

COUNCIL MEETING - 28 JUNE 2021 ATTACHMENTS

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DEVONPORT CITY COUNCIL

ABN: 47 611 446 016

PO Box 604 Devonport TAS 7310 – 137 Rooke Street, Devonport

Telephone 03 6424 0511

Email council@devonport.tas.gov.au Web www.devonport.tas.gov.au

2 June 2021

Mr Doug Janney
23 Watkinson Street
DEVONPORT TAS 7310

Dear Mr Janney

RESPONSE TO QUESTIONS WITHOUT NOTICE RAISED MONDAY 24 MAY 2021

I write in response to your questions without notice, taken on notice at the Council Meeting on Monday, 24 May 2021, as outlined below.

Q1 How come there is a zebra crossing on the public main footpath at the hockey grounds at the Bluff?

Response

The entry to the car park is constructed in the style of a road, as opposed to a continuous footpath. That is, the road surface material is continuous through between the road and the car park. It is also the same material as the path (asphalt). A painted crossing was considered the best option given the surface types and the infrastructure that existed prior to the work. It is not unique in Devonport and is used at the Victoria Parade Boat Ramp and the Fenton Way car park.

Q2 Why not zebra crossings on the footpaths of other places with a similar configuration – eg. Multi-story car park, Edward Street car park?

Response

The paths across the entrances to the two car parks described are constructed as continuous footpaths. The materials used (concrete) are more identifiable as paths and are distinct from the road surface material. Additionally, the available space between the road edge and the property boundary in these CBD locations does not allow for the standard width of a zebra crossing.

A continuous footpath and a zebra crossing parallel to the main road of an intersection have a very similar meaning in the Road Rules. Factors including surface material and available space can determine the preferred treatment.

Yours sincerely

Matthew Atkins
GENERAL MANAGER



The City with Spirit



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2 June 2021

Mr Christopher Mills
52 Caroline Street
EAST DEVONPORT TAS 7310

Dear Mr Mills

RESPONSE TO QUESTIONS WITHOUT NOTICE RAISED MONDAY 24 MAY 2021

I write in response to your questions without notice, taken on notice at the Council Meeting on Monday 24 May 2021, as outlined below.

Q1. This month I have received confirmation from the Land Titles Office Hobart that the land at 54 Caroline Street is private land and that this administration has no legal right to remove property from it. Did this General Manager authorise the gifting of private property from this land (with a value of some \$1000) by a Council employee in November 2019 to the developer of Merseyview Court? That is the question.

Response

Council has nothing further to add on the matter.

Q3. Who holds the current position of Parks and Reserves Coordinator?

Response

Ben Storay is currently acting in the position.

Yours sincerely

Matthew Atkins
GENERAL MANAGER



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2 June 2021

Mr Bob Vellacott
11 Cocker Place
DEVONPORT TAS 7310

Via email: vellacottrobert@yahoo.com

Dear Mr Vellacott

RESPONSE TO QUESTIONS RAISED MONDAY 24 MAY 2021

I write in response to your questions taken on notice at the Council Meeting on Monday, 24 May 2021, as outlined below.

- Q1** In response to a question asked on the 27th of July 2020, about ethanol storage at Providore Place, the General Manager's response was, I can confirm the items stored within the Food Pavilion no longer contain any hazardous material and Council is comfortable with the storage arrangements that exist in Providore Place and the potential hazards are being managed appropriately. Mayor and General Manager, I now ask on behalf of many concerned ratepayers and citizens, were you aware when I expressed concerns and asked questions about it at the March and April 2021 Ordinary Meeting that inspectors were or had been on site at Providore Place working with the business owner to ensure compliance were you aware of the inspectors?
- Q2** Do you now know if all the fitting out, the fixtures storage and manufacturing process complies with all recognised best practice standards for safety within that building now?

Response

I am unable to locate any questions in July 2020 from yourself (or others) regarding this matter, and therefore are unable to verify the answer you claim was provided. However, regardless of this fact, I refer to a previous response to similar questions at Council's March 2021 meeting as outlined below and confirm that Council have nothing further to add.

"Council are aware that its tenant, Southern Wild Distillery (SWD) is an operating distillery and that ethanol is used as an ingredient in the production process of gin. SWD are compliant with all provisions within their lease in regard to hazardous materials. The lease agreement does not specify a maximum (or minimum) quantity of these material, or the respective reporting requirements as the storage, handling and reporting of hazardous materials is a matter between SWD (as the PCBU) and WorkSafe Tasmania."



The City with Spirit

- 2 -

Council is comfortable that the facility is fit-for-purpose including the appropriate provision of fire monitoring and suppression infrastructure, and that the tenant is aware of their obligations with respect to complying with the regulatory controls relevant to their business operations."

Yours sincerely

A handwritten signature in dark ink, appearing to read 'Matthew Atkins', with a stylized, cursive script.

Matthew Atkins
GENERAL MANAGER



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2 June 2021

Mr Malcolm Gardam
4 Beaumont Drive
MIANDETTA TAS 7310

Dear Mr Gardam

RESPONSE TO QUESTIONS WITHOUT NOTICE RAISED MONDAY 24 MAY 2021

I write in response to your questions without notice, taken on notice at the Council Meeting on Monday, 24 May 2021, as outlined below.

Q2 How much of the total debt of \$48.5 million is attributed to the overall (total) Living City Project?

Q3 Council previously advised at the time some \$10 million related to Living City property purchase loans including for 20-26 Best Street (to explain former Harris Scarfe site loan of \$4.4 million - required for parkland with around 630m2 of that site sold to the hotel developer for about three quarters of a million dollars less than the purchase price) and 17 Fenton Way (the current Harris Scarfe site loan of \$5 million - utilised as temporary council offices to facilitate Stage 1 construction) will Council confirm that the residual loan amounts for all Living City property purchases are included when stating an overall (total) Living City residual loan amount?

Response

As per previous advice, Council continues to use an arbitrary percentage to allocate finance costs across different cost centres. The percentages were provided to you in a letter dated 20 September 2020 and can be used for any analysis you choose to undertake.

Yours sincerely

Matthew Atkins
GENERAL MANAGER



The City with Spirit

From Christopher Mills. 52 Caroline St

For JUNE 28 Meeting

Three Questions ON NOTICE

Please display the attached photo with the questions: Thank you

1.

Block 3 of Merseyview Ct.... is owned by Mr Brown, the Developer of the subdivision. MR Brown raised his block, that fronts a landslip hazard zone, above the natural ground level.

On 5 November 2019 this Council cut down a row of 9 trees that were stabilizing that landslip. In March 2020 Council workers landscaped the slope to offset erosion that would further destabilize the landslip hazard zone.

The entire artificially elevated slope of the northern boundary of Mr Brown's land was included in this work.

This landscaped section of Mr Brown's block covers an area of approx. $28\text{m} \times 3\text{m} = 84\text{m}^2$.

The General Manager and a Councillor visited the site on the afternoon of June 30 2020. In response to a question that I raised ON Notice 27 July 2020. This General Manager then claimed (letter 29 July) that he was unaware that Council Staff had performed the work. However, photographic exhibits provided show otherwise....(shown here & the Agenda of 28 Sept 2020)

Was the cost of landscaping this section of Mr Brown's blockprovided free of charge by this Administration ?

2.

This landscaping (see Question 1) provided by this Council was insufficient to stop erosion of the northern side of this block that had been elevated by the Owner above the natural ground level. To prevent this land from sliding down the adjacent landslip slope and potentially triggering a landslide which could impact my home, a retaining wall is essential to stabilize the entire landslip zone.

Will this Administration now be responsible for constructing a retaining wall with an interception drain to preserve the stability of the already fragile landslip hazard zone ?

3

At the last Council Meeting I asked if there was an understanding between the Mayor and the General Manager to avoid answering my questions. My questions have revolved around the fact that my home has been put at risk by this Council..

The Mayor's response was "I think the answer is no" The comments that followed this answer were grossly unfair and caused me offence and embarrassment. The Mayor had previously advised me to seek answers from this Council by using the RTI Act.

Can the Mayor categorically deny that since 9 April 2020, the General Manager and the Mayor have had an understanding not to respond directly to any questions that I may raise?

Photo to accompany Questions on Notice from C Mills – 28 June 2021



20th June 2021

Devonport City Council
137 Rooke Street
DEVONPORT TAS 7310

Malcolm Gardam
4 Beaumont Drive
MIANDETTA TAS 7310
(Mobile No: 0417 355 813)

ATTENTION: MR. MATTHEW ATKINS – GENERAL MANAGER (MAYOR & COUNCILLORS)

RE: GOVERNANCE QUESTIONS ON NOTICE

Dear Sir,

The following are submitted as separate questions on notice to the Ordinary Meeting of Council scheduled for Monday 28th June 2021, to which I would appreciate separate answers.

Living City property purchases and loan amounts

Q1. In 2013 Council spent some \$7.5 million on property purchases as part of the Living City plan; albeit before a master plan had been established. Those properties included:

- 21-23 King Street (former Autobarn building purchased for \$565,000)
- 25 King Street (former Billy's Bar building purchased at \$460,000)
- 6-10 Steele Street (former Webster building and carpark purchased at \$1,610,000)
- 17 Fenton Way (former Harvey Norman building purchased for around \$5,000,000)

On the 29/9/20 Council listed the LIVING CITY properties with residual loans as being 17 Fenton Way; 20-26 Best Street and King Street; accordingly, will council confirm the property or properties relating to the current King Street reference?

Q2. On a percentage based loan amount, provided by Council, for two King Street properties purchased for \$1,025,000 in 2013, why does the current King Street reference still carry some \$1,575,000 of loan debt from 2013?

Q3. If the increased loan amount was for the new King Street to Steele Street carpark, that also provides parking for Taswater, was a further loan necessary due to Council having depleted the disposable portion of its cash reserves on Living City Stage 1?

Q4. Will Council advise why the 6-10 Steele Street property (former Webster building and carpark purchased at \$1,610,000 as a Living City property in 2013) is no longer identified in 2020 as a LIVING CITY property purchase?

- Q5.** Council has confirmed that the *“Total Council debt as at 30 April is \$48,513,342.”* being a reduction of about \$1.5 million, or 3% of the loan value, plus loan interest of about another one and a quarter million dollars during the current financial year. Considering the Council representations in 2016 that Stage 1 was viable in its own right *“without relying on income from Council’s existing revenue streams.”* and *“to be primarily serviced through project generated revenue.”* **will Council confirm the percentage contribution from Stage 1 generated revenue streams (excluding parking revenue other than directly attributed to the new multi-level carpark as that would be existing revenue) against an over \$2.75 million to service the loan interest and principal reduction in the current financial year?**

Waterfront Parkland Elevated Walkway

- Q6.** Construction contracts require the Principal (Council) and the Main Contractor to promptly advise the other party in writing of any potential delays to the Works, accordingly is Council aware of any potential delays relating to scheduled commencement of the western end of the Elevated Walkway or potential delays to completion of the eastern section of the Elevated Walkway resulting from a Council failure to meet its obligations under the contract? A simple yes or no would be appreciated as this question relates to the present and in no way to previous questions regarding project delays.

Agenda Content Query

- Q7.** Considering Council has for some time only included the bare questions on notice from ratepayers in the hardcopy Agenda with in many cases explanations of the question relegated to an electronic attachment on Council’s website and therefore not readily available to a reader to ensure an understanding as to the full context of the question; will Council undertake to ensure questions and the associated context of the questions provided are again included in full in the hardcopy agenda as was previously the case?

Please acknowledge receipt and ensure inclusion in full in the hardcopy of the June meeting Agenda.

Yours sincerely,

Malcolm Gardam

CC: Mayor & Councillors

A New Ethanol Q&A RBV for 28 June 2021 to send 20 06 2021

ROBERT B VELLACOTT
11 COCKER PLACE
DEVONPORT 7310

THE GENERAL MANAGER
MAYOR AND COUNCILLORS
DEVONPORT CITY COUNCIL

Subject - Questions on Notice for 28 June 2021 - re Safety Issues Clarification at Providore Place

Question 1 - I refer to my questions on notice in regard to the storage and use of Ethanol at Providore Place asked at the meeting 24 May 2021 and the written responses emailed 2nd June 2021 from the General Manager Mr. Matthew Atkins.

The General Manager stated in his letter *"I am unable to locate any questions asked in July 2020 from yourself (or others) regarding this matter and therefore am unable to verify the answer you claim was provided"*

For your information General Manager the question on notice asked and responses are reproduced below and are an extract from (Hard copy) DCC Agenda 27 July 2020 Pages 6 and 7

"Q3 - Will Council please confirm that what appear to be Ethanol containers, associated with Southern Wild Distillery, stored in the Market Square area of the food pavilion do not contain Ethanol or similar flammable product as besides being a hazard it may also breach any insurance policies in the event of a fire or spill claim?"

PAGE 7 Agenda - Council Meeting - 27 July 2020

Response *I can confirm the items stored within the food pavilion no longer contain any hazardous material. Council is comfortable with the storage arrangements that exist in Providore Place and that potential hazards are being managed appropriately"*

I hope this clarifies and confirms what I said at the meeting was correct.

.....

I now ask - will you Mayor and the General Manager answer ,which you promised you would do in writing ,my questions asked without notice on 24 May 2021, about inspectors on site at Providore Place and the compliance now of all safety requirements ?

The two questions asked and not responded to were –

On the 3rd May 2021- I received correspondence from a most reliable source and I have it to hand, among other things, it contained the following information; and I quote >

"Inspectors have visited the site and are working with the business owner to ensure compliance" /2

Page 2

I must say “*Working with the owner to ensure compliance*” sounds to me like this has previously been less than compliant considering the considerable changes that have and maybe still being made.

Mayor and General Manager I now ask on behalf of many concerned ratepayers and citizens:

Q2- Were you aware, when I expressed concerns and asked questions, at the March and April 2021 ordinary council meetings, about the inspectors who were or had been on site at Providore Place working with the business owner to ensure compliance? And –

Q3- Do you now know if all of the fitting out, the fixtures, storage and manufacturing process complies with all recognized best practice standards for safety?

.....

(New Questions)

Q4 –In reference to question 3 - If your answer is yes all tenancies in Providore Place now complies , in every way ,with all recognized best practice standards ,what evidence do you have to substantiate that they do indeed comply .

Q5 - What is the reason for the necessity to provide at Providore Place, what appears to, be some 15 portable liquefied petroleum gas (LPG) gas heaters that are used within the internal market place and the exterior areas when council at considerable expense had ,what appears ,to be 7 large industrial overhead (natural gas) heaters installed?

Q6 - Please inform who:-

a) - is responsible for the compliant storage and safe use of the LPG portable heaters?

b) - pays for the L P G?

c) - pays for the natural gas?

I would appreciate if all of the above and the responses to the six questions are included in the main section of the hard copy agenda for 28 June 2021.

Bob. Vellacott - Concerned ratepayer (20 June 2021)

Jacqui Surtees

From: Matthew Atkins
Sent: Monday, 21 June 2021 9:34 AM
To: Jacqui Surtees
Subject: FW: Glen Court Footpath Repairs.

From: trevor trevor <treasus@hotmail.com>
Sent: Friday, 18 June 2021 6:10 PM
To: Matthew Atkins <matkins@devonport.tas.gov.au>; Devonport City Council <council@devonport.tas.gov.au>; Cr Jarman <AJarman@devonport.tas.gov.au>; Mayor Rockliff <ARockliff@devonport.tas.gov.au>; Cr Murphy <LMurphy@devonport.tas.gov.au>; Cr Alexiou <JAlexiou@devonport.tas.gov.au>; Cr Milbourne <SMilbourne@devonport.tas.gov.au>; Cr Enniss <GEnniss@devonport.tas.gov.au>; Cr Laycock <llaycock@devonport.tas.gov.au>; Cr Hollister <PHollister@devonport.tas.gov.au>; Cr Perry <LPerry@devonport.tas.gov.au>
Subject: Glen Court Footpath Repairs.

Please find my questions on notice for the meeting, 28th June, and include with your answers in the agenda.

From Trevor Smith
7 Glen Court

Devonport 7310

The General manager Mr Matthew Atkins

Devonport City Council

Dear Sir

Attention also Mayor and Councillors, Question on Notice for 28 June 2021

Thank you for your reply of 8 June, about recent work undertaken by council's workforce at Glenn Court.

I note that

you requested that in future I should address my correspondence only to council@devonport.tas.gov.au or direct to the relevant department, however I have, because the information contained in your reply is contradictory, to that previously supplied by Works Manager, Mr. Mike Williams ref E-mail Date 4-05-2021, I consider it appropriate to reply to you direct, as well as to the Mayor and Councillors.

Question 1

General Manager, you wrote that 3 work orders have been completed, and also implied no further work would be carried out at Glen Court .

I wish to inform only 2 slabs in fact have been replaced, as well as kerb and guttering at the front of 1 Glen court, and no new grinding has been done, to remove the dangerous raised edges of other existing footpath sections

elsewhere. The removal of the gravel or asphalt, and dirt was only done after I requested it, with work defect, **Number ROO4192**

The email letter from Mr Williams clearly stated that the work to be done would involve the removal of 5 damaged footpath slabs and replacement, also grinding off of raised edges of other slabs. Will you please inform, why only two slabs have been replaced, when it is obvious the other three which were originally designated to be replaced, and the grinding off of other slabs, has not been done?

Question 2

When will council now undertake to do the work, which was originally scheduled, as advised per Mr Williams?

Question 3

Will you ensure, and confirm that you will record in councils safety hazard register, that I have brought to your attention that there remains some dangerous sections of the footpath i.e. raised edges between the slabs that should be rectified immediately?

Trevor Smith .

18 - June -2021.



Annual Plan & Budget

Cradle Coast Waste Management Group

2021/22

DOCUMENT RECORD

Revision	Issued To	Issued Date	Reviewed	Approved
1	CCWMG GM's	19/05/2020	MG	CCWMG

This report was prepared by:



Cradle Coast Waste Services
Level 1/17 Fenton Way
Devonport TAS 7310
Email: admin@dulverton.com.au
Web: www.dulverton.com.au
ABN: 11 784 477 180

For:

Cradle Coast Waste Management Group

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EXECUTIVE SUMMARY

The Cradle Coast Waste Management Group (CCWMG) Strategic Plan 2017-2022 was ratified in June 2017 by the North West Councils participating in the voluntary waste levy. The Strategy includes key focus areas, Key Performance Indicators (KPIs) and annual actions targeted at working towards achieving the KPIs by 30th June 2022.

Funded by the voluntary levy of \$5.50 per tonne of waste delivered to Council owned landfills in North West Tasmania, this Annual Plan and Budget includes details on how the strategic actions will be implemented in 2021/22. It is estimated that \$422,468 of levy funds (plus \$365,879 of carried forward funds and \$1,800 of interest) would be available to implement the actions detailed in Table 1, 2 and 3, which equate to \$630,964.

At the time of writing this Annual Plan and Budget (AP&B) there is a proposed \$20 per tonne state-wide waste levy that's schedule for implementation in November 2021. It is proposed that a portion of the levy will be re-distributed back to the CCWMG for funding the projects detailed within this AP&B. The state-wide waste levy will replace the voluntary regional waste levy.

Projects have been classified as 'ongoing' (refer to Table 1), 'one-off' (refer to Table 2) or 'governance' (refer to Table 3). Ongoing projects are envisioned to continue at least into the following year, whilst one-off projects are those undertaken in the current year only. Governance relates to the additional reporting tasks carried out by the Cradle Coast Waste Services (CCWS), who provide project management expertise and project delivery for the projects detailed within this AP&B.

Where appropriate the CCWMG will receive a detailed "Scope of Works" outlining the proposed works to be undertaken for an activity/project, to review prior to issuing approval. This is to ensure that project outcomes will meet the Group's quality and cost expectations. In many projects the CCWMG works in collaboration with the Northern Tasmanian Waste Management Group (NTWMG) and the Southern Tasmania Waste Management Group (STWMG) to increase economies of scale and to share resources.

Table 1: 2021/22 Ongoing Project Actions

Ref #	Action	Action Summary	Strategic Plan Ref #
2.1	Illegal Dumping Database	Manage and annually report on the regional illegal dumping database.	6
2.2	Illegal Dumping Funding	Conduct one round of illegal dumping funding.	7
2.3	Recycling Bin Assessments	Undertake kerbside recycling bin assessments and contamination education across the region.	16
2.4	FOGO Education & Marketing	Undertake regional FOGO education and promotion as required.	2
2.5	Rethink Waste Website	Maintain and improve the Rethink Waste Website.	49
2.6	Education & Promotion – Year 5	Implement year 5 of the Tasmanian Waste Management Communications Plan.	47
2.7	Schools Program	Visit schools to provide waste education / presentations.	48
2.8	Public Events	Host an education stall at 2 public events and/or hold a free Repair Café event.	51
2.9	Sponsorship	Funding allocation for sponsorship of local community groups, individuals or events.	47
2.10	Household Battery Recycling	Fund a free household battery recycling program.	18
2.11	Fluoro Tube & Globe Recycling	Fund a free fluoro tube and globe recycling program.	14
2.12	E-waste Recycling	Fund a free e-waste recycling program.	20

Ref #	Action	Action Summary	Strategic Plan Ref #
2.13	Paint Recycling	Participate in the Paintback funded paint recycling program.	14
2.14	Tyre Subsidy	Provide a \$2/tyre subsidy for tyre recycling (up to 500 tyres per Council).	14

Table 2: 2021/22 One-Off Project Actions

Ref #	Action	Action Summary	Strategic Plan Ref #
3.1	Regional Transfer Station & Resource Recovery Centre Improvements	Assist in bringing WTS facilities up to best practice standards and/or prepare for the introduction of the state-wide waste levy.	13
3.2	Household Hazardous Waste Event	Conduct household hazardous waste collection event(s) for the region.	19
3.3	Landfill Waste Composition Audit	Undertake waste composition audits at Council owned landfills (or WTS) to determine target wastes for recovery.	17
3.4	Public Place Recycling Bin Subsidy	Provide a subsidy to CCWMG Councils to install public place waste and recycling bins.	N/A
3.5	Kerbside Recycling Contract	Tender for the regional co-mingled kerbside recycling collection and processing contract.	31
3.6	Strategic Plan Development	Develop a new five year Strategic Plan.	N/A
3.7	Allocation for Unknown	Funding allocation for resource recovery opportunities that arise during the year.	N/A

Table 3: 2021/22 Governance Actions

Ref #	Action	Action Summary
4.1	Regional Waste Data Quarterly Reporting	Provide the CCWMG with a quarterly regional waste data report.
4.2	2022/23 Annual Plan & Budget	Develop the CCWMG Annual Plan and Budget for 2022/23.
4.3	2020/21 Annual Report	Develop the CCWMG Annual Report for 2020/21.
4.4	Financial Reporting & Administration	Manage the CCWMG financials, generate financial reports and provide agenda/minutes for CCWMG Meetings.
4.5	Waste Governance	Transition into the new Waste Governance Model.
4.6	Regional Contract Management	Management of regional contracts including kerbside recycling, cardboard, green waste and other waste collection services.
4.7	DWM Project Management	Project manage the actions detailed in Table 1, 2 and 3.

The CCWMG is responsible for the implementation of the Strategy including overseeing the development and implementation of this AP&B.

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GLOSSARY OF ABBREVIATIONS

AP&B	Annual Plan & Budget
BCC	Burnie City Council
CCA	Cradle Coast Authority
CEO	Chief Executive Officer
CCC	Central Coast Council
CHC	Circular Head Council
CCWMG	Cradle Coast Waste Management Group
CCWS	Cradle Coast Waste Services
DCC	Devonport City Council
DWM	Dulverton Waste Management
ERF	Emissions Reduction Fund
FOGO	Food Organics Garden Organics
KC	Kentish Council
KPI	Key Performance Indicator
LC	Latrobe Council
MRF	Materials Recycling Facility
MSW	Municipal Solid Waste
NSRF	National Stronger Regions Fund
NTWMG	Northern Tasmanian Waste Management Group
P&AM	Project & Administration Manager
RFQ	Request for Quote
STWMG	Southern Tasmania Waste Management Group
SP Ref	CCWMG Strategy 2017-2022 reference number
TOR	Terms of Reference
WGPC	Waste Governance Project Coordinator
WTS	Waste Transfer Station
WWC	Waratah Wynyard Council

1 INTRODUCTION

1.1 Cradle Coast Region

The Cradle Coast Waste Management Group (CCWMG) Strategic Plan 2017-2022 was ratified in June 2017 by the North West Councils participating in the voluntary waste levy. Participating Councils include: Burnie City (BCC), Central Coast (CCC), Circular Head (CHC), Devonport City (DCC), Kentish (KC), Latrobe (LC) and Waratah-Wynyard (WWC).

The CCWMG is governed by the Terms of Reference (TOR) which was adopted on the 14th of August 2020. The CCWMG membership consists of the General Managers from the participating Councils who are responsible for implementation of the Strategic Plan, including the development of this Annual Plan and Budget. The CCWMG representatives include:

- Sandra Ayton (Chair), CCC representative;
- Simon Overland, BCC representative;
- Scott Riley, CHC representative;
- Matthew Atkins, DCC representative;
- Gerald Monson, LC and KC representative; and
- Share Crawford, WWC representative.

CCWS, a consulting arm of the Dulverton Regional Waste Management Authority (DWM), providing administration, financial and project management support and waste expertise to the CCWMG.

The CCWMG's strategic vision is to:

'Deliver a sustainable community in the Cradle Coast region of Tasmania by implementing strategies which minimise waste through increases in waste diversion and recovery.'

The Strategy details four focus areas of the CCWMG:

1. **Waste diversion:** Diversion of materials from landfill to increase resource recovery, extend the life of existing landfills and reduce greenhouse gas emissions from waste.
2. **Regional planning & efficiencies:** Provide regional planning and coordination of waste infrastructure and services to provide improved resource recovery, delivering efficiencies and reducing costs of services/ waste infrastructure.
3. **Partnerships:** Maintain partnerships with government, planning authorities and the three waste regions to shape waste management policies and regulation to influence future regulatory requirements and identify programs and infrastructure best delivered with a state-wide approach.
4. **Community engagement:** Work with the community and industry, through education and feedback, to encourage waste avoidance and reuse to improve the use of existing and future services.

The CCWMG has also set measurable and achievable objectives within the Strategy which will allow the CCWMG and member councils to track their progress over the 5-year plan. The objectives take the form of Key Performance Indicators (KPIs), which include:

1. By 2022, divert 50% of all MSW from local government landfill facilities across the region.
2. By 2022, increase the proportion of recycling bin receiving a pass mark as part of the recycling bin assessments to 90% across the region (based on the 2015-16 assessment pass rate of 81%).

3. By 2022, reduce incidents of illegal dumping at hotspot sites by 25% across the region (upon first establishing baseline data from council reports).
4. By 2022, member councils to be collecting and reporting a standardised set (for material types, units, etc.) of data in relation to waste and resource recovery activities.

This Annual Plan and Budget details actions that incorporate the focus areas and will assist the CCWMG in meeting the KPIs.

2 ONGOING PROGRAMS

The following subsections detail programs that are planned to continue beyond the 2021/22 financial year, subject to the approval of the CCWMG as part of the Annual Plan and Budget Process.

2.1 Illegal Dumping Database (SP Ref/6)

Manage and annually report on the regional illegal dumping database.

A regional illegal dumping database was developed by the CCWMG on the Rethink Waste website in June 2014, to provide local land owners and managers an avenue to report illegal dumping incidents.

In 2019 the Environmental Protection Authority (EPA) released a state-wide illegal dumping database, which accepts reports from both land owners and members of the public. The reporting capabilities of this database are being refined and until the CCWMG are able to extract relevant data for analysis, reporting of illegal dumping incidents into the regional database will continue, with the collected data able to be provided to the EPA upon request.

DWM will report annually on the data captured, to the CCWMG.

2.2 Illegal Dumping Funding (SP Ref/7)

Conduct one round of illegal dumping funding.

The CCWMG are continuing the focus on illegal dumping, with funding available for Council projects targeted at addressing the issue.

One round of funding will be carried out, giving Councils the opportunity to apply for illegal dumping clean up assistance, signage, CCTV and any other relevant project initiatives. Priority will be given to applicants who are actively utilising the regional illegal dumping database to report incidents. Successful applicants will be provided with a report template to complete. The reports enable the CCWMG to assess funding effectiveness.

Where possible the CCWMG will continue to work with relevant Tasmanian Government departments, to support the development of a state wide approach to illegal dumping.

2.3 Recycling Bin Assessments (SP Ref/16)

Undertake residential recycling bin assessments and contamination education across the region.

The CCWMG are continuing to work towards (and are aiming to exceed) the KPI target of increasing pass results to 90%, by carrying out another round of recycling bin assessments and education.

Similar to previous years, DWM will work with Veolia to select a mixture of previously assessed and new areas (where possible) to conduct the bin assessments, with a target of at least two consecutive visits at each location. Data will be captured regarding the types of contaminants appearing in the kerbside bins and one-on-one education will be provided to residents about their recycling habits.

\$5,000 has been allocated for DWM to undertake a comprehensive data analysis and to generate a final report which will detail the following:

- Results of the assessment;
- Comparison with previously assessed areas;

- The effects the communication campaign may have had on bin contamination; and
- Recommendations for a targeted behaviour change media campaign in 2021/22.

\$5,000 has also been allocated for the implementation and management of an education/notification campaign. Further education, targeting key contamination issues identified in the 2020/21 assessment report, has been incorporated in the State-wide Education and Promotion project.

2.4 FOGO Education & Marketing (SP Ref/2)

Undertake regional FOGO education and promotion as required

The CCWMG will continue to focus on implementing a FOGO collection across the region. An allowance has been made available to carry out community consultation and education as required.

2.5 Rethink Waste Website (SP Ref/49)

Maintain and improve the Rethink Waste Website

Coordinate with member councils and other regions as required to provide consistent updates and improvements to the Rethinkwaste.com.au website.

This may include:

- An annual update of information on Council pages;
- Addition/updating of photos and images being displayed;
- Improvements to access of information and usability; and
- Annual hosting and photo library fee.

2.6 Education & Promotion – Year 5 (SP Ref/47)

Implement year 5 of the Tasmanian Waste Management Communications Plan 2017/22.

In collaboration with the NTWMG and WSS, implement the waste education and promotion activities in accordance with Year 5 of the Tasmanian Waste Management Communications Plan 2017/22 and assist in the development of the Tasmanian Waste Management Communications Plan 2022/23 – 2026/27.

2.7 Schools Program (SP Ref/48)

Visit schools to provide waste education / presentations.

Continue to work with schools to undertake waste education presentations. Should the opportunity arise, attend school events to maximise impact and coverage (e.g. Kids4Kids). The presentation will focus on correct kerbside recycling habits and encouraging the children to think about the correct bin for their waste items and other relevant waste reduction initiatives as they arise.

2.8 Public Events (SP Ref/51)

Host an education stall at 2 public events and/or hold a free Repair Café event.

Attend at least two events to promote good waste management practices and to provide waste related community education and/or hold a free 'Repair Café' event for the region, where residents can bring along selected items to learn how to repair and repurpose.

If required, collateral (banners, brochures, signs, handouts etc.) and marketing will be developed for display and/or distribution.

2.9 Sponsorship (SP Ref/47)

Funding allocation for sponsorship of local community groups, individuals or events.

Sponsorship requests must be made in writing to the CCWS. Requests will be assessed against the criteria detailed within the CCWMG Sponsorship Process & Criteria Procedure and the DWM Sponsorship & Donation Policy.

2.10 Household Battery Recycling (SP Ref/18)

Fund a free household battery recycling program.

The CCWMG will continue to fund a free household battery recycling program, with drop off points available at Council offices and WTS. This service will be promoted as part of the Education and Promotion project initiatives (Project 2.6) as required.

2.11 Fluoro Tube & Globe Recycling (SP Ref/14)

Fund a free fluoro tube and globe recycling program.

The CCWMG will continue to fund a free fluoro tube and globe recycling program, with drop off points available at each WTS. This service will be promoted as part of the Education and Promotion project initiatives (Project 2.6) as required.

2.12 E-waste Recycling (SP Ref/20)

Fund a free E-Waste recycling program.

The CCWMG are funding a free e-waste recycling program, with drop off points available at each WTS. This service will be promoted as part of the Education and Promotion project initiatives (Project 2.6) as required.

2.13 Paint Recycling (SP Ref/14)

Participate in the Paintback funded paint recycling program.

In June 2019 DWM, on behalf of the CCWMG, entered into an arrangement with Paintback for a free paint recycling service across the region, with drop off points available at each WTS. This service will be promoted as part of the Education and Promotion project initiatives (Project 2.6) as required.

2.14 Tyre Subsidy (SP Ref/14)

Provide a \$2/tyre subsidy for tyre recycling (up to 500 tyres per Council)

The CCWMG will provide a \$2/tire subsidy for Councils who utilise the tyre recycling service provided by Tyrecycle, located in Southern Tasmania. The subsidy is applicable for up to 500 tyres per Council.

3 ONE-OFF PROJECTS FOR 2021/22

The following subsections detail one-off projects that will be completed within the 2021/22 financial year.

3.1 Regional WTS & RRC Improvements (SP Ref/13)

Assist in bringing facilities up to best practice standards and/or prepare for the introduction of a state-wide waste levy

The CCWMG will conduct one round of funding for Councils to apply for assistance to improve their WTS / Resource Recovery Centres (RRC) in line with the Transfer Station Best Practice Guidelines and/or to prepare for the introduction of a state-wide waste levy.

Councils are encouraged to apply for funding which addresses issues raised in the Cradle Coast Transfer Station Audit Report, however other relevant initiatives which improve the safety, usability, reduction of waste to landfill and/or environmental impact of the WTS will also be considered.

3.2 Household Hazardous Waste Event (SP Ref/19)

Conduct a household hazardous waste collection event(s) for the region.

Household hazardous waste is a broad term used to describe household chemicals and other household generated waste items that are hazardous to dispose of into landfill.

The CCWMG have targeted various hazardous wastes over the years, successfully implementing ongoing collection and recycling of paint, batteries, e-waste, fluoro globes and tubes. Residents also have access to the National ChemClear program which provides free disposal of agricultural and veterinary chemicals that meet certain criteria and contain a drumMASTER or ChemClear eligible logo on the container. Agricultural and veterinary chemicals that do not meet the criteria may also be disposed on under this service but could attract a fee.

