

# ANNUAL REPORT 2020/21



**Devonport City Council**  
*The City with Spirit*



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## INDEPENDENT AUDITOR'S REPORT

### Professional service providers

**Auditors:** Tasmanian Audit Office  
**Bankers:** Commonwealth Bank of Australia  
ANZ Bank  
**Insurance Broker:** Jardine Lloyd Thompson  
**Valuers:** Office of Valuer-General

### Photographers

**Cover Image:** Tinh Doi  
The Devonport City Council thanks all photographers featured in this Annual Report including Kelly Slater, Cr Leon Perry, Ian Macleod, Lyons Architects and Birrelli.





# About Council





## Message from the Mayor and General Manager



Preparing the Devonport City Council Annual Report for 2020/21 has highlighted how the last 12 months has been a story of two realities.

The financial year began with such uncertainty and caution with the North-West Coast of Tasmania still reeling from a three-week lockdown, something unprecedented for Australia at the time. Uncertainty was high and with the shadow of a recession, workforce instability and a changing world, Council braced for a challenging year. Rates and charges were frozen, income projections were down \$3 million on the previous year, operational spending was aggressively reduced, and community support initiatives factored into a budget, forecasted to deliver a \$2.2 million operating deficit.

In contrast the year has brought record development applications and building permits, a buoyant economy, booming property market and construction demand hitting unprecedented highs, underpinned locally by \$55 million of activity within the LIVING CITY Waterfront Precinct.

With income levels holding up and by maintaining controls on expenditure, Council ended the year with a \$4.2 million turnaround on budget expectations, delivering an operating surplus of \$2 million. This is an exceptional result, compared to the initial forecast and consolidates Council's long-term financial position.

However, the year was far from "normal" with some sectors continuing to see major disruption, annual events cancelled or re-imagined, theatre shows not resuming until late in the year, along with the isolation from mainland Australia, particularly evident for those with family and friends interstate.

Whilst many of these challenges will disappear over time, other things once considered "normal" have changed forever. As we consider the impacts on Council, there are many new learnings, initiatives and adaptations to the way things are done that have been beneficial in creating an organisation that is now more innovative, agile and resilient.

Prior to the pandemic, Council was fortunate to be focused on two major initiatives, one being an aggressive digital transformation strategy and the other, LIVING CITY, a generational urban renewal strategy.

Whilst different, both these initiatives have accelerated the opportunity and benefit becoming evident from a post-COVID world.

LIVING CITY has placed Devonport in the enviable position of having an established, clear, long-term vision and plan to drive the growth, development and business opportunities that are emerging.

Digital transformation of Council services and operations has allowed seamless continuation of service delivery regardless of employee location. It has opened new ways of engaging and operating and provided the community far greater opportunity to transact with Council on a 24/7 basis.

Council has become recognised as a digital leader within the sector winning two major awards during the year for its digital transformation achievements.

The net worth of Council as at 30 June 2021 was \$605 million up from \$565 million in 2020. This is predominantly made up of Council's investment in property and community infrastructure worth \$535 million and investment in TasWater of \$83 million.

Total debt reduced from \$50.02 million to \$47.9 million in line with anticipated principal and interest repayments detailed in Council's Long Term Financial Management Plan.

With the maturing of some existing five-year loan facilities, Council took the opportunity of historically low interest rates to refinance its debt.

The new debt structure secured payments over various terms for up to 20 years and reduced annual interest costs from approximately \$1.5 million to \$900,00 per annum.



*"Significant  
progress continued  
on Council's  
ambitious LIVING  
CITY strategy..."*

*"...the transformation  
of Devonport is well  
advanced."*

Significant progress continued on Council's ambitious LIVING CITY strategy, with the \$17 million Waterfront Park redevelopment and the fully privately funded \$40 million Waterfront Hotel, now well under construction. The 200-room hotel and attractive open space will be a shift change for the region, complementing LIVING CITY Stage 1 and opening up previously unattainable opportunities in the tourism and corporate sectors.

With COVID-19 restrictions affecting large gatherings, several major events were re-imagined during the year, with the long running Devonport Jazz Festival becoming a virtual event and the annual Christmas Parade replaced with a neighbourhood Santa tour over a number of evenings through different suburbs across the City. New online art and fitness programs were delivered through the Devonport Regional Gallery and Devonport Recreation Centre respectively.

