



***Devonport City Council***  
***Strategic Plan Progress Report***

***Period:*** ***20/21***

## Strategic Plan Progress Report

**Goal: 1 Living lightly on our environment**

**Outcome: 1.1 Devonport is an energy efficient City**

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 1.1.1 Lead and actively promote the adoption of practices that support the sustainable use of energy and other natural resources by Council, businesses and the community</b>					
1.1.1.1 Deliver the Devonport Commuter Cycling Initiative which focuses on increasing active transport	Completed	100%	Devonport's Commuter Cafe launched on 'Ride to Work Day' - October 21. Cafe concluded in early March. Project has been funded by Healthy Tas and will now be acquitted.	Community Services Manager	31/03/2021

**Outcome: 1.2 Sustainability is promoted and integrated across all sectors**

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 1.2.1 Support the conservation and maintenance of biodiversity corridors including coastal landscapes and preservation areas of remnant vegetation</b>					
1.2.1.1 Participate in the development of the North-West Regional Cat Management Strategy	In Progress	83%	Draft Cat Management Strategy is being developed. North-West Working Group currently reviewing the draft document. It is anticipated that the strategy will not be finalised until late 2021.	Risk & Compliance Coordinator	30/06/2021
1.2.1.1 Construct, install and monitor nest boxes for the critically endangered Swift Parrot	In Progress	75%	The majority of boxes have been installed; remainder of the boxes will be installed in May 2021.	NRM Officer	30/06/2021
1.2.1.1 Advocate to the Cradle Coast Authority for a regional approach toward managing climate change impacts and improving adaptations	In Progress	33%	Initial research underway to determine possible areas for regional collaboration.	Executive Officer	30/06/2021
1.2.1.2 Develop climate change related Key Performance Indicators that could be reported on through Council's annual report	Deferred	61%	Desktop review of suitable local government KPIs underway. Further investigation required to understand areas for improvement to inform future targets. Deferred 2021/22.	Executive Officer	30/06/2021

## Strategic Plan Progress Report

**Goal: 1 Living lightly on our environment**

**Outcome: 1.3 "Living Lightly" is promoted and encouraged**

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 1.3.1 Identify and implement initiatives to educate and encourage our community on opportunities to "live lightly"</b>					
1.3.1.1 Undertake education programs with Friends of Don, Don College, Devonport Wildcare Group	In Progress	75%	Regular meetings with FODR every fortnight and weekly while planting season is in action. Friends of Don have been active twice per month.	NRM Officer	30/06/2021

**Outcome: 1.4 Our energy is reduced**

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 1.4.1 Promote reduction, re-use and recycling options to minimise waste materials within Council, the community and businesses</b>					
1.4.1.1 Increase use of recycling bins in public places	In Progress	75%	Project planning in underway. Service expected to be implemented in June 2021.	Infrastructure & Works Manager	30/06/2021
<b>Strategy: 1.4.2 Facilitate, and where appropriate, undertake improvements in waste and recycling collection, processing services and facilities</b>					
1.4.2.1 Increase use and recycling of waste generated from construction projects.	In Progress	75%	Use of crushed waste concrete and bricks has become standard practice on footpath projects. Pavers have been salvaged from a project in Oldaker Street.	Infrastructure & Works Manager	30/06/2021
<b>Strategy: 1.4.3 Lead and actively promote emissions minimisation</b>					
1.4.3.1 Install and promote electric vehicle fast charger	Completed	100%	Charger has been installed and is operational.	City Engineer	31/12/2020
1.4.3.1 Investigate joining the Cities Power Partnerships Program and pledge to reduce emissions	Completed	100%	Council is now profiled on the Cities Power Partnerships website. As part of the partnership Council has nominated 5 'pledges' or actions to reduce emissions: 1. Install renewable energy (solar PV and	Executive Officer	30/06/2021

## Strategic Plan Progress Report

**Goal: 1 Living lightly on our environment**

**Outcome: 1.4 Our energy is reduced**

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 1.4.3 Lead and actively promote emissions minimisation</b>					
			battery storage) on council buildings. 2.Power council operations by renewable energy and set targets to increase the level of renewable power for council operations over time. 3.Roll out energy efficient lighting across the municipality. 4.Provide fast-charging infrastructure throughout the city at key locations for electric vehicles. 5.Encourage sustainable transport use such as public transport, walking and cycling through council transport planning and design.		
1.4.3.2 Increase uptake of low carbon vehicles in Council's fleet	Completed	100%	Two hybrid petrol-electric vehicles have been introduced into the fleet, replacing petrol vehicles.	Infrastructure & Works Manager	30/06/2021

**Outcome: 1.5 Water is actively conserved and well managed**

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 1.5.1 Promote sustainable water usage and water quality management</b>					
1.5.1.1 Investigate installation of smart technology for high water-using facilities and/or opportunities to retrofit high water-using properties with water efficient fixtures and fittings	In Progress	83%	Water efficient fixtures and fittings installed during upgrades as required. Potential projects to integrate smart technology to be developed for consideration in the 2021/22 budget.	Executive Officer	30/06/2021