In 2020/21 a household hazardous waste collection event was held at BCC, DCC, CHC and KC, a total of 1,332 litres of hazardous waste was diverted from landfill and/or being incorrectly disposed of into the environment.

Funding has been allocated to conduct more events to provide residents with a free disposal option for flammable, toxic and corrosive chemicals that currently do not have a safe disposal avenue. This project will be supported by an awareness and education campaign.

3.3 Landfill Waste Composition Audit (SP Ref/17)

Undertake waste composition audits at Council owned landfills (or WTS) to determine target wastes for recovery.

In 2014 the CCWMG and NTWMG conducted a kerbside waste audit on a selection of properties from each Municipality across the North and North West of Tasmania. This audit provided a good snapshot of the types of waste generated by households.

In 2017 the CCWMG conducted an audit of the waste collected at regional WTS, to quantify and characterise the composition of waste that is being sent to landfill. The audit provided a good snapshot of the types of waste items being sent to landfill from WTS and provided a baseline for the CCWMG Strategic Plan 2017 – 2022.

To further understand the types of wastes going to landfill, a waste composition audit will be carried out (if possible in collaboration with the NTWMG and/or STWMG) on waste received at either a selection of WTS

across the region and/or Council owned landfills. This audit will enable the CCWMG to measure its performance against the current Strategic Plan's objectives and will provide a benchmarks prior to the implementation of the CCWMG 5 Year Strategy 2022/23 – 2026/27. It will also assist Councils to understand target areas for diverting waste from landfill, to minimise the impact of the proposed state-wide waste levy.

3.4 Public Place Recycling Bins Subsidy

Funding allocation for resource recovery opportunities that arise during the year.

The two year Public Place Recycling Grant Applications closed on the 31st July 2020, providing Councils with the opportunity to apply for funding to assist with the implementation of public place waste and recycling bins in 2020/21 and 2021/22. As Councils are at different stages of their public place recycling journey, the funding could be used to develop or evaluate new or current services/sites and/or for the purchase of public place recycling infrastructure.

All Councils made a submission for either one or both years and the following funding was awarded to assist with the implementation of the following projects in 2021/22:

- BCC: Bin installation, surrounds and advertising;
- CCC: Bin purchase, installation of bin slabs, collection and emptying of bins;
- CHC: Undertake public place recycling audit;
- DCC: NIL (funding only applied for in 2020/21)
- KC: Purchase & installation of public place recycling bins;
- LC: Purchase & installation of public place recycling bins; and
- WWC: Undertake public place recycling audit.

3.5 Kerbside Recycling Contract (SP Ref/31)

Tender for the regional co-mingled kerbside recycling collection and processing contract.

The current kerbside co-mingled recycling contract with Veolia Environmental Services is due to expire on the 19th September 2024.

In April 2021 DWM engaged a waste consulting expert and probity advisor and commenced an Expression of Interest and Tender process. This work will continue into 2021/22, with a contract to be awarded prior to Christmas, allowing sufficient time for the successful contractor to be ready for commencement in September 2024.

3.6 Strategic Plan Development

Develop a new five year Strategic Plan for 2022/23 – 2026/27.

The Cradle Coast Waste Management 5 Year Strategy 2017 – 2022 is due to expire on the 30th June 2022 and planning for a new five year Strategic Plan commenced in April 2021.

Development of the new strategy will include a review of policy and regulatory announcements made by various levels of Government and Government Agencies including the draft Waste and Resource Recovery Bill, the Draft Tasmanian Action Plan and proposed Container Refund Scheme (CRS). Consultation and workshops with member Councils and other regional waste groups will also be undertaken.

The new Strategy will build on the last five years of successful implementation of actions, continuing the momentum to further deliver progress in waste management in the region.

3.7 Allocation for Unknown

Funding allocation for resource recovery opportunities that arise during the year.

In order to allow agile decision making when resource recovery opportunities present themselves, an allowance has been made for projects which fit the CCWMG objectives.

4 GOVERNANCE ACTIONS 2021/22

In addition to the actions detailed under Section 2 and 3, CCWS will also undertake the following tasks:

4.1 Regional Waste Data Collection Reporting

Councils are responsible for ensuring that waste data is entered into the portal in a timely manner. CCWS will generate quarterly reports for the CCWMG using the available data.

4.2 2022/23 Annual Plan & Budget

CCWS will develop the 2022/23 Annual Plan & Budget for approval by the CCWMG.

4.3 2020/21 Annual Report

CCWS will develop the 2020/21 Annual Report (which will then be professionally designed) for approval by the CCWMG.

4.4 Financial Reporting

CCWS will manage the CCWMG financials and provide the CCWMG with financial reports as requested, otherwise at each meeting.

4.5 Waste Governance

Assist with the transition into the new Waste Governance Model, including the costs associated with developing an agreement. Funding will be allocated and utilised as required.

4.6 Regional Contract Management

CCWS will continue to manage the regional contracts on behalf of the CCWMG.

4.7 DWM Project Management

CCWS will continue to manage the Ongoing, One-Off and Governance actions detailed in the above summaries and also maintain the CCWMG Reports and Resources List.

5 FINANCIALS

The closing balance of the Cradle Coast Authority managed Regional Waste Management Levy account as forecast for 30 June 2021 is outlined in Table 4.

Table 4: Forecast 2020/21 Closing Balance

Forecast 2020/21 Closing Balance Regional Waste Management Levy	
CCWMG Waste Levy Account balance as at 31/03/2021	\$458,283
Additional forecast expenditure from 01/04/2021 to 30/06/2021	(\$265,443)
Additional forecast waste levy income from 01/04/2021 to 30/06/2021	\$114,268
Forecast closing CCWMG Waste Levy Account balance at 30/06/2021	\$365,879

Table 5 displays the forecast income and expenditure for the 2021/22 financial year.

Table 5: Forecast 2021/22 Income & Expenditure Summary

Forecast 2021/22 Income & Expenditure Summary Regional Waste Management Levy	
Forecast closing CCWMG Waste Levy Account balance 30/06/2021	\$365,879
Forecast 2021/22 levy funds received (@ \$5.50/t)	\$422,468
Forecast Interest Income	\$1,800
Forecast Expense Recovery Income (<i>projects the NTWMG, WSS and Councils contribute to</i>)	\$94,110
Total Income	\$884,257
2021/22 Projects & Activities	\$630,964
Expenses to be recovered (<i>expenses incurred for projects that the NTWMG, WSS and Councils contribute to</i>)	\$94,110
Total Expenditure	\$725,074
Forecast closing CCWMG Waste Management Levy Account balance 30/06/2022	\$159,183

6 CCWMG 10 YR FINANCIAL PLAN (5 YR EXCERPT SUMMARY)

The full CCWMG 10 Year Financial Plan (10YFP) is located under Appendix 1. Table 6 provides a summary of the Assumptions, Income and Expenditure forecasts within the 10YFP over the next five years. It must be noted that this plan is subject to change as circumstances change and all projects detailed within the 10YFP are required to be considered as part of the relevant Annual Plan and Budget process.

Table 6: 5 Year Excerpt from the CCWMG 10 Year Financial Plan

Assumptions:	2021/22	2022/23	2023/24	2024/25	2025/26
Total Levy Amount/t:	\$ 5.50	\$ 6.00	\$ 7.00	\$ 7.50	\$ 8.00
Estimated Total Waste Tonnes:	101,306	97,861	98,934	99,312	99,697
Diversion Rate:	24.2%	40.3%	40.4%	40.6%	40.9%
Landfill Waste (Tonnes):	76,812	58,400	58,960	58,960	58,960
Income Forecasts:	2021/22	2022/23	2023/24	2024/25	2025/26
Opening Balance:	\$ 365,879	\$ 159,183	\$ 8,740	\$ 37,411	\$ 34,312
Waste Levy Income:	\$ 422,468	\$ 350,400	\$ 412,720	\$ 442,200	\$ 471,680
Interest Income:	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800
Expense Recovery Income:	\$ 94,110	\$ 74,771	\$ 76,472	\$ 78,101	\$ 79,770
Total Income:	\$ 884,257	\$ 586,154	\$ 499,732	\$ 559,512	\$ 587,561
Expenditure Forecasts:	2021/22	2022/23	2023/24	2024/25	2025/26
Ongoing Projects Total:	\$ 236,158	\$ 355,904	\$ 268,734	\$ 334,492	\$ 262,545
One Off Projects Total:	\$ 287,015	\$ 60,000	\$ 79,457	\$ 74,008	\$ 50,000
Governance Total:	\$ 107,791	\$ 161,510	\$ 114,130	\$ 116,700	\$ 119,334
<i>Expenses to be Recovered: (from NTWMG STWMG and Councils)</i>	\$ 94,110	\$ 74,771	\$ 76,472	\$ 78,101	\$ 79,770
Total Expenditure:	\$ 725,074	\$ 577,414	\$ 462,321	\$ 525,200	\$ 431,879
Net Position:	\$ 159,183	\$ 8,740	\$ 37,411	\$ 34,312	\$ 155,682

ANNUAL PLAN 2021/22 DRAFT



Devonport City Council
The City with Spirit

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Architects, Kelly Slater &
Jamie Goodwin

Executive summary

The Devonport City Council's 2021/22 Annual Plan and Budget returns to alignment with Council's long-term financial plan and strategy, following a year requiring radical deviation due to the COVID-19 pandemic.

Whilst the pandemic remains a global threat, at the local level Council has adjusted and is managing within the new environment in which we live. The local economy remains solid and the current forecast indicates Council's 20/21 operating result being far better than the original estimate of a \$2.2 million deficit.

On this basis Council has been able to return to the established parameters of its long-term financial strategy for the preparation of this 21/22 budget. These parameters include net operating surplus, adequate asset renewal funding, rate increases not exceeding inflation, ensuring long-term financial sustainability and the continuation of all services the community values.

With a sound financial base Council can continue to invest in new wealth generating capital projects for the ongoing prosperity of the City. The capital expenditure budget totals over \$14 million, with approximately \$6 million towards new assets, including the completion of the LIVING CITY Waterfront Park, new pedestrian bridge between Woodrising and Maidstone Park, continuation of the coastal pathway from Don to Leith and the commencement of the East Devonport Gateway beautification project.

The balance of \$8 million in capital funding will ensure important existing community assets are renewed and maintained with key projects including:

- Tugrah Road traffic safety management \$250,000
- William Street (Valley Road to Middle Road) renewal \$940,000
- Kelcey Tier Road renewal \$750,000
- Pathway renewals \$374,000
- Payne Avenue Car Park toilet block replacement \$243,000
- Waste Transfer Station improvements \$500,000

Council has applied the prudent use of debt to ensure intergenerational equity in relation to its major asset investments. In accordance with its debt management strategy, Council has recently refinanced its debt facility, securing payments over fixed terms for up to 20 years and reducing the annual cost of interest from \$1,542,000 to \$908,000, or just 2% of total expenditure in the 21/22 budget. Council's balance sheet remains strong with net assets expected to reach \$583 million at 30 June 2022.

After freezing property rates along with all fees and charges last year as part of a community COVID response package, this budget is based on a 1.5% increase to the general rate for the average residential property, representing 0.75% for each year, well below the CPI index for the same period.

With a priority on "Living Lightly on our Environment", the responsible management of waste continues to be a priority for Council. In preparation for some significant waste management changes in coming years, including a Food Organics Garden Organics (FOGO) collection service and the introduction of a State Government waste levy, the waste management charge has been increased by \$20 (0.38c p/wk) per residential property.

This Annual Plan and Budget Summary document has been updated and simplified and forms only one part of a broader presentation captured in a multimedia format available from Council's [website](#).

Annual Plan Actions have been refined to only include targeted actions aimed at focusing on strategic priorities rather than tasks or functions that could be considered core business-as-usual activities. This ensures the priorities of Council are absolutely clear and easily identifiable.

The actions outlined in this document highlight Council's ongoing role as a leader in digital transformation. With digital investment in the order of \$1 million across both capital and operating budgets, several key actions will continue to improve customer experience, drive further operational efficiencies and allow the commencement of "Smart City Initiative" pilot projects.

A number of important community strategies including the Pedestrian Strategy, Cycling Strategy, Signage Strategy and the Don Reserve Environmental Management Plan are due for review and have been identified as actions for the upcoming year. Community input into these documents is greatly valued and will be sought as part of this process.

To reflect our growing and changing city, Council also aims to develop a new public art strategy and a residential growth strategy to guide and attract future housing growth.

Council has recently undertaken an Expression of Interest (EOI) process for the development of selected CBD sites and intends to advance suitable submissions to contract execution phase, during 21/22, allowing site works to commence. These EOIs are a key part of the LIVING CITY Master Plan and are designed to unlock private investment in the Devonport CBD. Potential EOI sale proceeds are surplus to Council's budget with the process being driven to attract appropriate investment for the long-term growth of the City, not for Council's financial gain. Council undertook a similar approach several years ago which resulted in \$40 million of private investment in the waterfront hotel, currently under construction and anchoring the City's economic COVID-19 recovery.

From an operating perspective fees and charges, commercial property rent and TasWater Dividends are expected to return to pre-pandemic levels. Total income is expected to be up 4.55% on the 2020/21 forecast, to \$41.7 million.



Expenditure is estimated at \$41.2 million, resulting in a forecast net operating result of \$0.5 million. The COVID-19 environment continues to impact the budget with additional cleaning, event management requirements and some venue limitations still in place. These additional costs have been offset with savings in depreciation, interest and general operating expenses. Employee costs have increased with the return of some casual staff and the resumption of services.

Thank you to the Councillors and staff for their dedication and commitment to formulating and approving this Annual Plan and Budget, which will guide the focus of the organisation over the next 12 months.

Cr Annette Rockliff
Mayor

Matthew Atkins
General Manager

Mission

Devonport City Council is committed to excellence in leadership and service.

Values

Leadership - We will embrace a culture of equity and leadership founded on respect, professionalism and integrity, to ensure we make strategic decisions today for tomorrow.

Customer Satisfaction - We will strive to consistently engage and communicate with our internal and external customers to meet desired outcomes.

Our People - We will respectfully work together by recognising each other's talents, skills, experience and knowledge.

Continuous Improvement and Innovation - We will continually evaluate current practices and changing needs to foster an adaptive and innovative environment.

Results and Accountability - We will be results focused and take pride in successes and efforts, and be accountable for our actions.



Vision

Devonport will be a thriving and welcoming regional City living lightly by river and sea

Strong, thriving and welcoming

Devonport is a regional leader with a strong economy. It is a great place to live, work and play.



Valuing the past, caring for the present, embracing the future

We have been shaped by a rich cultural heritage and enthusiastically embrace present challenges and future opportunities.

Engaging with the world

We have an outward focus and send quality products and experiences to the world. We welcome all to share our beautiful City and all it offers.

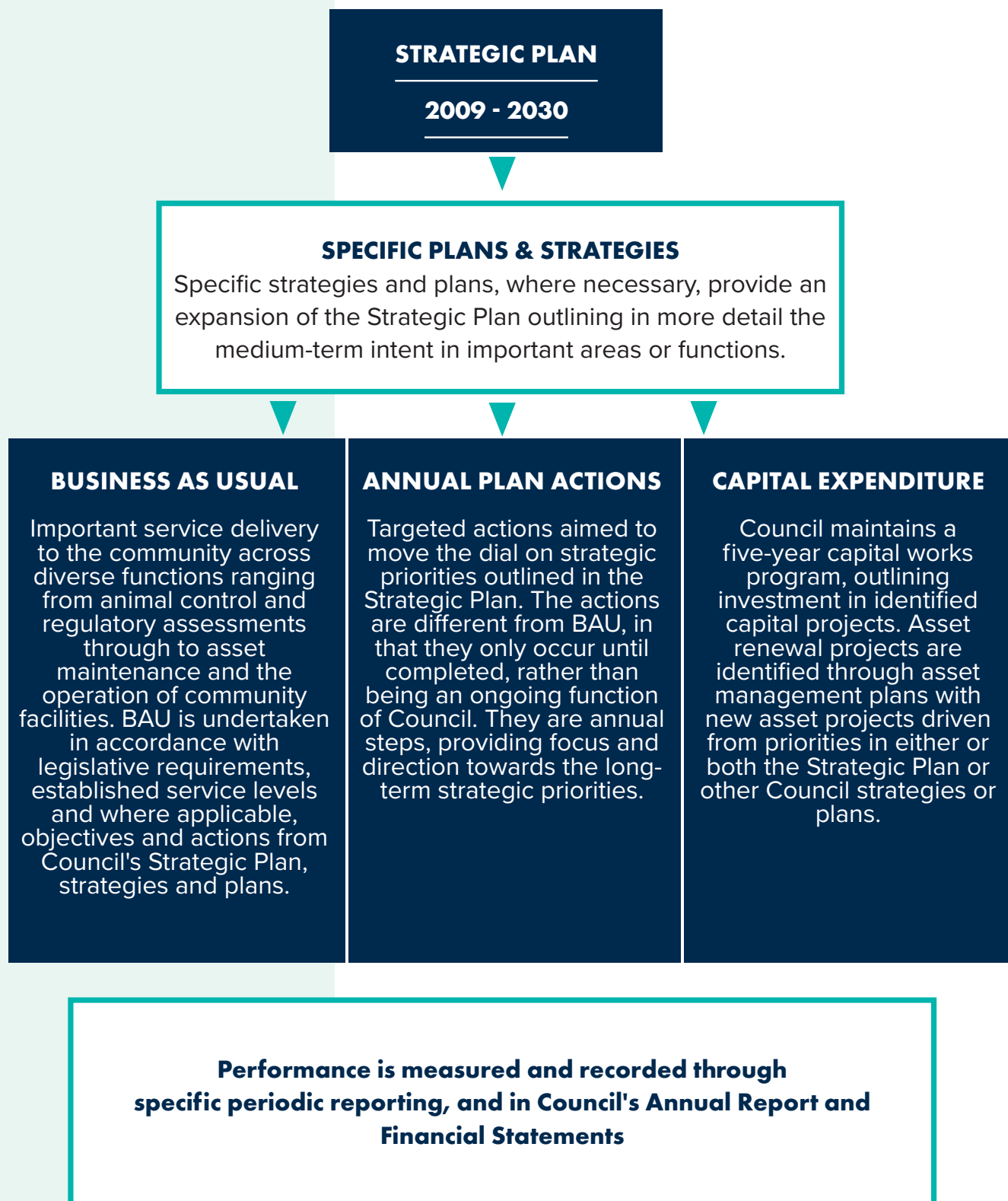


Living lightly by river and sea

We live lightly on our valued natural environment of clean rivers, waterways, beaches; rich agricultural land and coastal landscapes, so future generations can also enjoy this special place.

Planning Framework

The Devonport City Council has a robust planning framework which focuses short and midterm objectives to deliver on priorities outlined in Council's Strategic Plan 2009-2030.



Business As Usual

Business As Usual (BAU) Service Delivery is the core of Council's operations. It includes maintaining a large network of infrastructure assets, operating community facilities and providing important community services.

BAU activity consumes the vast majority of Council's operating budget and it is where the majority of staff are employed.

COUNCIL OPERATES



3 – Indoor Sports Venues



5 – Arts, Cultural & Convention Facilities



5 – Cemeteries



14 – Car Parks

COUNCIL MAINTAINS



541 Kms

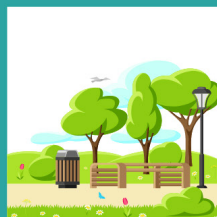
Roads,
Footpaths
& Shared
Pathways

253 Kms
Stormwater
Mains



14
Sports
Grounds

63
Parks
&
Reserves



COUNCIL'S SERVICE PROVISION



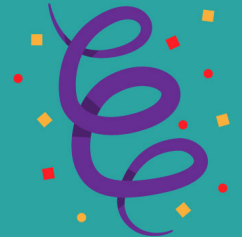
Economic
Development



Community
Development



Waste
Management



Events



Development
& Building
Control



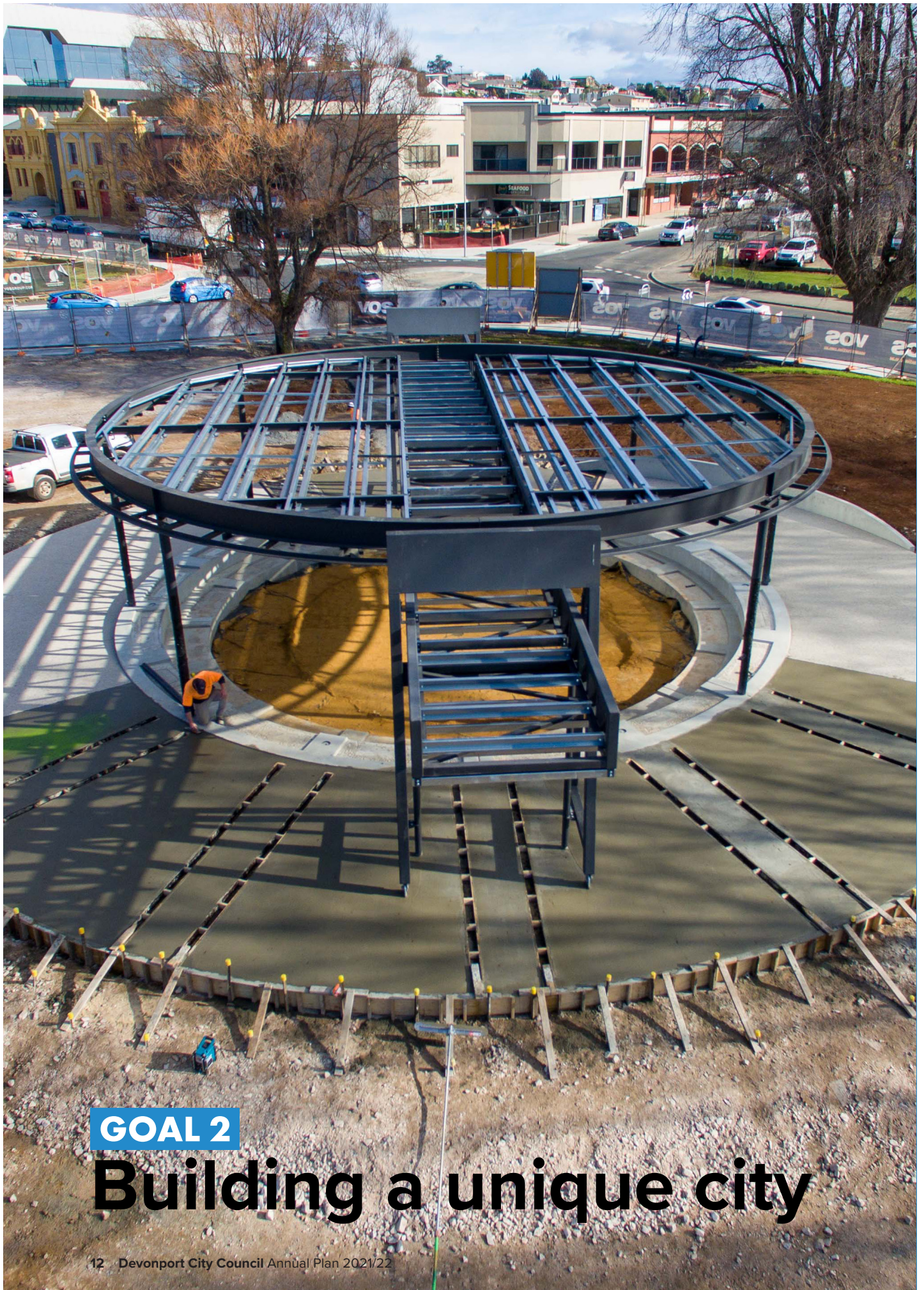
Animal
Control

21/22 Action Plan

GOAL 1

Living lightly on our environment

GOAL 1 - 2021/22 STRATEGIC ACTIONS	Strategic Reference
Implement Devonport's obligations under the Cities Power Partnership, including the installation of solar panels on selected buildings and completion of greenhouse emissions audit	1.1.1
Prepare Council and the community for the introduction of a State Waste Levy	1.4.2
Participate in the North-West Regional Cat Management Group to finalise and implement a regional cat management strategy	1.2.1
Develop business and operational planning for implementation of a kerbside organics (FOGO) collection service within the local government area	1.4.2
Review and update the 2015-2020 Don Reserve Environmental Management Plan	1.2.1



GOAL 2

Building a unique city

GOAL 2 - 2021/22 STRATEGIC ACTIONS	Strategic Reference
Develop and adopt a Residential Strategy for Devonport	2.1.2
Extend Council's forward Capital Works Program from 5 years to 10 years	2.3.1
Review and update Council's 2015-2020 Bike Riding Strategy and the 2016-2021 Pedestrian Strategy and incorporate into a single Active Transport Strategy	2.3.2
Develop a Public Open Space Strategy	2.3.5
Review and update Council's 2017-2022 Signage Strategy	2.3.4
Oversee the continuation and completion of the LIVING CITY Waterfront Park and secure external funding to incorporate a sound and light show into the Park	2.4.1
Advance expressions of interest in the development of selected CBD sites to contract execution phase, allowing works to commence	2.4.3
Review and update Council's Road Network Strategy 2016	2.3.2



GOAL 3

Growing a vibrant community

City of Vancouver City Council Annual Plan 2021/22

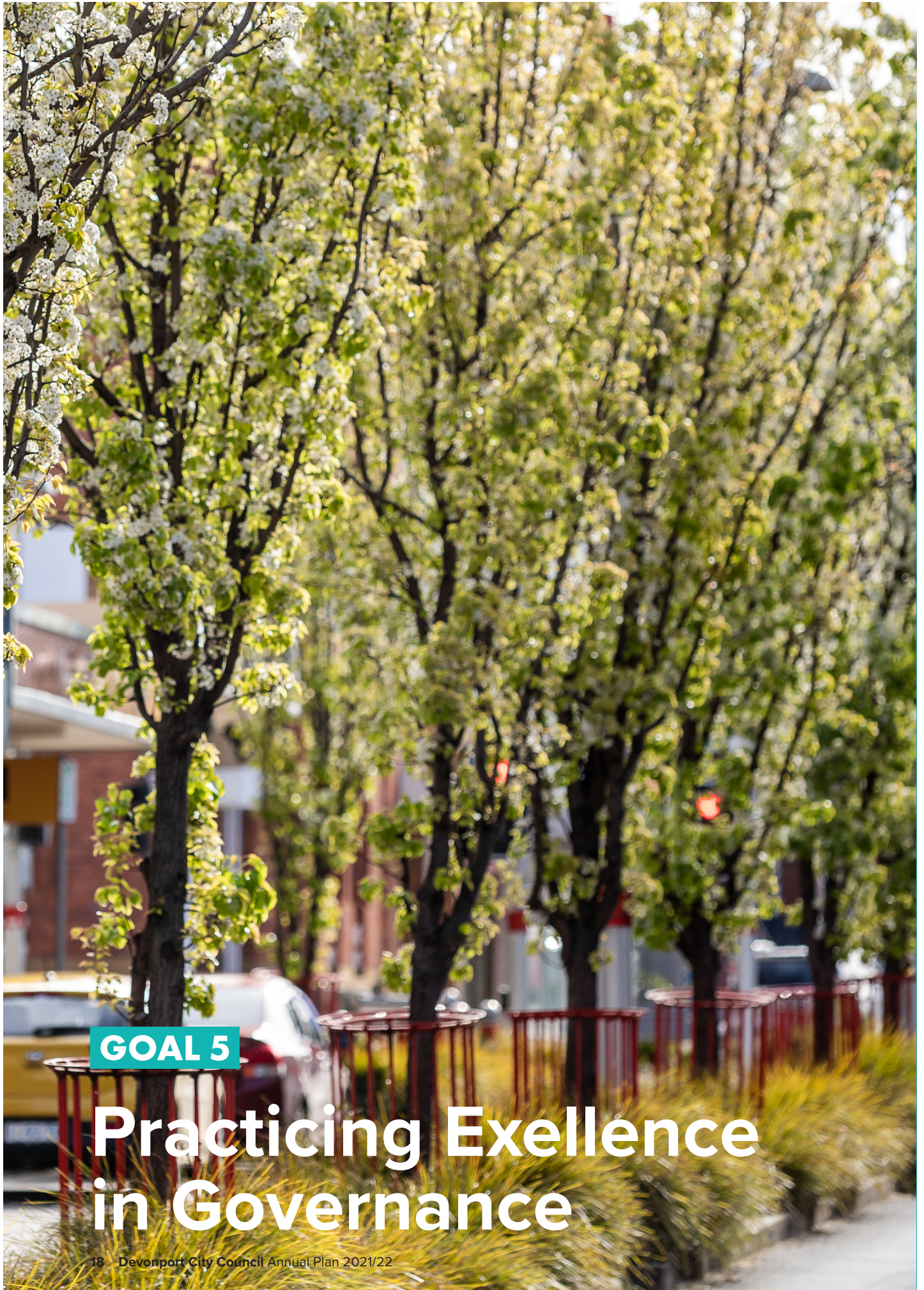
GOAL 3 - 2021/22 STRATEGIC ACTIONS	Strategic Reference
Develop a prioritised plan regarding retail precinct development within the CBD	3.1.1
Identify and deliver multiple smart city initiative pilot projects	3.1.1
Review existing Council tourism and marketing strategies and develop a consistent or new approach for promoting the City of Devonport	3.1.1
Develop and initiate the following events and activities in accordance with COVID-19 requirements: <ul style="list-style-type: none"> • New Year's Eve • Harmony Day • Devonport Food and Wine Festival • Seniors Week • International Women's Day • Jazz Festival 	3.2.5
Develop a partnership agreement with the Devonport Chamber of Commerce and Industry which includes support for the implementation of their Retail Strategy	3.4.1



GOAL 4

Building quality of life

GOAL 4 - 2021/22 STRATEGIC ACTIONS	Strategic Reference
Undertake precinct planning and feasibility studies for identified areas in the Sports Infrastructure Master Plan	4.1.1
Undertake a feasibility study into the likely usage and return of a Black Box Theatre at the paranapple arts centre	4.2.2
Develop a 5-Year Public Art Strategy	4.2.3
<p>Facilitate and support actions from the Live and Learn Strategy, including:</p> <ul style="list-style-type: none"> • Festival of Learning to be held in September • Develop connections with UTAS and raise their profile to the Devonport Community • Source funding for a Project Officer to deliver the Live and Learn Strategy 	4.5.1
<p>Deliver the year one outcomes of the Disability Inclusion Plan, including:</p> <ul style="list-style-type: none"> • Establish an Access and Inclusion Working Group • Identify and promote opportunities for people to be involved in public events • Update the Event Application Pack to include accessibility • Seek to attract major sporting and cultural events involving participants with a disability • Support community groups and organisations with disability awareness training 	4.7.4
In collaboration with UTAS/CAPITOL, actively work towards developing and implementing age targeted health improvement activities	4.6.4
Develop a feasibility study and outline potential future operational models to preserve and enhance the historic Home Hill property.	4.3.1



GOAL 5

Practicing Excellence in Governance

18 Devonport City Council Annual Plan 2021/22

GOAL 5 - 2021/22 STRATEGIC ACTIONS	Strategic Reference
Develop a consolidated Communications and Engagement Strategy	5.2.1
Deliver an improved Customer Request Management system	5.4.3
Review Council's rates methodology and apply updated Valuer General property valuations	5.5.1
Expand development of a real time Business Intelligence dashboard including community facing dashboards	5.8.1
Implement Accounts Payable Automation	5.8.1
Review scope and content of routine reporting to Council	5.8.2
Modernise and system enable an increased number of Council's business processes - i.e. equipment hire automation, correspondence automation, internal electronic forms automation	5.3.6
Increase service delivery on digital platforms to make it easier for the community to engage Council services - chat bot, electronic forms, electronic payments, GIS viewer on Council website and digitise septic records	5.4.1

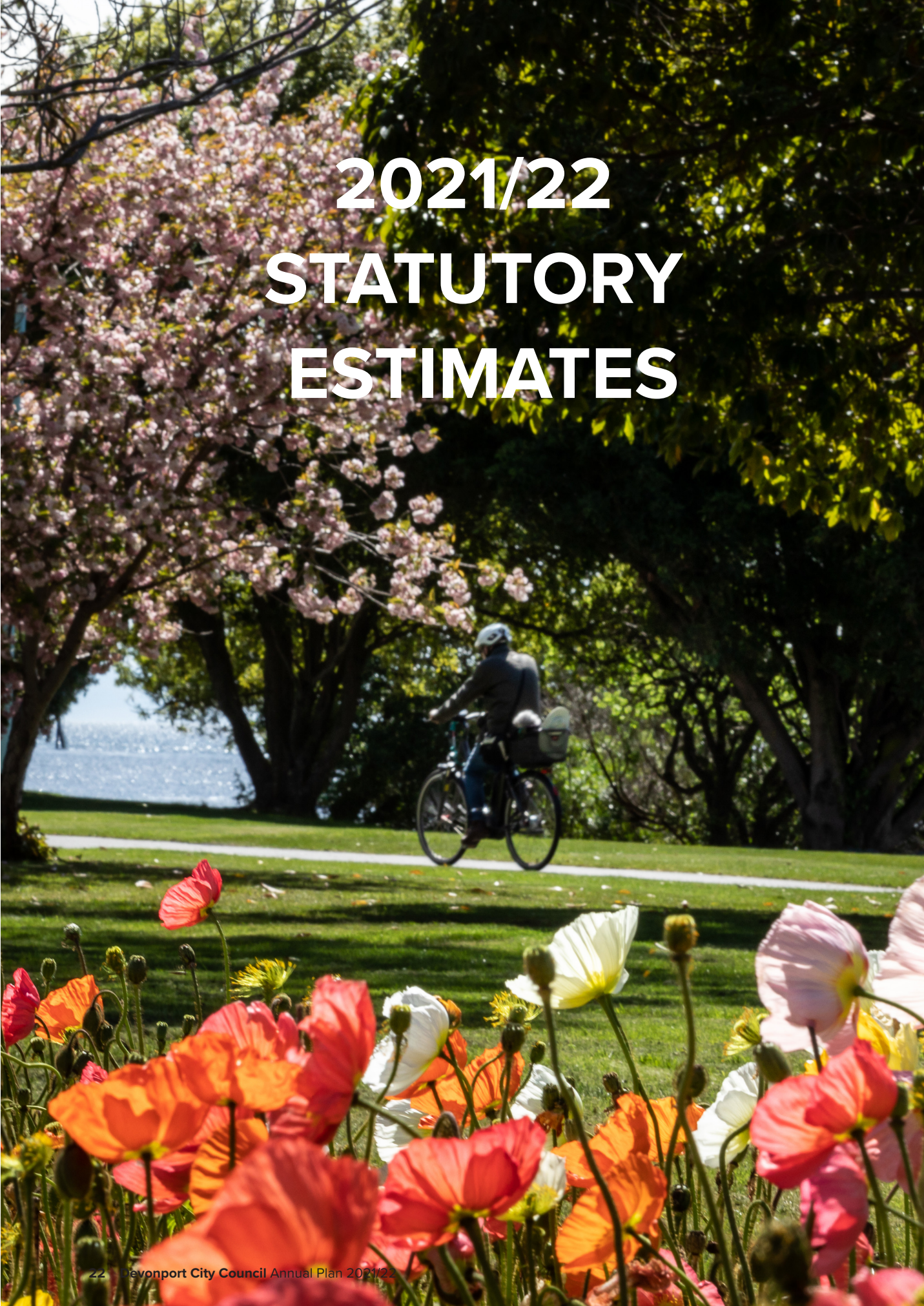
Public Health Objectives

Council is responsible for a range of Public Health functions under the *Local Government Act 1993*, *Public Health Act 1997*, *Food Act 2003*, *Burial and Cremation Act 2019* and the *Environmental Management and Pollution Control Act 1994*.