With the Federal Government providing financial stimulus to support the economy, the year saw a significant increase in unplanned capital grants. This funding allowed new capital infrastructure to proceed however, with tight deadlines for completion, this required the diversion of design and administration resources from other projects to ensure construction occurred.

This Annual Report provides a comprehensive summary of Council's achievements and performance for the 2020/21 year against the objectives of the 2020/21 Annual Plan and budget. It should be noted that a greater percentage of actions than usual are still in progress or have been deferred, due primarily to the redirection of resources to manage COVID-related activities.

It was stated, in last year's Annual Report that Council had ended the decade as a leaner, more focused and effective organisation with some major strategic initiatives underway, bringing generational transformation to the City. As we start the next decade, it is evident the transformation of Devonport is well advanced. This is being supported by a Council fast becoming known as a leading local government authority, thanks to the ongoing commitment and tireless effort of councillors, management and staff. We acknowledge their contribution over the last 12 months and thank them for their dedication to Devonport and its community.



**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 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 our successes and efforts and be accountable for our actions.

## Vision

Devonport is 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 and beaches; rich agricultural land; and coastal landscapes, so future generations can also enjoy this special place.



# The Council

The Devonport City Council is established under the provisions of the *Local Government Act 1993*. Council is made up of nine elected members who each serve a four-year term, with elections held on an 'all-in-all-out' basis. The term for the popularly elected Mayor and Deputy Mayor is also four years.



**Annette Rockliff**  
Mayor  
Councillor



**Alison Jarman**  
Deputy Mayor  
Councillor



**John Alexiou**  
Councillor



**Gerard Enniss**  
Councillor



**Peter Hollister**  
Councillor



**Lynn Laycock**  
Councillor



**Sally Milbourne**  
Councillor



**Leigh Murphy**  
Councillor



**Leon Perry**  
Councillor

## Decision Making Structures of Council

Decisions are made through Council meetings and a Planning Authority Committee established in accordance with Section 23 of the *Local Government Act 1993* (the Act),

Council meetings are held monthly and the Planning Authority meets as required.

Meetings are open to the public, except where an item is considered to be of a confidential nature in accordance with the *Local Government (Meeting Procedures) Regulations 2015*. Meeting schedules are available on Council's website and at the Council Offices. Meetings are recorded in line with Council's Digital Recording Policy and streamed live on YouTube.

Members of the public can have input into Council decision making through community consultation and engagement, tabling of petitions and public question time at Council meetings.

Delegations of authority also support effective decision making by Council. Under Section 22 of the Act, Council may delegate its powers and functions to the General Manager, who may sub-delegate certain powers and functions to Council officers, in accordance with Section 64 of the Act.

Delegations allow for timely and efficient decision making at an operational level.

Council is further supported by an Audit Panel, which is an advisory committee to the Council, established in compliance with Part 8 of Division 4 of the Act and the *Local Government (Audit Panels) Order 2014*. The Audit Panel's objective is to review the Council's performance under section 85A of the Act and report its conclusions and recommendations. Current external Audit Panel members are Mr Robert Atkinson (Chair) and Mr Stephen Allen.