## Strategic Plan Progress Report

**Goal:** 2 *Building a unique city*

**Outcome:** 2.1 *Council's Planning Scheme facilitates appropriate property use and development*

<i>Actions</i>	<i>STATUS</i>	<i>% COMP</i>	<i>PROGRESS COMMENTS</i>	<i>RESP. OFFICER</i>	<i>COMP DATE</i>
<b>Strategy:</b> 2.1.1 <i>Apply and review the Devonport Interim Planning Scheme as required, to ensure it delivers local community character and appropriate land use</i>					
2.1.1.1 Finalise the Local Planning Schedules through the Tasmanian Planning Commission	Completed	100%	Devonport Local Provisions Schedule has received final approval from the Tasmanian Planning Commission. The Tasmanian Planning Scheme came into effect in the Devonport local government area on 18 November 2020.	Project Officer	31/12/2020
2.1.1.2 Undertake actions required for finalising the new Statewide Planning Scheme	Completed	100%	Devonport Local Provisions Schedule has received final approval from the Tasmanian Planning Commission. The Tasmanian Planning Scheme came into effect in the Devonport local government area on 18 November 2020.	Project Officer	30/06/2021
<i>Actions</i>	<i>STATUS</i>	<i>% COMP</i>	<i>PROGRESS COMMENTS</i>	<i>RESP. OFFICER</i>	<i>COMP DATE</i>
<b>Strategy:</b> 2.1.2 <i>Provide consistent and responsive development assessment and compliance processes</i>					
2.1.2.1 Develop a Residential Strategy for Devonport	In Progress	50%	Preliminary background research commenced to inform strategy content.	Project Officer	30/06/2021
2.1.2.2 Review Council's Retail Strategy from a planning perspective	In Progress	50%	Preliminary background research commenced to inform strategy content.	Project Officer	30/06/2021
<i>Actions</i>	<i>STATUS</i>	<i>% COMP</i>	<i>PROGRESS COMMENTS</i>	<i>RESP. OFFICER</i>	<i>COMP DATE</i>
<b>Strategy:</b> 2.1.3 <i>Work in partnership with neighbouring councils, State Government and other key stakeholders on regional planning and development issues</i>					
2.1.3.1 Maintain membership of Cradle Coast Regional Planning Group and advocate for review and update of Regional Land Use Strategy	In Progress	83%	Regional planning group meets on an "as required" basis.	Project Officer	30/06/2021

## Strategic Plan Progress Report

**Goal: 2 Building a unique city**

**Outcome: 2.2 The Devonport brand supports our marketing and promotion**

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 2.2.1 Maintain a local brand that supports our competitive advantages</b>					
2.2.1.1 Continue to implement actions from Council's Retail Marketing Strategy	In Progress	97%	Council's Executive Officer held workshops with the Retail/Tourism Steering Committee formed by Devonport Chamber of Commerce and Industry to deliver a goal and strategies. Strategy yet to be finalised.	Community Services Manager	30/06/2021

**Outcome: 2.3 Infrastructure priorities support well planned, managed and appropriately funded development within our unique City**

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 2.3.1 Develop and maintain long term Strategic Asset Management Plans</b>					
2.3.1.1 Develop and adopt a Parks Asset Management Plan	In Progress	75%	The draft plan is being finalised before being presented to Council for adoption.	Technical Support Supervisor	31/03/2021
2.3.1.2 Develop an Asset Management Plan for Council's plant and fleet assets	In Progress	75%	Development of a draft plan is underway.	Works Supervisor	30/06/2021
2.3.1.3 Review Council's Asset Management Strategy	In Progress	40%	Draft document in development.	Infrastructure & Works Manager	30/06/2021
<b>Strategy: 2.3.2 Provide and maintain roads, bridges, paths and car parks to appropriate standards</b>					
2.3.2.1 Review and update Road Network Strategy	Not Started	0%	Due to commence in late 2021.	City Engineer	30/06/2021
2.3.2.2 Review and update Bike Riding Strategy	Not Started	0%	Not yet commenced.	Infrastructure & Works Manager	30/06/2021

## Strategic Plan Progress Report

**Goal:** 2 Building a unique city

**Outcome:** 2.3 Infrastructure priorities support well planned, managed and appropriately funded development within our unique City

<i>Actions</i>	<i>STATUS</i>	<i>% COMP</i>	<i>PROGRESS COMMENTS</i>	<i>RESP. OFFICER</i>	<i>COMP DATE</i>
<b>Strategy:</b> 2.3.2 Provide and maintain roads, bridges, paths and car parks to appropriate standards					
2.3.2.3 Review Public Lighting Strategy	Completed	100%	Updated Strategy adopted by Council in January 2021.	Infrastructure & Works Manager	30/06/2021
<i>Actions</i>	<i>STATUS</i>	<i>% COMP</i>	<i>PROGRESS COMMENTS</i>	<i>RESP. OFFICER</i>	<i>COMP DATE</i>
<b>Strategy:</b> 2.3.3 Provide and maintain stormwater infrastructure to appropriate standards					
2.3.3.1 Progress improvements to the Oldaker (East) catchment upgrade – stage 2	In Progress	85%	Construction underway, with completion expected in May 2021.	City Engineer	30/06/2021
<i>Actions</i>	<i>STATUS</i>	<i>% COMP</i>	<i>PROGRESS COMMENTS</i>	<i>RESP. OFFICER</i>	<i>COMP DATE</i>
<b>Strategy:</b> 2.3.4 Provide and maintain Council buildings, facilities and amenities to appropriate standards					
2.3.4.1 Improve access throughout Mersey Vale Memorial Park by way of directional signage	Completed	100%	Signage installation complete.	Technical Support Supervisor	31/12/2020
2.3.4.1 Install new toilet block at Horsehead creek	In Progress	52%	The Request For Quotation process for the building construction is now in progress and due to close 20 May 2021.	Project Manager	30/06/2021
2.3.4.2 Install an information kiosk at the Mersey Vale Memorial Park	Completed	100%	Completed through the installation of signage throughout the site.	Technical Support Supervisor	31/12/2020
<i>Actions</i>	<i>STATUS</i>	<i>% COMP</i>	<i>PROGRESS COMMENTS</i>	<i>RESP. OFFICER</i>	<i>COMP DATE</i>
<b>Strategy:</b> 2.3.5 Provide and maintain sustainable parks, gardens and open spaces to appropriate standards					
2.3.5.1 Investigate methods to improve pedestrian safety and restrict vehicular access at Pioneer Park	In Progress	75%	Quotations have been sought for a scope of work that includes improve pedestrian and parking facilities. Construction is expected prior to June 2021.	Infrastructure & Works Manager	30/06/2021
2.3.5.2 Review Council's Open Space Strategy	In Progress	10%	External funding has been sought for 50% of the estimated cost and a budget allocation is	Infrastructure & Works Manager	30/06/2021

