
Comm Dev Grant Program - Oatlands Aquatic Centre	0	0	500,000
<b>Total Revenue:</b>	<b>1,929,500</b>	<b>908,502</b>	<b>1,029,500</b>
<b>EXPENDITURE:</b>			
Recreation Grounds (incl. Land Tax Payable)	134,529	106,304	135,085
Swimming Pool	103,444	68,060	104,403
Council Halls	48,600	43,775	48,600
Community Halls	11,210	3,650	11,210
Community Centre - Oatlands	6,830	10,396	7,410
Community Centre - Levendale	6,260	5,294	6,260
Topiaries	3,250	870	3,250
Parks & Reserves	113,744	34,754	161,323
Tree Removal	6,000	0	6,000
Interest Payments	13,216	13,216	11,698
Recreation Plan	16,000	0	16,000
Budget Reduction/Adjustment	-5,816	0	0
<b>Total Expenditure:</b>	<b>457,267</b>	<b>286,321</b>	<b>511,239</b>
<b>(Surplus)/Deficit:</b>	<b>-1,472,233</b>	<b>-622,181</b>	<b>-518,261</b>

Program: **COMMUNITY**

Sub Program: **ACCESS**

**Program Objectives:**

**Strategic Theme: Community**

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

**Strategic Plan Reference:**

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

**Description & Level of Service:**

**Strategies / Action Plans:**

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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
	0	0	0
<b>Total Revenue:</b>	0	0	<b>0</b>
<b>EXPENDITURE:</b>			
Access Committee	0	0	0
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	0	0	<b>0</b>
<b>(Surplus)/Deficit:</b>	0	0	<b>0</b>

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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
	0	0	0
<b>Total Revenue:</b>	0	0	<b>0</b>
<b>EXPENDITURE:</b>			
Community Grants Program	30,000	20,930	40,000
Partnership - Bagdad Community Club	10,000	209	10,000
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	40,000	21,139	<b>50,000</b>
<b>(Surplus)/Deficit:</b>	40,000	21,139	<b>50,000</b>

ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - 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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
Contributions	0	383	0
<b>Total Revenue:</b>	0	383	<b>0</b>
<b>EXPENDITURE:</b>			
Operating Grants (Child Care Centres)	2,500	0	2,500
Operating Grant (FDC)	4,000	4,000	4,000
Seniors	1,500	2,186	2,500
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	<b>8,000</b>	<b>6,186</b>	<b>9,000</b>
<b>(Surplus)/Deficit:</b>	<b>8,000</b>	<b>5,803</b>	<b>9,000</b>

ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - 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

<b>BUDGET:</b>	<b>2019/20</b>	CURRENT	PROPOSED
	<b>Est.</b>	<b>2019/20</b>	<b>2020/21</b>
		<b>Actual</b>	<b>Budget</b>
<b>REVENUE:</b>			
<b>Total Revenue:</b>	0	0	0
<b>EXPENDITURE:</b>			
Budget Reduction/Adjustment			
<b>Total Expenditure:</b>	0	0	0
<b>(Surplus)/Deficit:</b>	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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
Special Events - Recoveries (Aust Day & ANZAC Centenary)	0	1,000	0
Men's Shed Income	0	136	0
<b>Total Revenue:</b>	<b>0</b>	<b>1,136</b>	<b>0</b>
<b>EXPENDITURE:</b>			
Special Events (Festivals etc)	24,525	20,822	14,525
Donations	8,500	5,432	8,500
Grant - Oatlands District Historical Assoc. (Rates equivalent)	900	0	900
Regional Development Campaign	3,000	0	3,000
Community Men's Shed	0	3,552	5,480
Grant Exp - Special Events - Aust Day & ANZAC Centenary	0	0	0
Volunteer Recognition Program	0	0	0
Oatlands Structure Plan	5,000	0	5,000
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	<b>41,925</b>	<b>29,805</b>	<b>37,405</b>
<b>(Surplus)/Deficit:</b>	<b>41,925</b>	<b>28,668</b>	<b>37,405</b>



ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - 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'

<b>BUDGET:</b>	<b>2019/20</b>	<b>CURRENT</b>	<b>PROPOSED</b>
	<b>Est.</b>	<b>2019/20</b>	<b>2020/21</b>
		<b>Actual</b>	<b>Budget</b>
<b>REVENUE:</b>			
MAIB Reimbursements	7,500	6,750	7,500
Donations	0	0	0
<b>Total Revenue:</b>	7,500	6,750	7,500
<b>EXPENDITURE:</b>			
Emergency Service Unit	12,175	15,244	12,175
Fire Protection - General	5,350	28,977	5,350
Emergency Management Plan	2,425	545	2,425
Ambulance Service	31,250	11,052	25,141
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	51,200	55,817	45,091
<b>(Surplus)/Deficit:</b>	43,700	49,067	37,591