# Committee representation

Local Government			
Local Government Association of Tasmania	Cr Rockliff	Cr Jarman (proxy)	
Shareholdings in Corporations			
TasWater	Cr Rockliff	Cr Jarman (proxy)	
Membership/Joint Authorities			
Dulverton Regional Waste Management Authority	Cr Rockliff	General Manager	Cr Jarman (proxy)
Cradle Coast Authority Representatives Group	Cr Jarman	General Manager	Cr Perry (proxy)
Controlling Authorities and Board Membership			
Maidstone Park Controlling Authority	Cr Rockliff	Cr Milbourne	
Tasmanian Arboretum Inc.	Cr Rockliff	Cr Milbourne	
Section 23 Committees			
Planning Authority Committee	Cr Rockliff	Cr Alexiou	Cr Hollister
	Cr Milbourne	Cr Murphy	Cr Perry
Special Interest Groups/Working Groups			
Active City Special Committee	Cr Alexiou	Cr Enniss	Cr Milbourne
Community Financial Assistance Committee	Cr Rockliff	Cr Hollister	Cr Murphy
Dame Enid Lyons’ Trust Fund	Cr Rockliff	Cr Laycock	
Devonport Food and Wine Festival Committee	Cr Jarman	Cr Laycock	Cr Milbourne (proxy)
paranaple art centre Special Advisory Committee	Cr Alexiou	Cr Hollister	Cr Jarman
East Devonport Special Interest Group	Cr Alexiou	Cr Murphy	Cr Jarman
General Manager’s Performance Review Committee	Cr Rockliff Cr Perry	Cr Jarman Cr Laycock	Cr Hollister Cr Murphy
Liveable City Special Interest Group	Cr Rockliff	Cr Jarman	
Maritime and Heritage Committee	Cr Laycock	Cr Murphy	
COVID-19 Response Committee	Cr Perry	Cr Laycock	Cr Murphy
External Committees			
Cement Australia Community Liaison Committee	Cr Hollister		
Mersey-Leven Emergency Management Committee	Cr Rockliff	Cr Jarman (proxy)	
Mersey Bluff SeaWalk Committee	Cr Jarman	Cr Enniss	
Statutory Council Committees			
Audit Panel	Cr Perry	Cr Murphy	

# Councillor expenses

ALLOWANCES AND EXPENSES	MAYOR	DEPUTY MAYOR	COUNCILLOR S	TOTAL
Councillor allowances	79,822	40,630	159,643	280,095
Vehicles	4,500	-	-	4,500
Other expenses	2,813	1,114	10,986	14,913
<b>Total \$</b>	<b>87,135</b>	<b>41,744</b>	<b>170,629</b>	<b>299,508</b>





## Summary of decisions by Council

Meeting	No. of meetings	Open session items	Closed session items	Total	% Items dealt in closed session
Council*	14	202	22	224	9.82
Planning Authority Committee	5	13	0	13	0
<b>TOTAL</b>	<b>19</b>	<b>215</b>	<b>22</b>	<b>237</b>	<b>9.28</b>

\* Includes Special Meetings and Annual General Meeting.

In addition to the number of items listed in Closed Session, there were also seven Leave of Absence Requests and eight Minutes of Joint Authorities (provided to Council on the condition that they remain confidential). Figures do not include confirmation of previous Council meeting minutes.

## Meeting attendance

	Council	Planning Authority		Workshops
	14	5		13
	Member	Member	Non Member	Member
Cr Rockliff, Mayor	14	4	0	13
Cr Jarman, Deputy Mayor	13	0	3	13
Cr Alexiou	14	5	0	13
Cr Enniss	13	0	4	13
Cr Hollister	14	4	0	12
Cr Laycock	11	0	4	13
Cr Milbourne	13	4	0	12
Cr Murphy	14	5	0	13
Cr Perry	13	5	0	13