## Strategic Plan Progress Report

**Goal: 2 Building a unique city**

**Outcome: 2.3 Infrastructure priorities support well planned, managed and appropriately funded development within our unique City**

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 2.3.5 Provide and maintain sustainable parks, gardens and open spaces to appropriate standards</b>					
			proposed for 2021-22 for the other 50%. This action will be carried forward to 2021-22.		
2.3.5.3 Develop a plan and implementation program for improvements to the garden/former burial area in the south east corner of Pioneer Park	In Progress	75%	Public consultation completed by community organisation. Design details being finalised. Budget is yet to be secured.	Infrastructure & Works Manager	30/06/2021
2.3.5.4 Develop a plan for the grounds surrounding the Don Hall	In Progress	10%	Currently monitoring use patterns by user groups including Don Market, Don River Railway and Don sporting clubs.	Infrastructure & Works Manager	30/06/2021

**Outcome: 2.4 Promote the development of the CBD in a manner which achieves the LIVING CITY Principles Plan**

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 2.4.1 Implement initiatives from the LIVING CITY Master Plan</b>					
2.4.1.1 Continuation of Waterfront Park construction.	In Progress	65%	Progress within the Waterfront Park precinct is continuing in-line with the construction program. Recent activity on site has included demolition of the remaining redundant buildings on Rooke Street, and preparation work for installation of the eastern section of the elevated walkway.	Executive Manager City Growth	30/06/2021
<b>Strategy: 2.4.2 Lobby and attract Government support to assist with the implementation of LIVING CITY Master Plans</b>					
2.4.2.1 Seek funding opportunities for Waterfront Precinct Sound and Light Show	In Progress	80%	Concept design work is now complete. Project overview and marketing documentation, along with detailed economic benefit analysis has been completed, and consultation with key project stakeholders and funding partners has commenced. A submission to the Cradle	Executive Manager City Growth	30/06/2021



## Strategic Plan Progress Report

**Goal:** 2 Building a unique city

**Outcome:** 2.4 Promote the development of the CBD in a manner which achieves the LIVING CITY Principles Plan

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 2.4.2 Lobby and attract Government support to assist with the implementation of LIVING CITY Master Plans</b>					
			Coast Authority Regional Investment Framework assessment process was successful in having the project recognised as a Regional Priority. A submission to the Building Better Regions Fund (BBRF) grant program was submitted in early March 2021. The State Government has also provided in-principal support for the project, with co-funding arrangements dependent on the BBRF application.		
Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 2.4.3 Implement initiatives to encourage private investment aligned with the outcomes of the LIVING CITY Master Plan</b>					
2.4.3.1 Investigate opportunities to attract Commercial developments on Council-owned development sites	In Progress	80%	Participants to the first stage of the Expression Of Interest process have now been notified of the outcomes of the assessment process. Four separate proposals have been selected to progress to the second stage of the process, with recommendations to be presented to Council on a site-by-site basis at the conclusion of these secondary commercial negotiations.	Executive Manager City Growth	30/06/2021

## Strategic Plan Progress Report

### Goal: 3 Growing a vibrant economy

#### Outcome: 3.1 Devonport is the business, service and retail centre for North West Tasmania

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 3.1.1 Market and promote the City as a regional business, service and retail hub</b>					
3.1.1.1 Develop an interstate marketing campaign for the paranaple convention centre and maintain membership with Business Events Tasmania and Meetings and Events Australia	In Progress	90%	Membership with Business Events Tasmania waived for the upcoming 20/21 budget. Meetings and Events Australia Membership up to date until April 2022. Interstate marketing plan on hold until 2021 when borders have reopened and COVID restriction have eased. Full page marketing in the RACT Journey's Magazine Nov/Dec Edition. Advertised in the Business view Oceania magazine. This magazine is published statewide, interstate and overseas	Function and Events Coordinator	30/06/2021