The key actions to support Council's responsibilities for 2021/22 include:

- Administer schools-based immunisation programs in conjunction with the Department of Health.
- Provide high-quality and responsive processes for the determination of food premises and other licence applications.
- Undertake inspection, licensing and registration of relevant businesses and temporary food stalls, and promote education of food handlers.
- Ensure the quality of water used for recreational purposes is monitored, and tested regularly during the warmer months and investigated whenever concerns are evident or raised.
- Provide a Sharps Container Disposal System to help promote the proper disposal of needles and syringes etc., therefore reducing the adverse effects of communicable diseases.
- Provide timely and acceptable responses to complaints about environmental and public health issues, including noise, smoke, dumping of wastes etc. and work with the relevant parties involved to educate them and resolve issues that breach legislation.
- Identify opportunities to work in partnership with the community to provide activities and programs that encourage education of public health and environmental matters.
- Support the Department of Health with COVID-19 response, including assistance with distribution of public health messages, promoting the vaccine program and ensure Council services are delivered following public health guidelines.



A scenic photograph of a park. In the foreground, there are several bright orange and pink poppies in full bloom. In the middle ground, a person wearing a blue helmet and a dark jacket is riding a bicycle along a paved path. The background is filled with lush green trees and a large, flowering cherry blossom tree with pink blossoms. A body of water is visible in the distance through the trees.

2021/22 STATUTORY ESTIMATES

2021/22 Budget Overview

The 2021/22 budget incorporates \$55,392,675 in estimated operational and capital expenditure.

Budget Summary	\$
Operational Budget	
Income	41,673,889
Expenditure	(41,215,075)
Operating surplus	458,814
Underlying result	110,814
Capital Budget	
Asset renewal	8,354,600
New / asset upgrade projects	5,823,000
Total Capital Budget	14,177,600
External Funding	
Capital Grants excluding LIVING CITY	1,880,733
Capital Grants and Capital Contributions for LIVING CITY	6,180,000
	8,060,733

Estimated Borrowings

The 2021/22 Budget includes no new borrowings.

The total amount of borrowings as at 30 June 2022 are expected to be \$46.86 million.

Council refinanced debt in 2021 to take advantage of lower interest rates and to structure debt terms to achieve certainty over the medium and long term.

Assets

Council's net assets are expected to increase by \$8.4 million over the year to \$583 million as of 30 June 2022.

Full detailed budget reports are available on Council's website.

Estimated Statement of Comprehensive Income

	2020/21 Forecast \$000	2021/22 Budget \$000
Recurrent income		
Rates and Service Charges	29,065	30,090
Fees and User Charges	5,097	5,950
Grants - Operating	2,682	2,637
Contributions - Operating	18	8
Investment Revenue	986	1,394
Share of Profits of Associates	860	800
Other Revenue	1,153	796
Total recurrent income	39,861	41,675
Expenses		
Employee Benefits	12,231	12,975
Materials and Services	15,379	16,200
Depreciation	10,425	9,986
Financial Costs	736	908
Other Expenses	993	1,147
Total expenses	39,764	41,216
Surplus /(deficit) before capital items	97	459
Capital & Other Items		
Capital Grants and Contributions	14,332	8,311
Loss on the disposal of assets/Donated assets	(1,161)	(348)
Total capital income	13,171	7,963
Surplus/(deficit)	13,268	8,422
Prepaid FAG	(297)	0
Net loss on disposal	(1,161)	(348)
Derecognition of assets	942	0
Underlying Surplus/(deficit)	(419)	111

Note: These figures include elimination of internal charges and changes to classification of revenue and expenses as per the financial statements.

Estimated Statement of Financial Position

The Estimated Statement of Financial Position reports the projected assets, liabilities and equity of Council, providing information about the resources controlled by Council and other information which is useful for assessing Council's financial position.

	2020/21 Forecast \$000	2021/22 Budget \$000
Current Assets		
Cash and cash equivalents	13,977	8,436
Receivables	1,110	1,110
Other Assets	200	200
Available for Sale Assets		
	15,287	9,746
Non-Current Assets		
Receivables	325	286
Investment in TasWater	76,789	76,789
Investments in Associates	8,751	9,251
Property, plant and equipment	506,091	536,066
Right of use assets	760	708
Capital work in progress	20,995	3,450
	613,711	626,550
TOTAL ASSETS	628,998	636,296
Current Liabilities		
Payables	3,178	3,180
Interest bearing liabilities	1,073	1,089
Provisions	2,146	2,146
Lease liabilities	52	52
	6,449	6,467
Non-Current Liabilities		
Interest bearing liabilities	46,864	45,775
Provisions	325	325
Lease liabilities	709	657
	47,898	46,757
TOTAL LIABILITIES	54,347	53,224
NET ASSETS	574,651	583,072
Equity		
Asset revaluation reserves	354,056	354,056
Other reserves	392	392
Accumulated surplus	220,203	228,624
TOTAL EQUITY	574,651	583,072

Estimated Statement of Cash Flows

	2020/21 Forecast \$000	2021/22 Budget \$000
Cash Flows from Operating Activities		
Rates and other user charges	33,596	35,316
Net GST refund/(payment)	1,215	1,215
Interest	80	56
Contributions - cash	3	3
Government grants and subsidies	2,682	2,473
Other receipts	545	502
Payments to suppliers and employees	(26,376)	(27,390)
Other Payments	(1,036)	(1,029)
Net cash flows from operating activities	10,708	11,146
Cash Flow from Investing Activities		
Payments for non current assets	(15,733)	(28,528)
Proceeds from sale of non current assets	687	2,100
Capital grants	9,051	10,061
Investment revenue from TasWater	546	1,076
Dividend from Associate	698	598
Finance costs paid	(3,618)	(908)
Loans to community organisations	39	39
Net cash used in investing activities	(8,330)	(15,562)
Cash Flow from Financing Activities		
Repayment of lease liabilities	(52)	(52)
Repayment of borrowings	(2,079)	(1,073)
Net cash from (or used in) financing activities	(2,131)	(1,125)
Net Increase (Decrease) in Cash Held	247	(5,541)
Cash at beginning of reporting period	13,730	13,977
Cash at end of Reporting Period	13,977	8,436





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Postal address
PO Box 604 Devonport TAS 7310

Office hours
8:45am–4:45pm, Mon–Fri

After Hours Emergency
03 6423 3074



Public Open Space & Recreation		Total Expenditure	Renewal	New	Non-Council Funds inc
2021/22					
Safety Projects					
Mersey Vale Cemetery - ash interment columns for Memorial Garden		35,000	0	35,000	
Lighting to dog exercise area		14,000	0	14,000	
Coastal Erosion Protection - Coles Beach and Don Heads		100,000	100,000	0	
Aquatic Centre - Access Improvements to Shaded Seating at outdoor pool		41,000	0	41,000	
Mungala-Langslow path link Improvements		85,000	85,000	0	
Safety Projects Total		275,000	185,000	90,000	
Renewal Projects					
Park furniture renewal - annual program		25,000	25,000	0	
Devonport Recreation Centre - basketball backboard renewal		34,000	34,000	0	
Netball Centre - outdoor court seat renewal		20,000	20,000	0	
Mersey Bluff signage renewal		18,000	18,000	0	
Devonport Oval - Ezicover Inflatable roller renewal		9,000	9,000	0	
Don Reserve path renewal - Jiloa Way to Valkyrie Close		100,000	100,000		
Surf Club boat ramp renewal (East Ramp)		55,000	55,000	0	
Bluff Skate Park - soft fall renewal		17,000	17,000	0	
Renewal Projects Total		278,000	278,000	0	
Prioritisation Projects					
New pedestrian bridge - Figure of Eight Creek - Woodrising to Maidstone Park		500,000	0	500,000	250,000
Bluff Skate Park - new shade shelter		36,000	0	36,000	
Victoria Parade - boat ramp lighting		24,000	0	24,000	24,000
Prioritisation Projects Total		560,000	0	560,000	274,000
2021/22 Total		1,113,000	463,000	650,000	274,000

Transport	Total Expenditure	Renewal	New	Non-council Funds inc
2021/22				
Safety Projects				
Street light provision	25,000	12,500	12,500	
Charles Street - Gunn Street Pedestrian Link	25,000	0	25,000	
Webberleys Road seal	174,000	130,500	43,500	
Tugrah Road traffic management	250,000	62,500	187,500	
Fenton Way pedestrian improvements	40,000	20,000	20,000	
Durkins road guard rail extension	25,000	0	25,000	
Squibbs road retaining wall	25,000	0	25,000	
Forth Road renewal - Cutts Road west - contribution to SRRP project	60,000	48,000	12,000	
Kelcey Tier Road - contribution to SRRP project	65,000	32,500	32,500	
Valley Road and Greenway Aveune traffic and pedestrian improvements	140,000	105,000	35,000	
Durkins Road - seal part of gravel section	125,000	0	125,000	
Safety Projects Total	954,000	411,000	543,000	
Renewal Projects				
Road traffic device renewal	25,000	25,000	0	
Transport minor works	25,000	12,500	12,500	
Reseal program	700,000	700,000	0	
Parking infrastructure renewal	25,000	25,000	0	
Steele Street footpath renewal - Wenvoe to Formby - south side	174,000	174,000	0	
William Street renewal - Valley to Middle	940,000	940,000	0	506,733
Victoria Parade Car Park (James to George) improvements	126,000	94,500	31,500	
North Caroline Street Kerb renewal	75,000	56,250	18,750	
North Fenton Street renewal - Oldaker to Parker	300,000	225,000	75,000	
Rural road renewal - gravel resheeting program	100,000	100,000	0	
Kelcey Tier Road renewal	750,000	750,000	0	
Renewal Projects Total	3,240,000	3,102,250	137,750	506,733
Prioritisation Projects				
Mersey Bluff Precinct – traffic, pedestrian, and parking improvements – stage 4	80,000	0	80,000	
State Vehicle Entry Project (SVEP) - allocation 2	1,000,000	500,000	500,000	1,000,000
Coastal Pathway contribution - additional contribution	200,000	0	200,000	
Footpath missing links - high priority areas	100,000	0	100,000	100,000
Prioritisation Projects Total	1,380,000	500,000	880,000	1,100,000
2021/22 Total	5,574,000	4,013,250	1,560,750	1,606,733

Stormwater	Total Expenditure	Renewal	New	Non-Council Funds inc
2021/22				
Safety Projects				
Highfield SW catchment Upgrade - Stage 1	200,000	50,000	150,000	
Minor Stormwater Works	60,000	15,000	45,000	
Kelcey Tier Road pit upgrades	60,000	60,000	0	
Stormwater pollution control measures	50,000	0	50,000	
Webberleys Road - open drain and pipe system	250,000	187,500	62,500	
Safety Projects Total	620,000	312,500	307,500	
Renewal Projects				
Pit replacements	50,000	50,000	0	
32 Victoria Parade stormwater renewal	80,000	80,000	0	
Tugrah Road - Rundle to Stony Rise - pipe renewal	75,000	56,250	18,750	
North Fenton Street - pipe renewal	150,000	150,000	0	
Hiller Street - pipe renewal	50,000	50,000	0	
Renewal Projects Total	405,000	386,250	18,750	
Prioritisation Projects				
Contribution to network upgrades downstream of Cameray St development	25,000	0	25,000	
Prioritisation Projects Total	25,000	0	25,000	
2021/22 Total	1,050,000	698,750	351,250	

Buildings & Facilities		Total Expenditure	Renewal	New	Non-Council Funds inc
2021/22					
Safety Projects					
Works Depot - Oil store shed		42,000	0	42,000	
Waste Transfer Station - Fence extension		13,000	0	13,000	
Aquatic Centre - Pool hall concourse drainage grate		10,000	10,000	0	0
Safety Projects Total		65,000	10,000	55,000	0
Renewal Projects					
Payne Avenue toilet block		243,000	243,000	0	
Aquatic Centre - Wet change Rm silicon replacement		15,000	15,000	0	0
Aquatic Centre - Wet change Rm flooring		30,000	30,000	0	0
BSMC - Roof replacement on old building		50,000	50,000	0	
Aquatic Centre - Internal Painting		35,000	35,000	0	0
Renewal Projects Total		373,000	373,000	0	0
Prioritisation Projects					
BSMC - Reception Counter		15,000	0	15,000	
paranple arts centre - 55kw solar Panel Installation		142,000	0	142,000	
Waste Transfer Station - waste and resource recovery bill readiness project		500,000	250,000	250,000	
BSMC - Auto door between café and museum - contribution		10,000	0	10,000	
Prioritisation Projects Total		667,000	250,000	417,000	
2021/22 Total		1,105,000	633,000	472,000	0

Plant & Fleet		Total Expenditure	Trade	Net Expenditure im of Externa
2021/22				
Fleet Management				
Fleet renewal program 2021-22		278,000	62,000	216,000
Fleet Management Total		278,000	62,000	216,000
Hire Plant Management				
Hire Plant renewal program 2021-22		364,000	90,000	274,000
Hire Plant Management Total		364,000	90,000	274,000
Non-Hire Plant Management				
Non-Hire Plant Replacement 2021-22		108,600	0	108,600
Non-Hire Plant Management Total		108,600	0	108,600
2021/22 Total		750,600	152,000	598,600

Office & IT Equipment		Total Expenditure	Renewal	New	Non-Council Funds inc
2021/22					
Renewal Projects					
Aquatic Centre - Outdoor pool covers	94,000	94,000	0		
Information Technology - Renewals & upgrades	276,000	207,000	69,000		0
Reactive Replacement of Equipment for Property Management	60,000	60,000	0		
Aquatic Centre - 50m pool filtration pump replacements x2	21,000	21,000	0		
Works depot office furniture renewal	8,000	8,000	0		
Commercial Properties Equipment Renewal	40,000	40,000	0		
Aquatic Centre - Equipment renewal	46,000	46,000	0		
Tables & Chairs for Events	12,000	12,000	0		
GIS Platform Renewal	120,000	120,000	0		0
Renewal Projects Total	677,000	608,000	69,000		0
Prioritisation Projects					
Art Acquisition - Biennial	20,000	0	20,000		
pac - Cyclorama LED lights	5,000	0	5,000		
pac - Gallery Lighting	4,000	0	4,000		
pac - Lighting controller (Artnet DMX Node, Chauvet net x 2)	3,000	0	3,000		
pac - LED Profiles	9,000	0	9,000		
pcc - Chain motors to suit LED screen	12,000	0	12,000		
pcc - 40 Panel LED Screen (with flying hardware and chain motors)	82,000	0	82,000		
DCC Website Enhancements	15,000	0	15,000		0
Project Smart Devonport	20,000	0	20,000		0
Data Centre Cloud Migration	25,000	0	25,000		0
Project TechnologyOne Roadmap	50,000	0	50,000		0
Accounts Payable Automation	35,000	0	35,000		0
Living City - Waterfront Park Public Art	100,000	0	100,000		
Prioritisation Projects Total	380,000	0	380,000		0
2021/22 Total	1,057,000	608,000	449,000		0

Living City		Total Expenditure	Renewal	New	Non-Council Funds inc
2021/22					
Prioritisation Projects					
Capital into selected projects		0	0	0	
Waterfront Precinct		2,680,000	1,340,000	1,340,000	2,680,000
Waterfront Precinct - Lighting Feature		1,000,000	0	1,000,000	1,000,000
Prioritisation Projects Total		3,680,000	1,340,000	2,340,000	3,680,000
2021/22 Total		3,680,000	1,340,000	2,340,000	3,680,000

Devonport City Council			Year Ending
Fees & Charges			2021/22
Council reserves the right to add to the list of fees and charges to incorporate any services or facilities that were not identified at the time of publication. All fees and charges are subject to change by Council as required to reflect changes in costs incurred by Council.			
* Penalty unit set by Department of Justice through the Penalty Units & Other Penalties Act 1987 is \$173.00 for 2021/22 year			
* Fee unit set by Department of Treasury and Finance through the Fee Units Act 1997 is \$1.65 from 1 July 2021			
Details	Indicator / Descriptor, eg. hrs	GST	Proposed Charge / Hire Rate
Parking Fees			
1 hour Street Meter Fees (8.30am to 6pm Mon – Fri and 8.30am to 2pm Sat)	per hour	\$ 0.18	\$ 2.00
4 hour Street Meter Fees (8.30am to 6pm Mon – Fri and 8.30am to 2pm Sat)	per hour	\$ 0.14	\$ 1.50
Formby Road Car Park Fees (8.30am to 6pm Mon – Fri and 8.30am to 2pm Sat)	per hour	\$ 0.14	\$ 1.50
Payne Avenue Car Park Fees (8.30am to 6pm Mon – Fri and 8.30am and Flat Charge \$2.00 on Saturday)	per hour	\$ 0.14	\$1.50 per hour - max daily fee \$5.00
Fourways Car Park Fees (8.30am to 6pm Mon – Fri and 8.30am to 2pm Sat)	per hour	\$ 0.14	\$ 1.50
Edward Street Car Park Fees (8.30am to 6pm Mon – Fri and 8.30am to 2pm Sat)	per hour	\$ 0.14	\$ 1.50
Fenton Way Car Park Fees (8.30am to 6pm Mon – Fri and 8:30 to 2pm Saturday)	per hour	\$ 0.14	\$ 1.50
Steele Street Car Park Fees (8.30am to 6pm Mon - Fri and 8.30am to 2pm Sat)	per hour	\$ 0.14	\$ 1.50
CBD Multi-Level Carpark (8.30am to 6.00pm Monday - Friday)	per 30 Minutes	\$ 0.09	\$ 1.00
CBD Multi-Level Carpark (Saturday & Sunday)	per entry	\$ 0.18	\$ 2.00
CBD Multi-Level Carpark (after 6.00pm, Monday - Sunday)	per entry	\$ 0.18	\$ 2.00
CBD Multi-Level Carpark (Top Level all day parking Monday - Friday)	per entry	\$ 0.45	\$ 5.00
CBD Multi-Level Carpark - Security Deposit for access card (refundable)			\$ 15.00
CBD Multi-Level Carpark lost ticket fee	per lost ticket	\$ 1.64	\$ 18.00
Wenvoe Street Carpark Fees (8:30am to 5:30pm Mon – Fri and Flat Charge \$2.00 on Saturday)	per hour	\$ 0.14	\$1.50 per hour - max daily fee \$5.00
Surcharge for Credit Card use on carpark machines	per transaction	-	\$ 0.20
Monthly Permit (all P&D car parks)	per month	\$ 12.27	\$ 135.00
Monthly Permit (Wenvoe & Payne Ave car parks)	per month	\$ 9.09	\$ 100.00
Reserved Parking (conditions apply)	per year	\$ 98.18	\$ 1,080.00
Business Meter Permit	per year	\$ 23.18	\$ 255.00
Reserved Parking Meter Bay - One Day	per day	\$ 2.82	\$ 31.00
Reserved Parking Meter Bay - Long term			By negotiation
Reserved Carpark Bay - One Day	per day	\$ 1.09	\$ 12.00
Reserved Carpark Bay - Long term			By negotiation
Resident permit	per annum	Exempt	\$ 10.00
Temporary Disabled Permit Application Fee	each	Exempt	\$ 25.00
Parking Infringement Fines			
Infringement Notice - Car Parks & Meters	each offence	Exempt	.16% of penalty unit
Unpaid after 14 days and before 28 days	each offence	Exempt	.27% of penalty unit
Parking Offences paid after 28 days and before referral to Monetary Penalty Enforcement Service (MPES)	each offence	Exempt	.55% of penalty unit
Admin Fee for infringements withdrawn from MPES	each offence	Exempt	\$ 60.00
Miscellaneous			
Right to Information request (25 Units)	per request	Exempt	\$ 41.25
A4 Photocopy	per page	\$ 0.09	\$ 1.00
A3 Photocopy	per page	\$ 0.18	\$ 2.00
Licence Fee (Sub-Licence)	per licence	\$ 100.00	\$ 1,100.00
Information search - Administration Fee	Per hour	\$ 4.09	\$ 45.00
Request copy of rate notice	per notice	\$ 0.73	\$ 8.00
Local Government (Meeting Procedures) Regulations 2015			
Regulation 35 - fee payable for minutes of a meeting (1 unit) per pages	every 5 pages	Exempt	\$ 1.65
Local Government (General) Regulations 2005			
Section 132 Certificates (30 units)	each	Exempt	\$ 49.50
Section 337 Certificates (132.5 units)	each	Exempt	\$ 218.62
Code of Conduct Complaint (50 units)	each	Exempt	\$ 82.50
Health Fees			
(Registration and Licence Fees) Food Act 2003			
Food Premises			
Registration/Renewal - P1	per year	Exempt	\$ 220.00
Registration/Renewal - P2	per year	Exempt	\$ 160.00
Registration/Renewal - P3	per year	Exempt	\$ 120.00
Notification - P3-N & P4	per application	Exempt	no charge
Late fee - after 31 August	per application	Exempt	Fee + 10%
Change of Registration during the year (change of Risk Classification)	per application	Exempt	no charge
Non-compliance follow-up inspection	per inspection	Exempt	\$ 170.00
Pre-purchase Inspection (Food Premises)	per inspection	\$ 18.18	\$ 200.00
Statewide / Mobile Food Businesses			
Registration/Renewal - P1	per year	Exempt	\$ 220.00
Registration/Renewal - P2	per year	Exempt	\$ 160.00
Registration/Renewal - P3	per year	Exempt	\$ 120.00
Notification - P3-N & P4	per application	Exempt	no charge
Pre-purchase Inspection (Mobile Food Business)	per inspection	\$ 18.18	\$ 200.00
Non-compliance follow-up inspection	per inspection	Exempt	\$ 170.00
Temporary Food Licence			
Temporary Food Licence - per day	per application	Exempt	\$ 30.00
Temporary Food Licence - 3-4 Day Event	per application	Exempt	\$ 60.00

Devonport City Council			Year Ending
Fees & Charges			2021/22
Council reserves the right to add to the list of fees and charges to incorporate any services or facilities that were not identified at the time of publication. All fees and charges are subject to change by Council as required to reflect changes in costs incurred by Council.			
* Penalty unit set by Department of Justice through the Penalty Units & Other Penalties Act 1987 is \$173.00 for 2021/22 year			
* Fee unit set by Department of Treasury and Finance through the Fee Units Act 1997 is \$1.65 from 1 July 2021			
Details	Indicator / Descriptor, eg. hrs	GST	Proposed Charge / Hire Rate
(Public Health Act 1997)			
Place of Assembly Licences			
Specific Event	per application	Exempt	\$ 155.00
Specific Event less than 48 hours prior to event	per application	Exempt	\$ 205.00
Specific Event (Charities and Schools)	per application	Exempt	No Charge
Public Health Risk Activities			
Premises Registration	per year	Exempt	\$ 120.00
Skin Penetration Licence (per Operator)	per year	Exempt	\$ 120.00
Regulated Systems			
Cooling Towers/Warm Water System Registration	per year	Exempt	\$ 160.00
Other			
Recreation water collection and analysis	per sample	\$ 8.18	\$ 90.00
Swimming Pool Sample Collection and Analysis	per sample	\$ 11.82	\$ 130.00
Swimming Pool re-sample Collection and Analysis (after non-compliant test)	per sample		\$ 150.00
Registration/renewal as private water supplier/carrier	per vehicle	Exempt	\$ 170.00
Registration/renewal as private water supplier	per system	Exempt	\$ 170.00
Street Trading			
Application Fee	per year	Exempt	\$ 30.00
Fee per m2	per m2	Exempt	\$ 15.00
Mobile Vending Permit - annual	per year	Exempt	\$ 500.00
Mobile Vending Permit	3 months	Exempt	\$ 250.00
Fire Hazards			
Administrative Fee - (failure to comply with abatement notice)	each	\$ 24.55	\$ 270.00
Abatement of Fire Nuisance	each	Applies	Actual Cost
Animal Control			
Dog Registration by 31 July - fee per dog:			
Male or female dog	per year	Exempt	\$ 55.00
Desexed dog (evidence required)	per year	Exempt	\$ 22.00
Working dog/Hunting dog (evidence required)	per year	Exempt	\$ 30.00
Pure-breed dog referred to in the <i>Dog Control Act 2000</i>	per year	Exempt	\$ 30.00
Greyhound referred to in the <i>Dog Control Act 2000</i>	per year	Exempt	\$ 30.00
Obedience trained dog owned by members of a recognised Dog Training Club when paid	per year	Exempt	\$ 30.00
Dog owned by pensioner or concession card holder (one dog only) when paid	per year	Exempt	\$ 15.00
Guide Dog for the Blind - Assistance Dogs	per year	N/A	No Charge
Declared Dangerous Dog and Restricted Breeds	per year	Exempt	\$ 270.00
Lifetime Registration (for the life of the dog) - dog must be desexed & microchipped (evidence to be provided). Refund policy - 50% refund within 3 years	lifetime	Exempt	\$ 150.00
Registration Fee for dog "adopted" from Dogs Home for balance of normal registration year			No Charge
Dog Registration after 31 July - fee per dog:			
Male or female dog	per year	Exempt	\$ 75.00
Desexed dog (evidence required)	per year	Exempt	\$ 33.00
Working dog/Hunting Dog (evidence required)	per year	Exempt	\$ 40.00
Pure-breed dog referred to in the <i>Dog Control Act 2000</i>	per year	Exempt	\$ 40.00
Greyhound referred to in the <i>Dog Control Act 2000</i>		Exempt	\$ 40.00
Obedience trained dog owned by members of a recognised Dog Training Club when paid:	per year	Exempt	\$ 40.00
Dog owned by pensioner or concession card holder (one dog only) when paid:	per year	Exempt	\$ 17.50
Guide Dog for the Blind - Assistance Dogs		N/A	No Charge
Declared Dangerous Dog and Restricted Breeds	per year	Exempt	\$ 280.00
Lifetime Registration (for the life of the dog) - dog must be desexed & microchipped (evidence to be provided).	per year	Exempt	\$ 150.00
Registration Fee for dog "adopted" from Dogs Home for balance of normal registration year			No Charge
Kennel Licence Application Fee:			
3-5 dogs	lifetime		
>5 dogs		Exempt	\$ 85.00
Renewals (+ registration fee for each dog)	each	Exempt	\$ 120.00
	each	Exempt	\$ 55.00
Other:			
Replacement Dog Tag	per year	Exempt	\$ 5.00
Complaints - Dog causing a nuisance (Refundable if offence determined)	per item	Exempt	\$ 30.00
Purchase Dangerous Dog Sign	per item	\$ 5.91	\$ 65.00
Purchase Dangerous Dog Collar	N/A	\$ 4.55	\$ 50.00

Devonport City Council			Year Ending
Fees & Charges			2021/22
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Details	Indicator / Descriptor, eg. hrs	GST	Proposed Charge / Hire Rate
Planning Fees			
Assessment and determination of a permit application made under section 58 of the Land Use Planning and Approvals Act 1993 - permitted use			
Application for use or development with a value less than \$25,000	per application	Exempt	\$ 170.00
Application for use or development including alterations and additions with a value greater than \$25,000	per application	Exempt	\$265 plus \$1.00 per \$1,000.00 of value of the works. Maximum of \$570.00 for single dwelling development
Application for subdivision (includes consolidation of lots)	per application	Exempt	\$570 plus \$150.00 per lot includes initial sealing fee
Application for a boundary adjustment (no additional lots)	per application	Exempt	\$570 (includes sealing fee)
Application to amend S58 permit	per application	Exempt	\$ 365.00
Assessment and determination of a permit application made under section 57 of the Land Use Planning and Approvals Act 1993 - discretionary application			
Public Notification Fee	per application	Exempt	\$ 310.00
Application for use or development with a value less than \$25,000	per application	Exempt	\$170.00 (plus \$310 public notification fee)
Application for use or development with a value greater than \$25,000	per application	Exempt	\$570.00 plus \$1.00 per \$1000.00 of value of works (plus \$310 public notification fee) Maximum fee of \$1,220 applies to single dwelling development
Application for subdivision (includes consolidation of lots)	per application	Exempt	\$570.00 plus \$150.00 per lot plus \$310 public notification fee (includes initial sealing fee)
Application to amend a S57 permit	per application	Exempt	\$ 470.00
Application to initiate planning scheme amendment (amendment of Devonport Local Provisions Schedule forming part of the Tasmanian Planning Scheme)			
Request made under s.37 of the Land Use Planning and Approvals Act 1993 to initiate an amendment to the Devonport Local Provisions Schedule.	per application	Exempt	\$ 3,070.00
Request made under s.40T of the Land Use Planning and Approvals Act 1993 to initiate an amendment to the Devonport Local Provisions Schedule and concurrently consider a permit application (combined amendment and permit application).	per application	Exempt	\$3,070 plus DA fee
Strata Titles Act 1998			
Certifying Strata Plans	per application	Exempt	\$150.00 per lot
Certifying Staged Strata Plans	per application	Exempt	\$200.00 per lot
Application to amend a Strata Scheme	per application	Exempt	\$ 360.00
Miscellaneous			
Application for a retrospective permit	per application	Exempt	2 x normal fee
Sealing final plans (s.89 LG(BMP)A	per application	Exempt	\$ 370.00
Landscape Inspections (follow ups)	per inspection	Exempt	\$ 100.00
Application for an Adhesion Order (S110 Local Government Building & Miscellaneous Provisions Act 1993) (LGBMP) - Includes sealing of document	per application	Exempt	\$ 370.00
Application to amend a Sealed Plan (S103 LGBMP) includes sealing of document - up to 6 lots	per application	Exempt	\$ 370.00
Application to amend a Sealed Plan (S103 LGBMP) includes sealing of document - more than 6 lots	per application		\$ 550.00
Miscellaneous LGBMP certifiable documents	per application	Exempt	\$ 370.00
Certification of exempt subdivision (s.115 LGBMP)	per application	Exempt	\$ 270.00
Application to extend a planning permit (s53 Land Use Planning and Approvals Act 1993)	per application	Exempt	\$ 370.00
Endorsement/sealing of agreement made under s.71 of LUPAA (Part 5 Agreement)	per application	Exempt	\$ 370.00
Request for a copy of planning permit	per application	Exempt	\$ 25.00
No planning permit required assessments and certification - residential	per application	Exempt	\$ 100.00
No planning permit required assessments and certification - non-residential	per application	Exempt	\$ 300.00
Engineering Services assessment & inspections of Subdivisions			
Residential subdivision construction - Roadworks	per subdivision	Exempt	\$800 + \$50 per lot
Residential subdivision construction- Drainage	per subdivision	Exempt	\$410 + \$50 per lot
Industrial / Commercial subdivision	per subdivision	Exempt	1.5% of the value of

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Details	Indicator / Descriptor, eg. hrs	GST	Proposed Charge / Hire Rate
Building Fees (Building Surveying)			
This fee applies only to unfinished building certifications commenced by Council prior to privatisation of the service			
Inspections (per application)	per inspection	Exempt	Cost + 15% admin
Building Fees (Building Authority)			
New Development			
Application for Building Permit (Includes administration fee and certificate of completion)			
Class 10	per application	Exempt	\$ 280.00
Class 1	per application	Exempt	\$ 415.00
Class 2-9 (<500m ²)	per application	Exempt	\$ 415.00
Class 2-9 (>500m ²)	per application	Exempt	\$ 450.00
Amended Plans Class 1 & 10	per application	Exempt	\$ 90.00
Amended Plans Class 2 to 9	per application	Exempt	\$ 170.00
Issue of Food Premises Verification (Form 49 Environmental Health Officers Report for Building Permit)	per assessment	Exempt	\$ 170.00
Issue of Food Premises Verification (Form 50 Environmental Health Officer Occupancy Report) - includes 1 inspection	per assessment	Exempt	\$ 170.00
Additional inspection (food premises Form 50)	per inspection	Exempt	\$ 170.00
Permit Extension and Renewals			
1 st extension for 3, 6 or 12 months	per application	Exempt	\$ 130.00
2 nd extension for 3, 6 or 12 months (and any subsequent extension thereafter)	per application	Exempt	\$ 180.00
Building Permit Renewal			\$ 280.00
Miscellaneous			
Demolition (without rebuild, includes completion certificate)	per application	Exempt	\$ 280.00
Building Certificate - includes administration and certificate (Applicant to engaged their own Building Surveyor)	per application	Exempt	\$ 195.00
Cancellation of Building Permit (non-refundable component)	per application	Exempt	\$ 195.00
Permit/certificate of substantial compliance for work carried out by previous owner = normal class fee	per application	Exempt	Fee for class
Permit/certificate of substantial compliance for work carried out by current owner = 2 x normal class fee	per application	Exempt	2 x class fee
Copies of Records			
Search fee for providing copies of records - search for record type, including digital copy per email (non refundable if no records are found)	per application	Exempt	\$30.00 plus \$2.00 per A4 \$4.00 per A3 or larger sheet for hard copies
Reissue of building and plumbing permit documents	per application	Exempt	\$ 30.00
Approvals and Consents			
Consent to build on land	per application	Exempt	\$ 405.00
Statement of Satisfaction for contaminated land	per application	Exempt	\$ 205.00
Consent to build over drain	per application	Exempt	\$ 205.00
Consent to occupy a non-dwelling building	per application	Exempt	\$ 205.00
Consent to fence off unbuilt land	per application	Exempt	\$ 205.00
Receipt of Documents			
Receipt and registration of any statutory document required to be provided to the Permit Authority under the provisions of the <i>Building Act 2016</i> and <i>Building Regulations 2016</i>	per notification	Exempt	\$ 150.00
Receipt and registration of amended documents or extensions of time for notifiable building work required to be provided to the Permit Authority under the provisions of the <i>Building Act 2016</i> and <i>Building Regulations 2016</i>	per notification	Exempt	\$ 150.00
Advice of intention to perform protection works OR advice of disagreement in relation to protection works OR lodgement of plans for protection works	per notification	Exempt	\$ 100.00
Receipt of notice of low risk notifiable building/plumbing works	per notification	Exempt	\$ 100.00
Plumbing/Drainage Fees			
New Development			
Buildings Classes 1 and 2-9 (for both permit work and notifiable work) in a sewerage area (fee includes assessment of sewer connection, piping in, certificate of completion and administration) Covers 2x drainage, 1x water piping, 1 completion inspection. Additional inspections \$105	per application	Exempt	\$ 540.00
Buildings Classes 1 and 2-9 Notifiable Plumbing Work in a non-sewered area (fee includes assessment of sewer connection, stormwater, piping in, special plumbing permit, certificate of completion and administration) Covers 2x drainage, 1x water piping, 1 completion inspection. Additional inspections \$105	per application	Exempt	\$ 540.00
New Building Class 10 (Includes assessment stormwater)	per application	Exempt	\$ 310.00
New Building Class 10 (Includes assessment stormwater) with sanitary facilities	per application	Exempt	\$ 430.00
Receipt of amended plumbing plans or documents (Class 1 & 10)	per application	Exempt	\$ 90.00
Receipt of amended plumbing plans or documents (Class 2 - 9)	per application	Exempt	\$ 170.00
Non-compliance follow-up inspection			\$ 170.00