# 25,747

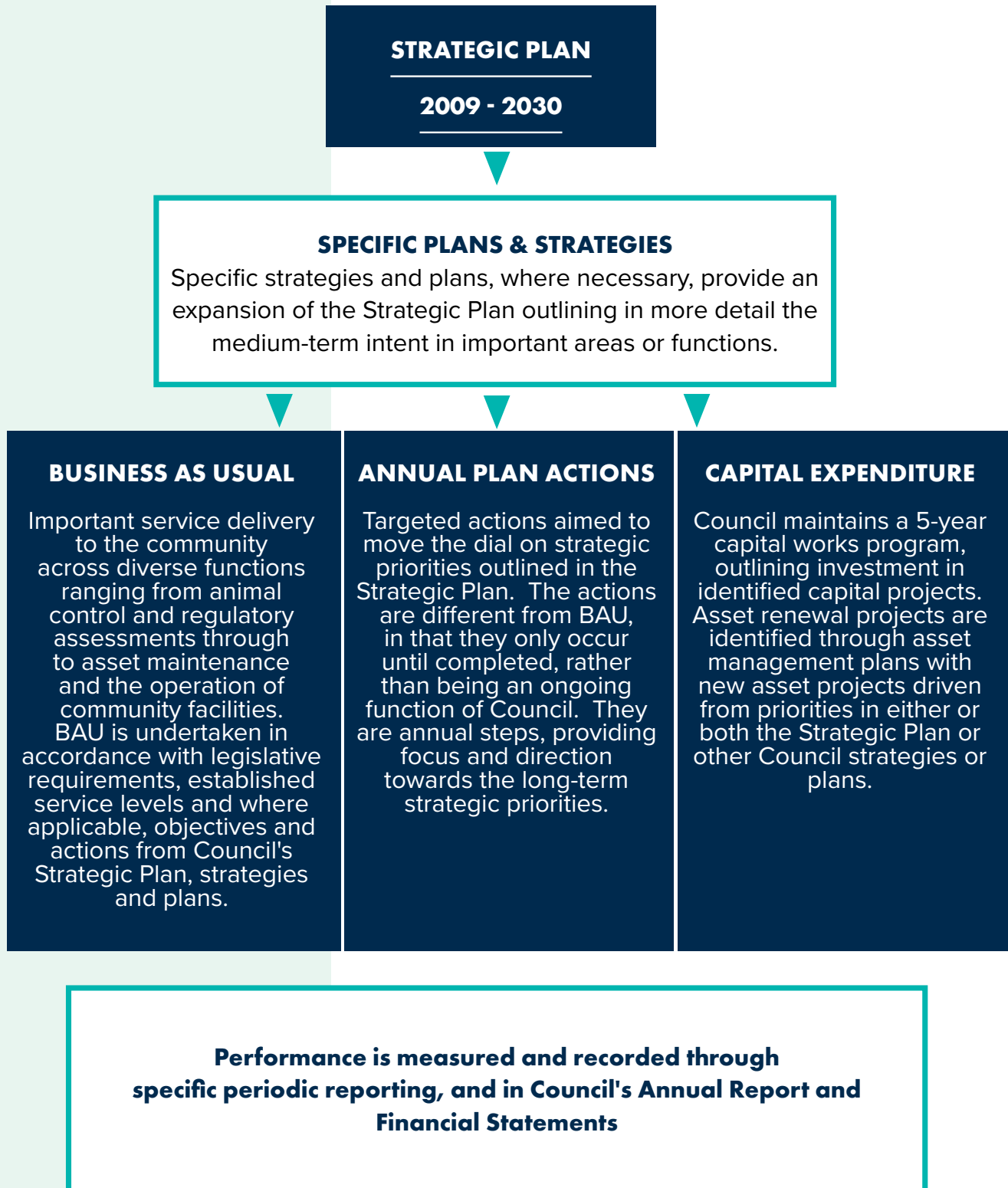
**POPULATION OF  
DEVONPORT**

25,415 in 2019/20



# Strategic planning framework

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





# Organisational structure





# Workforce profile

Category	Full-time	Part-time	Casual
Male	88	9	6
Female	37	23	9
<b>Total</b>	<b>125</b>	<b>32</b>	<b>15</b>
General Manager	1	0	0
Deputy General Manager	1	0	0
Executive Managers	1	1	0
Administrative/Technical	60	16	4
Operations/Works	53	6	0
Facilities/Satellite Sites	9	9	11
Number of FTE	140.68		
% of female staff	40%		
% of male staff	60%		
Staff turn over rate	10.75%		
	2020/21	2019/20	2018/19
Absenteeism (sick leave, average number of days lost)	9.8 days	10.35 days	10.4 days
Lost Time Injury Frequency Rate (LTIFR)	13.42	17	52.6
Medical Treatment Injury Frequency Rate (MTIFR)	17.89	10.2	10.5

## Workers compensation as at 30 June 2021

Policy year ending 30 June	Number of workers compensation claims lodged with Council's insurer	Current open claims	Gross value incurred by the insurer \$
<b>30/6/2021</b>	7 claims	1	35,935.70
<b>30/6/2020</b>	6 claims	0	29,481.08
<b>30/6/2019</b>	12 claims	0	347,651.52
<b>30/6/2018</b>	6 claims	0	32,029.49
<b>30/6/2017</b>	7 claims	0	27,839.69
<b>30/6/2016</b>	20 claims	0	128,445.62

### Senior Officer remuneration

Council is required to report on the total annual remuneration paid to employees who hold senior positions. For the purpose of this disclosure, all staff appointed to the Executive Leadership Team are included as Senior Officers. Details relating to Senior Officer remuneration are outlined in the Financial Report.