#### Outcome: 3.2 Devonport's visitor industry is developed around its natural assets, history and location

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 3.2.1 Support tourism through the provision of well designed and managed Infrastructure and facilities</b>					
3.2.1.1 Develop a strategy to link Council's cultural facilities, promoted through the Visitor Information Centre at the paranaple arts centre	In Progress	83%	Working with the members of the Maritime and Heritage Special Interest Group we have been able to create marketing to promote Council's cultural facilities. This includes displaying pull up banners in the paranaple arts centre foyer and adding attraction information to the complimentary city maps.	Visitor Services Coordinator	30/06/2021
3.2.1.2 Undertake a detailed investigation into the cost and feasibility of a tourist train service linking key Devonport attractions	Completed	100%	Council has agreed to release an Expression Of Interest for potential operators of a Tourist Train between the Waterfront Park and Bluff precinct.	Convention and Arts Centre Director	30/06/2021

## Strategic Plan Progress Report

### Goal: 3 Growing a vibrant economy

#### Outcome: 3.2 Devonport's visitor industry is developed around its natural assets, history and location

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 3.2.2 Support regional tourism development through productive relationships with regional partners and State and Federal Government</b>					
3.2.2.1 Maintain relationships with the Tasmanian Visitor Centre Network and Regional Tourism Networks	In Progress	83%	As part of the ongoing relationship with the Tasmanian Visitor Information Network, Devonport continues to participate in the annual TVIN Visitor Survey. Collecting Visitor data from January – April. This information helps gain an understanding of tourist needs in the region each year.	Visitor Services Coordinator	30/06/2021
Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 3.2.3 Facilitate a pro-active approach by business to embrace tourism opportunities</b>					
3.2.3.1 Facilitate a familiarisation tour for local and regional tourism operators and provide operators with the opportunity to engage in professional development exercises	In Progress	83%	An information session for the local tourism operators is planned for early June and will be facilitated by the Regional Tourism Organisation, West by North West, and council's Executive Manager - City Growth Economic Development/Living City. This will provide and update on the Living City Project including the hotel development.	Visitor Services Coordinator	30/06/2021
Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 3.2.5 Support festivals, events and attractions that add value to the City's economy</b>					
3.2.5.1 Promote an Events Assistance Package	Not Started	0%	Not yet commenced.	Community Services Manager	30/06/2021
3.2.5.2 Offer the following Council initiated events: Food and Wine, New Years Eve, Harmony Day, Christmas Parade, International Women's Day	In Progress	85%	In late 2020, it was determined to split the Devonport Food and Wine month into two week periods, held in March and October. March calendar finalised. Successful International Women's Day events held in March. Planning commenced for New Year's Eve.	Community Services Manager	30/06/2021

## Strategic Plan Progress Report

**Goal:** 3 Growing a vibrant economy

**Outcome:** 3.4 Our economic progress continuously improves

<i>Actions</i>	<i>STATUS</i>	<i>% COMP</i>	<i>PROGRESS COMMENTS</i>	<i>RESP. OFFICER</i>	<i>COMP DATE</i>
<b>Strategy:</b> 3.4.1 Work in partnership with industry and government to identify needs of business and industry to pursue opportunities, which fosters economic development in the area					
3.4.1.1 Maintain relationships with relevant industry and Government economic development stakeholders	In Progress	80%	Active engagement with regional and statewide economic development bodies has been maintained during the reporting period.	Executive Manager City Growth	30/06/2021
<i>Actions</i>	<i>STATUS</i>	<i>% COMP</i>	<i>PROGRESS COMMENTS</i>	<i>RESP. OFFICER</i>	<i>COMP DATE</i>
<b>Strategy:</b> 3.4.2 Promote, encourage and develop initiatives that support the local economy					
3.4.2.1 Work with the Cradle Coast Authority in delivering the Regional Futures Plan	In Progress	80%	Council Officers have maintained active contact and engagement with the Cradle Coast Authority during the reporting period. A project proposal for the Sound & Light Show has been considered via the CCA's Regional Investment Framework and endorsed as a Project of Regional Significance via this process.	Executive Manager City Growth	30/06/2021

## Strategic Plan Progress Report

### Goal: 4 Building quality of life

#### Outcome: 4.1 Sport and recreation facilities and programs are well planned to meet community needs

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 4.1.1 Provide and manage accessible sport, recreation and leisure facilities and programs</b>					
4.1.1.1 Facilitate the development of a City wide recreation infrastructure Master Plan	In Progress	66%	The working group is assessing data from a recent survey to all sporting clubs and organisations. Further community consultations will commence once data has been reviewed.	Sport & Recreation Development Coordinator	30/06/2021
4.1.1.2 Run a series of programs at the Recreation Centres for all ages and abilities	In Progress	66%	Tai Chi classes are available for people of all ages. Tai Chi for beginners has commenced due to increase in demand.	Sport & Recreation Development Coordinator	30/06/2021
Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 4.1.3 Promote passive recreational usage including walking, bike paths, trails, parks and playspaces</b>					
4.1.3.1 Undertake renewal of high use riding and walking paths	Completed	100%	800m of path in Don Reserve has been renewed under two projects.	Technical Support Supervisor	31/12/2020

#### Outcome: 4.2 A vibrant City is created through the provision of cultural activities, events and facilities

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 4.2.1 Acknowledge, preserve and celebrate local art, culture and heritage</b>					
4.2.1.1 Maintain and promote the Council's permanent collection and continue to acquire work by significant Tasmanian artists	Completed	100%	The audit of the permanent collection is progressing and will aid in the pending valuation due in 2021. The Gallery receives regularly loan requests from Tasmanian and interstate institutions. These are approved unless the work is scheduled for display or not suitable for transport. The winning work of tidal.20 has been added to the permanent collection, and additional works will be acquired through donations and purchases.	Visual Arts Coordinator	30/06/2021