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Details	Indicator / Descriptor, eg. hrs	GST	Proposed Charge / Hire Rate
Extension of plumbing approvals and renewals			
1st extension for consent to continue notifiable plumbing work if not completed within 2 years from date of start work authorisation for 3, 6 or 12 months	per application	Exempt	\$ 130.00
2nd extension for consent to continue notifiable plumbing work if not completed within 2 years from date of start work authorisation 3, 6 or 12 months (and any subsequent extension thereafter)	per application	Exempt	\$ 180.00
1st extension of plumbing permit for 3, 6 or 12 months	per application	Exempt	\$ 130.00
2nd extension of plumbing permit for 3, 6 or 12 months (and any subsequent extension thereafter)	per application	Exempt	\$ 180.00
Plumbing Permit renewal fee			\$ 280.00
Additions and alterations Classes 1 and 2-9 in a sewered area			
Administration/Certificate	per application	Exempt	\$ 195.00
plus Sewer Drainage (if applicable)		Exempt	\$ 95.00
plus Stormwater Drainage + \$15.00 per downpipe/or pit		Exempt	\$ 95.00
plus Water Piping (if applicable)		Exempt	\$ 110.00
plus Plumbing Permit (Septic/AWTS) (if applicable)		Exempt	\$ 160.00
Application for Plumbing Permit (eg Trade Waste,BPD)	per application	Exempt	\$ 160.00
Plumbing permit for unapproved work- current owner =2x normal fee	per application	Exempt	2 x Fee
Plumbing permit for unapproved work- previous owner =1x normal fee	per application	Exempt	Normal fee
Additional or Re-inspections	per application	Exempt	\$ 110.00
Certificate of Completion	per application	Exempt	\$ 90.00
Other fees where a stand alone item			
Stormwater drainage + \$15 per downpipe or pit	per application	Exempt	\$ 95.00
Sewer drainage	per application	Exempt	\$ 95.00
Inspection of low risk notifiable plumbing work	per inspection	Exempt	\$ 110.00
Strata Inspection if applicable	per unit	Exempt	\$ 120.00
Copy of plans (as constructed) - Search fee for providing copies of records - search for record type, including digital copy per email (non refundable if no records are found)	per application	Exempt	\$15 plus \$2.00 per A4 \$4.00 per A3 or larger sheet for hard copies
Reissue of building and plumbing permit documents	per application	Exempt	\$ 30.00
Registration of on-site backflow prevention devices	per notification	Exempt	\$ 55.00
Connection of Stormwater			
Quotation provided upon request	per connection	GST	TBA on request
Mersey Vale & Old Devonport General Cemeteries			
Reservation fee - Burial Plot (non refundable)	each	\$ 71.82	\$ 790.00
Reservation fee - Ash interment (non refundable)	each	\$ 22.73	\$ 250.00
Plot - Adult (over 15 years) includes plaque installation - Devonport residents eligible for \$750 discount on listed fee	each	\$ 231.82	\$ 2,550.00
Double depth burial (this fee is in addition to the normal burial fees and includes the right to a further burial in this spot) - N/A for Sections 17 and 19, refer to funeral directors for confirmation	each	\$ 29.09	\$ 320.00
Plot - Child (4-15 years) includes plaque installation	each	\$ 74.55	\$ 820.00
Plot - Child (0-3 years) includes plaque installation	each	\$ 57.27	\$ 630.00
Ash Interment - Placing ashes & Installation of plaque (Memorial Garden)	each	\$ 56.36	\$ 620.00
Plaque placement only (Memorial Garden)	each	\$ 39.09	\$ 430.00
Ash Interment - Placing ashes & Installation of plaque (Children's Pavilion))	each	\$ 56.36	\$ 620.00
Plaque placement only (Children's Pavilion)(Balloons)	each	\$ 56.36	\$ 620.00
Saturday charge	Additional	\$ 104.55	\$ 1,150.00
Vase	each	\$ 4.09	\$ 45.00
Exhumation (includes EHO supervision of exhumation)	each	\$ 363.64	\$ 4,000.00
Concrete plinths for existing grave	each	\$ 7.73	\$ 85.00
Removal or placement of plaque	each	\$ 14.55	\$ 160.00
Removal of Ashes	each	\$ 57.27	\$ 630.00
Records search fee or request for information (including photographs) fee	per request	\$ 7.73	\$ 85.00
Non Standard Burial - to be quoted at time of request	each		TBA
Private Burial Assessment by EHO	per application	Exempt	\$ 300.00
Fencing Contribution			
Fencing Contributions in accord with Council Policy	per Lineal Metre	Exempt	\$ 63.00
Road Closure permit application			
Application to close 2 or less roads (refunded if not advertised by Council)	per application	\$ 20.00	\$ 220.00
Application to close 3 or more roads (refunded if not advertised by Council)	per application	\$ 28.00	\$ 308.00
Commemorative Seat			
Purchase and installation of commemorative seat in accordance with Council Policy	each		\$ 3,500.00

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Details	Indicator / Descriptor, eg. hrs	GST	Proposed Charge / Hire Rate
Waste Disposal Charges			
Car Boots/Station Wagons (up to 0.5m ³)	per load	\$ 0.91	\$ 10.00
Utes, vans, trailers and small trucks (0.5- 1.5m ³)	per load	\$ 1.36	\$ 15.00
Utes, vans, trailers and small trucks (1.5m ³ to 2m ³)	per load	\$ 1.82	\$ 20.00
Dual Axle Trailers & Large Single Axle Trailers & trucks (over 2m³)			
Landfill waste	per tonne	\$ 13.18	\$ 145.00
Separated waste (less than 50% to landfill)	per tonne	\$ 8.64	\$ 95.00
Non-landfill waste	per tonne	\$ 5.91	\$ 65.00
Tyres			
Car & Motorcycle Tyres	each	\$ 0.73	\$ 8.00
Light Truck (up to 9.5 GVM)	each	\$ 1.36	\$ 15.00
Trucks	each	\$ 2.73	\$ 30.00
Tractors (cut in half)	each	\$ 2.73	\$ 30.00
Other			
Asbestos	per tonne	\$ 18.18	\$ 200.00
Asbestos - single load less than 0.5m ³	per load	\$ 2.18	\$ 24.00
Mattresses	each	\$ 1.09	\$ 12.00
Sale of Recycled Material			
Crushed concrete	per m ³	\$ 1.64	\$ 18.00
Screened soil	per m ³	\$ 2.27	\$ 25.00
Mulch	per m ⁴	\$ 1.82	\$ 20.00
Delivery - Devonport Municipality (min 3m ³)	per load	\$ 4.55	\$ 50.00
Recreation Grounds - Usage			
The Fees & Charges for recreation ground usage have been developed to reflect costs incurred for line marking, grass care and maintenance, facility management, irrigation and general ground maintenance			
Devonport Oval Lights			
Lighting Level 1	per hour	\$ 1.73	\$ 19.00
Lighting Level 2	per hour	\$ 3.00	\$ 33.00
Lighting Level 3	per hour	\$ 4.91	\$ 54.00
Lighting Level 4	per hour	\$ 6.82	\$ 75.00
Miscellaneous			
Casual Hirers - Devonport Oval	per day	\$ 113.64	\$ 1,250.00
NW corner - circus etc	per day	\$ 29.09	\$ 320.00
Casual Hirers - Don Reserve	per day	\$ 10.00	\$ 110.00
Casual Hirers - Byard Park	per day	\$ 10.00	\$ 110.00
Casual Hirers - Meercroft Park	per day	\$ 10.00	\$ 110.00
Casual Hirers - Girdlestone Park	per day	\$ 10.00	\$ 110.00
East Devonport Recreation & Function Centre			
Stadium Hire			
Junior	per hour	\$ 1.36	\$ 15.00
Senior	per hour	\$ 1.82	\$ 20.00
Community Room/Function Area			
Per Section (kitchen extra costing)	per hour	\$ 2.73	\$ 30.00
Full Room (kitchen extra costing)		GST	on application
Storage Cupboards Hire - Large	annual	\$ 16.82	\$ 185.00
Storage Cupboards Hire - Small	annual	\$ 15.91	\$ 175.00
Special Events	per day	GST	on application
Devonport Recreation Centre			
Basketball Stadium / Youth centre			
Senior Roster / Training - affiliated club (Warriors)	per hour	\$ 1.82	\$ 20.00
Junior Roster / Training - affiliated club (Warriors)	per hour	\$ 1.36	\$ 15.00
Casual Hire - non affiliated club - general public	per hour	\$ 2.00	\$ 22.00
School groups	per hour	\$ 2.00	\$ 22.00
NWBU Games	per night (min 4 hours)	\$ 17.73	\$ 195.00
Badminton	per hour	\$ 1.82	\$ 20.00
Squash / Racquetball			
Casual	per hour	\$ 1.00	\$ 11.00
Seniors Pennant	per hour	\$ 0.91	\$ 10.00
Juniors Pennant	per hour	\$ 0.73	\$ 8.00
Juniors Training	per hour	\$ 0.45	\$ 5.00
School Groups	per hour	\$ 0.73	\$ 8.00
Club Members Casual Hire	per hour	\$ 0.91	\$ 10.00
Racquetball / Squash Racquet Hire	per racquet	\$ 0.27	\$ 3.00
Racquetball / Squash Ball Hire	per ball	\$ 0.18	\$ 2.00
Judo / Aikido			
Senior Room Hire	per hour	\$ 1.00	\$ 11.00
Junior Room Hire	per hour	\$ 0.91	\$ 10.00
School Groups (instructor required)	per hour	\$ 1.64	\$ 18.00
Table Tennis			
Casual Table Hire	per hour/ table	\$ 0.91	\$ 10.00
Groups Room Hire - no tables	per hour	\$ 2.36	\$ 26.00
School Groups	per hour/4 x table	\$ 2.73	\$ 30.00

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Details	Indicator / Descriptor, eg. hrs	GST	Proposed Charge / Hire Rate
Recreation Centre			
Venue Hire - Stadium	per day	\$ 120.00	\$ 1,320.00
Meeting Room and Kitchen Hire	per hour	\$ 3.64	\$ 40.00
Meeting Room Hire	per hour	\$ 2.27	\$ 25.00
Sauna	per person per hour	\$ 0.73	\$ 8.00
Bass Strait Maritime Centre			
Venue Hire (* Conditions apply)	per use	GST	\$245.00 for 3 hours plus \$55.00 per hour thereafter
Admission Price - Adult	per use	\$ 0.91	\$ 10.00
Admission Price - Child 4 to 12	per use	\$ 0.45	\$ 5.00
Admission Price - Child 3 and under	per use		
Admission Price - Family (2 adults and 3 children)	per use	\$ 2.27	\$ 25.00
Admission Price - Pensioner and seniors card holders	per use	\$ 0.73	\$ 8.00
Admission Price - Student Concession	per use	\$ 0.73	\$ 8.00
Annual Pass - Adult	per year	\$ 2.27	\$ 25.00
Annual Pass - Concession	per year	\$ 1.82	\$ 20.00
Annual Pass - Child	per year	\$ 1.14	\$ 12.50
Group entry - travel & coach groups (minimum 10 people)	per use	\$ 0.64	\$ 7.00
Group entry - community & school groups (minimum 10 people)	per use	\$ 0.45	\$ 5.00
Camping Fee			
Overnight Self Contained Campers	per night	\$ 0.91	\$ 10.00

Venue Hire - Conferences & Meetings						
paranaple Arts and Convention Centre Commercial Hire Rates	MONDAY- FRIDAY	HALF DAY HIRE 4 Hours Max Mon-Fri only	SATURDAY 25% Surcharge Applies	SUNDAY 50% Surcharge Applies	PUBLIC HOLIDAY	ADDITIONAL HOURS
paranaple convention centre (room1,2,3 and foyer)	\$ 1,890.00	\$ -	\$ 2,365.00	\$ 2,835.00	POA	\$ 210.00
Torquay Room (eastern, water views)	\$ 630.00	\$ 440.00	\$ 790.00	\$ 945.00	POA	\$ 125.00
Mersey Room (middle)	\$ 630.00	\$ 440.00	\$ 790.00	\$ 945.00	POA	\$ 125.00
Formby Room (western, access to foyer)	\$ 630.00	\$ 440.00	\$ 790.00	\$ 945.00	POA	\$ 125.00
Foyer ²	\$ 145.00	\$ 145.00	\$ 185.00	\$ 220.00	POA	\$ 25.00
paranaple Arts and Convention Centre Commercial Hire Rates	MONDAY- FRIDAY	HALF DAY HIRE 4 Hours Max Mon-Fri only	SATURDAY	SUNDAY	PUBLIC HOLIDAY	ADDITIONAL HOURS
TownHall Theatre	\$ 1,000.00	\$ 525.00	\$ 1,000.00	\$ 1,000.00	POA	\$ 265.00
Main Gallery ¹	\$ 335.00	\$ 235.00	\$ 420.00	\$ 505.00	POA	\$ 55.00
paranaple Centre	COMMERCIAL PER DAY	COMMUNITY PER DAY	COMMERCIAL HALF DAY	COMMUNITY HALF DAY	COMMERCIAL PER HOUR	COMMUNITY PER HOUR
Aberdeen Room (level 2)	\$ 440.00	\$ 265.00	\$ 295.00	\$ 160.00	\$ 85.00	\$ 55.00
Quoilba Room (level 1)	\$ 275.00	\$ 160.00	\$ 175.00	\$ 85.00	\$ 40.00	\$ 25.00
Eugenana Room (level 2)	\$ 135.00	\$ 80.00	\$ 75.00	\$ 45.00	\$ 25.00	\$ 15.00
Pardoe Room (level 2)	\$ 85.00	\$ 55.00	\$ 45.00	\$ 30.00	\$ 15.00	\$ 10.00
Lillico Room (level 2)	\$ 85.00	\$ 55.00	\$ 45.00	\$ 30.00	\$ 15.00	\$ 10.00
Performing Arts events within paranaple convention centre, venue hire is 9% of Adjusted Gross Box Office, or Room Hire, whichever is greater.						
1 - Main Gallery and Creative Space is only available out of hours for special events, such as cocktail functions, when exhibition program allows.						
Venue Hire - Conferences & Meetings						
paranaple Convention Centre Community Hire Charges- Full Day Rates	MONDAY- THURSDAY (40% Discount)	FRIDAY (20% Discount)	SATURDAY (10% Discount)	SUNDAY (No Discount)	PUBLIC HOLIDAY	ADDITIONAL HOURS
paranaple convention centre (room1,2,3 and foyer)	\$ 1,135.00	\$ 1,510.00	\$ 2,125.00	\$ 2,835.00	POA	\$ 125.00
Torquay Room (eastern, water views)	\$ 380.00	\$ 505.00	\$ 710.00	\$ 945.00	POA	\$ 80.00
Mersey Room (middle)	\$ 380.00	\$ 505.00	\$ 710.00	\$ 945.00	POA	\$ 80.00
Formby Room (western, access to foyer)	\$ 380.00	\$ 505.00	\$ 710.00	\$ 945.00	POA	\$ 80.00
paranaple Convention Centre Community Hire Charges- Half Day Rates	MONDAY- THURSDAY (40% Discount)	FRIDAY (20% Discount)	SATURDAY	SUNDAY	PUBLIC HOLIDAY	ADDITIONAL HOURS
Torquay Room	\$ 265.00	\$ 345.00	No Half Day Community Rates on Weekends		POA	NA
Mersey Room	\$ 265.00	\$ 345	No Half Day Community Rates on Weekends		POA	NA
Formby Room	\$ 265.00	\$ 345	No Half Day Community Rates on Weekends		POA	NA
Performing Arts Hire - Commercial & Community Rates						
paranaple Arts and Convention Centre Commercial Hire Rates	MONDAY- FRIDAY	HALF DAY HIRE 4 Hours Max Mon-Fri only	SATURDAY	SUNDAY	PUBLIC HOLIDAY	ADDITIONAL HOURS
TownHall Theatre	\$ 1,000.00	\$ 525.00	\$ 1,000.00	\$ 1,000.00	POA	\$ 265.00
Or, Venue hire or 9% of Adjusted Gross Box Office - whichever is greater						
paranaple Arts and Convention Centre Community Hire Charges- Full Day Rates	MONDAY- THURSDAY (40% Discount)	FRIDAY (20% Discount)	SATURDAY (10% Discount)	SUNDAY (No Discount)	PUBLIC HOLIDAY	ADDITIONAL HOURS
TownHall Theatre	\$ 415.00	\$ -	\$ 415.00	\$ 415.00	POA	NA

Note additional costs FOR COMMERCIAL AND COMMUNITY USERS may include:

- Catering (as arranged with Catering Provider)
- Additional Equipment (including Audio Visual Equipment)
- Linen
- Staffing, including Technicians, Front of House Officers and Ushers
- Addition Costs: Security, Cleaning, Heating, Cooling, Electricity



Financial Management Strategy

1 July 2021 to 30 June 2031



The City With Spirit

Financial Management Strategy – 2031

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Financial Management Strategy – 2031

Overview

The Financial Management Strategy (FMS) has been prepared to provide Council with a strategic framework to guide the development of annual budgets and preparation of longer term financial planning. The key objective of the Strategy is to ensure that Council can sustainably fund the ongoing delivery of services whilst implementing the objectives identified in the Strategic Plan.

The FMS is based on the following key financial principles:

- achievement of a balanced underlying result;
- prudent management of assets and liabilities, including debt and cash reserves; and
- timely and accurate disclosure of financial information.



To remain financially sustainable, Council must continue to raise revenue and provide services within the context of a balanced budget. In order to achieve this, Council must ensure all aspects of its operations are adequately funded, including current service delivery and planning for future service delivery, in an affordable and stable environment. As depicted, ongoing financial sustainability is only achieved when the interdependency of all financial aspects of Council are recognised and planned for today and into the future. The FMS takes into account the concept of intergenerational equity, with the aim that each generation is responsible for the costs of the resources that they consume.

Financial Management Strategy – 2031

A key component of the Strategy is the Long Term Financial Plan (LTFP) shown at Appendix A. The LTFP is Council's ten year financial forecast which includes a statement of comprehensive income, a statement of financial position and a cash flow statement for each year of the plan. Council refers to this model when considering financial decisions, for example new capital expenditure and borrowings. The LTFP is reviewed annually as part of the budget process.

Council's ability to remain financially sustainable can be measured using the Key Performance Indicators as outlined in the *Local Government (Management Indicators) Order 2014*. In addition to the statutory indicators, Council will calculate the net interest cost ratio to assist the measurement of sustainability given the current commitment to the LIVING CITY project.

The indicators, relevant benchmarks and targets are shown below.

Indicator	Benchmark	Council Target
Operating Surplus Ratio	Between 0% and 15%	Between 0% and 15%
Asset Sustainability Ratio	100% of depreciation expense	Between 60% and 100% of depreciation expense
Asset Consumption Ratio	Between 40% and 60%	Between 40% and 60%
Asset Renewal Funding Ratio	Between 90% and 100%	Between 90% and 100%
Net Financial Liabilities Ratio	Between 0 and -50%	Between 0% and -50%
Net Interest Cost Ratio	7% of recurrent revenue	5% of recurrent revenue

In addition to the ratios listed above, Council has a target to maintain a minimum cash balance of \$6,000,000, representing approximately 3 months of operating expenses. The minimum cash balance has been increased following the recent guidance released by the Tasmanian Audit Office.

Each year the office of the Auditor-General assesses every Tasmanian Council against the key performance indicators noted above, as well as other ratios and statistics relevant to local government. Commentary on the assessment is included in the annual report to Parliament which is accessible to the public.

Financial Management Strategy – 2031

Financial Management Principles

Achievement of a balanced underlying result

Council is committed to the equitable and consistent generation of revenue and the effective delivery of services that are appropriate to the community. To remain financially sustainable this must be achieved within the context of a balanced budget, but preferably the generation of small underlying surpluses. The generation of underlying surpluses indicates that Council can continue to adequately fund existing services into the future. It also assists Council to meet future debt repayments and to fund infrastructure asset renewal projects.

Revenue Strategies

Rating Strategy

Rates revenue represents the largest share of total income that Council generates each year and therefore is an important component of the financial planning process. Council aims to balance its service levels taking into account the needs and expectations of the community and by setting appropriate levels of tax to adequately fulfil its obligations. Each year Council will take into account the following factors when setting the level of rates and charges:

- level of State and Commonwealth government funding;
- current economic climate;
- level of services to be delivered;
- impact of CPI increases and the Local Government Cost Index; and
- the capacity of the community to pay for those services.

Council aims to spread the rate burden across the community with those having the greatest capacity to pay, paying more than those with a lesser capacity. Council must balance this principle with the benefit principle acknowledging that some groups of the community have a greater impact on services and derive a greater benefit from some services provided.

Council maintains a Rates & Charges Policy which sets out the property valuation basis adopted by Council, the general rate applied to that base and any variations to the general rate. Council will review the Rates & Charges Policy as well as the property valuation base on a regular basis to ensure the most appropriate base is adopted. If Council determines to change the property valuation base, an appropriate community engagement process will be undertaken.

Financial Management Strategy – 2031

Fees & Charges Strategy

Council will review fees and charges each year with a view to balancing the community need for the service provided and the capacity of the community to pay for that service. Council adopts the general philosophy that users should pay for the service provided but recognises that full cost recovery is not possible in all situations.

Where Council enters into commercial lease arrangements, it is essential that sound commercial principles are applied to the transactions. These include:

- a market appraisal of rental return;
- assessment of the required rate of return on assets; and
- application of consistent, contemporary lease terms and conditions.

All property leases with community and sporting groups will comply with Council's adopted Lease Policy.

Other Revenue Strategy

Other significant revenue streams include investment income from dividends and grant revenue. Council holds a 5.32 equity investment in Tasmanian Water Corporation and a 43.45% share in Dulverton Regional Waste Management Authority. As part owners of these enterprises Council aims to ensure that future entitlements are maintained.

Grant revenue represents a small percentage of overall operating income, however Council will continue to review all funding opportunities and identify and apply for appropriate grant funding. The main source of grant income is the Financial Assistance Grant, administered by the State Grants Commission on behalf of the Federal Government. Council will continue to participate in the review of this grant and provide information to the State Grants Commission to assist it in determining the most equitable distribution of the funds.

Council will also continue to pursue grant funding for new capital projects identified.

Expenditure & Service Delivery Strategies

Service Delivery and Cost Management Strategy

Council will continually review service levels and delivery to ensure they are provided as efficiently as possible and continue to meet the needs of the community. Council is focussed on developing a cost management culture across the organisation, encouraging

Financial Management Strategy – 2031

all managers to be involved in minimising costs by accountability through the budget process, involvement with ongoing monitoring, reporting and forecasting processes.

At each budget cycle Council will consider the feedback received from the community through the various engagement opportunities to assess any potential changes to services.

Additional expenditure highlighted in new strategies developed through the year will be considered through the budget process.

Procurement Strategy

Council will comply with its Purchasing Policy and Code for Tenders and Contracts to ensure that expenditure is subject to the appropriate controls and represents the best value available.

Prudent management of assets and liabilities, including debt and cash reserves

Council aims to maintain community wealth by ensuring that assets and liabilities are managed to provide sustainable service delivery, that is, ensuring that the assets used to support the service delivery continue to function to the determined level of service.

Asset Management Strategy

The key objective of Council's asset management processes is to maintain Council's existing assets at desired condition levels. The appropriate management of assets should ensure that they continue to deliver services into the future. To remain sustainable, Council must maintain its ability to meet the asset renewal requirements as outlined in its Long Term Asset Management Plans (LTAMP).

Council has an Asset Management Policy supported by a number of Asset Management Plans and an Asset Management Strategy which together form the framework for the asset management process. This documentation will be reviewed regularly to ensure compliance with relevant legislative requirements and contemporary asset management practices.

The Asset Management Policy aims to ensure adequate provision is made for the long-term replacement of major assets by:

- ensuring that Council's services and infrastructure are provided in a sustainable manner, with the appropriate levels of service for residents, visitors and the environment;
- safeguarding Council by implementing appropriate asset management strategies and appropriate financial resources for those assets;
- creating an environment where all Council employees take an integral part in overall management of Council's assets by creating and sustaining asset management awareness throughout the organisation via training and development;

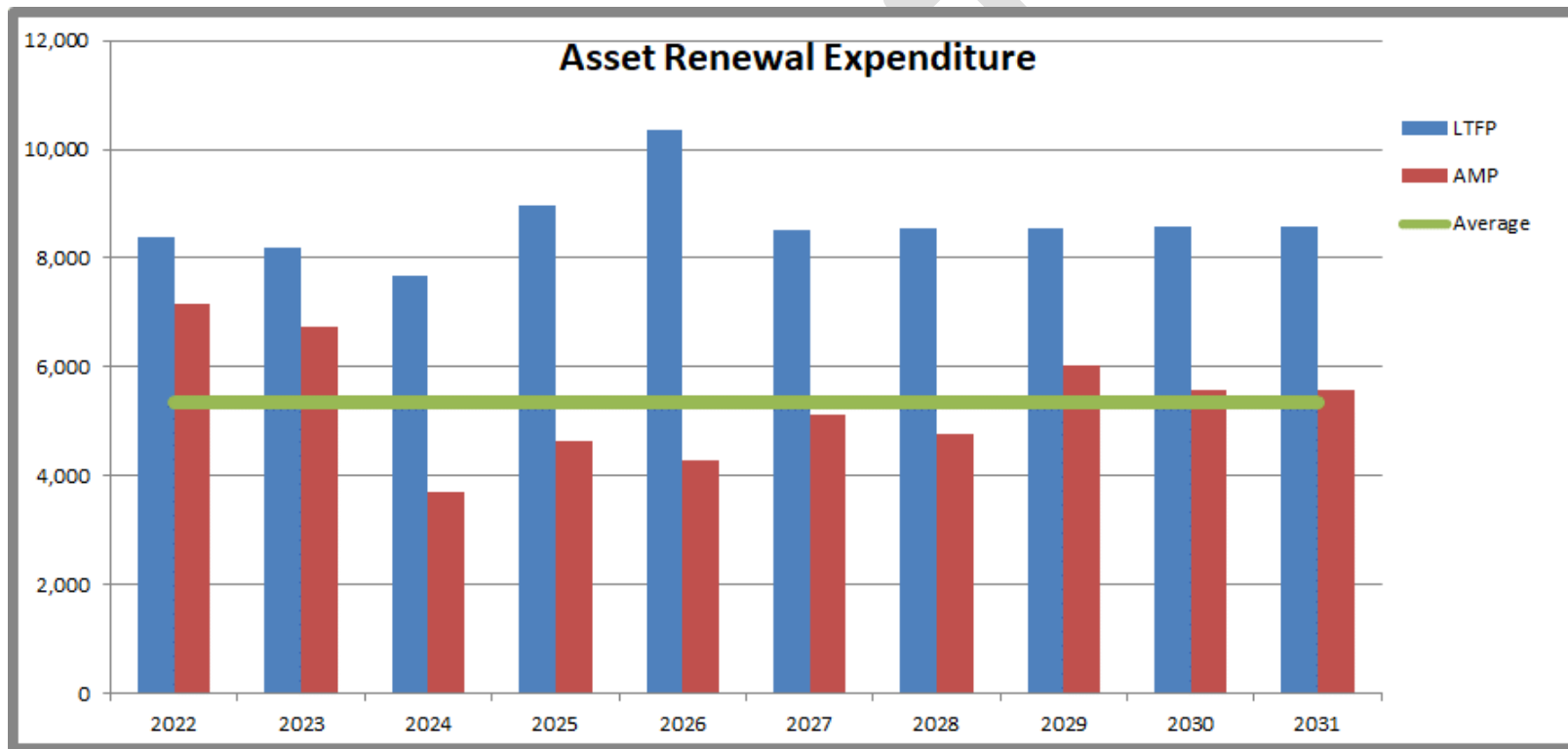
Financial Management Strategy – 2031

- meeting legislative requirements for asset management;
- ensuring resources and operational capabilities are identified and responsibility for asset management is allocated;
- reporting on asset management performance; and
- demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

The LTFP integrates the financial resources identified in the asset management plans with the overall financial operations of Council. To adequately plan for the future delivery of services, capital expenditure requirements as well as ongoing maintenance expenditure must be funded in the LTFP. When these elements are combined with the cost of providing other Council services, the complete funding requirements can be identified and planned for in a sustainable manner. It is critical for Council to understand the inter-relationship of the asset management framework and the financial management framework and to constantly work towards improving the quality of data contained within each and the level of understanding of both frameworks across the entire organisation. Actions to improve and refine the asset management framework are included in the Asset Management Strategy.

Financial Management Strategy – 2031

The following table compares the total asset renewal requirements identified in the Asset Management Plans with the proposed asset renewal funding provided in the LTFP until 30 June 2031. The table does not include plant, furniture & fittings and cultural assets as these asset classes do not have a corresponding Asset Management Plan. This measurement is also expressed as the asset renewal funding ratio. The ratio for the period 2022 to 2031 exceeds the benchmark of between 90% and 100%. Council continues to update its Asset Management Plans as more data is collected and will continue to refine this calculation accordingly.



Financial Management Strategy – 2031

Investment Strategy

Cash reserves will be managed to achieve optimum investment returns and to ensure that cash is available when needed for planned expenditures.

Council will utilise the Cash Flow Projections contained in the LTFP to assist in the management of cash and investments and to maintain the minimum cash target.

Council has an Investment Policy to set parameters for investments which helps to ensure maximum return on the investment portfolio while managing the risk associated with this activity.

Debt Strategy

Council will consider the use of debt facilities to fund major new capital expenditure which provides benefits to ratepayers into the future. Where possible, Council will assess the term of the debt in relation to the life of the asset. The use of debt in this manner attempts to address the issue of inter-generational equity.

When considering new debt, Council will evaluate the impact of borrowing costs on the sustainability of current and future budgets and its capacity to repay the debt. The target interest coverage ratio will be used as part of this assessment.

Council will utilise the Cash Flow Projections contained in the LTFP to assist in the management of debt and cash reserves.

When borrowing, Council will raise all external debt at the most competitive rates and from sources available as defined by legislation.

Financial Management Strategy – 2031

Timely and accurate disclosure of financial information

In accordance with the Strategic Plan, Council will “practice excellence in governance”.

Council will prepare regular management reports that will be available to the public. The reports will contain a Summary Statement of Comprehensive Income, Statement of Financial Position, Capital Expenditure Report and other relevant financial data and commentary. Council will also prepare an Annual Plan and Estimates document that will set out the budget information for the next financial year and the goals and actions for that period.

Council will comply with all statutory requirements in relation to the preparation of its Annual Financial Statement and external audit and will maintain an Audit Panel to provide oversight of risk management and financial performance.

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Financial Management Strategy – 2031

Key Financial Indicators and Targets

To remain financially sustainable, Council must have sufficient capacity to be able to manage future financial risks. To enable Council to measure performance in this area, the State Government identified a number of ratios and indicators that can be applied to all local government entities. These indicators are contained in the *Local Government (Management Indicators) Order 2014* and are included in Council's Annual Report. The indicators are also scrutinised by the Audit Office and may be subject to commentary in the Report of the Auditor-General presented each year to State Parliament. The indicators can be summarised into three groups:

- financial operating performance;
- asset management; and
- liquidity.

The performance indicators and the relevant benchmarks and targets are noted in the overview section above and are discussed in more detail below.