## GOAL 1

Living lightly  
on our environment



## Commuter Café

Council successfully applied for a grant from the Tasmanian Government's Healthy Tasmania Fund to establish the Commuter Café, with the aim of improving health and wellbeing outcomes for the community.

Community members were encouraged to ride their bikes to work and were rewarded with a free healthy breakfast.

The Commuter Café ran fortnightly from 21 October 2020 to 3 March 2021.

The Commuter Café not only encouraged people to get active, it also created a social avenue for participants to meet new people.



## Cities Power Partnership

Council is now profiled on the Cities Power Partnerships website. As part of the partnership, Council has nominated five 'pledges' or actions to reduce emissions:

1. Install renewable energy (solar PV and 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.

## Electric Vehicle Charging Station

A fully operational electric vehicle (EV) fast charging station, funded by a \$50,000 grant from the Tasmanian Government's Electric Vehicle ChangeSmart Grants Program, was opened in the multi storey carpark in December 2020. Under a contract with Council, Electric Highway Tasmania have installed and will operate the charger, with responsibility for all expenses and revenue generated from the charger. The charging station forms part of a statewide network allowing drivers of electric vehicles to explore our State, including the North-West Coast

19,417

LITRES UNLEADED  
PETROL CONSUMED

19,563 in 2019/2020

188,269

LITRES DIESEL  
CONSUMED

189,351 in 2019/2020

16,072 TONNES WASTE  
TAKEN TO LANDFILL  
15,625 in 2019/2020

## Environmental Sustainability

- **Swift Parrot Boxes** – 100 swift parrot nest boxes were installed in Kelcey Tier Reserve. The boxes were made by the Devonport Men's Shed through the Federally funded Community Environment Grant.
- **Clean Up Australia Day** – Don College students assisted Council to clean up the Coles Beach area and the Eastern shore of the Don River, collecting two ute loads of rubbish.
- **Friends of the Don Reserve** – Don College students also assisted the Friends of Don Reserve volunteers to plant 300 new plants in the Don Reserve, adjacent to the recently upgraded paths.







## GOAL 1 ANNUAL PLAN ACTION SUMMARY

Strategy	Action	Outcome	Status
<b>1.1</b>	<b>DEVONPORT IS AN ENERGY EFFICIENT CITY</b>		
<b>1.1.1</b>	<b>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>		
	Deliver the Devonport Commuter Cycling Initiative which focuses on increasing active transport.	Devonport's Commuter Cafe launched on 'Ride to Work Day' October 21. Cafe concluded in early March and was impacted by COVID-19. Project was funded by Healthy Tasmania (State Government).	✓
<b>1.2</b>	<b>SUSTAINABILITY IS PROMOTED AND INTEGRATED ACROSS ALL SECTORS</b>		
<b>1.2.1</b>	<b>Support the conservation and maintenance of biodiversity corridors including coastal landscapes and preservation areas of remnant vegetation</b>		
	Participate in the development of the North West Regional Cat Management Strategy.	Participated in North West Working Group and provided relevant input into a Draft Cat Management Strategy.	✓
	Construct, install and monitor nest boxes for the critically endangered Swift Parrot.	All boxes have been installed and another grant for \$10,000 was applied for and approved to continue the program in the 2021/22 financial year.	✓
	Advocate to the Cradle Coast Authority for a regional approach toward managing climate change impacts and improving adaptations.	Councils worked together on various climate change issues such as emergency preparedness and response to natural disasters.	✓
	Develop climate change related Key Performance Indicators that could be reported on through Council's Annual Report.	Desktop review of suitable local government KPIs underway. Further investigation required to understand areas for improvement to inform future targets. Greenhouse gas emissions audit planned for 2021/22.	➔
<b>LEGEND</b> Completed ✓ In progress ➔ Deferred ➔			