## Strategic Plan Progress Report

### Goal: 4 Building quality of life

#### Outcome: 4.2 A vibrant City is created through the provision of cultural activities, events and facilities

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 4.2.1 Acknowledge, preserve and celebrate local art, culture and heritage</b>					
4.2.1.2 Produce an annual program of exhibitions and programs that acknowledges Devonport's maritime history	In Progress	77%	A new travelling exhibition from the Australian National Maritime Museum has been secured for August - September. Planning has begun for 2021's major exhibition "Strata: Metals, Mining, and Minerals along the Strait", opening in October.	Bass Strait Maritime Centre Coordinator	30/06/2021
Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 4.2.2 Cultural facilities and programs are well planned and promoted to increase accessibility and sustainability</b>					
4.2.2.1 Deliver an exhibition program that aligns with the Devonport Regional Gallery's strategy and exhibition policy	Completed	100%	The 2020-2021 exhibition program includes two Nationally touring exhibitions, three exhibitions with works from the Devonport City Council's permanent collection, exhibitions by mid-career Tasmanian Artists, including the 2020 Solo Commission, the 2020 Little Gallery Emerging Artist Program, group shows by Tasmanian artists and two exhibitions by local youth. In addition, the Creative and Foyer Spaces are available for community displays.	Visual Arts Coordinator	30/06/2021
4.2.2.2 Deliver a performing arts presenter season that enhances the cultural experiences of the community	Completed	100%	With theatre capacities increasing to 100%, programming now a continuous activity. Community theatre productions are scheduled for May and June together with two performances from the parnaple arts centre's presenter program. The majority of performances from 2020 have now been rescheduled for the remainder of 2021 and into 2022.	DECC Coordinator	30/06/2021

## Strategic Plan Progress Report

### Goal: 4 Building quality of life

#### Outcome: 4.2 A vibrant City is created through the provision of cultural activities, events and facilities

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 4.2.3 Develop and implement an integrated approach to public art</b>					
4.2.3.1 Develop a public art strategy that considers existing and future public art assets	In Progress	80%	Policy review has commenced and is nearly final draft. Expected to be presented to Council in June. Strategy to follow in 2021/22.	Convention and Arts Centre Director	30/06/2021

#### Outcome: 4.3 Heritage is valued

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 4.3.1 Develop and implement initiatives to preserve and maintain heritage buildings, items and places of interest</b>					
4.3.1.1 Develop a Master Plan for the Don Congregational Cemetery	In Progress	75%	Draft plan has been endorsed by Council for public consultation.	Executive Officer	30/06/2021
4.3.1.1 Develop a marketing plan that promotes Devonport as a regional centre of cultural heritage	In Progress	90%	Walking trail app has been developed and is active. Brochure is at design stage and distribution is being considered. Once current map has been exhausted, new print run will include new brochure.	Convention and Arts Centre Director	30/06/2021

#### Outcome: 4.4 Our community and visitors are safe and secure

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 4.4.1 Support the community in emergency management response and recovery</b>					
4.4.1.1 Provide information to residents to inform their preparedness for an emergency	In Progress	83%	Content of Community Safety Handbook to be reviewed and placed on website.	Risk & Compliance Coordinator	30/06/2021
<b>Strategy: 4.4.2 Coordinate and promote effective management of animals</b>					
4.4.2.1 Provide information to residents to promote responsible pet ownership	In Progress	90%	Information regarding responsible pet ownership updated on Council's website.	Risk & Compliance Coordinator	30/06/2021

## Strategic Plan Progress Report

### Goal: 4 Building quality of life

#### Outcome: 4.4 Our community and visitors are safe and secure

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 4.4.3 Encourage safe and responsible community behaviour</b>					
4.4.3.1 Review Community Safety Strategy	Not Started	0%	Not yet commenced.	Community Services Manager	30/06/2021

#### Outcome: 4.5 Education and learning is accessible and responsive

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 4.5.1 Support the provision of facilities and services that encourage lifelong learning, literacy and meet the information needs of the community</b>					
4.5.1.1 Facilitate and support the Live and Learn Steering Group to implement the actions from the Live and Learn Strategy	In Progress	78%	Meetings held on a monthly basis. Festival of Learning will be held in September, planning commenced.	Community Services Manager	30/06/2021
4.5.1.1 Provide creative learning programs for young people and adults at the paranaple arts centre	In Progress	78%	After school art workshops, school holiday programs and adult workshops are not taking place due to COVID restrictions. In its place the gallery is presenting a weekly art workshops program "Home is where the 'art is" that is presented through the gallery's website and Facebook. These activities are primarily aimed at the young, but open to anyone to take part in. As of January 2021 the introduction of limited school holiday art workshops has been reintroduced in the form of one off art workshops with set stations for participants.	Creative Learning & Public Programs Officer	30/06/2021