Financial Management Strategy – 2031

Financial Operating Performance

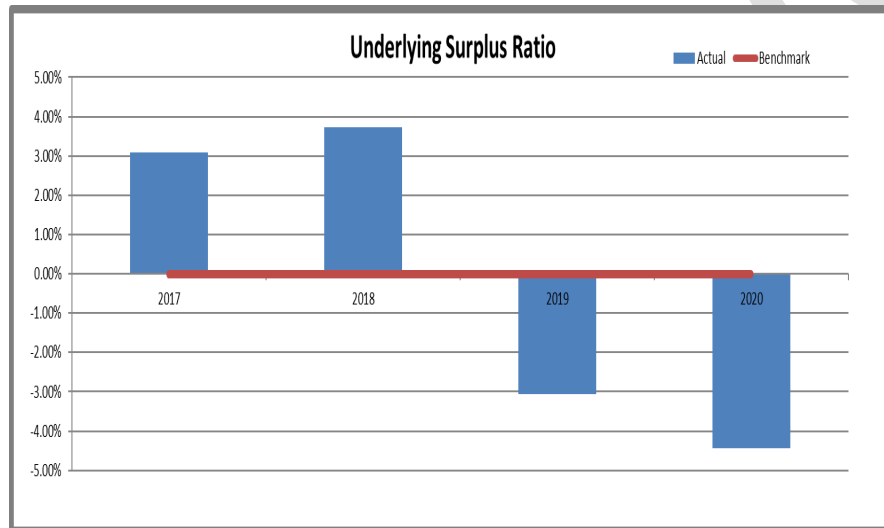
Underlying Surplus Ratio

Benchmark – Between 0% and 15%

Target – Between 0% and 15%

This ratio serves as an overall measure of financial operating effectiveness. To assure long-term financial sustainability Council should budget and operate to break even, thereby avoiding underlying deficits. Achieving a break even position indicates Council is able to generate sufficient revenue to fulfil the operating requirements including coverage of the depreciation expense. Breaking even is represented by an operating surplus ratio of zero.

The achievement of a positive result must always be balanced with the need to provide appropriate services to the community. The generation of excessively positive results for this ratio may indicate that Council is not funding adequate services and also not investing in existing assets to ensure the services can continue into the future. It may also indicate the imposition of a higher than required rate burden on current ratepayers, indicating that today's ratepayers may be subsidising the provision of future services.



The table on the left shows the underlying surplus ratio over the past four years. The 2020 year was heavily impacted by COVID and the subsequent loss of revenue in the last quarter of the financial year.

The LTFP includes projections of this ratio for the next ten years.

Financial Management Strategy – 2031

Asset Management Performance

Asset Sustainability Ratio

Benchmark – 100% of Depreciation	Target – Between 60% and 100% of Depreciation
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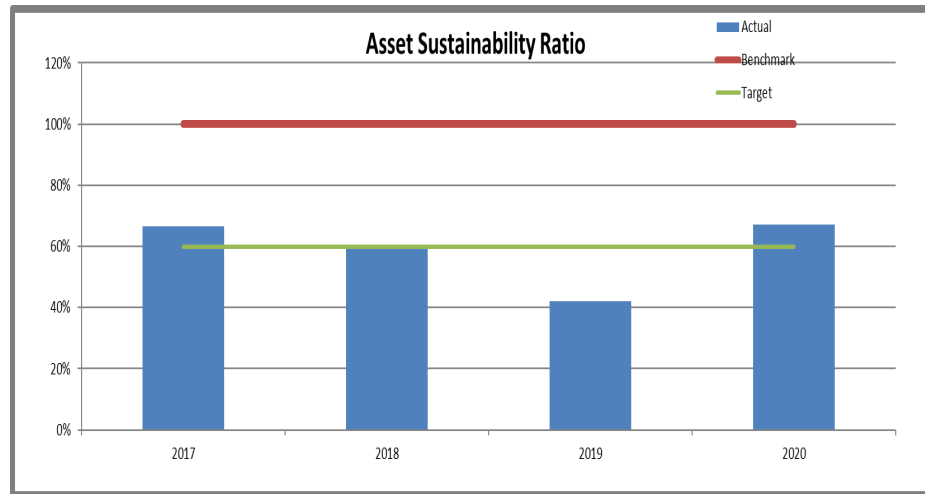
The Asset Sustainability Indicator compares the rate of capital spending through renewing, restoring and replacing existing assets, with the value of depreciation. The benchmark assumes that if capital expenditure on renewing or replacing existing assets is at least equal to depreciation on average over time then Council is ensuring the value of existing stock of physical assets is maintained. This assumption is relevant to a stable level of assets with minimal additional new assets. Typically, new assets require less renewal expenditure in the early years of the assets life, however the depreciation expense will increase with new asset stock. This will logically increase the amount required to be spent on renewing assets in accordance with this ratio benchmark, however this may not actually be the case.

Council maintains asset management plans for all major classes of assets. These Plans include estimates of capital expenditure and maintenance required to responsibly manage asset stocks for the next 10 years and are based on expert technical considerations and applicable industry standards. The information contained in these Plans feeds into the five year capital program used in the LTFP. Council believes these Plans provide a sound basis for calculating the actual level of capital expenditure on renewal and replacement of assets into the future. A summary of the comparison of required spending on asset renewals identified in the Asset Management Plans and funding allocated in the LTFP is shown on page 12 above.

Over the past six years, Council has embarked on a substantial capital expenditure program with a significant investment in new capital projects. Council is also committed to the progression of the LIVING CITY program which involves substantial capital investment in new assets. Increased spending on new assets, increases the level of depreciation and maintenance expenditure. Council has recognised this increased expenditure in the LTFP. In addition, Council maintains a large stock of stormwater assets. The annual depreciation expense for this asset class is approximately \$1,500,000 and if Council is to meet the required benchmark, this amount will need to be spent on renewing assets each year. These assets are typically long lived assets, the majority were installed in the 1950's. The Asset Management Plan indicates that the assets will not expire until 2030, that is, as long as they are adequately maintained the assets should not require renewal until this time. The expenditure on renewing existing stormwater assets at present is focussed on replacing assets that have failed prematurely.

Financial Management Strategy – 2031

Council has set a target range lower than the benchmark for the reasons outlined above. Council also acknowledges that according to the criteria established by the Auditor-General, a ratio that is at the lower end of the target range indicates a medium financial sustainability risk.



This graph shows the consolidated asset sustainability ratio over the past four years.

Financial Management Strategy – 2031

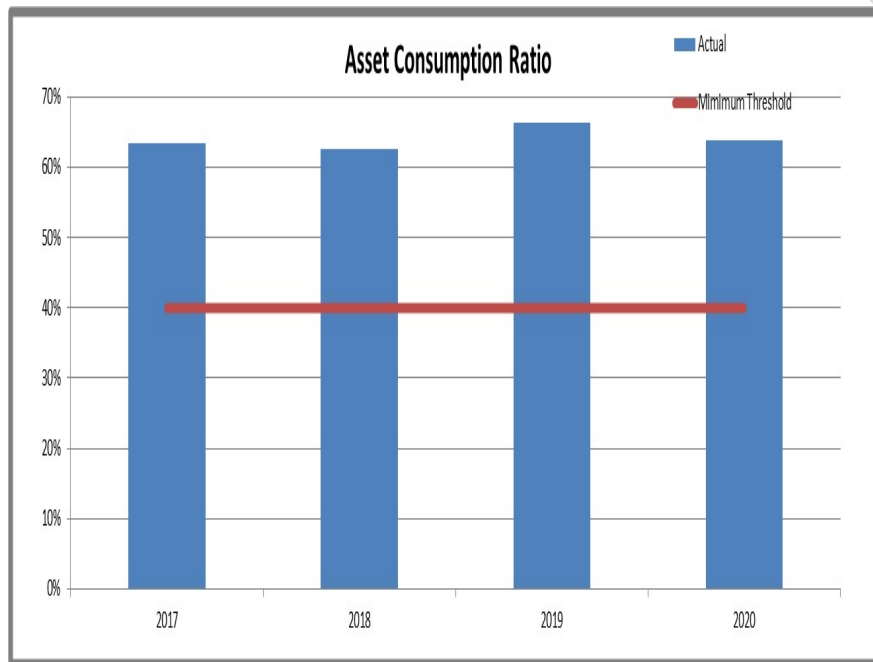
Asset Consumption Ratio

Benchmark – Between 40% and 60%

Target – Between 40% and 60%

This ratio indicates the average percentage of remaining useful life of Council's assets, or, the average proportion of new condition left in assets. The higher the percentage, the greater future service potential is available to provide services to ratepayers. The ratio provides a guide or indicator of future renewal requirements.

Whilst this ratio is calculated for all asset classes, as shown in the graph, the focus is predominately on the roads asset class as this is typically the largest. At 30 June 2020, Council's road consumption ratio was 44. The ratio has remained constant over the past four years.



This ratio is impacted by several factors including:

- capital expenditure, both renewal and new;
- componentisation of complex assets and subsequent adjustment to useful lives;
- reliance on financial and asset management plans; and
- growth periods in the City's history.

As part of the annual review process, Council considers the adequacy of the useful lives attributed to each asset class. There is increased focus at present on breaking down, or componentising, complex assets, particularly road assets. This allows Council to attribute varying useful lives to individual components of the one asset, better reflecting the actual renewal cycle.

Council will continue to review asset lives and investigate further componentisation of assets as part of its regular annual review process. Council will also continue to refer to Asset Management Plans to responsibly manage assets in the future.

Financial Management Strategy – 2031

Asset Renewal Funding Ratio

Benchmark – Between 90% and 100%	Target – Between 90% and 100%
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This ratio measures Council's capacity to fund future asset replacements requirements. An inability to fund future requirements will result in revenue, expenditure or debt consequences, or a reduction in service levels.

This ratio links the planned asset replacement requirements contained in the Asset Management Plans with the planned asset replacement expenditure contained in the LTFP. As shown in the table on page 12, the LTFP indicates Council will meet the benchmark for this ratio over the life of the Plan. Asset replacement expenditure shown in the LTFP for 2022 to 2026 is based on a detailed five year Capital Works Program. After the initial five years, Council has assumed 100% of depreciation will be attributed to capital expenditure with approximately 80% applied to asset renewals and 20% allocated to new assets. As Council reviews the useful lives of assets and updates the Asset Management Plans, required future capital replacements will be adjusted accordingly.

Financial Management Strategy – 2031

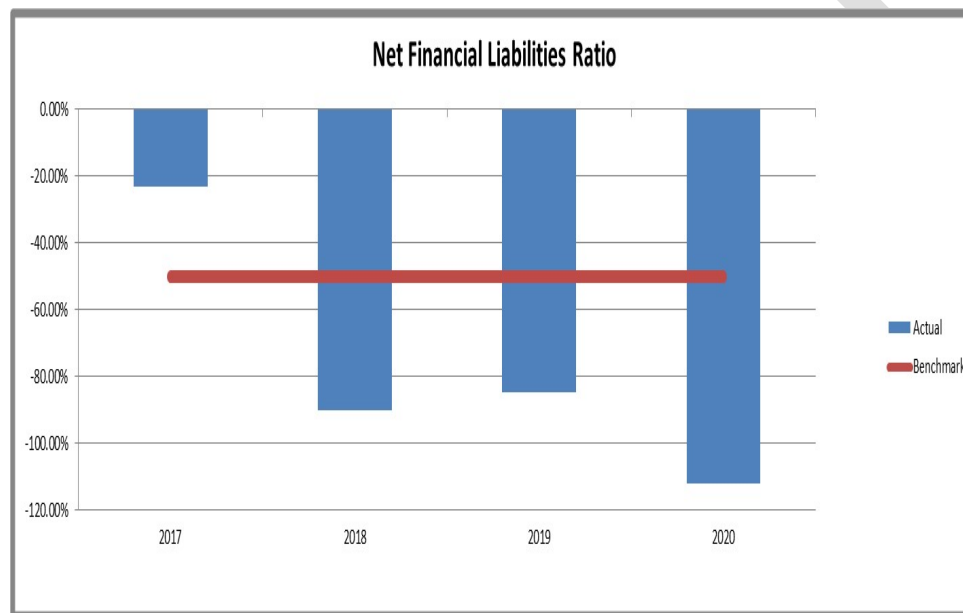
Liquidity Ratios

Net Financial Liabilities Ratio

Benchmark – between 0% and -50%

Target – Between 0% and -50%

This ratio indicates the net financial obligations of Council compared to the operating income in any one year. Where the ratio is positive, it indicates that liquid assets (cash and receivables) exceed total liabilities. Conversely a negative ratio indicates an excess of total liabilities over liquid assets meaning that, if all liabilities fell due at once, additional operating revenue would be needed to fund the shortfall in liquid assets.



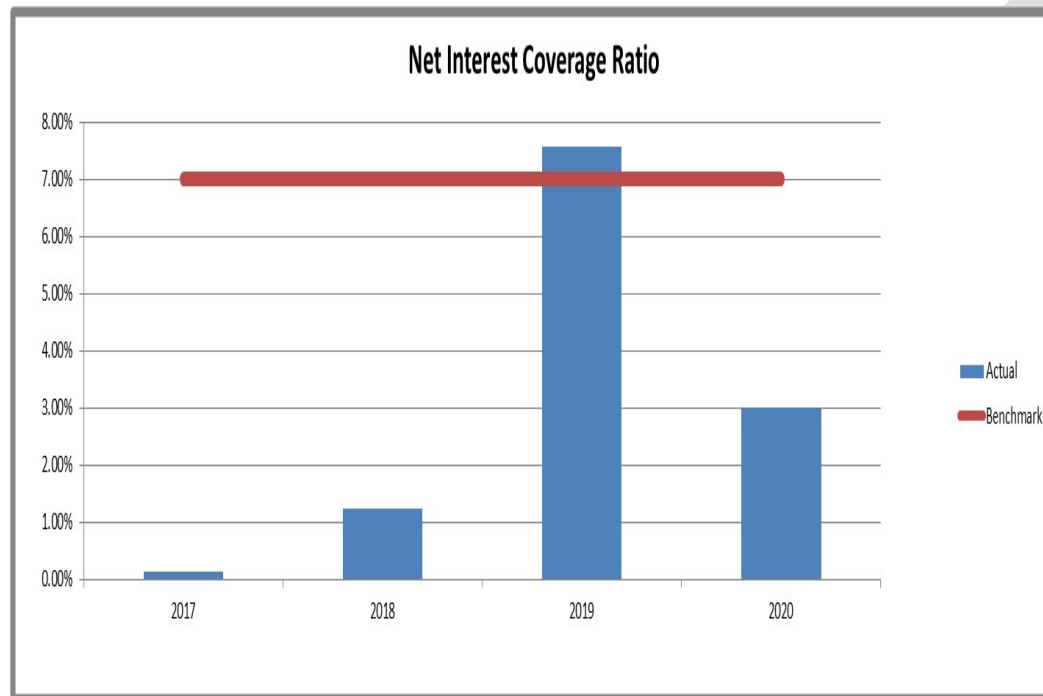
Council has traditionally recorded a ratio within the target range, however the investment in new assets and the additional borrowings required to progress Stage 1 of LIVING CITY have been factored into the Long Term Financial Plan. Council will exceed the benchmark for this ratio over the life of the Plan, however prudent cash management and regular principal repayments will see the result gradually improve over the next 10 years.

Financial Management Strategy – 2031

Net Interest Cost Ratio

Benchmark – 7%

Target – 5%



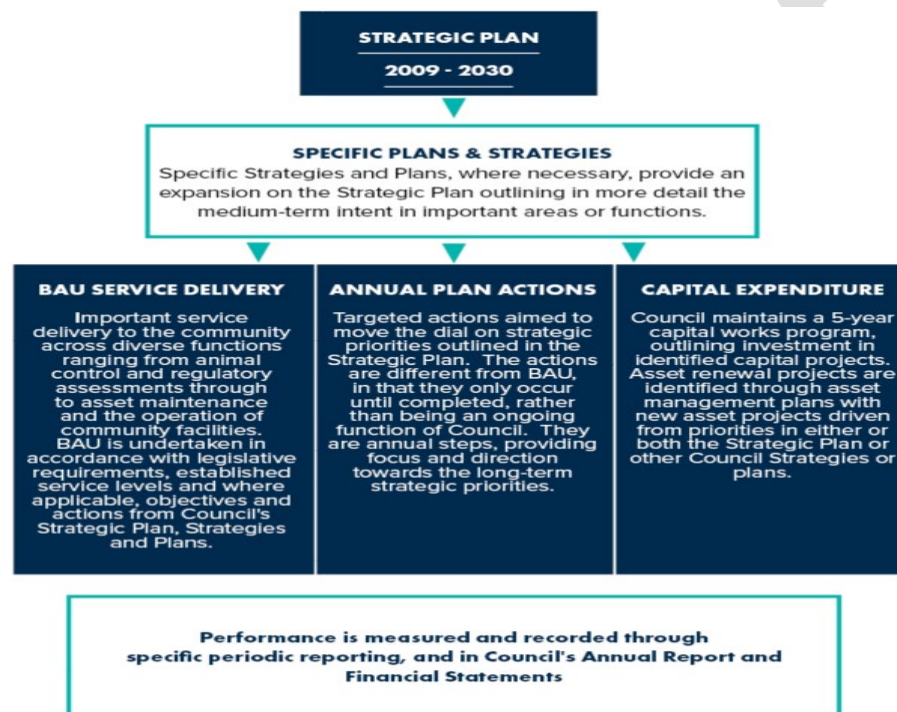
This ratio measures the ability of Council to meet its net interest obligations from its operating revenue. Treasury use this measurement when assessing loan requests and set the benchmark at net interest cost of 7% of recurrent revenue or less. With the exception of 2019, the actual ratio is well below the benchmark of 7% over the past 4 years. The 2019 ratio was impacted by a negative movement in the value of interest rate swaps. Council refinanced its debt during the 2020/21 financial year to take advantage of lower interest rates and to lock in more favourable terms for the facility.

Financial Management Strategy – 2031

Appendix A – Long Term Financial Plan (LTFP)

Introduction

Long term financial planning is a key element of the integrated planning and reporting framework. The LTFP demonstrates Council's medium to long term financial sustainability, allows early identification of financial issues, shows the linkages between specific plans and strategies and enhances the transparency and accountability to the community. The following figure illustrates the integration of Council's reporting framework.



Financial Management Strategy – 2031

The Plan includes operational and capital expenditure to progress the LIVING CITY project including the Waterfront Park development. The Federal Government has approved a grant of \$10,000,000 to progress the Waterfront development with Council committing an additional \$5,000,000 to the construction.

All borrowings in relation to the construction of Stage 1 have been included in the Plan as well as principal repayments over the next 10 years.

The Plan reflects the impact of COVID-19 on the financial performance of Council and the measures taken by Council to support the community through this period of uncertainty. The majority of the financial impact is reflected in the 2019/20 actual result and the 2020/21 forecast position. The 2021/22 year assumes a return to pre-COVID activity and a reduction in the community financial support required. This includes a restoration of parking revenue and rental revenue from commercial properties, a return to full operations for the Convention Centre and Town Hall Theatre, a return of dividend revenue from TasWater, the removal of COVID specific community financial assistance grants, return to pre-COVID levels of major maintenance and the delivery of events within the existing public health guidelines.

The Plan has been determined with reference to documentation released by the Auditor-General, the Institute of Public Works Engineering Australia and the working group established by the Local Government Financial and Asset Reform Project

Financial Management Strategy – 2031

Overview of the Long Term Financial Plan

	2019/20 Actual	2020/21 Forecast	2021/22 Budget	2022/23 Plan	2023/24 Plan	2024/25 Plan	2025/26 Plan	2026/27 Plan	2027/28 Plan	2028/29 Plan	2029/30 Plan	2030/31 Plan
	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M
Recurrent Revenue	39.30	40.45	42.69	43.11	43.19	43.29	43.38	43.45	43.53	43.61	43.70	43.78
Recurrent Expenses	41.76	40.35	42.23	42.88	42.97	43.03	43.11	43.14	43.12	43.09	43.07	43.04
Operating Result	(2.46)	0.10	0.46	0.24	0.22	0.26	0.26	0.31	0.42	0.52	0.63	0.73
Underlying Surplus/(Deficit)*	(1.79)	(0.41)	0.11	0.04	0.02	0.06	0.06	0.11	0.22	0.32	0.43	0.54
Capital Expenditure:												
Carry forwards	0.00	2.40	14.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Renewal	7.14	7.53	8.39	8.19	7.69	8.98	10.34	8.53	8.55	8.56	8.58	8.59
New	6.53	5.80	5.85	7.97	2.30	6.24	6.85	1.82	1.82	1.82	1.82	1.82
Total Capex	13.66	15.73	28.53	16.16	9.99	15.22	17.19	10.35	10.36	10.38	10.39	10.41
Cash Balance	13.73	13.98	8.44	4.64	6.74	8.89	7.45	7.43	7.52	7.71	8.00	8.38

* This amount is adjusted for non recurring events and Grants paid in advance

Financial Management Strategy – 2031

The above summary highlights the annual operating result, the underlying surplus/(deficit), the total estimated capital expenditure, split between renewal and new, and the anticipated cash balance at the end of each financial year. The summary includes the actual result for the 2019/20 financial year, adopted budget for 2020/21 year, forecast for 2020/21 year and projections for the following ten years.

The Plan identifies that Council will return an operating surplus and a small underlying surplus in all years of the Plan from 2021/22 onwards.

Capital expenditure is in accordance with the current 5 year capital program and targeted capital expenditure for the remaining period.

The Long Term Financial Plan takes into account the financial impact of the following changes to services/commitments:

- operation of the paranapple centre, including the convention centre;
- contribution to the Coastal pathway project;
- completion of the Waterfront Stage of the LIVING CITY project; and
- ongoing maintenance and additional depreciation on all new capital expenditure.

Financial Projections

The financial statements included in the Plan reflect the projected financial position of the Council over the next ten years

The Plan includes:

- Estimated Statement of Comprehensive Income
- Estimated Statement of Cash Flow
- Estimated Statement of Financial Position

Financial Management Strategy – 2031

Opportunities/Challenges

The financial projections are based on current knowledge and may be impacted by future changes to operating conditions and Council decisions. Some of the potential impacts are noted below.

Population

The Plan assumes the City's population will remain at present levels until 2031. This assumption is based on data released by State Treasury and the Local Government Division. Despite stagnant growth in population in the municipal area, rate revenue continues to grow each year based on construction of new homes and improvements to existing residential and commercial buildings. Council will continue to take on gifted assets such as roads and stormwater from developments and subdivisions, which add to the maintenance and operational expenditure of Council as a whole. The growth in rate revenue and the increased costs associated with gifted assets has been factored into the Plan.

Changing Demographics

The population mix has changed considerably over the last 30 years with the trend towards an aging population set to continue. This may impact on the services and programs offered and the facilities provided by Council. The general focus on health and wellbeing of the entire population, and not just the older members of the community, may lead to increased provision of walking/cycling tracks and sporting and recreational facilities. The Plan does not include a change to the service levels and programs currently offered to take account of potential changing demographics.

Government Policy

Council is currently reliant on both the Federal and State Governments for external grants. The amount of funding and the timing of funding is dependent on budget decisions at both the Federal and State level. Changes in government policy and the impact of cost shifting from one level of government to another can have major implications on the future financial sustainability of Council. It has been assumed that current government policy will remain constant over the life of the Plan.

Financial Management Strategy – 2031

Climate Change

Council is facing potential impacts from climate change across several aspects of its operations which may impact on the Plan. These include:

- changes to the coastal environment and therefore appropriate development of these areas;
- changes to the size and use of parks and reserves surrounding vulnerable areas;
- lifestyle decisions by ratepayers, increased use of water tanks and the ability to reuse water and the potential related positive impact on the stormwater system;
- increased number and intensity of natural disasters such as storms and fires.

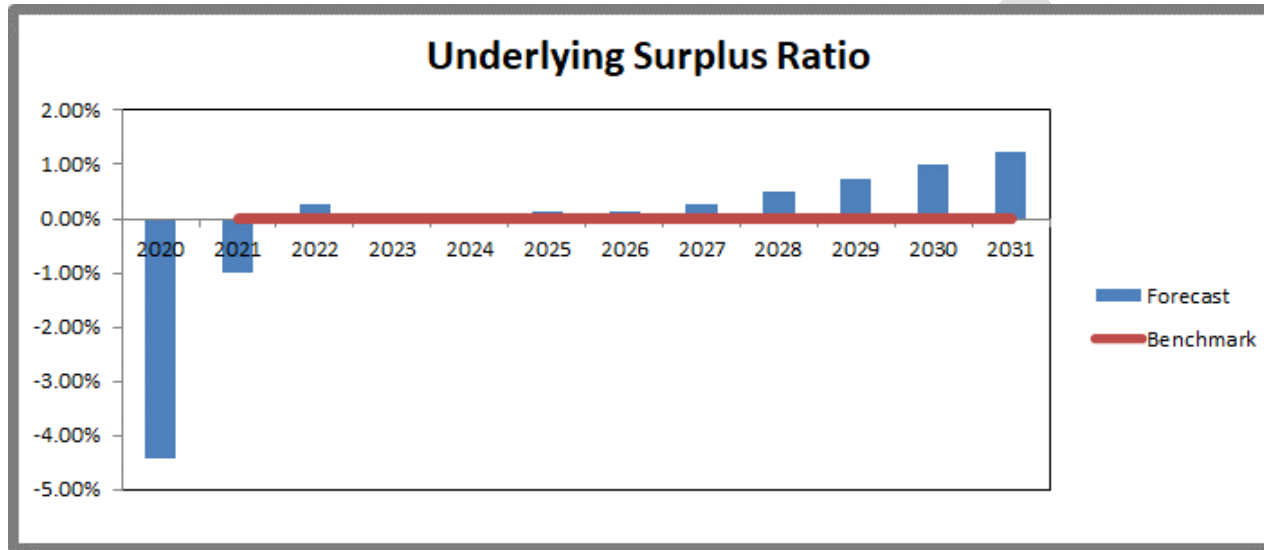
Indexation

All figures are expressed in current values. Revenue and expenses have not been indexed for CPI. Any increases in revenue or expenses are the result of a change in operations or service levels. It is acknowledged that some revenues and expenses will increase by more than CPI, however it has been assumed that other expenses will increase at a lower rate and these will offset over the term of the Plan.

Financial Management Strategy – 2031

Sustainability Indicators

Underlying Surplus Ratio



As mentioned earlier, this indicator is a basic measure of financial sustainability. The underlying deficit for 2020 and 2021 reflect the impact of COVID-19 on the financial result. Council supported the community throughout that time with a freeze on rates and fees, reduction in commercial rent, waiving of charges for community groups and financial assistance grants targeted at groups directly impacted by COVID. The remaining years show a positive or break even underlying operating surplus representing a return to pre-COVID operating conditions.

The Plan includes a conservative estimate of increased rate revenue in relation to the hotel development in 2022/23, as well as additional revenue from supplementary rates assessments.

Financial Management Strategy – 2031

Asset Renewal Funding Ratio and Asset Sustainability Ratio



Financial Management Strategy – 2031

The asset sustainability ratio, compares the rate of capital spending through renewing, restoring and replacing existing assets, with the value of depreciation. The expenditure on renewing the asset base reflected in the Plan averages between approximately 60% and 80% of the relevant depreciation expense over the years from 2022 to 2031. This figure is below the benchmark set by the Auditor-General, but generally within the Council's target range of 60% to 100%. According to the criteria for assessing financial sustainability established by the Auditor-General, this indicates a medium financial sustainability risk.

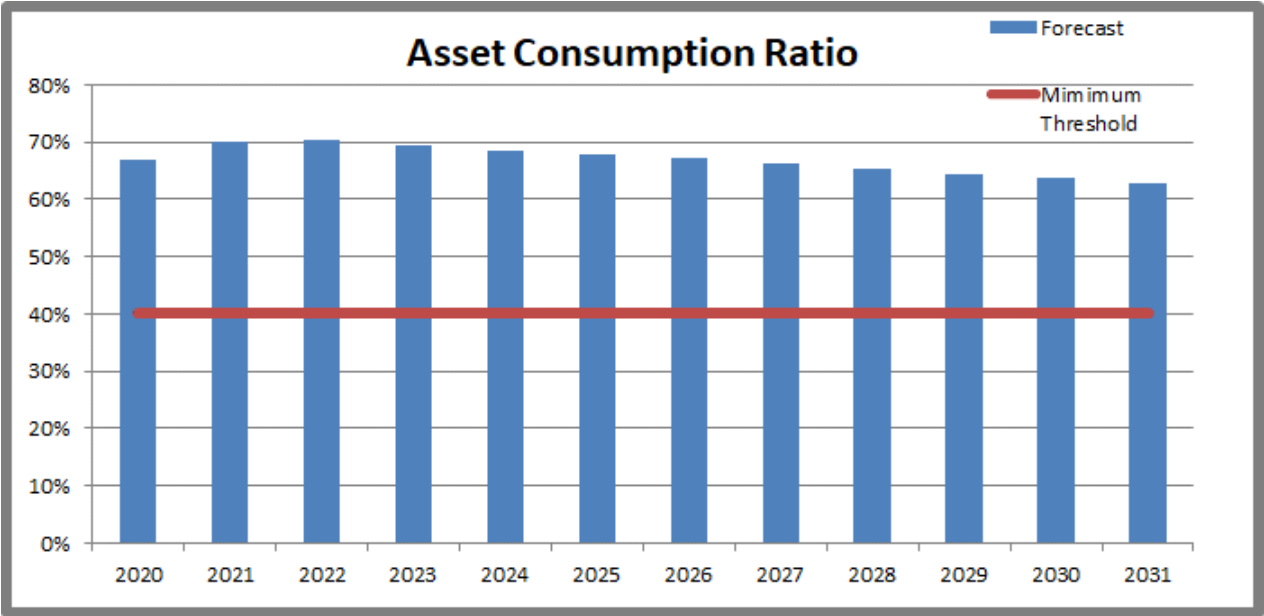
In the commentary included in the Financial Management Strategy, Council has set a target below that set by the Auditor-General as the Asset Management Plans indicate that there is no requirement to renew stormwater assets at this stage, however the asset class carries a depreciation expense of approximately \$1,500,000. This has a significant impact on the calculation of this ratio. The other influence is the increased expenditure on new assets in recent years with the Mersey Bluff redevelopment, the Aquatic Centre and the new buildings as part of the LIVING CITY project. This expenditure results in additional depreciation expense but does not necessarily translate into an increased renewal requirement.

The asset renewal funding ratio measures the planned expenditure on renewing assets in the Long Term Financial Plan with the projected renewal expenditure as determined in the Asset Management Plans. As discussed earlier this document demonstrates that Council plan to adequately fund capital renewal requirements as identified in the Asset Management Plans.

It should be noted that the Plan allows for maintenance on the majority of new capital expenditure. This maintenance expenditure may reduce the level of renewal expenditure required in the future.

Financial Management Strategy – 2031

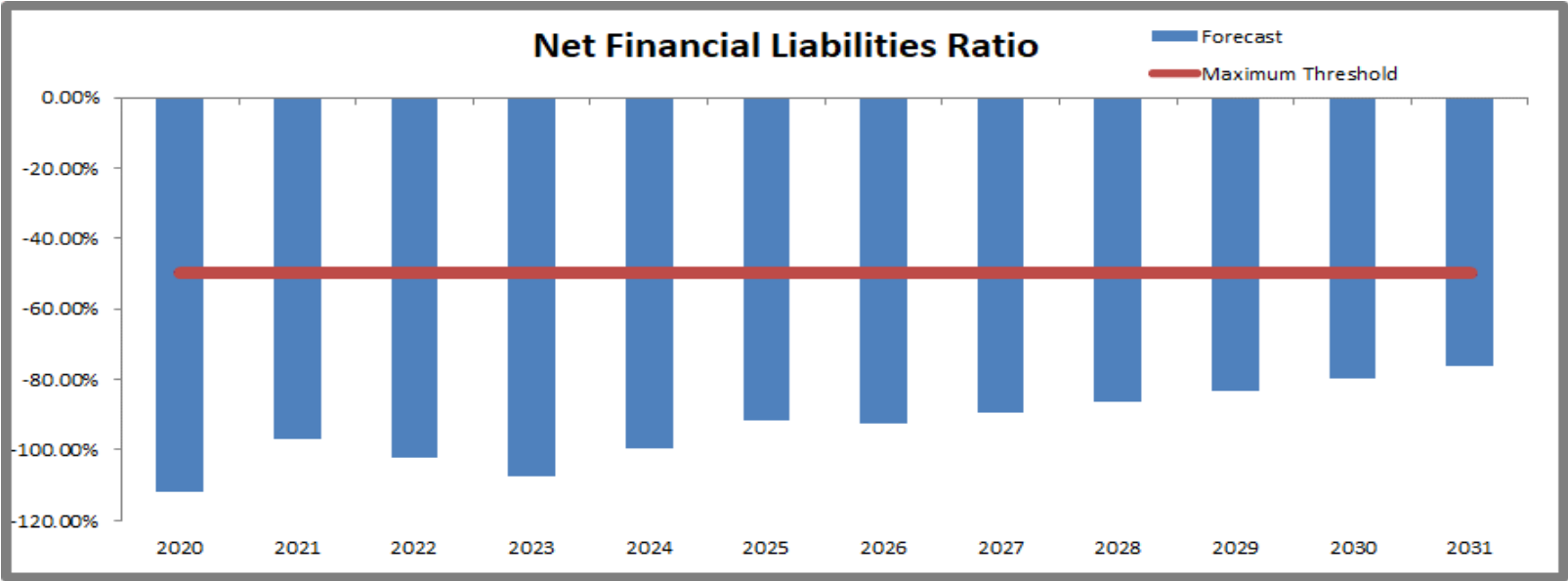
Asset Consumption Ratio



The asset consumption ratio shows the depreciated replacement cost of Council's depreciable assets relative to their replacement value. Council is exceeding the benchmark of between 40% and 60% considered appropriate for this ratio, however the ratio is declining and Council must continue to closely monitor the ongoing maintenance and condition of assets to ensure they are adequately renewed. Close scrutiny is paid to the asset consumption ratio for roads as this is a major asset class. At 30 June 2020, the road consumption ratio was 44% and is consistent over the past 4 years. Council has invested significant resources into assess the condition its road network and using that information to determine more accurate useful lives and renewal program. condition.