Strategy	Action	Outcome	Status
<b>1.3</b>	<b>"LIVING LIGHTLY" IS PROMOTED AND ENCOURAGED</b>		
<b>1.3.1</b>	<b>Identify and implement initiatives to educate and encourage our community on opportunities to "live lightly"</b>		
	Undertake education programs with Friends of Don Reserve, Don College, Devonport Wildcare Group.	Fortnightly meetings with FODR held and weekly meetings during planting season from May to July. Don College attended a planting session with 40 students and FODR attending. The group has planted about 400 plants.	✓
<b>1.4</b>	<b>OUR ENERGY IS REDUCED</b>		
<b>1.4.1</b>	<b>Promote reduction, re-use and recycling options to minimise waste materials within Council, the community and businesses</b>		
	Increase use of recycling bins in public places.	Project planning is underway.	➔
<b>1.4.2</b>	<b>Facilitate, and where appropriate, undertake improvements in waste and recycling collection, processing services and facilities</b>		
	Increase use and recycling of waste generated from construction projects.	Use of crushed waste concrete and bricks has become standard practice on footpath projects. Pavers were salvaged from a project in Oldaker Street.	✓
<b>1.4.3</b>	<b>Lead and actively promote emissions minimisation</b>		
	Install and promote electric vehicle fast charger.	Charger has been installed and is operational.	✓
	Investigate joining the Cities Power Partnerships Program and pledge to reduce emissions.	Council's five pledges are now profiled on the Cities Power Partnerships website.	✓
	Increase uptake of low carbon vehicles in Council's fleet.	Two hybrid petrol-electric vehicles have been introduced into the fleet, replacing petrol vehicles.	✓
<b>1.5</b>	<b>WATER IS ACTIVELY CONSERVED AND WELL MANAGED</b>		
<b>1.5.1</b>	<b>Promote sustainable water usage and water quality management</b>		
	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.	Water efficient fixtures and fittings installed during upgrades and in new developments as opportunities arise. A smart irrigation controller has been installed as part of the Mersey Vale Memorial Park Modern Burial System, that allows off-site monitoring of moisture-related conditions and automatically adjusts watering to optimal levels.	✓
<b>LEGEND</b> Completed ✓ In progress ➔ Deferred ➔			





**GOAL 2**

**Building a unique city**



# LIVING CITY highlights

LIVING CITY is one of the largest urban redevelopment plans ever undertaken in regional Tasmania, and is driving the transformation of Devonport through the creation of new civic, business and waterfront precincts, focused on highlighting our tourism, arts, services, and livability advantages.

The Devonport City Council, along with our State and Federal Government partners, have committed significant investment in the early stages of the Masterplan implementation, which has been critical to establishing exciting opportunities for complementary private sector investment and job creation within our region.

Despite the impacts of the COVID-19 Pandemic, Council has been very pleased with the performance of the parade centre and Market Square precinct over the past 12 months.

Utilisation of the convention centre, community meeting, and event spaces have continued to grow year-on-year, and the commercial tenancies within the precinct are now close to full occupancy with some exciting new businesses choosing to establish themselves within the precinct.

Council expects to see further growth and utilisation of these assets with the anticipated easing of COVID-19 restrictions and management practices into the future.

The last 12 months have seen significant progress on the second major stage of LIVING CITY as construction of the new Waterfront Park precinct, and the adjacent privately funded hotel development are progressed.

With a combined construction value of \$57 million, these projects are an integral part of the Master Plan vision and will result in an estimated total economic benefit to the Tasmanian and national economies of \$127 million, and support 285 jobs across the anticipated construction period of both projects.







The Waterfront Park will create a vibrant new precinct for both residents and visitors to enjoy community events, recreation, and leisure activities.

On the doorstep of the CBD retail and business precincts, the parkland incorporates a new children's play space with adjacent BBQ shelter and public amenities, endemic Tasmanian plantings, amphitheatre area, water and mist feature, events common, and the 160-metre long, 6-metre-wide elevated walkway and viewing area overlooking the Mersey River and beyond.

With the realisation of these two major projects now well progressed, planning and delivery for the next stages of LIVING CITY has commenced. Over the past 12-months, Council has undertaken to release a number of strategically important development sites within the CBD to the open market via an Expression of Interests (EOI) process

The included sites cover a range of project types and scales that will maximise the opportunity for developers and investors to participate in the further

growth and expansion of the LIVING CITY vision.

Negotiation on the potential sale and development of these sites is continuing with shortlisted proponents, and Council looks forward to seeing a number of these projects progress towards construction over the coming period, further contributing to the demonstrated confidence in Devonport as a preferred location to live, work and invest.