## Strategic Plan Progress Report

### Goal: 4 Building quality of life

#### Outcome: 4.6 Integrated health and wellbeing services and facilities are accessible to all

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 4.6.1 Facilitate and advocate for child and family support services</b>					
4.6.1.1 Continue the 'Square Peg' project working with at risk young people	In Progress	82%	The program has successfully recommenced every Tuesday afternoon working out of the Devonport Recreation Centre, due to the East Devonport Recreation Centre being unavailable.	Community Services Manager	30/06/2021
Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 4.6.2 Facilitate and advocate for services for seniors in the community</b>					
4.6.2.1 Facilitate a week long program of events during Seniors Week	Completed	100%	A successful Seniors Week was held between 12-18 October with a calendar of events distributed. Council ran two programs "Shout to come back out" and "A Treat to Eat", both of which were very well supported. The 50 plus ratepayers luncheon was also held on Monday 12 October in the paranapple convention centre.	Community Services Manager	30/06/2021
4.6.2.2 Continue to deliver a range of programs at Recreation Centres for seniors	In Progress	66%	Ageing Stronger Active Longer, Tai Chi and a walking program for seniors continue to be delivered from the Recreation Centre.	Sport & Recreation Development Coordinator	30/06/2021
Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 4.6.3 Provide quality public and environmental health services</b>					
4.6.3.1 Develop Community Sharps Management Guidelines in accordance with LGAT's Sharps Management Guidelines	In Progress	60%	Sharps Management Guidelines have been drafted and are currently being internally reviewed.	Development Services Manager	31/03/2021

## Strategic Plan Progress Report

### Goal: 4 Building quality of life

#### Outcome: 4.7 An engaged community promotes and values diversity and equity

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 4.7.2 Encourage opportunities for active participation in community life</b>					
4.7.2.1 Promote Harmony Day to encourage active participation by all sectors of the community	Completed	100%	Harmony Day cancelled due to low registration numbers.	Community Services Manager	30/04/2021
Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 4.7.3 Promote the equitable distribution and sharing of resources throughout the community that supports the delivery of quality outcomes</b>					
4.7.3.1 Undertake two rounds of Financial Assistance Grants during the financial year	Completed	100%	Round two opened on 1 January 2021 and closed February 28. Applications were assessed by the Working Group in March and presented to the March Council meeting for endorsement.	Community Services Manager	30/04/2021
Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 4.7.4 Advocate for and provide access to quality services, facilities, information and activities that celebrate and promote diversity and harmony which supports engagement, participation and inclusivity</b>					
4.7.4.1 Deliver the outcomes of year one of the Disability Inclusion Plan	In Progress	75%	Action Plan to be assessed and update on actions delivered/underway to be prepared.	Community Services Manager	30/06/2021

#### Outcome: 4.8 Young people are recognised and valued allowing them to reach their full potential

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 4.8.1 Promote programs that encourage youth participation, engagement in decision making, development and leadership</b>					
4.8.1.1 Maintain a Devonport Regional Gallery Young Members Committee that engages with, and develops its own, creative programs and events	In Progress	75%	Due to COVID restrictions the Droogs are currently not meeting. When restrictions are lifted, monthly meetings will resume including skill sharing and committee meetings. Contact has been maintained via social media and email on a weekly basis. Droogs have been contacted regarding participation in RANT run Reclaim the Lane Youth Week	Creative Learning & Public Programs Officer	30/06/2021

## Strategic Plan Progress Report

**Goal: 4 Building quality of life**

**Outcome: 4.8 Young people are recognised and valued allowing them to reach their full potential**

<i>Actions</i>	<i>STATUS</i>	<i>% COMP</i>	<i>PROGRESS COMMENTS</i>	<i>RESP. OFFICER</i>	<i>COMP DATE</i>
<b>Strategy: 4.8.1 Promote programs that encourage youth participation, engagement in decision making, development and leadership</b>					
			Festival and Mural Paste Ups Project, including contacting exiting Droogs and local high school teachers to encourage interested students to sign up. April 2021: The Droog flyer has been sent to RANT for promotional purposes at the upcoming 2021 Youth Festival. Volunteers at the gallery however are still not being utilised.		
<i>Actions</i>	<i>STATUS</i>	<i>% COMP</i>	<i>PROGRESS COMMENTS</i>	<i>RESP. OFFICER</i>	<i>COMP DATE</i>
<b>Strategy: 4.8.2 Provide, promote and advocate for appropriate and accessible services, information, facilities, activities and spaces for young people</b>					
4.8.2.1 Continue to work with Youth Family and Community Connections to deliver youth delivered activities, services	In Progress	85%	Youth Week 2020 cancelled due to COVID however, a smaller Youth Expo was held in December by Youth Family and Community Connections. Skate Competition was held in March at the Bluff skatepark.	Community Services Manager	31/05/2021
<i>Actions</i>	<i>STATUS</i>	<i>% COMP</i>	<i>PROGRESS COMMENTS</i>	<i>RESP. OFFICER</i>	<i>COMP DATE</i>
<b>Strategy: 4.8.3 Assist in the development, promotion and celebration of young people</b>					
4.8.3.1 Hold Youth Week activities	Completed	100%	Youth Week 2020 cancelled due to COVID however, a smaller Youth Expo was held in December by Youth Family and Community Connections.	Community Services Manager	31/05/2021