Financial Management Strategy – 2031

Net Financial Liabilities Ratio



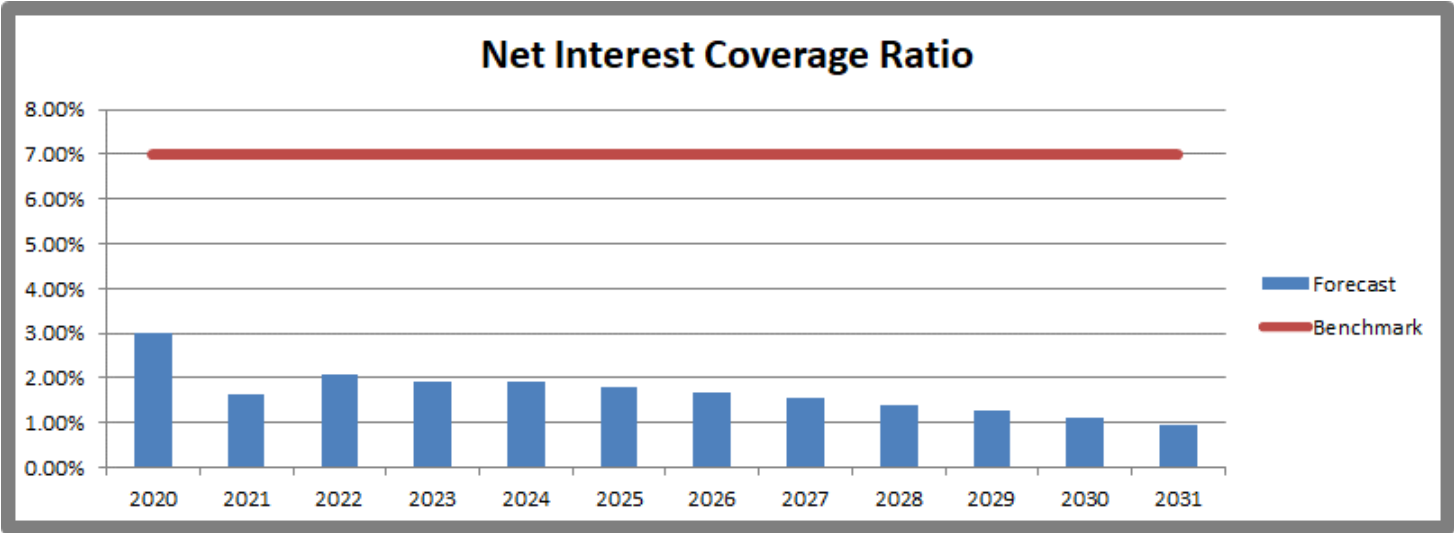
Net Financial Liabilities represent the total value of liabilities less cash and receivables. The net financial liabilities ratio exceeds the benchmark in 2020 and for the remainder of the Plan, as a result of the additional borrowings in relation to LIVING CITY Stage 1. The total additional borrowings for Stage 1 amounted to \$33,850,000.

The forecast for the ratio exceeds the benchmark range and the target range set by Council from 2020, which was acknowledged in the LTFP presented to Council in March 2016. The Treasurer has approved the additional borrowing limit despite this result. The Plan includes substantial reduction of the loan balance over the 10 years with regular principal repayments factored into future cash flows. Council will assess additional principal repayments over the next 10 years.

Based on the Plan the cash balance will stay above the target balance for the duration of the Plan, with the exception of the 2022/23 year.

Financial Management Strategy – 2031

Net Interest Cost Ratio



As demonstrated, the net interest cost to Council is well below the benchmark of 7% of recurrent revenue. At the current borrowing levels, Council can comfortably meet its net interest obligations from ongoing operations. This ratio takes into account the additional interest relating to the increased borrowings and the savings achieved from refinancing debt in 2020/21.

Financial Management Strategy – 2031

Estimated Statement of Comprehensive Income

	2020 Actual	2021 Forecast	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Recurrent income												
Rates and service charges	28,907	29,065	30,090	30,370	30,450	30,530	30,610	30,690	30,770	30,850	30,930	31,010
Fees and charges	5,460	6,310	7,180	7,281	7,281	7,281	7,281	7,281	7,281	7,281	7,281	7,281
Government Grants	2,372	2,682	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637
Contributions	24	18	8	8	8	8	8	8	8	8	8	8
Investment revenue	1,398	1,846	2,194	2,237	2,230	2,252	2,258	2,252	2,254	2,257	2,261	2,261
Other revenue	1,137	527	581	581	581	581	581	581	581	581	581	581
Total recurrent income	39,298	40,449	42,690	43,114	43,187	43,289	43,375	43,449	43,531	43,614	43,698	43,778
Recurrent expenses												
Employee costs	12,506	12,231	12,975	13,004	13,044	13,055	13,086	13,120	13,129	13,138	13,147	13,156
Materials and services	11,437	12,559	13,759	13,809	13,849	13,860	13,891	13,925	13,934	13,943	13,952	13,961
Depreciation	10,624	10,425	9,986	10,563	10,586	10,648	10,717	10,735	10,753	10,771	10,789	10,807
Finance costs	2,054	736	978	963	949	931	881	821	761	701	641	581
Levies & taxes	3,795	3,814	3,990	3,991	3,991	3,991	3,991	3,991	3,991	3,991	3,991	3,991
Other expenses	1,339	1,036	1,137	1,138	1,138	1,138	1,138	1,138	1,138	1,138	1,138	1,138
Internal charges	-	(449)	(594)	(591)	(591)	(591)	(591)	(591)	(591)	(591)	(591)	(591)
Total expenses	41,755	40,352	42,231	42,877	42,966	43,032	43,113	43,139	43,115	43,091	43,067	43,043
Surplus/(Deficit) before Capital Items	(2,457)	97	459	237	221	257	262	310	416	523	631	735
Capital Items												
Net Gain/(Loss) on disposal of assets	(2,039)	(504)	(348)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)
Change in Value of Investments	1,146	-	-	-	-	-	-	-	-	-	-	-
Capital Grants & Contributions	2,513	9,051	8,311	2,530	2,256	7,456	5,756	756	756	756	756	756
Change in Value - Investments	-	-	-	-	-	-	-	-	-	-	-	-
Net Surplus/(Deficit)	(837)	8,444	8,422	2,567	2,277	7,513	5,818	866	972	1,079	1,187	1,291

Financial Management Strategy – 2031

General Assumptions

Indexation

All data is expressed at current value, that is, data relating to prior years is as stated in the Annual Report for that year and all projections are expressed in 2020/21 values. Revenue and expenses have not been indexed for CPI. Any changes in revenue or expenses in excess of or below CPI are explained below.

Rounding

All amounts in the Plan are rounded to the nearest \$1,000. Any rounding errors have been corrected in the Plan.

Specific Assumptions

Rate & Service Charges

Council currently has two rating categories – general and service rates.

General rates are levied based on the Annual Assessed Value of properties, as determined by the Valuer General. Council adopts differential rating based on the use of the property/land.

The service rates cover waste management.

The Plan assumes that rates and waste management charges will not increase by more than CPI in any year. During 2015/16 Council changed its rating methodology and introduced a \$300 fixed charge and a change cap. The Plan assumes the fixed charge will remain in place at the current level. Supplementary rates are included in each year and take into account both historical trends, predictions for future population growth and construction in the CBD in relation to LIVING CITY. The Plan includes additional rate revenue in 2022/23 in relation to the completion of the waterfront hotel development.

Fees and Charges

This category covers a wide range of Council services including revenue from:

Financial Management Strategy – 2031

- planning and development applications;
- transfer station fees;
- animal registrations;
- parking fees and fines;
- revenue from the paranple convention centre;
- rental revenue; and
- admission fees relating to various Council owned facilities, eg, Devonport Recreation Centre and the Town Hall Theatre, etc.

All changes to rental income from commercial properties have been factored into the Plan.

Other levels of fees and charges are anticipated to remain constant over the Plan.

Grant Income

Operating grants are received from both State and Federal Government for the purpose of delivering Council services.

The main source of grant revenue is from the State Grants Commission (SGC) in the form of Financial Assistance Grants (FAG).

From the 2021/22 year onwards, the level of FAG revenue has been maintained at the 2020/21 level, that is, no increase has been factored into the Plan for this item of revenue.

Investment Revenue

Interest Income

Interest on investments has been calculated on the estimated average cash balance. Historically, cash levels are higher in the first half of the financial year than in the second, due to the timing of rate receipts and Council's capital expenditure program. An average interest rate of 1.0% has been used to forecast interest revenue in the Plan. Interest Income fluctuates over the term of the Plan due to changing investment balances.

Financial Management Strategy – 2031

Dividends Received

Dividends from TasWater are based on the entities forward estimates. The total dividend from TasWater is estimated to \$1,092,000pa.

Distribution from Dulverton Regional Waste Management Authority based on the latest advice received from the entity.

Other Revenue

This category includes commission received through operations of the paranple arts centre, recoveries from the Monetary Penalties Enforcement Service, and minor sundry income.

Service Levels and New Developments

The Plan assumes existing service levels will remain constant throughout the period. As stated in the Introduction, expenditure on new capital will result in increased operational expenditure in the future. Allowance has been made for the additional operating, maintenance and depreciation costs associated with capital expenditure on new assets.

Maintenance costs on these developments and any other new capital expenditure has been allowed for at the following rates:

- Roads & Stormwater 1.0% of new capital expenditure; and
- Facilities and Open Space 1.0% of new capital expenditure.

The additional maintenance costs have been allocated evenly across employee benefits and general materials. This allows for a real increase in the number of employees and an increase in the cost of materials due to additional materials being required to undertake this additional work.

Additional operational and maintenance costs in relation to the paranple centre, paranple convention centre and paranple arts centre have been included in the Plan.

Council is consistently focused on ensuring services are delivered as efficiently and effectively as possible. This involves regular reviews of service levels and the method of delivery to ensure costs are kept at sustainable levels.

Financial Management Strategy – 2031

Employee Benefits

Employee benefits include salaries and wages and all employment related expenses including payroll tax, employer superannuation, leave entitlements, fringe benefits tax, workers compensation insurance and professional development.

Employee benefits increase annually over the duration of the Plan and represent the increased maintenance required on new capital expenditure. The additional employee numbers to perform these maintenance tasks have not been quantified, however the costs are relative to historical data.

Materials and Services

This category of expenditure covers a wide range of costs and represents the majority of Council's day to day operational expenditure. Despite constant cost increases, the cost management culture evolving throughout Council aims to maintain the level of expenditure in materials and services costs in line with CPI, with adjustments only being made for known variances. These include:

- timing of expenditure for increased valuation costs;
- expenditure in relation to local government elections; and
- movements in the management fee paid to Belgravia in relation to Splash.

This category also includes the additional cost of materials associated with maintenance of new capital expenditure.

Depreciation

Depreciation expense is based on the current written down value of property, plant and equipment, increased for new capital additions. The asset base has not been indexed or revalued in this Plan so as to remain consistent in the presentation of figures in real dollar terms.

The amount of depreciation is expected to increase at a rate of approximately 1% of the value of the related year's capital expenditure estimates, and as such depreciation costs will continually increase over the life of the Plan.

Depreciation is expected to increase as a result of new buildings and infrastructure as part of LIVING CITY.

Financial Management Strategy – 2031

Finance Costs

Finance costs include interest expense on borrowings and general bank charges across Council accounts. Interest expense over the period of the Plan is based on existing and new debt requirements.

Levies and Taxes

Council rates, land taxes and fire service levies are included in this category of expenditure. Council rates are shown on Council owned properties to reflect the total cost of operating these facilities. Land tax and fire service levies are based on the assessment received from the State Government.

While Council is planning to dispose of surplus properties, it is not anticipated that the sales will have a material impact on the level of rates or land tax.

Other Expenses

This category includes expenses relating to elected members, donations and sponsorships payable to community organisations and rate remissions.

It is expected that these costs will remain constant over the life of the Plan with the only exception being that additional costs have been included to cover the holding of Council elections.

Internal Charges

The balance shown in this category represents internal charges for plant hire, allocation of employee on-costs and distribution of overheads for the Infrastructure and Works Department applicable to capital jobs.

The dollar amount recharged to capital jobs is directly related to the amount of time Council staff spend on capital jobs.

Capital Grants

It is assumed the Roads to Recovery program from 2022/23 revert to the historical funding level for the remaining life of the Plan.

Financial Management Strategy – 2031

LIVING CITY Project

Council is committed to progressing the LIVING CITY Masterplan and this Strategy reflects the estimated income and expenditure for the project as is known at the time of writing.

Revenue includes all current rental income in relation to the strategic properties purchased and/or constructed as part of the project and all holding costs. Assets and borrowings in relation to the project are reflected in the Estimated Statement of Financial Position.

The following assumptions relate specifically to LIVING CITY:

- Revenue and expenditure from various components of Stage 1 have been incorporated into the Plan;
- It is assumed that Council will dispose of properties as part of the CBD expression of interest process for \$2,000,000 in the 2021/22 year;
- Construction of the Waterfront Park will be completed in 2021/22; and
- Principal and interest repayments are calculated in accordance with the existing agreement and loan schedules.

Financial Management Strategy – 2031

Estimated Statement of Cash Flows

	2020 Budget	2020 Actual	2021 Forecast	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities													
Receipts													
Rates and user charges	35,017	33,454	33,596	35,316	35,868	35,948	36,028	36,108	36,188	36,268	36,348	36,428	36,508
Government grants	2,644	2,464	2,682	2,473	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637	2,637
Refund of GST tax credits	1,473	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215	1,215
Contributions	1	24	3	3	1	1	1	1	1	1	1	1	1
Interest	420	366	80	56	65	58	80	86	80	82	85	89	89
Investment revenue from TasWater	1,253	546	546	1,076	1,076	1,076	1,076	1,076	1,076	1,076	1,076	1,076	1,076
Other receipts	797	1,132	545	502	589	589	589	589	589	589	589	589	589
Total Receipts	41,605	39,201	38,666	40,641	41,451	41,524	41,626	41,712	41,786	41,868	41,951	42,035	42,115
Payments													
Employee & supplier costs	28,190	29,648	26,376	27,390	28,930	29,010	29,032	29,094	29,662	29,680	29,698	29,716	29,734
Borrowing costs	1,731	1,671	1,518	908	893	879	861	811	751	691	631	571	511
Other expenses	995	875	1,036	1,029	1,138	1,138	1,138	1,138	1,138	1,138	1,138	1,138	1,138
Total Payments	30,914	32,194	28,930	29,327	30,961	31,027	31,031	31,043	31,551	31,509	31,467	31,425	31,383
Net Cash from operating activities	10,689	7,007	9,736	11,314	10,490	10,497	10,595	10,669	10,235	10,359	10,484	10,610	10,732
Cash Flows from Investing Activities													
Receipts													
Proceeds from sale of non current assets	1,100	1,514	687	2,100	100	100	100	100	100	100	100	100	100
Capital grants	4,057	4,219	9,051	10,061	2,280	2,006	7,206	5,506	506	506	506	506	506
Dividend revenue	616	261	698	598	598	598	598	598	598	598	598	598	598
Capital contributions	-	-	-	-	-	-	-	-	-	-	-	-	-
Other investments	-	642	-	-	-	-	-	-	-	-	-	-	-
Payments													
Carry forwards	(1,500)	-	(2,405)	(14,291)									
Asset renewals	(8,207)	(7,135)	(7,530)	(8,388)	(8,194)	(7,691)	(8,982)	(10,343)	(8,532)	(8,546)	(8,561)	(8,575)	(8,590)
New assets	(8,587)	(6,527)	(5,798)	(5,848)	(7,965)	(2,297)	(6,237)	(6,850)	(1,817)	(1,817)	(1,817)	(1,817)	(1,817)
Net Cash used in investing activities	(12,521)	(7,026)	(5,297)	(15,769)	(13,181)	(7,284)	(7,315)	(10,989)	(9,145)	(9,159)	(9,174)	(9,188)	(9,203)
Cash Flows from Financing Activities													
Receipts													
New loans	-	-	-	-	-	-	-	-	-	-	-	-	-
Loans to community organisations	3	(361)	39	39	39	39	39	39	39	40	36	21	-
Payments													
Swap Break Costs			(2,100)	-									
Lease repayments		(52)	(52)	(52)	(52)	(52)	(52)	(52)	(52)	(52)	(52)	(52)	(52)
Loan principal repayments	(1,804)	(1,804)	(2,079)	(1,073)	(1,089)	(1,103)	(1,120)	(1,100)	(1,100)	(1,100)	(1,100)	(1,100)	(1,100)
Net Cash from (or used in) financing activities	(1,801)	(2,217)	(4,192)	(1,086)	(1,102)	(1,116)	(1,133)	(1,113)	(1,113)	(1,112)	(1,116)	(1,131)	(1,152)
Net Increase/(Decrease) in cash held	(3,633)	(2,236)	247	(5,541)	(3,793)	2,097	2,147	(1,433)	(23)	88	194	291	377
Cash at beginning of reporting period	15,966	15,966	13,730	13,977	8,436	4,644	6,740	8,888	7,455	7,433	7,521	7,716	8,007
Cash at end of reporting period	12,333	13,730	13,977	8,436	4,644	6,740	8,888	7,455	7,433	7,521	7,716	8,007	8,384

Financial Management Strategy – 2031

Sale of Assets

The statement includes proceeds of \$3,000,000 over 10 years from sale of assets and plant and equipment. Sale of assets in relation to the CBD expression of interest process accounts for \$2,000,000 of this total.

Capital Works

The capital expenditure shown in the statement is split between expenditure on renewals and new capital projects as per the 5 year capital program. The remaining years ensure renewal expenditure is 80% of depreciation expense.

Borrowings

Borrowings in relation to LIVING CITY Stage 1 construction were finalized in 2018/19. The total new debt at the completion of LIVING CITY Stage 1 construction was \$33,850,000. The Plan includes annual principal repayments in accordance with loan schedules covering Council's total debt.

Financial Management Strategy – 2031

Estimated Statement of Financial Position

	2020 Budget	2020 Actual	2021 Forecast	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets													
Current Assets													
Cash and cash equivalents	14,194	13,730	13,977	8,436	4,643	6,740	8,887	7,454	7,431	7,519	7,713	8,004	8,381
Receivables	1,110	2,358	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110	1,110
Other Assets	76	200	200	200	200	200	200	200	200	200	200	200	200
Leasehold Improvements	-	513	-	-	-	-	-	-	-	-	-	-	-
Available for Sale Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	15,380	16,801	15,287	9,746	5,953	8,050	10,197	8,764	8,741	8,829	9,023	9,314	9,691
Non-current Assets													
Capital works in progress	11,500	9,895	20,995	3,450	3,450	3,450	3,450	3,450	3,450	3,450	3,450	3,450	3,450
Receivables	22	364	325	286	247	208	169	129	93	57	21	-	-
Leasehold Improvements	-	-	-	-	-	-	-	-	-	-	-	-	-
Right-of-use-assets	-	812	760	708	656	604	552	500	448	396	344	292	240
Investment in associates	6,687	8,191	8,751	9,251	9,751	10,251	10,751	11,251	11,751	12,251	12,751	13,251	13,751
Investment in TasWater	87,345	76,789	76,789	76,789	76,789	76,789	76,789	76,789	76,789	76,789	76,789	76,789	76,789
Property, plant and equipment	480,805	513,904	506,091	536,066	540,876	539,492	543,277	548,968	548,293	547,613	546,934	546,251	545,565
Total Non-current Assets	586,359	609,955	613,711	626,550	631,769	630,794	634,988	641,087	640,824	640,556	640,289	640,033	639,795
Total Assets	601,739	626,756	628,998	636,296	637,722	638,844	645,185	649,851	649,565	649,385	649,312	649,347	649,486
Liabilities													
Current Liabilities													
Payables	3,178	3,099	3,178	3,180	3,180	3,180	3,180	3,180	3,180	3,180	3,180	3,180	3,180
Provisions	2,146	2,244	2,146	2,146	2,146	2,146	2,146	2,146	2,146	2,146	2,146	2,146	2,146
Lease liabilities	-	52	52	52	52	52	52	52	52	52	52	52	52
Contract liabilities	-	2,206	-	-	-	-	-	-	-	-	-	-	-
Financial liabilities	2,079	1,804	1,073	1,089	1,103	1,120	1,100	1,100	1,100	1,100	1,100	1,100	1,100
Total Current Liabilities	7,403	9,405	6,449	6,467	6,481	6,498	6,478	6,478	6,478	6,478	6,478	6,478	6,478
Non-current Liabilities													
Provisions	455	325	325	325	325	325	325	325	325	325	325	325	325
Income Received in Advance	-	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	761	709	657	605	553	501	449	397	345	293	241	189
Other financial liabilities	407	2,882	-	-	-	-	-	-	-	-	-	-	-
Financial liabilities	47,937	48,213	46,864	45,775	44,672	43,552	42,452	41,352	40,252	39,152	38,052	36,952	35,852
Total Non-current Liabilities	48,799	52,181	47,898	46,757	45,602	44,430	43,278	42,126	40,974	39,822	38,670	37,518	36,366
Total Liabilities	56,202	61,586	54,347	53,224	52,083	50,928	49,756	48,604	47,452	46,300	45,148	43,996	42,844
Net Assets	545,537	565,170	574,651	583,072	585,639	587,916	595,429	601,247	602,113	603,085	604,164	605,351	606,642
Equity													
Accumulated Surplus	218,075	210,722	220,203	228,624	231,191	233,468	240,981	246,799	247,665	248,637	249,716	250,903	252,194
Asset Revaluation Reserves	316,514	354,056	354,056	354,056	354,056	354,056	354,056	354,056	354,056	354,056	354,056	354,056	354,056
Other Reserves	10,948	392	392	392	392	392	392	392	392	392	392	392	392
Total Equity	545,537	565,170	574,651	583,072	585,639	587,916	595,429	601,247	602,113	603,085	604,164	605,351	606,642

Financial Management Strategy – 2031

Cash & Cash Equivalents

The cash balance has been derived from the Estimated Statement of Cash Flow. The cash balance has not been discounted for the effect of inflation and is shown in today's dollars.

Capital Work in Progress

This balance relates to capital projects that span more than one financial year.

Investment in Associates and TasWater

A small increase in the value of investment in Dulverton Regional Waste Management Authority has been factored into the Plan. This assumption is based on the forecast Statement of Financial Position as advised. It is assumed that the investment in TasWater will remain constant.

Property, Plant & Equipment

Capital expenditure on new assets and on renewal of existing assets is in accordance with the 5 year capital program. The remaining years ensure renewal expenditure is approximately 80% of depreciation expense.

The balance takes into account any disposals of assets, contributed assets and depreciation of the existing asset base as well as additions.

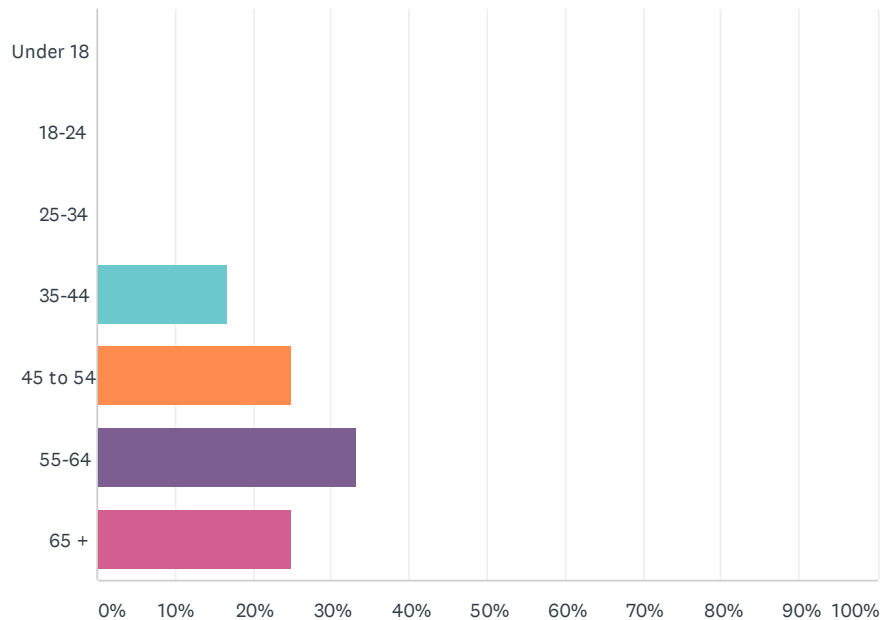
Financial Liabilities

The actual debt balance following the completion of LIVING CITY Stage 1 has been included in the Plan. It is not anticipated that Council will borrow any further over the term of the Plan. All scheduled principal repayments have been included in the Plan.

Congregational Cemetery Master Plan Survey

Q1 What is your age?

Answered: 12 Skipped: 0

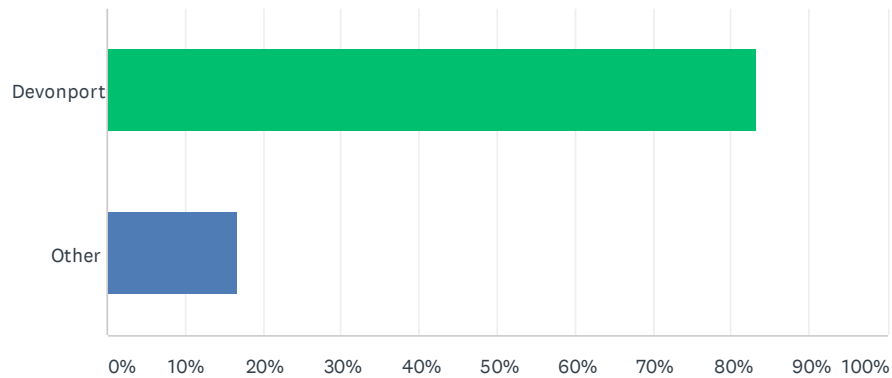


ANSWER CHOICES	RESPONSES	
Under 18	0.00%	0
18-24	0.00%	0
25-34	0.00%	0
35-44	16.67%	2
45 to 54	25.00%	3
55-64	33.33%	4
65 +	25.00%	3
TOTAL		12

Congregational Cemetery Master Plan Survey

Q2 What town do you live in?

Answered: 12 Skipped: 0



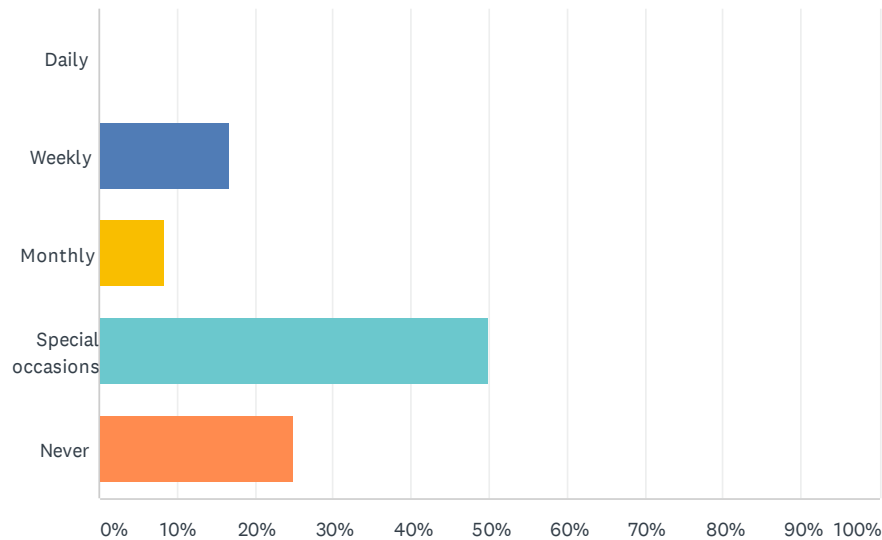
ANSWER CHOICES		RESPONSES	
Devonport		83.33%	10
Other		16.67%	2
TOTAL			12

#	PLEASE SPECIFY:	DATE
1	Latrobe	5/24/2021 9:50 AM
2	Shearwater	5/12/2021 9:38 AM

Congregational Cemetery Master Plan Survey

Q3 How often do you visit the Congregational Cemetery?

Answered: 12 Skipped: 0



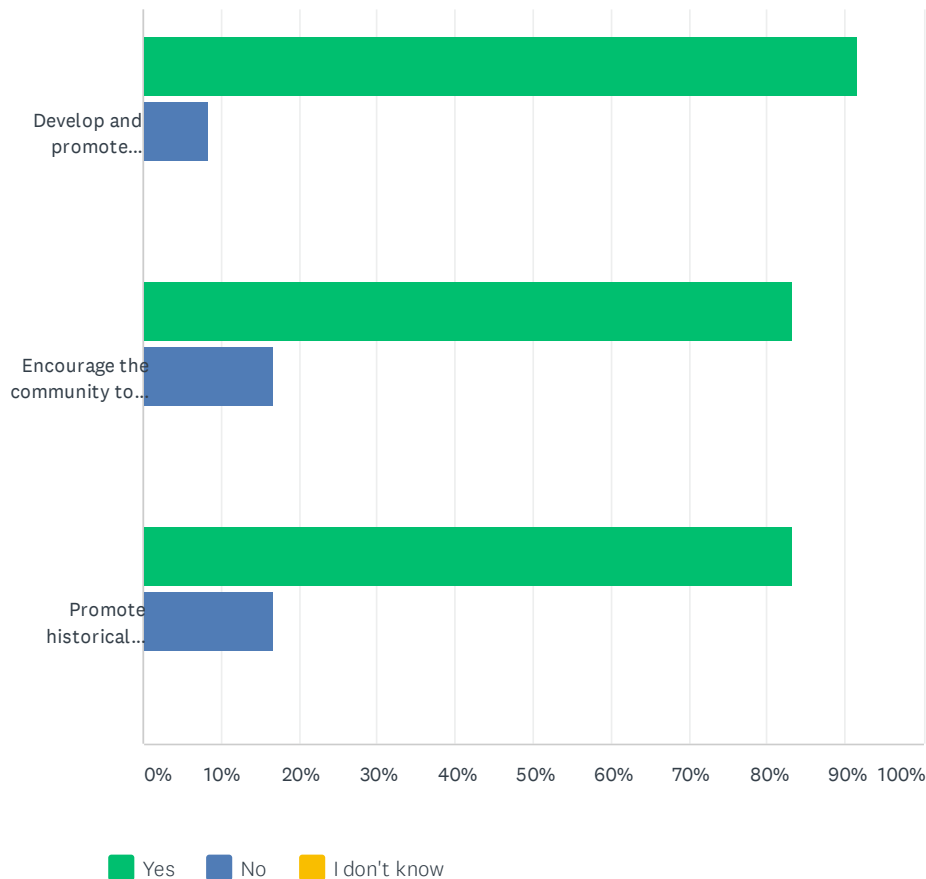
ANSWER CHOICES	RESPONSES
Daily	0.00% 0
Weekly	16.67% 2
Monthly	8.33% 1
Special occasions	50.00% 6
Never	25.00% 3
TOTAL	12

#	COMMENTS:	DATE
1	My husbands forebears are buried here Judd Macrow, wife and son. Judd was an important man to the area.	5/12/2021 9:38 AM
2	However, I drive past it daily and the Cemetery provides me with a sense of belonging, actively showing that we are a community who take care of and respect our heritage. I love people wandering through the site and seeing flowers placed on graves. I would be like to be advised of any Community Group that supports this grave site or the old Devonport Cemetery further up the hill - in which I have many family relatives and I visit regularly.	5/10/2021 7:46 AM

Congregational Cemetery Master Plan Survey

Q4 Do you support the following actions that aim to conserve heritage values?

Answered: 12 Skipped: 0



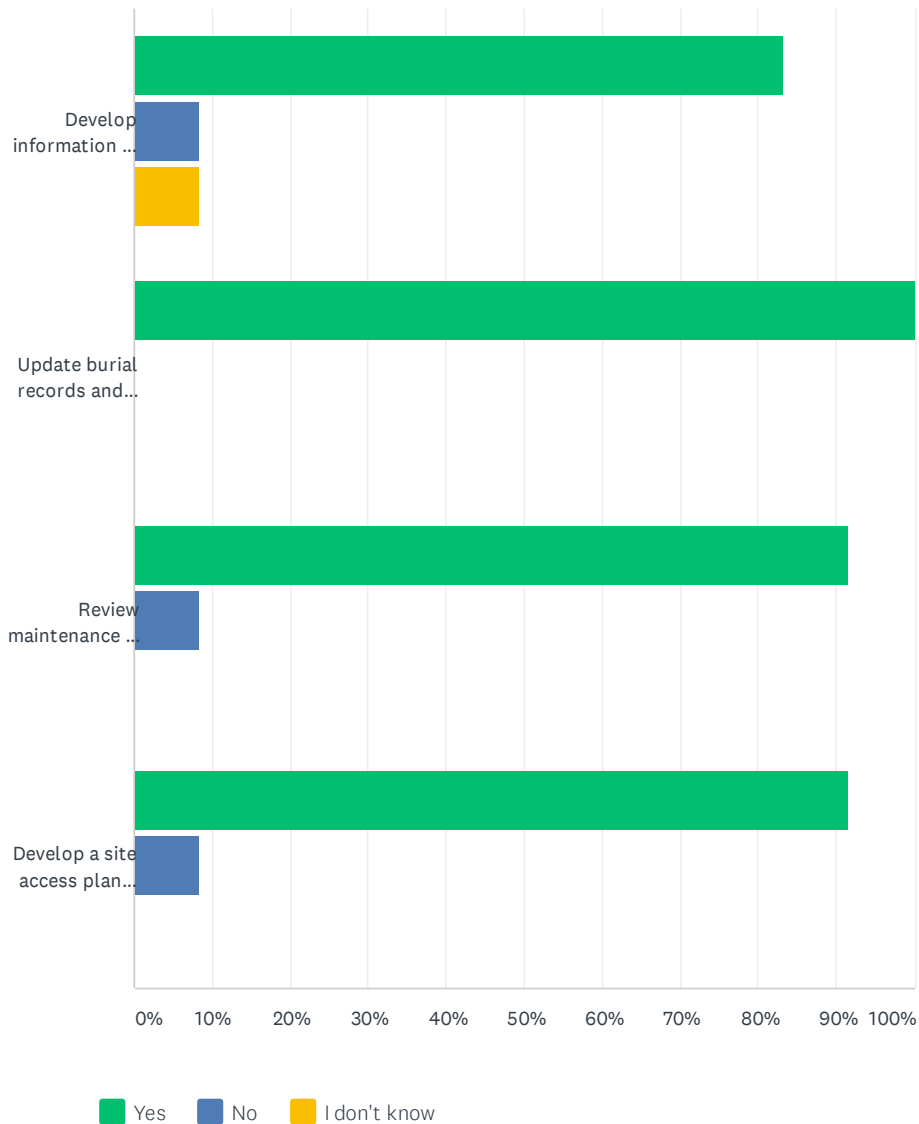
	YES	NO	I DON'T KNOW	TOTAL
Develop and promote information regarding plot restoration and maintenance	91.67% 11	8.33% 1	0.00% 0	12
Encourage the community to be involved in the cemetery's maintenance and development	83.33% 10	16.67% 2	0.00% 0	12
Promote historical significance and improve interpretive elements of the cemetery	83.33% 10	16.67% 2	0.00% 0	12

#	FEEL FREE TO COMMENT:	DATE
1	In relation to point 1 "Develop and promote information regarding plot restoration and maintenance", surely this has been done by many Councils and would only require tweaking. \$2,000 seems quite expensive to post a few pages to a website!	5/10/2021 7:49 AM
2	It is the final resting place of Kate Weindorfer, such an under estimated contributor to the formation of the Cradle Mountain reserve	5/6/2021 9:36 PM
3	Devonport has a history of ignoring heritage in all it's forms, from the old Bluff Cemetery to the constant demolition approvals for houses, disrupting streetscapes. I note the demolition of the houses on Victoria Parade and Fenton Street. If the various old cemetery sites are landscaped and maintained properly (weed control, pruning, sensitive plantings) people would be encouraged to attend and contribute more. Devonport's lack of a sense of place contributes to it's lack of community feeling.	5/4/2021 12:37 PM

Congregational Cemetery Master Plan Survey

Q5 Do you support the following actions that aim to improve access?