# Capital works program

## Mersey Vale Memorial Park Signage

New destination signage was installed at Mersey Vale Memorial Park, assisting visitors to access the various areas throughout the Park. A map-based sign is installed at the Park's office, with signs at each lawn and road throughout the Park. This project addresses two actions from the Mersey Vale Memorial Park Master Plan, being to install an information kiosk at the office, and to improve access throughout the site by way of directional signage.



**\$15M**

**CAPITAL WORKS  
COMPLETED**

\$14.85M in 2019/2020

## Transport projects

- Wright Street, East Devonport (Torquay Road to Tarleton Street)
- Bridge Road, East Devonport
- Devonport Road, Quoiba
- Mersey Bluff traffic, pedestrian and parking improvements
- Melrose Road – Morris Road intersection improvements
- Installation of electric vehicle charging station in the multi-story carpark

## Sports and recreation upgrades

- Meercroft Park Pavilion
- New changerooms at the East Devonport Football Club
- Lighting projects at Girdlestone Park and Maidstone Park
- Modifications to the ramp at the Bluff to improve accessibility
- Spreyton netball courts – resurfacing and drainage improvements
- Maidstone Park ticket box
- Kiah Place playground
- Additional Inclusive playground equipment at the Bluff





## New pathways

Several new pathways were constructed and upgraded including:

- Don Reserve path renewals
- Oldaker Street
- Ronald Street
- Thomas Street
- Forbes Street

Pedestrian facilities were also constructed in Steele Street, Mersey Main Road and the Nixon/Parker Street intersection.

## Stormwater upgrades

- Oldaker East Stage 2
- Bellamy Road
- Church Street
- Steele Street



## Coastal Pathway

The Coastal Pathway between Latrobe and Ambleside was opened in February 2021. Council is proud to have supported this important piece of public infrastructure that provides a great link for our North West communities. Council's commitment to the Devonport section covered 7.2km of pathway and Council congratulates the Cradle Coast Authority who initiated the project in conjunction with Safer Roads for Cyclists Tasmania, local councils and the State and Federal governments.





# Regulatory services

Regulatory functions such as development and planning assessment, permit authority services, animal control, compliance and environmental health functions continue to be a core part of the services Council provide to the community.

Overall development and investment in Devonport is continuing to grow, with Council approving 196 planning applications in the 2020/21 financial year. Although a slight decrease from the previous 12 month period, figures are still well above the five year trend.

Worth more than \$49.1 million, this figure signals continued growth and confidence in the region and its economy.

Providing high level customer service continues to be a focus for Council's Regulatory team, with improvements such as an online renewal process for food licenses and online application forms for planning permit applications introduced throughout the year.

Environmental Health Officers continued to monitor food outlets, with 271 food inspections carried out during the year.

This valuable service allows the community to have confidence when dining out or ordering takeaways, that the food has been prepared in a safe and hygienic manner.

**\$49.1 M**

**ESTIMATED VALUE OF  
DEVELOPMENT APPROVALS**

\$113.9M in 2019/2020

**196**

**DEVELOPMENT  
APPLICATIONS APPROVED**

226 in 2019/2020

## Local Provisions Schedule

The Tasmanian Planning Scheme came into effect for the Devonport local government area on Wednesday, 18 November 2020.

Devonport was the second council in the State to implement the single statewide planning scheme. The transition to the Tasmanian Planning Scheme forms a key part of the State Government's reforms to the land use planning system and will provide greater consistency in the planning controls that apply across the state.

With Devonport fast becoming an attractive location for development and investment, it is important that there are clear and transparent rules in the form of a contemporary planning scheme to guide the growth and sustainable development of the City.

Through amendments to the *Land Use Planning and Approvals Act 1993 (LUPAA)*, the Tasmanian State Government has legislated for the introduction of a single state wide planning scheme to be known as the Tasmanian Planning Scheme. The Tasmanian Planning Scheme will replace all existing local council planning schemes in Tasmania.

The Tasmanian Planning Scheme will comprise two parts:

1. a set of standardised state wide planning rules called the State Planning Provisions (as made by the State Government) which contain administrative/operational provision, and the provisions for a standard suite of zones and codes; and
2. a Local Provisions Schedule (LPS) which contains the zone and code overlay maps that apply the SPPs to a local council area.