## Strategic Plan Progress Report

**Goal: 5 Practicing excellence in governance**

**Outcome: 5.1 Regional co-operation is achieved through purposeful participation**

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 5.1.1 Promote open communication and cooperation whilst representing Council at regional, state and national level</b>					
5.1.1.1 Council to host NW Finance Group meeting and participate in LG Professional regional meetings and activities	Completed	100%	NW Finance Group meeting held in February.	Executive Manager People and Finance	30/06/2021
Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 5.1.2 Pursue opportunities for cooperative initiatives including resource sharing with other councils, organisations and community groups</b>					
5.1.2.1 Participate in Cradle Coast Authority shared services project	In Progress	85%	Council has been active in supporting the Cradle Coast Shared Services project. To date this has included assisting with the telecommunications and Office 365 projects and the regional skills analysis.	General Manager	30/06/2021
Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 5.1.3 Develop and maintain partnerships and advocate for improved service provision, funding and infrastructure that balances the needs of industry, business, community, government and the environment</b>					
5.1.3.1 Assist the Cradle Coast Authority in the delivery, promotion and expansion of the coastal pathway project	In Progress	86%	Construction of the Devonport section of the River Road to Latrobe pathway is now complete. Design work and planning is continuing on the Don to Leith section.	General Manager	30/06/2021

**Outcome: 5.2 Promote active and purposeful community engagement and participation**

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 5.2.1 Encourage community participation initiatives that supports two-way communication and consultation which results in increased engagement</b>					
5.2.1.1 Undertake community consultation throughout the year to provide input into Council decision making	In Progress	66%	Community consultation is undertaken as required - consultation regarding the Don Cemetery and 2021/22 budget consultation was undertaken in February.	Executive Coordinator	30/06/2021
5.2.1.2 Develop engagement tools that	Completed	100%	Suite of engagement tools and supporting	Executive Officer	30/06/2021

## Strategic Plan Progress Report

**Goal:** 5 Practicing excellence in governance

**Outcome:** 5.2 Promote active and purposeful community engagement and participation

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 5.2.1 Encourage community participation initiatives that supports two-way communication and consultation which results in increased engagement					
aim to increase accessibility of consultation			resources established to guide staff in improving inclusivity of engagement strategies.		
Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 5.2.2 Develop an integrated approach to "volunteerism" in our community					
5.2.2.1 Review Volunteer Strategy in conjunction with Volunteering Tas	In Progress	86%	Council is currently working with Volunteer Tasmania to develop a Volunteer Sustainability Framework and a suite of tools for local volunteer sustainability. Council are also working on understanding the issues and developing resources to address some of the challenges related to the COVID pandemic and the subsequent recovery. Draft strategy document being prepared by Volunteering Tasmania after a series of workshop with volunteer providers have been held. Strategy to be presented to the May Council meeting.	Community Services Manager	30/06/2021

**Outcome:** 5.3 Council looks to employ best practice governance

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 5.3.1 Review and amend structures, policies and procedures to adapt to changing circumstances					
5.3.1.1 Review Media Policy and assess requirement for a stand alone Social Media Policy	In Progress	66%	The Executive & Communications Officer has commenced reviewing the policy.	Executive Coordinator	30/06/2021

## Strategic Plan Progress Report

**Goal: 5 Practicing excellence in governance**

**Outcome: 5.3 Council looks to employ best practice governance**

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 5.3.4 Ensure effective administration and operation of Council's committees</b>					
5.3.4.1 Implement new minutes and agenda software system and review business processes accordingly	Completed	100%	The new minutes and agenda software has been implemented.	Executive Coordinator	30/09/2020
Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 5.3.5 Maintain and monitor a fully integrated strategic and business planning process</b>					
5.3.5.1 Improve the management of strategy actions and recommendations by utilising existing software to record and monitor progress updates.	In Progress	66%	Work has commenced to enter actions for selected strategies into the software.	Executive Coordinator	30/06/2021
Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 5.3.6 Integrate continuous improvement behaviours into the organisation's culture</b>					
5.3.6.1 Continue the roll out of training in Competitive Systems across the organisation including the development and integration of Lean Behaviours Framework/Toolkit	In Progress	76%	Council continues to roll out training in Competitive Systems and to promote a LEAN culture across the organisation.	Executive Manager People and Finance	30/06/2021

**Outcome: 5.4 Council is recognised for its customer service delivery**

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 5.4.1 Provide timely, efficient, consistent services which are aligned with and meet customer needs</b>					
5.4.1.1 Increase the level of services delivered on digital platforms to make it easier and more efficient for the community to engage with Council services	In Progress	80%	Electronic forms continue to be developed and made available on Council's website. The Pensioner Parking Permit application was released and is being heavily used. A Chatbot is under development and currently going through testing for release within the next few months. Customer engagement through online forms as well as booking forms to connect with Council	Deputy General Manager	30/06/2021