Answered: 12 Skipped: 0



	YES	NO	I DON'T KNOW	TOTAL
Develop information and wayfinding signage within the cemetery in accordance with the Signage Strategy	83.33% 10	8.33% 1	8.33% 1	12
Update burial records and make available to the public, including locations of gravesites	100.00% 12	0.00% 0	0.00% 0	12
Review maintenance and customer service levels (landscaping, road maintenance etc)	91.67% 11	8.33% 1	0.00% 0	12
Develop a site access plan that caters for pedestrians and vehicles	91.67% 11	8.33% 1	0.00% 0	12

#	FEEL FREE TO COMMENT:	DATE
1	Theses sound very useful ways for site access	5/12/2021 9:40 AM

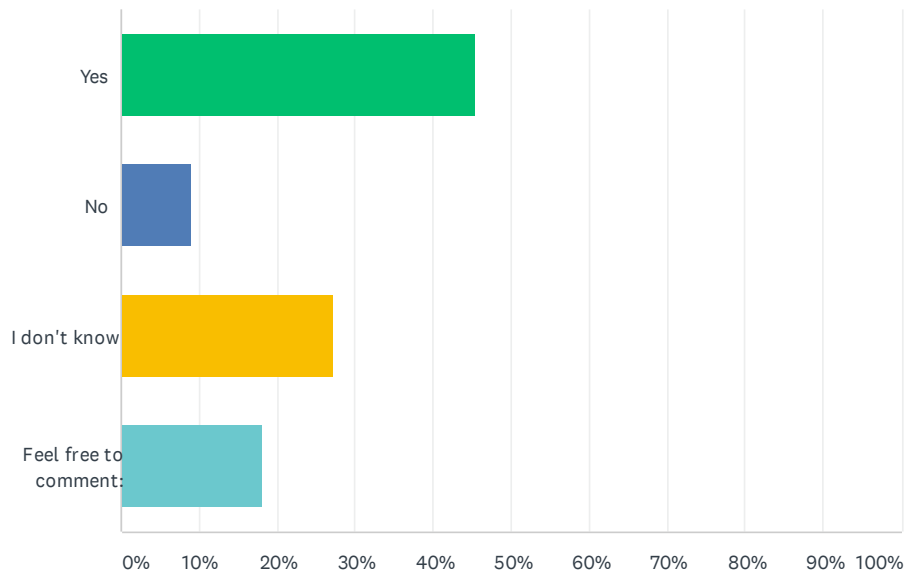
Congregational Cemetery Master Plan Survey

2	Most important to make burial records accurate and available to the public. No good having improved information if no one can access it. Must be accessible for wheelchair, and of smooth clear footing.	5/4/2021 2:23 PM
3	Review the maintenance and customer service levels? Seriously? I can tell you what they are now and what a 'review' will say. Less money on plans to make plans to make plans, and an actual commitment to do something would be a more effective use of cash. This stuff isn't rocket science.	5/4/2021 12:41 PM

Congregational Cemetery Master Plan Survey

Q6 Do you support the Master Plan Principle 'Enhancing the Cemetery Experience'?

Answered: 11 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	45.45%	5
No	9.09%	1
I don't know	27.27%	3
Feel free to comment:	18.18%	2
TOTAL		11

#	FEEL FREE TO COMMENT:	DATE
1	4.3 Enhancing the Cemetery Experience states ... 'no specific actions fall under this principle' ... so badly done Council. You are asking the community to support something you haven't developed.	5/10/2021 7:55 AM
2	A bit of a motherhood statement. Geneology is a huge interest for many, as is Tasmanian history. If the place is maintained and shown some respect, and if council has any commitment to the history of Devonport, in contributing to a sense of place, they will come, and keep coming.	5/4/2021 12:49 PM

Congregational Cemetery Master Plan Survey

Q7 Do you have any further comments about the draft Don Congregational General Cemetery Master Plan or ways Council can improve the cemetery?

Answered: 6 Skipped: 6

#	RESPONSES	DATE
1	To keep the Cemetery neat and tidy.	5/24/2021 9:51 AM
2	Think council is listening to others. Very historical burial ground.	5/12/2021 9:42 AM
3	Review of external lighting at the Entrance; with a view to discouraging antisocial behaviour outside opening hours.	5/11/2021 8:58 AM
4	Basic maintenance would be a start. Roadside kerbing, paths and spraying weeds would make accessing easier.	5/10/2021 7:55 AM
5	As noted in the report, there will be a natural decline in the number of close relatives visiting the cemetery. The council (of which I am rate payer) has a moral obligation to it's citizens, past and present, and as such, should be committed to the upkeep and repair of the cemetery.	5/4/2021 2:30 PM
6	\$8k a year is probably just enough to mow the weeds twice. Or write more reports about writing plans to make plans. How about some actual serious commitment. Arts funds to commission a book on the history of the place. Serious maintenance funding. If council shows some actual commitment to do something, then volunteers might step forward.	5/4/2021 12:49 PM



DON CONGREGATIONAL CEMETERY MASTER PLAN 2022-2032

June 2021

Next Date of Review: July 2032
Document Controller: Executive Manager City Growth
Document Reviewer: Infrastructure and Works Manager
Date Adopted by Council:
Resolution Number:

Cover Image: Kelly Slater 2020

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1 Introduction

1.1 Purpose

The Don Congregational Cemetery Master Plan 2022-32 is a guiding document for the development and management of the Congregational Cemetery over a ten-year period commencing July 2021. The development of master plans for all Devonport cemeteries is an action of the Cemetery Strategy 2011-2030.

The central aim of the Master Plan is:

To preserve the individual and shared heritage value of the Cemetery, while sustainably operating the site for current and future community needs.

The objectives of the Master Plan are to:

- Identify relevant heritage and operational constraints and opportunities.
- Understand and respect social and historical values in cemetery management.
- Ensure Council understands and meets its legal obligations as the Cemetery manager.
- Provide a strategic approach towards cemetery management that is realistic, achievable and within reasonable resources available to the Council and community.

1.2 Methodology

Development of this Master Plan has involved:

1. Consultation with the general community in the form of an online and print survey (90 respondents).
2. Onsite meetings with Devonport City Council officers to review consultation outcomes and identify further issues and opportunities.
3. Drafting of guiding principles and actions in line with the purpose of the Cemetery, local site characteristics, community input, and resourcing options.

1.3 Implementation and Review

Devonport City Council will be responsible for coordinating the implementation of the Plan. Review of actions will occur on an annual basis and align with Council's Annual Plan and Estimates process.

1.4 Related Plans and Strategies

The following Council documents inform the development and implementation of the Master Plan.

- *Devonport City Council Strategic Plan 2009-2030*
- *Cemetery Strategy 2011-2030*
- *Signage Strategy 2017-2020*
- *Pedestrian Strategy 2016-2021*
- *Public Open Space Strategy*
- *Disability Inclusion Plan 2020-2025*

1.5 Legislation

Council is required to comply with the following Tasmanian legislation related to cemetery management.

- *Burial and Cremation Act 2019*
- *Burial and Cremation Regulations 2015*
- *Local Government Act 1993*

Devonport City Council, being the cemetery manager, has a range of important legal obligations and duties as listed in the Burial and Cremation Amendment Act 2019. For example, cemetery managers are responsible for:

- the correct handling and interment (burial) of human remains;
- providing public access to cemeteries;
- administration and record-keeping; and
- general maintenance and upkeep of cemeteries.

As per the Act (section 34.3) maintenance of vaults, graves or monuments are generally not the responsibility of cemetery managers. However, with the passing of time Council may be obligated to repair vaults, graves or monuments that present a risk to public health or safety.

2 Context

2.1 Description

The Congregational Cemetery is just under 1 acre (0.4032 ha) of public open space in ownership of Devonport City Council, located at 207 Stony Rise Road.

It is the second smallest of the four cemeteries along this road and is diagonally opposite to St. Olave's Anglican Cemetery (50m to the north) and 350 metres in a straight line from the Devonport General Cemetery (to the south-east).

The site is on a north-west facing incline with the entry at the lower elevated boundary off Stony Rise Road. The property rises from the road to near the centre and falls away towards the rear of the property. There is also a cross fall.

The north and south boundaries are adjacent to industrial properties with no foliage on the fence lines. The rear boundary is treed and meets the Bass Highway.

The Cemetery has a standard layout of headstones organised in straight lines. Some variety exists in monument form with more elaborate headstones in sandstone and marble, some with elaborate figurative carvings and iron surrounds. Later twentieth century headstones demonstrate the simplification in burial practices with predominance of simple granite headstones with cement surrounds. Headstones and plots range in condition, with many in significant disrepair.

The site has a service road of gravel in the centre for 90% of the block length with no dedicated constructed paths. Traditional memorial graves line either side of the access road to a maximum depth of 9-13 (nominal) individual sites each side. There are bare patches of grass haphazardly interspersed between the grave sites suggesting that either memorials have been allowed to disintegrate or the site was never filled to capacity.



Location Context: Don Congregational Cemetery



Location: Don Congregational Cemetery

2.2 Historic and Heritage Value

The Congregational Cemetery is a small burial ground, with the older headstones dating from the late nineteenth and early twentieth centuries. The Cemetery is one of the oldest in the State of Tasmania¹. At rest in this historical patch of ground are many of the Don Pioneers, many of whom were the original pioneers of the City of Devonport and its surrounding district.

The Cemetery occupies one acre of land, granted by James Fenton in 1864 and contains many headstones and graves of local significance, for example members of the Henry family, including John Henry CMG, member of Parliament, member of the Australian Federal Convention which framed the Australian Constitution; Henry Carter, a prominent Devonport pioneer and landowner; Senator Alexander Lillico; and Stephen Priest, a prolific builder, in Devonport's early history are also buried at the site.

There are over 700 known recorded burials and several unmarked sites. The first recorded burial is 17 October 1865 of Elizabeth June and Jane Hodgkiss. The historical record is incomplete.

The cemetery is closed to new burials, with only reserved plots and re-openings available.

The site is permanently registered on Tasmania's Heritage Register due to its identification as a place of importance to Tasmania, and Tasmanians, because of its connection to the State's history, culture, and society.

Places entered on the Register are protected through the *Historic Cultural Heritage Act 1995* to ensure that future changes or improvements to the place complement its significant aspects.



Image: Kelly Slater 2020

¹ Pendrey, B., 2000, *The cycle of time: an enduring epitaph of the Old Don Congregational Cemetery*, Devonport, Tas.

2.3 Previously Identified Issues

Identified issues acknowledged in 2009 as outlined in the Cemetery Strategy include:

- Deterioration of monuments, lack of conservation eroding character.
- No interpretive signage.
- No fencing (along front boundary) and limited landscaping.
- Increased risk of vandalism if site appears disused.

These issues remain current, although there have been minimal reports of vandalism.



Unmarked gravesites



Damaged headstone

In late 2019, the Congregational Cemetery was one of several cemeteries involved in a sample audit by the Tasmanian Government to assist in developing processes for monitoring compliance under the *Burial and Cremation Act and Regulations*. Areas for improvement identified through the audit include:

- Development of a site plan with locations of each grave, accessible to the public.
- Completion of burial records.
- Maintenance of tombstones and fences that are a risk to public health or safety.

At the time of writing, these improvements were in progress.

3 Key Findings from Consultation

The Don Congregational Master Plan draws on community comments raised through an online and print survey conducted in late February 2021. The main findings are summarised below.

The survey attracted 90 responses, with 56.8% or 50 respondents living in the Devonport municipality, 34.4% or 31 respondents living in other parts of Tasmania, 8.8% or 9 respondents from other Australian States (Vic, NSW, and Qld). The response rate was higher than expected demonstrating the level of community interest in the site.

3.1 Visitation

In terms of visitation, respondents were asked how often they visited the cemetery and the main reason(s).

- 75.3% of respondents visit the cemetery for special occasions, 6.7% visited monthly and 18.0% respondents have never visited.
- 60.0% respondents visit to pay their respects; 54.1% visit to conduct research such as genealogy; 36.5% visit as interested in the design and architecture of headstones and plots; and 10.6% visit to take some time out and enjoy the peaceful, park like experience.

Other reasons to visit included maintaining family graves, interest in the site as relatives are buried there (although never visited), and general interest in historical elements.

Reason to Visit	Responses	
To pay respects	60.00%	51
Conduct historical research, eg, researching family tree	54.12%	46
Interested in the art / design / architecture of headstones and plots	36.47%	31
To take some time out, enjoy the peaceful, park like experience	10.59%	9
To attend a burial service	1.18%	1
Other	29.41%	25
	Answered	85
	Skipped	5

3.2 Priorities for Management

Respondents were asked to rank the importance of a range of aspects for managing the cemetery. The number and percentage of responses that ranked each aspect as high or very high are outlined in the following table.

Aspect Ranked as High or Very High	Responses	
Heritage value (for instance maintenance of headstones/plots)	92.22%	83
Interpretive / historical signage	76.67%	69
Appearance / look and feel	75.56%	68
Welcome and directional signage including plan of gravesites	75.56%	68
Walkways and roads to access plots	62.22%	56
Landscaping / gardens / trees	57.78%	52
Parking	36.67%	33
Seating	36.67%	33
Shelter	26.67%	24

Additional issues identified through staff consultation:

- Lack of community awareness about responsibilities for restoration and management of headstones and plots.

- No existing plan of gravesites which is made more difficult due to unmarked graves. This is currently being addressed by Council officers.
- Safety risks posed by deteriorating headstones and plots.

3.3 Improvements

Respondents were asked for their suggestions to improve the Cemetery. The open-ended question attracted a variety of responses with similar themes.

The top three improvements suggested were:

- General maintenance (weed control, clean).
- Historical and interpretive information (on site and online).
- Plot maintenance/restoration.



Improvement	Responses
General maintenance (e.g. weed control, clean)	20
Historical and interpretive information and promotion	13
Plot maintenance / restoration	10
Site burial map	6
Landscaping	3
Parking	3
Volunteer assistance with maintenance / restoration	3
Boundary fencing	2
Road/walkway accessibility	2
Seating	2
Footpath access to site	1
Greater security if site increases in popularity	1
Improve entrance	1
Shelter	1
Signage – directional to cemetery	1

4 Principles and Actions

Three key principles that underpin the development of the Master Plan have been drawn from community and staff consultation, these are as follows.

- **Conserving Heritage Values**
- **Improving Access**
- **Enhancing the Cemetery Experience**

The principles and recommended actions are summarised below, with a detailed action plan provided on page 13.

4.1 Conserving Heritage Values

Cemeteries may be the only place where a person's life is recorded. Unusual examples of art and craft may also be found in the design of monuments which portray views of death often quite different from current customs. The long timespan of burials in the cemetery may also provide valuable social insights of changes in taste, custom and design over time.

The cemetery is culturally significant to many visitors as a source of genealogy and the resting place of many prominent individuals in Devonport's history; 92% of respondents ranked conserving of the cemetery's heritage values as a 'high' or 'very high' management priority. This presents a maintenance challenge for Council, as Council has no legal obligation to maintain or conserve headstones and plots unless elements pose a risk to public health or safety.

ACTIONS:

- Develop and promote information regarding plot restoration and maintenance.
- Encourage the community to be involved in the cemetery's maintenance and development (for instance, general maintenance/landscaping, heritage interpretation projects, genealogical research to coordinate plot maintenance/restoration).
- Promote historical significance and improve interpretive elements of the cemetery.

4.2 Improving Access

This principle focuses on assisting visitors and pedestrians find their way around the cemetery, as well as accessing site and burial information. Welcome signage, including a plan of gravesites, were one of the most prominent topics raised by respondents.

Pedestrian and vehicle movement should be simple, convenient and a positive experience for all visitors. Topographical and geometric constraints will restrict Council's ability to provide inclusive access to all parts of the cemetery.

ACTIONS:

- Develop a site access plan that caters for pedestrians and vehicles.
- Update burial records and make available to the public, including locations of gravesites.
- Develop information and wayfinding signage within the cemetery in accordance with the Signage Strategy.
- Review maintenance and customer service levels (landscaping, road maintenance etc.)



A site access plan would improve access and movement for pedestrians and vehicles

4.3 Enhancing the Cemetery Experience

The cemetery is visited foremostly by people coming to the burial grounds of the deceased (75.3% of survey respondents). However, this group is expected to decline long term. Other visitors also visit the site to see, understand and research heritage and historical elements, as well as the design/architecture. These are the groups that the site must cater for in the future. While no specific actions fall under this principle, undertaking the above actions will assist to meet these community needs.

4.4 Delivery of Actions

Delivery of the 7 actions is anticipated to require a variety of delivery methods and funding sources. Community involvement is a key resource, which based on the level of engagement to date, shows potential. Council will be required to contribute funding allocations of around \$85,000 over the 10-year period, although some is already nominally committed in asset renewal programs. External funding through relevant grant programs is also required.


5 Appendices

Action Plan

Action Plan

Don Congregational Cemetery Master Plan

No	Action:	Year Planned					Priority: H,M,L	Resources: A-OPEX F-OPEX F-CAPEX	Cost Estimate (\$)	Responsible Department
		2022/24	2024/26	2026/28	2028/30	2030/32				
Principle 1: Conserving Heritage Values										
1.1	Develop and promote information regarding plot restoration and maintenance						H	A-OPEX	2,000	Infrastructure & Works
1.2	Encourage the community to be involved in the cemetery's maintenance and development						M	A-OPEX	TBC	Infrastructure & Works Community Services
1.3	Promote historical significance and Improve interpretive elements of the cemetery						M	External funds	TBC	Infrastructure & Works Community Services
Principle 2: Improving Access										
2.1	Develop a site access plan that caters for pedestrians and vehicles						H	F-CAPEX	30-50,000	Infrastructure & Works
2.2	Update burial records and make available to the public, including locations of gravesites						H	A-OPEX	5,000	Infrastructure & Works
2.3	Develop information and wayfinding signage within the cemetery in accordance with the Signage Strategy						M	F-CAPEX	10-20,000	Infrastructure & Works
2.4	Review maintenance and customer service levels						M	A-OPEX	10,000	Infrastructure & Works

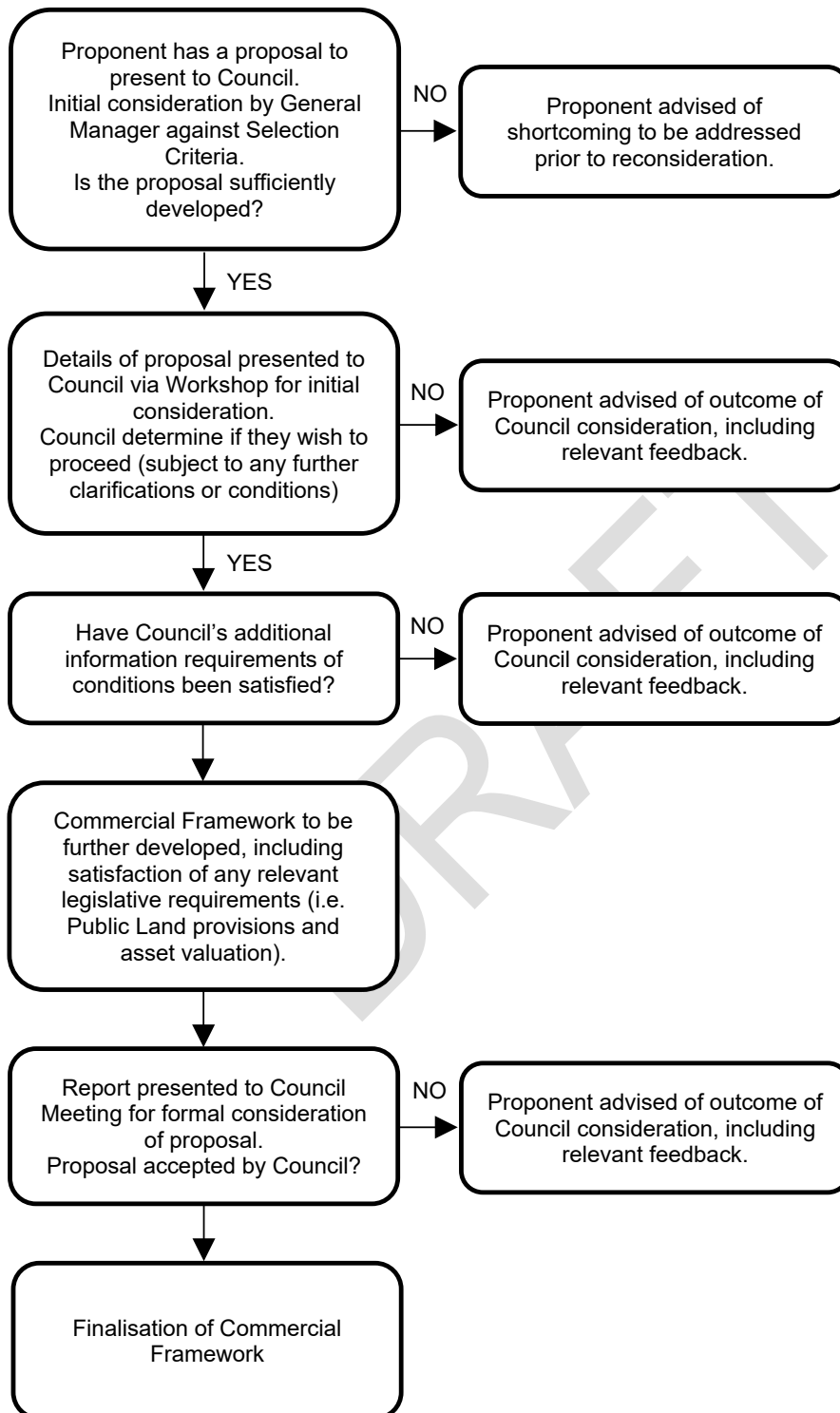
	UNSOLICITED PROPOSALS POLICY									
POLICY TYPE	DOCUMENT CONTROLLER	RESPONSIBLE MANAGER	POLICY ADOPTED	REVIEW DUE						
Council	General Manager	General Manager	TBC	TBC						
PURPOSE	The purpose of this Policy is to provide a transparent, consistent, and easily understood framework by which Council may consider the relative merits of an unsolicited proposal to purchase land or assets owned by the Council, on behalf of the community.									
SCOPE	This Policy relates to any approach or offer received by Council for the purchase of land or assets that are not otherwise being actively marketed for sale or disposal by Council.									
DEFINITIONS	<p>For the purposes of this Policy, the following definitions apply:</p> <p>Assessment Criteria – The criteria against which Council will consider any proposals presented to it, as set out in Table 1 in this policy document.</p> <p>Commercial Framework – The legal structure, including any conditions precedent or surety requirements Council may require, that will form the contractual basis for any asset sale.</p> <p>Unsolicited Proposal – is an approach or offer received by Council for the purchase of land or assets that is not related to existing advertised expression of interest or sale processes being actively undertaken by Council.</p>									
POLICY	<p>1. Introduction This Policy outlines the process steps and criteria against which Council will consider any unsolicited proposals for the purchase of land or other assets owned by Council.</p> <p>2. Legislative Requirements <i>Part 12, Division 1</i> of the <i>Local Government Act 1993</i> sets out the powers and requirements of Council in relation to the purchase, acquisition, sale and leasing of land, which are directly relevant to this Policy.</p> <p>3. Assessment Criteria The Assessment Criteria against which Council will consider any proposal are set out in Table 1 below:</p> <table><tr><th colspan="2">TABLE 1: ASSESSMENT CRITERIA</th></tr><tr><td>1. Community Vision</td><td></td></tr><tr><td>1.1.</td><td>Does the subject site or asset make a direct or significant contribution to our community's vision for the future of Devonport, and does the proposal protect and enhance this vision, detract from it, or provide an innovative alternative?</td></tr></table>				TABLE 1: ASSESSMENT CRITERIA		1. Community Vision		1.1.	Does the subject site or asset make a direct or significant contribution to our community's vision for the future of Devonport, and does the proposal protect and enhance this vision, detract from it, or provide an innovative alternative?
TABLE 1: ASSESSMENT CRITERIA										
1. Community Vision										
1.1.	Does the subject site or asset make a direct or significant contribution to our community's vision for the future of Devonport, and does the proposal protect and enhance this vision, detract from it, or provide an innovative alternative?									

	1.2. Is there a need and will there be opportunities for community engagement and input into the further development of this proposal?
	2. Strategic Alignment
	2.1. Does the proposal impact on Council's ability to realise its current strategic objectives?
	2.2. Does the proposal offer a unique or novel alternative to Council's current strategic objectives?
	3. Community & Economic Benefit
	3.1. Does this proposal provide tangible community benefit, and/or does it propose to address a currently unmet need in our community?
	3.2. What are the economic benefits and opportunities that will be generated via this proposal?
	3.3. Can Council leverage any indirect economic or benefit or value on behalf of the community?
	4. Culture, Environment & Heritage
	4.1. What impacts will this proposal have on known environmental, cultural, and heritages values – either on the subject site, or indirectly via other means?
	5. Proponent Capability
	5.1. Can the proponent provided sufficient detail to demonstrate their capacity and experience to deliver the proposal?
	6. Project & Commercial Framework Feasibility
	6.1. Does current market demand, demonstrated opportunity, or other detail as provided by the proponent satisfy Council that the proposal is feasible?
	6.2. What are the proposed commercial terms associated with the proposal, do they fairly compensate the community for disposal of this asset, and what resources may Council be able to redeploy if this proposal is accepted?
	6.3. Does the commercial framework proposed provide adequate surety for Council?
	<p>A qualitative assessment will be undertaken by Council Officers of the relative merit of the proposal against these criteria, which will form the basis of reporting and deliberations by Council.</p> <p>The Appendix to this Policy includes Process Flowchart setting out the primary stages of this assessment process.</p> <p>4. Supplementary Information</p> <p>Council reserves the right to request additional information beyond the scope of the selection criteria outlined in this Policy from project proponents. This may be required to adequately consider the specific nature of unique or novel project proposals, or to satisfy Council of the viability, community support, or other matters relating to a proposal.</p>

	<p>5. Final Determination</p> <p>Council, at its sole discretion, will make the final determination in relation to any unsolicited proposals presented to it for consideration that are subject to this Policy.</p> <p>Council does not accept liability for any costs and expenses associated with proponent's development of a proposal whatsoever. This includes cost that may arise from the development of initial submission materials, preparation of responses to clarifications and information sought by Council, or other related costs.</p> <p>Council reserves the right, at its sole discretion and by providing reasonable notice to parties to this assessment process to:</p> <ul style="list-style-type: none"> • Modify the staging and requirements of the assessment process; • Request additional information or clarifications from participants; • Reject or set aside submission material on reasonable grounds; and • Undertake reasonable due-diligence investigations and enquiries beyond the scope of specific submission material provided by proponents. 	
LEGISLATION AND RELATED DOCUMENTS	Local Government Act 1993 Land Valuers Act 2001	
ATTACHMENTS (IF APPLICABLE)	Appendix – Assessment Process Flowchart	
STRATEGIC REFERENCE	Strategy 5.3.1. Review and amend structures, policies and procedures to adapt to changing circumstances	
MINUTE REFERENCE	TBC.	
OFFICE USE ONLY	Update Register	Training/Communication
	Advise Document Controller	Advise HR / MCO
	Management Sign Off:	
	Date:	

APPENDIX

Assessment Process Flowchart



Current & Previous Minutes Resolutions					
Meeting Date	Res No.	Item	Status	Assignees	Action Taken
24/08/2020	20/66	Devonport Surf Life Saving Club - Kiosk proposal	In progress	Governance Officer	Club have advised they are seeking plans and required approvals prior to commencing any works
23/11/2020	20/140	Disposal of Public Land at 116-122 Stony Rise Road Devonport	In progress	General Manager	Valuation has been received and negotiations for sale of land have commenced
26/04/2021	21/81	Infrastructure and Works Report	Completed	Infrastructure & Works Manager	Action completed.
24/05/2021	21/88	Confirmation of Previous Minutes	Completed	Governance Officer	Minutes confirmed
24/05/2021	21/91	Fourways William Street - Speed Humps	Completed	Executive Manager City Growth	Consideration of this project to be included in the review of the Road Network Strategy.
24/05/2021	21/92	Tender Report Contract 1341 Weed Control	Completed	Infrastructure & Works Manager	Contract awarded in accordance with Council resolution.
24/05/2021	21/93	Common Seal - Change of Instrument Used	Completed	Governance Officer	Ink based common seal sourced and ready to commence use.
24/05/2021	21/94	Devonport Community Volunteer Sustainability Strategy	Completed	Community Services Manager	Strategy placed on Council's website.
24/05/2021	21/95	Workshops and Briefing Sessions held since the last Council Meeting	Completed	Governance Officer	Received and noted
24/05/2021	21/96	Mayor's Monthly Report - May 2021	Completed	Governance Officer	Received and noted
24/05/2021	21/97	General Manager's Report - May 2021	Completed	Governance Officer	Received and noted
24/05/2021	21/98	Community Services Report March and April 2021	Completed	Community Services Manager	For information only.
24/05/2021	21/99	General Management, People & Finance and Corporate Services Report - March and April 2021	Completed	Governance Officer	Received and noted
24/05/2021	21/100	Convention and Arts Report - March and April 2021	Completed	Convention & Art Centre Director	Received and noted.
24/05/2021	21/101	Annual Plan Progress Report to 30 April 2021	Completed	Governance Officer	Received and noted
24/05/2021	21/102	Elected Members Expense Report to 30 April 2021	Completed	Governance Officer	Received and noted
24/05/2021	21/103	Unconfirmed Minutes - Cradle Coast Authority Representatives Meeting - 25 March 2021	Completed	Governance Officer	Received and noted

Capital Works Income & Expenditure Report May 2021													
	Funding 2020/21					Expenditure 2020/21			Balance	Performance Measures			
	Annual Budget	Additional Funds Carried forward & adjustments	Total Budget Available	External Funding	Funding Adjustments	Actual	Commitments	Total Expenditure	Remaining Funds	Works Start	Works Completion	% Budget	Comments
	\$	\$	\$	\$	\$	\$	\$	\$	\$	Month	Month	Spent	
Summary													
Open Space & Recreation	588,000	1,213,065	1,801,065	808,360	24,800	1,041,699	130,477	1,172,176	628,888				
Buildings & Facilities	120,000	2,769,562	2,889,562	189,000	(14,000)	1,883,518	35,844	1,919,363	970,199				
Transport	4,831,000	3,925,580	8,756,580	3,576,733	(10,800)	3,579,429	1,942,262	5,521,691	3,234,889				
Stormwater	1,196,000	1,194,096	2,390,096	-	-	369,054	211,135	580,189	1,809,907				
Living City	8,000,000	4,935,192	12,935,192	6,000,000	-	4,355,732	17,107	4,372,838	8,562,354				
Plant & Fleet	479,000	183,147	662,147	-	-	241,817	792,872	1,034,689	(372,542)				
Other Equipment	345,000	447,212	792,212	53,000	-	369,618	55,486	425,105	367,107				
Total Capital Works	15,559,000	14,667,853	30,226,853	10,627,093	-	11,840,867	3,185,184	15,026,051	15,200,802				
Open Space & Recreation													
CP0129 Don River Rail Trail - land purchase		11,304	11,304			5,293	-	5,293	6,011		TBA	46.8%	Creation and transfer of titles underway
CP0150 Maidstone Park - Replace Ground Lighting		250,024	250,024			223,660	4,554	228,214	21,810	Complete	Complete	91.3%	
CP0154 Dog Exercise Park - Dog Agility Equipmen		-	-			991	-	991	(991)	Complete	Complete		July expenditure was overheads only
CP0168 Victoria Parade and Mersey Bluff - park		-	-			182	-	182	(182)	Complete	Complete		July expenditure was overheads only
CP0169 Mersey Bluff - Barbeque renewal		-	-			301	-	301	(301)	Complete	Complete		
CP0170 Signage Strategy Actions		-	-			4,920	-	4,920	(4,920)	Complete	Complete		
CP0175 Mersey Bluff - inclusive playground		47,440	47,440			44,225	92	44,317	3,123	Complete	Complete	93.4%	
CP0176 Mersey Bluff - bin compound		4,769	4,769			40	-	40	4,729	Mar-21	Jun-21	0.8%	included with CT0271 and CT0288
CP0179 Reg Hope Park - slab and services for shopfront at Julie Burgess		10,393	10,393			-	-	-	10,393	TBA	TBA	0.0%	dependant on progress by JB operator
CP0180 Bluff Beach - accessible ramp		91,554	91,554			8,519	-	8,519	83,035	Complete	Complete	9.3%	
CP0181 Mersey Bluff Caravan Park – accessible amenities		60,949	60,949			18,927	-	18,927	42,021	Complete	Complete	31.1%	
CP0182 Mersey Vale Memorial Park - signage upgrade		14,365	14,365			33,568	-	33,568	(19,203)	Complete	Complete	233.7%	
CP0183 Mersey Vale Memorial Garden - ash interment columns		-	-			79	-	79	(79)	Complete	Complete		July expenditure was overheads only
CP0184 Don River Rail Trail - construction		98,413	98,413			2,609	-	2,609	95,804	TBA	TBA	2.7%	Dependant on completion of acquisition
CP0186 Girdlestone Park - ground lighting		279,520	279,520			220,684	5,736	226,420	53,100	Complete	Complete	81.0%	
CP0187 Mussel Rock Fishing Area		3,884	3,884			-	-	-	3,884	Complete	TBA	0.0%	to be installed once access to platform reinstated
CP0188 Don Reserve Pedestrian Rail Crossing upgrades	35,000	-	35,000			38,308	91	38,399	(3,399)	Complete	Complete	109.7%	
CP0189 Bluff Headland - Handrail Replacement and extension	45,000	-	45,000	45,000		32,885	-	32,885	12,115	Complete	Complete	73.1%	
CP0190 Seat Replacements - William Street (Fourways)	20,000	-	20,000			277	-	277	19,723	TBA	TBA	1.4%	
CP0191 Netball courts resurfacing and drainage - West end	40,000	-	40,000	40,000		28,326	168	28,494	11,506	Complete	Complete	71.2%	
CP0192 Aquatic Centre / Don Reserve -playground renewal/ relocation	90,000	-	90,000	90,000		56,561	52,180	108,741	(18,741)	Jul-21	Oct-21	120.8%	Order placed
CP0193 Kiah Place - Playground equipment renewal	78,000	-	78,000	78,000		56,656	3,500	60,156	17,844	Apr-21	Jul-21	77.1%	Path renewal pending
CP0194 Path renewal Don Reserve – Nicholls St to James St	140,000	-	140,000	140,000		85,785	1,273	87,058	52,942	Complete	Complete	62.2%	
CP0195 Installation of Public Recycling Bins	30,000	8,650	38,650	8,560		1,204	17,796	19,000	19,650	Apr-21	Jul-21	49.2%	Procurement underway
CP0196 Highfield Park new BBQ Shelter	75,000	-	75,000	75,000		17,848	22,407	40,256	34,744	May-21	Jun-21	53.7%	Orders placed. Installation pending
CP0197 Mersey Vale Cemetery - ash interment columns for Memorial Garden	35,000	-	35,000			19,382	-	19,382	15,618	Jun-21	Jun-21	55.4%	Columns ordered
CP0199 Path Renewal Don Reserve - Nicholls to P		130,000	130,000	130,000		103,853	-	103,853	26,147	Complete	Complete	79.9%	
CP0200 Mary Binks Wetlands path upgrade - stage 2		55,000	55,000	55,000		29,959	9,090	39,049	15,951	Mar-21	Jun-21	71.0%	Construction underway
CP0202 Seat replacements - Valley Road		8,000	8,000	8,000		6,226	1	6,227	1,773	Complete	Complete	77.8%	
CP0203 Highfield Park nature play area		75,000	75,000	75,000		-	-	-	75,000	TBA	Dec-21	0.0%	Design underway
CP0204 Horsehead Creek - RV dump point relocation		39,000	39,000	39,000		-	-	-	39,000	TBA	TBA	0.0%	
CP0205 Maidstone Park Replacement Seating		24,800	24,800	24,800	24,800	430	13,589	14,019	10,781	Jun-21	Jun-21	56.5%	Construction pending
Total Open Space & Recreation	588,000	1,213,065	1,801,065	808,360	24,800	1,041,699	130,477	1,172,176	628,888			65.1%	