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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
	0	0	0
<b>Total Revenue:</b>	0	0	0
<b>EXPENDITURE:</b>			
Community Consultation	2,500	0	2,500
Radio Station	4,800	2,412	4,800
Council Newsletters & Reports	12,000	11,471	12,500
Southern Midlands History 2nd Edn	2,000	0	0
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	21,300	13,883	19,800
<b>(Surplus)/Deficit:</b>	21,300	13,883	19,800

ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - 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
- 5.1.1.2.1 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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
	0	0	0
<b>Total Revenue:</b>	0	0	<b>0</b>
<b>EXPENDITURE:</b>			
Enterprise Bargaining Unit	1,740	453	1,740
Work Practices Review	3,900	195	3,900
Corporate Compliance etc.	108,476	66,695	110,815
Budget Reduction/Adjustment	0	0	0
<b>Total Expenditure:</b>	<b>114,116</b>	<b>67,343</b>	<b>116,455</b>
<b>(Surplus)/Deficit:</b>	<b>114,116</b>	<b>67,343</b>	<b>116,455</b>

ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - 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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
Rental - Kempton Depot (TasWater)	10,272	7,711	10,631
Rental - 70 High Street, Oatlands	0	0	0
Rental - 73 High Street, Oatlands	7,290	7,191	9,306
Aurora Reimbursements - 73 High Street, Oatlands	4,500	2,830	3,000
Rental - Oatlands Racecourse	0	0	0
Rental - Tunnack Mail Centre	369	369	374
Rental - Erskine Street, Cemetery	0	0	0
Rental - Town Hall (Misc Uses)	0	0	0
Rental - Radio Tower (Glamorgan / Spring Bay)	550	561	561
Rental - Service Tasmania	15,267	0	15,477
Rental - NBN Co, Vodafone, Optus (Campania)	29,279	18,394	30,275
Rental - Barrack Street House	7,091	5,455	7,091
Labour On-Costs - Recoveries	500	0	500
Works - Minor Reimbursements	0	36	0
General Income Photocopies, Incl. Section 132 & 337 Certificates	55,000	36,644	55,000
Corporate - Minor Reimbursements	1,500	773	1,500
<b>Total Revenue:</b>	<b>131,618</b>	<b>79,965</b>	<b>133,714</b>

ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - OPERATING

Program: **ORGANISATION**

Sub Program: **SUSTAINABILITY**

<b>EXPENDITURE:</b>			
Staff Training	27,100	7,616	27,100
Housing (Roche Hall; 16 Church; 70 High; 16 Barrack)	24,470	13,681	24,470
Risk Management	6,000	3,498	6,000
Council Services	313,509	207,584	324,718
Administration	1,106,584	995,656	1,110,443
Asset Management	55,239	39,336	55,678
Engineering	305,514	0	310,943
Strategic Planning	14,450	2,347	14,450
Depreciation (Buildings, Computer & Minor Plant)	512,160	0	453,066
Loan Interest Charges - C/Chamber, Depot & Cap Works Gen	5,506	2,907	4,249
<b>Total Expenditure:</b>	2,370,532	1,272,624	<b>2,331,117</b>
<b>(Surplus)/Deficit:</b>	2,238,914	1,192,659	<b>2,197,403</b>

ANNUAL PLAN AND PROGRAM BUDGET 2020/21 - 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

<b>BUDGET:</b>	<b>2019/20 Est.</b>	<b>CURRENT 2019/20 Actual</b>	<b>PROPOSED 2020/21 Budget</b>
<b>REVENUE:</b>			
Sate Fire Commission - Collection Fee (4%)	9,356	7,017	9,356
Fire Service Contributions	233,874	234,353	235,604
Debt Collection Recoveries	2,500	4,119	2,500
Insurance Claim Recoveries	0	428	0
Interest on Investments	180,000	135,479	175,000
Interest & Penalties (Rates)	88,000	71,384	88,000
General Rates	4,592,087	4,571,724	4,587,606
Australian Gov't - FAGS Grant	3,470,832	1,306,382	3,564,167
FBT Refund (17-18)	0	0	0
Australian Gov't - Election Commitment	1,930,000	0	0
<b>Total Revenue:</b>	<b>10,506,650</b>	<b>0</b>	<b>8,662,233</b>
<b>EXPENDITURE:</b>			
State Levies & Charges - State Fire Commission	233,907	116,954	233,907
State Levies & Charges - Land Tax (3% Inc)	10,000	-9,754	10,000
Bank Fees	15,000	14,113	18,000
Debt Collection Costs	10,000	7,266	10,000
Agency Commission Costs	5,000	3,147	5,000
Rate Discounts (Early Payment)	30,000	29,611	30,000
Rate Remissions	3,000	581	3,000
Interest Charges - Misc	0	0	0
Depreciation	0	0	0
Budget Reduction/Adjustment	0	0	0
		0	
		0	
<b>Total Expenditure:</b>	<b>306,907</b>	<b>161,919</b>	<b>309,907</b>
<b>(Surplus)/Deficit:</b>	<b>-10,199,743</b>	<b>161,919</b>	<b>-8,352,326</b>