## Strategic Plan Progress Report

**Goal:** 5 Practicing excellence in governance

**Outcome:** 5.4 Council is recognised for its customer service delivery

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 5.4.1 Provide timely, efficient, consistent services which are aligned with and meet customer needs</b>					
			officers has been made available with more in development.		
5.4.1.1 Update Council's Business Continuity Plan	In Progress	83%	Draft revised plan under development.	Risk & Compliance Coordinator	30/06/2021
Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 5.4.2 Monitor and evaluate Council's service standards</b>					
5.4.2.1 Enhance reporting on service delivery through real-time dashboard reporting on Council's relevant service delivery metrics	In Progress	75%	Business Intelligence reporting and dashboard development has commenced. A comprehensive Safety Dashboard is the first to be released. HR and Personnel data is being added to a new dashboard. This is expected to be a multi-year development initiative that will provide Council management with real time dashboards reporting on Council's KPI's and important management metrics.	Deputy General Manager	30/06/2021
Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 5.4.3 Manage customer requests and complaints with a view to continual improvement of service delivery</b>					
5.4.3.1 Enhance delivery of internal feedback from customers and train employees to adjust service delivery to ensure the best outcome for the community	In Progress	80%	Development of customer support tools was completed and in use by the Customer Service team. A call recording solution is being trialed in March that used Artificial Intelligence to identify the report on the emotions during customer interaction. This will be used for coaching and training purposes. These tools will improve the quality of customer information and the timeliness of the delivery of that information to the relevant Council officer	Deputy General Manager	30/06/2021

## Strategic Plan Progress Report

**Goal: 5 Practicing excellence in governance**

**Outcome: 5.5 Council's services are financially sustainable**

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 5.5.2 Ensure comprehensive financial planning and reporting to guarantee sustainability and meet or exceed financial targets</b>					
5.5.2.1 Review Financial Management Strategy in light of impact of COVID-19	In Progress	76%	Financial Management Strategy review to form part of 2021/22 budget deliberations.	Executive Manager People and Finance	30/06/2021

**Outcome: 5.6 Risk management is a core organisational focus**

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy: 5.6.2 Comply with Council's Risk Management Framework</b>					
5.6.2.1 Audit compliance of Council's processes against the WHS Codes of Practice	In Progress	83%	Codes of Practice are regularly checked and where applicable Safe Operating Procedures are updated.	Risk & Compliance Coordinator	30/06/2021
5.6.2.2 Deliver Risk Management Training to relevant staff	In Progress	83%	Internal training is delivered by Risk & Compliance Coordinator for new employees. Insurer will provide refresher training for all staff during May 2021.	Risk & Compliance Coordinator	30/06/2021
5.6.2.3 Update and adopt Council's Risk Register	In Progress	80%	Review is currently underway with managers. Risks have been updated, responsibility to be allocated. Final review will be completed by December 2021.	Risk & Compliance Coordinator	30/06/2021
<b>Strategy: 5.6.3 Provide internal and external audit functions to review Council's performance</b>					
5.6.3.1 Assess and implement, where appropriate, recommendations from the	In Progress	83%	With the introduction of Project Transform (Asset Management System),	Risk & Compliance Coordinator	30/06/2021



## Strategic Plan Progress Report

**Goal:** 5 Practicing excellence in governance

**Outcome:** 5.6 Risk management is a core organisational focus

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 5.6.3 Provide internal and external audit functions to review Council's performance					
Annual Risk Audit			recommendations will be reviewed and implemented.		
5.6.3.1 With the Cradle Coast Authority and other Councils, investigate the feasibility of an Internal Audit function.	In Progress	65%	Cradle Coast preparing proposal for consideration by all Councils.	Executive Manager People and Finance	30/06/2021
Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 5.6.5 Ensure compliance with all relevant legislative requirements, standards, policies and procedures					
5.6.5.1 Complete internal audits of Council's WHS Systems in accordance with adopted schedule	In Progress	83%	Audit Schedule for 2020-2021 has been developed. 2021 Audits are progressing.	Risk & Compliance Coordinator	30/06/2021

**Outcome:** 5.7 Skilled, engaged and motivated employees have a supportive environment

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 5.7.2 Implement human resource management plans and strategies to meet current and future workforce needs					
5.7.2.1 Prepare and negotiate terms and conditions for a new Enterprise Agreement	In Progress	58%	Negotiations underway	Executive Manager People and Finance	30/06/2021
5.7.2.2 Review Staff Code of Conduct	Deferred	16%	Review has commenced however will not be finalised until after the completion of the Enterprise Agreement Negotiations	HR Coordinator	31/12/2020

**Outcome:** 5.8 Information management and communication enhances Council's operations and delivery of services

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 5.8.1 Provide efficient, effective and secure information management services that support Council's operations					
5.8.1.1 Develop real time dashboard reporting of Council's KPI's, management reporting and relevant operational metrics	In Progress	75%	This is expected to be a multi-year development initiative that will provide Council	Deputy General Manager	30/06/2021

## Strategic Plan Progress Report

**Goal:** 5 Practicing excellence in governance

**Outcome:** 5.8 Information management and communication enhances Council's operations and delivery of services

Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 5.8.1 Provide efficient, effective and secure information management services that support Council's operations					
			management with real time dashboards reporting on Council's KPI's and important management metrics. Dashboards are under development in PowerBI. Safety delivered first and then Human Resources. Customer facing KPI's are on the list along with an extensive list of Council KPI's and financial reporting.		
5.8.1.1 Develop a standard communication plan for capital works projects	Not Started	0%	Not yet commenced	Infrastructure & Works Manager	30/06/2021
Actions	STATUS	% COMP	PROGRESS COMMENTS	RESP. OFFICER	COMP DATE
<b>Strategy:</b> 5.8.2 Ensure access to Council information that meets user demands					
5.8.2.1 Review and identify Smartcity initiatives that deliver value to the community. Align with broader strategic priorities and develop pilot projects to deliver quick wins and prove value	In Progress	75%	Early planning is underway to commence Smartcity initiative development.	Deputy General Manager	30/06/2021