	Funding 2020/21					Expenditure 2020/21			Balance	Performance Measures			
	Annual Budget	Additional Funds Carried forward & adjustments	Total Budget Available	External Funding	Funding Adjustments	Actual	Commitments	Total Expenditure	Remaining Funds	Works Start	Works Completion	% Budget	Comments
	\$	\$	\$	\$	\$	\$	\$	\$	\$	Month	Month	Spent	
Buildings & Facilities													
CB0094	Council contribution to Sports Club Grants (Level the Playing Field)	50,000	50,000			-	-	-	50,000			0.0%	Carry forward not required
CB0095	Works Depot - Covered plant storage shed	-	-			147	-	147	(147)	Complete	Complete		July expenditure was overheads only
CB0096	Mandetta Park - New toilet block	-	-			5,974	-	5,974	(5,974)	Complete	Complete		
CB0097	Meercroft Park - facilities upgrade	1,396,295	1,396,295			1,370,642	29,314	1,399,956	(3,661)	Complete	Complete	100.3%	
CB0098	Devonport Football Club - new change rooms	812,435	812,435			49,799	5,330	55,129	757,306	TBA	Aug-21	6.8%	Construction underway
CB0099	East Devonport Football Club - new change rooms	422,060	422,060			419,654	-	419,654	2,406	Complete	Complete	99.4%	
CB0100	CB0100 WTS E Waste Shelter	19,773	19,773			20,024	-	20,024	(251)	Complete	Complete	101.3%	
CB0101	Maidstone ticket box renewal	25,000	25,000	25,000		12,864	-	12,864	12,136	Complete	Complete	51.5%	
CB0102	Horsehead Creek - New toilet block & link path	95,000	95,000	95,000		4,415	1,200	5,615	89,385	TBA	TBA	5.9%	Design underway
TBA	Spreyton Hall - heater renewal		10,000	10,000		-	-	-	10,000	May-21	Jun-21	0.0%	Construction pending
	PAC Theatre Door upgrade	14,000	14,000	14,000	(14,000)	-	-	-	14,000	N/A	N/A	0.0%	Project withdrawn - external funding to be reallocated
CB0103	BSMC Door upgrade		15,000	15,000		-	-	-	15,000	TBA	Dec-21	0.0%	Quotations being sought
TBA	LCRI Grant balance		30,000	30,000		-	-	-	30,000	TBA	Dec-21	0.0%	Commencement subject to project approval
Total Facilities													
	120,000	2,769,562	2,889,562	189,000	(14,000)	1,883,518	35,844	1,919,363	970,199			66.4%	
Transport													
CT0169	Formby Road & Best Street intersection safety improvements	91,351	91,351			-	36,364	36,364	54,987	TBA	Nov-22	39.8%	Work scheduled after completion of waterfront hotel
CT0217	CBD Footpath - Pavers Only					(11,800)	-	(11,800)	11,800				Cost re-allocated
CT0230	Transport Minor Works	20,000	20,000			-	-	-	20,000	TBA	TBA	0.0%	
CT0245	New bus stop infrastructure	56,553	56,553			51,929	-	51,929	4,624	Complete	Complete	91.8%	
CT0247	Street light provision	22,268	22,268			440	-	440	21,828	TBA	TBA	2.0%	Design underway
CT0257	Road traffic device renewal	24,872	24,872			-	-	-	24,872	TBA	TBA	0.0%	Design underway
CT0259	Parking infrastructure renewal	57,473	57,473			61,575	364	61,938	(4,465)	Complete	Complete	107.8%	
CT0260	Victory Avenue kerb renewal	-	-			75	-	75	(75)	Complete	Complete		
CT0263	Oldaker Street footpath renewal - west of Rooke, south side	150,309	150,309			17,570	-	17,570	132,739	Complete	Complete	11.7%	
CT0264	Victoria Street Renewal - Northern End	-	-			75	-	75	(75)	Complete	Complete		
CT0265	Holyman Street renewal	-	-			75	-	75	(75)	Complete	Complete		
CT0270	Northern Rooke Street renewal	998,000	998,000			-	-	-	998,000			0.0%	Construction Underway
CT0271	Mersey Bluff Precinct – traffic, pedestrian, and parking improvements – stage 2	171,055	171,055			174,357	5,668	180,025	(8,971)	Nov-20	May-21	105.2%	Construction Underway. Combined with project CT0288
CT0272	Coastal Pathway contribution - part 1	371,840	371,840			426,146	-	426,146	(54,306)	Complete	Complete	114.6%	
CT0273	Southern Rooke Street - street scape enhancement	-	-			-	-	-	-				project not proceeding
CT0274	Electric Vehicle Charging Station	50,000	45,126	95,126		50,199	-	50,199	44,927	Complete	Complete	52.8%	
CT0275	CT0275 State Vehicle Entry Point	500,000	-	500,000	500,000	34,688	22,000	56,688	443,312	TBA	TBA	11.3%	Design underway
CT0277	Reseal Program 2020-2021	700,000	-	700,000		548,991	97,944	646,935	53,065	Complete	Complete	92.4%	
CT0278	Devonport Road Renewal Stage 1	1,100,000	(104,633)	995,367	538,000	731,649	-	731,649	263,718	Complete	Complete	73.5%	
CT0279	Bridge Road Pavement Renewal - Stage 1	374,000	-	374,000		336,111	57,572	393,683	(19,683)	Complete	Complete	105.3%	
CT0280	Wright Street Renewal - Tarleton to John	400,000	104,633	504,633		433,166	68,313	501,479	3,154	Complete	Complete	99.4%	
CT0281	Street light provision	25,000	-	25,000		11,412	960	12,372	12,628	Feb-21	Jun-21	49.5%	Construction underway
CT0282	Melrose Road - Morris Road intersection improvements	75,000	-	75,000	75,000	68,519	-	68,519	6,481	Complete	Complete	91.4%	
CT0283	Steele and Percy Street Intersection Improvements	70,000	-	70,000	35,000	75,183	900	76,083	(6,083)	Complete	Complete	108.7%	
CT0284	Mersey Main Road safety improvements - Spreyton Primary School	104,000	-	104,000	104,000	106,058	-	106,058	(2,058)	Complete	Complete	102.0%	
CT0285	Mersey Main Road safety improvements - Maidstone Park	68,000	-	68,000	68,000	61,166	7,273	68,439	(439)	Complete	Complete	100.6%	
CT0286	Don Road, Lovett Street and Sorell Street safety improvements	40,000	-	40,000	40,000	806	-	806	39,194	Oct-21	Dec-21	2.0%	Grant extension approved.
CT0287	Transport minor works	25,000	-	25,000		24,398	9,231	33,629	(8,629)	Complete	Complete	134.5%	
CT0288	Mersey Bluff Precinct – traffic, pedestrian, and parking improvements – stage 3	300,000	-	300,000	300,000	178,078	14,097	192,175	107,825	Nov-20	Jun-21	64.1%	Construction Underway. Combined with project CT0271
CT0289	Coastal Pathway contribution - part 2	1,000,000		1,000,000		-	1,000,000	1,000,000	-	TBA	TBA	100.0%	Don River Bridge tender advertised
CT0290	Greenway Avenue Traffic Calming		82,733	82,733	82,733	19,061	4,971	24,032	58,701	TBA	Jun-21	29.0%	Construction underway
CT0291	Ronald Street new footpath - Oldaker to Parker	44,000	44,000	44,000		53,645	391	54,036	(10,036)	Complete	Complete	122.8%	
CT0292	Pioneer Park - improved access from Thomas Street	50,000	50,000	50,000		4,918	51,430	56,348	(6,348)	Apr-21	Jun-21	112.7%	Construction underway
CT0293	Foreshore Path Link - Drew Street	25,000	25,000	25,000		27,901	-	27,901	(2,901)	Complete	Complete	111.6%	
CT0294	Nixon Street VRUP	120,000	120,000	120,000		21,430	102,733	124,163	(4,163)	May-21	Jun-21	103.5%	Construction underway
CT0296	Forbes Street VRUP	230,000	230,000	230,000		16,951	197,275	214,226	15,774	May-21	Jun-21	93.1%	Construction underway
CT0298	Kelcey Tier SRRP	250,000	250,000	250,000		18,176	-	18,176	231,824	TBA	TBA	7.3%	Design underway
CT0299	Coastal Pathway - River Rd, Oakwood-Ambleside	880,000	880,000	880,000		17,854	-	17,854	862,146	Jul-21	Dec-21	2.0%	Tender advertised
CT0300	Forth Road SRRP		235,000	235,000		14,971	263,113	278,084	(43,084)	Jun-21	Oct-21	118.3%	Construction pending
Total Transport													
	4,831,000	3,925,580	8,756,580	3,576,733	(10,800)	3,579,429	1,942,262	5,521,691	3,234,889			63.1%	

	Funding 2020/21					Expenditure 2020/21			Balance	Performance Measures			
	Annual Budget	Additional Funds Carried forward & adjustments	Total Budget Available	External Funding	Funding Adjustments	Actual	Commitments	Total Expenditure	Remaining Funds	Works Start	Works Completion	% Budget	Comments
	\$	\$	\$	\$	\$	\$	\$	\$	\$	Month	Month	Spent	
Stormwater													
CS0055 Squibbs Road drainage improvements			-			151	-	151	(151)			#DIV/0!	
CS0081 John Stormwater Catchment Stage 1		196,096	196,096			149	-	149	195,947	TBA	TBA	0.1%	Scope to be assessed after Sports Master Plan
CS0085 Oldaker (East) stormwater catchment upgrade – stage 1		998,000	998,000			1,104	-	1,104	996,896			0.1%	Construction underway
CS0091 Minor Stormwater Works	60,000	-	60,000			68,928	4,702	73,630	(13,630)	Complete	Complete	122.7%	
CS0092 Stormwater outfall risk management	25,000	-	25,000			-	-	-	25,000	TBA	TBA	0.0%	
CS0093 Hiller and Smith stormwater improvements	25,000	-	25,000			16,032	-	16,032	8,968	Complete	Complete	64.1%	Construction pending
CS0094 Stormwater improvements 200 Steele St	58,000	-	58,000			64,982	-	64,982	(6,982)	Complete	Complete	112.0%	
CS0095 298 Bellamy road stormwater culvert	18,000	-	18,000			17,856	2,109	19,965	(1,965)	Complete	Complete	110.9%	
CS0096 Oldaker (East) Catchment upgrade - stage 2	550,000	-	550,000			180,315	200,884	381,199	168,801	Complete	Complete	69.3%	Construction underway
CS0097 Church street stormwater improvements	350,000	-	350,000			3,020	-	3,020	346,980	TBA	TBA	0.9%	Design underway
CS0098 Pit replacements	50,000	-	50,000			15,554	3,441	18,995	31,005	Feb-21	Jun-21	38.0%	Construction underway
CS0099 Pipe renewal - 23 Steele St	60,000	-	60,000			963	-	963	59,037	TBA	TBA	1.6%	Quotations sought
Total Stormwater	1,196,000	1,194,096	2,390,096	-	-	369,054	211,135	580,189	1,809,907			24.3%	
Plant & Fleet													
CF0025 Fleet replacement program 19/20		176,092	176,092			85,176	-	85,176	90,916			48.4%	Actual expenditure is less trade in values
CF0027 Non-Hire Plant Replacement Plan 19/20 (including disposal proceeds)		7,055	7,055			49	-	49	7,006			0.7%	July expenditure was overheads only (task 4112)
CF0028 Fleet replacement program 20/21	85,000	-	85,000			94,347	75,399	169,746	(84,746)			199.7%	Trade value of loader \$41K not yet shown
CF0029 Hire Plant Replacement Plan 20/21 (including disposal proceeds)	394,000	-	394,000			55,498	717,473	772,971	(378,971)			196.2%	Actual expenditure is less trade in values
CF0030 Non Hire Plant Replacement 20-21		-	-			6,746	-	6,746	(6,746)				
Total Plant & Fleet	479,000	183,147	662,147	-	-	241,817	792,872	1,034,689	(372,542)			156.3%	
Other Equipment													
Office & Equipment and IT budget carried forward	70,000	447,212	517,212	53,000	-	330,946	31,236	362,182	155,029			70.0%	
CC0015 Information Technology - Renewals & upgrades	180,000	-	180,000			38,672	24,250	62,922	117,078			35.0%	
IT - Asset Management System Implementation	95,000	-	95,000			-	-	-	95,000	Complete	Complete	0.0%	
Total Other Equipment	345,000	447,212	792,212	53,000	-	369,618	55,486	425,105	367,107			53.7%	
TOTAL CAPITAL EXPENDITURE - EXCLUDING LIVING CITY	7,559,000	9,732,661	17,291,661	4,627,093	-	7,485,135	3,168,077	10,653,213	6,638,449			61.6%	
Living City													
Total Living City	8,000,000	4,935,192	12,935,192	6,000,000	-	4,355,732	17,107	4,372,838	8,562,354			33.8%	
TOTAL CAPITAL EXPENDITURE - INCLUDING LIVING CITY	15,559,000	14,667,853	30,226,853	10,627,093	-	11,840,867	3,185,184	15,026,051	15,200,802			49.7%	

Action Plan

Cemetery Strategy 2011-2030 – Year Ten Status Update (2021)

No	Action:	Year Planned						Priority: H, M, L	Status	Outputs	Responsible Department
		2011- 2014	2015- 2018	2019- 2022	2022- 2025	2026- 2029	2030+				
	Objective 1: Sustainable long-term demand is identified and planned for in Council's long term 5-year Capital program and asset management plans										
1.1	Investigate and identify available land to meet future demand/supply							H	Complete	Modern Burial System adopted for Mersey Vale Memorial Cemetery Site and Memorial Garden being constructed on Mersey Vale Memorial Cemetery site.	Council
1.2	Explore potential partnerships with neighbouring councils and industry							M	Complete	Neighbouring Council have been approached regarding potential partnerships; however, these discussions have not resulted in any interest from the neighbouring Councils.	Internal Working Group
1.3	Measure future suitable sites including environmental impact (geotechnical)							H	Complete	Geotechnical and environmental assessments have been completed for the expansion of the Modern Burial System across the remainder of MVMP.	Internal Working Group
1.4	Allocate funds towards future development options							H	Ongoing	The forward capital works program includes allocations to keep ahead of demand for all interment and memorial options offered.	Council
1.5	Meet industry standards through policy and procedures							H	Ongoing	Operations Manual has been developed and adopted to complement the existing Service Level Document. A procedure for Council's role in exhumations has been reviewed in 2021. All documents are subject to scheduled review. A review of delegations and processes has occurred following the commencement of the <i>Burial and Cremation Act 2019</i> Council participated in an audit conducted by DPAC in 2019 and have addressed the issues identified.	Internal Working Group

Attachment 6.6.1 Cemetery Strategy 2011-2030 - Year Ten Status - Action Plan

No	Action:	Year Planned						Priority: H, M, L	Status	Outputs	Responsible Department
		2011- 2014	2015- 2018	2019- 2022	2022- 2025	2026- 2029	2030+				
	Objective 2: The Mersey Vale Memorial Park is used to maximise efficiency and effectiveness										
2.1	Mersey Vale Master Plan is adopted by Council, implemented and resources allocated annually							H	Complete	Mersey Vale Memorial Park Master Plan has been adopted by Council and CAPEX funding allocated each year for the implementation of the plan.	Council
	Objective 3: Historical management and access to old cemeteries and information is improved for locals, tourists and interstate visitors										
3.1	Develop conservation plans and via significance assessments inform interpretive signage for Devonport Historical cemeteries							M	Underway	Signage has been installed at the Mersey Bluff Cemetery. Information has been added to Council's website.	Infrastructure & Works
3.2	Prioritise conservation plans and source external funding							M	Underway	A Conservation report has been received for Mersey Bluff Cemetery.	Infrastructure & Works
3.3	Develop Master plans for each site							M	Underway	The Mersey Vale Memorial Park Master Plan has been adopted by Council. A Master Plan for the Devonport General Cemetery has been adopted by Council. A Master Plan for the Don Congregational Cemetery has been released for public consultation	Infrastructure & Works
3.4	Seek advice from specialist conservators for headstones which require emergency stabilisation or conservation							L	Ongoing	Conservation report has been completed for the Mersey Bluff Cemetery. Conservation of the headstones at the Mersey Bluff Cemetery has been completed by the Devonport North Rotary Club. Advice regarding the headstones at Pioneer Park has been received but the Headstones are not currently located on Council land and no further action has been taken with the advice at this stage.	Infrastructure & Works
3.5	Develop interpretive signage to promote and direct visitors to sites of local significance							L	Underway	Signage has been installed at the Mersey Bluff Cemetery.	Internal Working Group

Attachment 6.6.1 Cemetery Strategy 2011-2030 - Year Ten Status - Action Plan

No	Action:	Year Planned						Priority: H, M, L	Status	Outputs	Responsible Department
		2011- 2014	2015- 2018	2019- 2022	2022- 2025	2026- 2029	2030+				
3.6	Relocate the Mersey Bluff headstones on site, fence and install interpretive signage							M	Complete	Partnership with Devonport North Rotary Club works included raising plaques and installation of a 'rabbit proof' fence.	Infrastructure & Works
3.7	Develop maintenance service levels for all Devonport Historical cemeteries							H	Complete	Service levels have been developed for all Devonport Historical cemeteries and are reviewed annually.	Infrastructure & Works
3.8	Implement service levels							H	Ongoing	Resources are allocated to deliver service levels	Infrastructure & Works
3.9	Fulfil requirements to maintain and preserve historic graves, including updated documentation of standards and procedures							H	Ongoing	Information has been added to service levels for maintaining and preserving historic graves.	Infrastructure & Works
3.10	Maintain Prime Minister Joseph Lyons Grave in accordance with guidelines developed by the Tasmanian Heritage Council							H	Ongoing	Ongoing – Prime Minister Joseph Lyons' grave is being maintained in accordance with the guidelines developed by the Tasmanian Heritage Council.	Infrastructure & Works

Attachment 6.6.1 Cemetery Strategy 2011-2030 - Year Ten Status - Action Plan

No	Action:	Year Planned						Priority: H, M, L	Status	Outputs	Responsible Department
		2011- 2014	2015- 2018	2019- 2022	2022- 2025	2026- 2029	2030+				
	Objective 4: A high service of customer service is delivered										
4.1	Deliver services in line with Council Customer Services Charter							H	Ongoing	Ongoing – additional resources allocated to staffing of MVMP office from 2018	Whole of Council
	Objective 5: Up to date and relevant information regarding cemeteries is readily available and accessible in a range of sources and formats										
5.1	Maintain Council website with information regarding Devonport Cemeteries							M	Ongoing	Cemetery information reviewed and updated as part of Council	Internal Group Working
5.2	Develop promotional material to promote all cemeteries in Devonport							M	Ongoing	Promotional information has been developed and distributed to local funeral directors. Information is updated as services and options change.	
5.3	Investigate funding for developing a Heritage trail which includes Devonport Historical Cemeteries							L	Yet to commence		
5.4	Make available published resources about Devonport Cemeteries developed by the Historical Society							M	Complete	Council have purchased several resources developed by the Historical Society and they are available for the public.	
5.5	Identify other local people of significance and promote graves							L	Yet to commence		

Action Plan

Highfield Park Master Plan 2018-2028 – Year Three Status Update (2021)

No	Action:	Year Planned						Priority: H, M, L	Status	Outputs	Responsible Department
		2018	2020	2022	2024	2026	2028				
1.1	Install nature-based and other play structures with non-moving parts in consultation with the local community							H	Underway	External funding secured for project to be completed in 2021	Infrastructure and Works
1.2	Seek external funding and support to construct a small skate park							M	Yet to commence		Infrastructure and Works, Community Services and Devonport Community House
1.3	Consider utilising boundary path as a bike track							M	Yet to commence		Infrastructure and Works
2.1	Invite local residents to assist with installation of park assets							H	Underway	Planning underway for community involvement in nature play project	Infrastructure and Works, Community Services and Devonport Community House
2.2	Design a community project to name the park and erect signage							H	Yet to commence	Consultation will be undertaken with Devonport Community House to design the project	Community Services and Devonport Community House
2.3	Deliver regular community activities and events							H	Ongoing	Devonport Community House deliver Christmas, Easter events in the Park and with the addition of a playground and BBQ equipment, these will be increased	Devonport Community House
2.4	Encourage local residents to be involved in the park's maintenance and development							M	Ongoing	Local residents involved in concept design of nature play project	Community Services and Devonport Community House
3.1	Install seating and picnic tables (4-6 in total)							H	Underway	Two picnic tables installed 2018. Additional furniture included in 2021 project.	Infrastructure and Works

Attachment 6.7.1 Highfield Park Master Plan 2018-2028- Year Three Status - Action Plan

No	Action	Year Planned						Priority:	Status	Outputs	Responsible
3.2	Explore costs and benefits of installing a sheltered BBQ with lighting and access to power for community events							H	Underway	Project underway to install one barbeque	Infrastructure and Works
3.3	Install waste bins that can be managed seasonally							H	Yet to commence		Infrastructure and Works
3.4	Investigate dedicated public entry, car parking, and review access points to improve pedestrian / user safety							M	Yet to commence		Infrastructure and Works
3.5	Consider natural or built shelter options for shade/wind/rain							M	Underway	Project underway to install two shelters	Infrastructure and Works
3.6	Construct a walking path through the park from west to east							M	Complete	Path constructed in 2020	Infrastructure and Works
4.1	Progressively expand the tree landscape for amenity and natural shade							H	Ongoing	3 trees planted in 2019	Infrastructure and Works



REPRESENTATIVES' MEETING

1 June 2021

UNCONFIRMED MINUTES

Meeting held 10:00am, Tuesday, 1 June 2021

1. WELCOME / APOLOGIES

Chief Representative Mayor P Freshney opened the meeting at 10:04am, welcoming attendees.

Attendees and apologies are noted in Attachment 1.

2. GUEST – HON ROGER JAENSCH MP

Mayor Freshney introduced the Hon. Roger Jaensch MP and congratulated him on his recent re-election, mentioning that the Representatives were excited to be working with him as Minister for Local Government and Planning.

Minister Jaensch discussed the PESRAC recommendation to undertake a review of the role of local government and provided an overview of the anticipated 18-month timeframe. Discussion ensued with regards to the potential for forced council amalgamations, and Minister Jaensch clarified that the process is unlikely to simply look at council boundaries and numbers, and explained the 'clean sheet' principle, including reviewing the functions of local government currently, and considering what the functions should be moving forward. Concerns were raised with regards to the timeframe, and the reform process coinciding with the 2022 elections

Concerns with regards to the timing and implementation of the Waste Levy were discussed. Discussion ensued with regards to the waste container recycling scheme and the Dulverton contained composting facilities.

Mayor Freshney thanked Minister Jaensch for his time at the meeting.

Minister Jaensch left the meeting at 11:00am.

3. STANDING ITEMS

3.1. Conflicts of interest not yet disclosed

Nil

3.2. Governance

3.2.1. Confirmation of Previous Minutes – 25 March 2021

Resolution:

The Representatives note and accept the minutes as a true and accurate record.

Moved: D Thwaites / Seconded: M Duniam / Carried

3.2.2.Distribution of Previous Minutes – 18 May 2021

Resolution:

That in accordance with Rule 49(7), the Representatives resolve that the Minutes of the Representatives' Meeting held 18 May 2021 be determined as confidential, and only be published in the confidential papers of council.

Moved: S Riley / Seconded: M Atkins / Carried

Discussion ensued with regards to the recording of apologies. It was noted that unless a Council provides appropriate notice of their apology, it will not be recorded in the meeting minutes.

3.2.1 Actions register

The CEO briefly spoke to the Actions Register, noting that the Spirit of Tasmania discussion will be tabled for the Board's consideration at their next meeting.

Resolution:

The Representatives note and accept the Actions Register.

3.3. Quarterly Progress Report

The CEO tabled the Quarterly Progress Report for discussion.

Mayor Wilson queried if any concerns had been raised in relation to the Coastal Pathway section in Leith. The CEO confirmed that no concerns have been raised with CCA in this regard, and this had not been identified as an issue. Mayor Bonde suggested the Leith by-pass concerns reported in the media won't impact the Coastal Pathway.

Resolution:

That the Representatives note and accept the Quarterly Progress Report.

Moved: T Wilson / Seconded: J Bonde / Carried

3.4. Quarterly Financial Report

C Smith tabled the Quarterly Financial Report for the period ending 31 March 2021, noting a core operating surplus of \$50k was expected at year-end. A consolidated deficit of \$1.6M was forecast, primarily due to the Coastal Pathway. She noted that net assets of \$3.9M included \$1.3M in Coastal Pathway project funds.

Following a query from Gerald Monson for a more detailed analysis of the Coastal Pathway project expenditure, the CEO confirmed that this will be provided from 1 July, coinciding with the new financial year reporting.

Resolution:

That the Representatives note and accept the Quarterly Financial Report.

Moved: A Jarman / Seconded: J Bonde / Carried

4. GENERAL BUSINESS

4.1. 2021-22 Annual Plan and Budget

The CEO tabled the 2021-22 Annual Plan and Budget (AP&B), noting that the plan is for the second year of a five-year Strategic Plan. The Burnie City Council withdrawal is likely to have implications which will require cost reductions moving forward, such as investigations into office relocation, changes to IT services, administration and other resourcing, as well as changes to economic development focusing on regional investment and advocacy. The AP&B was presented for endorsement, on the understanding that a revised AP&B would be presented later in the year, once changes and cost reductions had been fully considered.

Deputy Mayor Thwaites said that he would like to see NRM working more closely with small land care groups across the region. P Voller, Chair of the NRM Committee, provided an overview of the NRM strategies for stakeholder engagement, including building a standing relationship with the three NRM Authorities within Tasmania, together with Landcare, with a focus on providing support to local community and smaller land care groups.

M Atkins queried 'Other Operating Expenses' in the Budget, and C Smith clarified that this expense line included general office expenses, insurance, IT services, motor vehicle expenses and meeting expenses.

Mayor J Bonde commented that the progress made with Strategic Services was impressive, and encouraged all Councils to become involved and support the proposed actions.

Deputy Mayor Thwaites raised a query in regard to the status of the truck wash facilities, and the CEO confirmed that there has been no further changes since the last meeting, briefly summarising the complexities of the project.

Resolution:

That the Representatives endorse the 2021-22 Annual Plan and Budget.

Moved: J Bonde / Seconded: D Thwaites / Carried

4.2. Director Appointments

The Chief Representative spoke to the briefing note provided, noting the vacancy due to the resignation of Phil Vickers. Although no nominations have been received to date, it is hoped that a nomination will be received prior to the next meeting.

The meeting briefly discussed the meeting schedule for the Board, and it was noted that a change of scheduled day would happily be considered if required in order to allow availability for a nominating candidate.

4.3. Regional Election Priorities

The CEO spoke to the briefing note provided, noting that a condensed list of three to six Priorities would be more effectively advocated for in the forthcoming election. The Representatives discussed the Priorities, in particular how certain projects pertain to the region.

G Monson advised the meeting that Latrobe Council agreed that the Organic Compost Facility, Mobile Phone Towers, NRM Stimulus and new business grants program should be the higher Priorities. Cr K Hyland confirmed that Waratah Wynyard Council would support these same Priorities and Mayor Bonde confirmed that Central Coast Council also agrees that the Organic Compost Facility, NRM Stimulus and Mobile Phone Towers projects are the main Priorities.

It was noted that all projects remain on the list of Projects Of Regional Importance.

The Representatives requested more comprehensive information about each Priority, specifically how they align with the Futures Plan, and the regional impact.

ACTION: CEO to provide information on each shortlisted Priority, for the further consideration of Councils.

It was requested that each Council provide a condensed list of Priorities, to allow the Board to workshop together with the REDSG a final list of Regional Election Priorities, which will be tabled at a future meeting for the Representatives' endorsement.

Cr K Hyland left the meeting at 11:55am

4.4. Shared Services Update

C Smith spoke to the briefing note provided, noting the status of projects and key milestones. She provided an update on the 2021 ASbA program, and advised that advertisements for the 2022 intake will commence in September, to ensure the students are ready to commence at the start of 2022.

Brief discussion ensued regarding the Shared Audit Panel arrangements. C Smith offered to discuss this further with any Council interested.

This led to comments of support for West Coast Council, following recent media. It was agreed to send a letter of support to West Coast Council.

Further discussion ensued with regards to the ASbA program and workforce planning required by Councils. S Ayton noted that if each Council undertook workforce planning, it would highlight pathways and any gaps in local industry. C Smith noted that she was very happy to work with Councils for this process, which moving forward, could identify further opportunities for shared services across the region.

K Schaefer commented that with the reform process forthcoming, a benefits analysis should be maintained which highlights achievements to date.

Resolution:

That the Representatives note and accept the Shared Services Update.

Moved: J Bonde / Seconded: M Atkins / Carried

5. OTHER BUSINESS

5.1. RTO Board

Deputy Mayor A Jarman queried if any response had been received from Mayor S Kons regarding his position on the RTO Board. Mayor Freshney noted that he was yet to speak with Mayor Kons, however would do so that week.

ACTION: Chief Representative to speak with Mayor S Kons regarding his position on RTO Board.

5.2. Local Government Reform

G Monson provided an overview of the local government reform practices and outcomes of the 1993 and 1998 process. Brief discussion ensued regarding the timeframe for the current process, noting the conflict with the planned 2022 elections.

6. IDENTIFICATION OF ANY CONFIDENTIAL MATTERS – AS PER RULE 49 (7)

Nil

7. WHAT WORKED WELL AND EVEN BETTER IF

Mayor Freshney noted that the presentation from Minister Jaensch was a wonderful way to start the meeting, crediting the Representatives' for requesting the invitation be sent.

8. MEETING CLOSED

The meeting closed at 12:23pm and the next meeting is scheduled for Tuesday, 7 September 2021.

Attachment 1: Attendees and Apologies

Representatives

Peter Freshney	Mayor, Latrobe Council (Chief Representative)
Mary Duniam	Acting Mayor, Waratah-Wynyard Council (Deputy Chief Representative)
Jan Bonde	Mayor, Central Coast Council
Sandra Ayton	General Manager, Central Coast Council
Norman Berechree	Deputy Mayor, Circular Head Council
Scott Riley	General Manager, Circular Head Council
Alison Jarman	Deputy Mayor, Devonport City Council (<i>via teleconference</i>)
Matthew Atkins	General Manager, Devonport City Council
Tim Wilson	Mayor, Kentish Council
Don Thwaites	Deputy Mayor, Kentish Council
Julie Arnold	Mayor, King Island Council (<i>via teleconference</i>)
Gerald Monson	General Manager, Latrobe Council
Kevin Hyland	Councillor, Waratah Wynyard Council

Cradle Coast Authority

Hon. Sid Sidebottom	CCA Chair
Malcolm Wells	Director
Shane Crawford	Director
Kathy Schaefer PSM	Director
Mayor Annette Rockliff	Director
Peter Voller PSM	NRM Chair, Director
Daryl Connelly	Chief Executive Officer
Claire Smith	Director Strategic Services
Tegan McKillop	Executive Assistant

Apologies

Daryl Quilliam	Mayor, Circular Head Council
Sheree Vertigan AM	REDSG Chair, Director