The assessment and approval of the Devonport Local Provisions Schedule was completed by the Tasmanian Planning Commission.





# Asset management

**108**

**BUILDING PERMITS  
ISSUED**

108 in 2019/2020

**164**

**BUILDING CERTIFICATES OF  
LIKELY COMPLIANCE ISSUED**

152 in 2019/2020

**50**

**PLUMBING PERMITS ISSUED**

65 in 2019/2020

**165**

**PLUMBING CERTIFICATES OF  
LIKELY COMPLIANCE ISSUED**

144 in 2019/2020

**31**

**PLUMBING ON-SITE  
WASTEWATER ISSUED**

26 in 2019/2020

**627**

**PROPERTY CERTIFICATES  
ISSUED**

535 in 2019/2020

Project Transform refers to a project commenced in 2019-20 designed to improve Council's asset management processes.

With over \$500 million worth of assets, it is imperative that Council has robust and efficient systems and processes required to enable staff to make informed asset management decisions. Utilising the TechnologyOne product suite, the project has brought significant changes to the processes Council uses for customer request management, work planning and allocation, purchasing, asset inspections and cost reporting.

The project has impacted most of Council's workforce, in particular the outdoor staff, who operate and maintain Council's main asset classes. Thanks to regular training and workshops provided by in-house project leaders, the entire workforce has embraced the new system and using it daily is now second nature.

The key outcomes achieved through the project that went live

on 31 August 2020, include more accurate GIS data, a digitised workforce, more accurate lifecycle costs against Council assets, more accurate operational works costings, automated maintenance scheduling, more efficient timesheet recording, more informed asset management decision making, and improved customer service.

**271.3KM \***

**ROADS**

274.5KM in 2019/2020

**14**

**SPORTS GROUNDS**

14 in 2019/2020

**265.9KM**

**FOOTPATHS/PATHS  
AND WALKWAYS**

\*262.5KM in 2019/2020

\*Previous FY statistic of 274.5 km incorrectly included carpark lengths

## Revaluation of infrastructure assets

Council undertakes a scheduled revaluation of infrastructure assets which are valued in accordance with AASB 116: Property, Plant and Equipment and AASB 113: Fair Value Measurement.

Current replacement costs are calculated (except for land and buildings) using current construction costs, or detailed estimations provided by qualified or experienced staff. As part of the revaluation, asset useful lives are reviewed and amended as required. Parks and open space, and heritage and cultural assets were revalued in 2020/21.

Summary – Parks and Open Space assets	Pre-valuation \$M	Post-valuation \$M	Variance amount \$M	Variance %
Asset cost	29,918	43,571	13, 653	45.6
Accumulated depreciation	12,282	17,831	5,549	45.2
Written down value	17,636	25,740	8,104	46.0

Summary – Cultural and Heritage assets	Pre-valuation \$M	Post-valuation \$M	Variance amount \$M	Variance %
Asset cost	3,975	3,326	(649)	(16.3)
Accumulated depreciation	2	10	8	400
Written down value	3,973	3,316	(657)	(16.5)



## GOAL 2 ANNUAL PLAN ACTION SUMMARY

Strategy	Action	Outcome	Status
<b>2.1</b>	<b>COUNCIL'S PLANNING SCHEME FACILITATES APPROPRIATE PROPERTY USE AND DEVELOPMENT</b>		
<b>2.1.1</b>	<b>Apply and review the Devonport Interim Planning Scheme as required, to ensure it delivers local community character and appropriate land use</b>		
	Finalise the Local Planning Schedules through the Tasmanian Planning Commission.	Devonport Local Provisions Schedule 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.	✓
	Undertake actions required for finalising the new Statewide Planning Scheme.	Devonport Local Provisions came into effect in the Devonport local government area on 18 November 2020.	✓
<b>2.1.2</b>	<b>Provide consistent and responsive development assessment and compliance processes</b>		
	Develop a Residential Strategy for Devonport.	Preliminary background research commenced to inform strategy content. Strategy to be developed in 2021/22.	➔
	Review Council's Retail Strategy from a planning perspective.	Preliminary background research commenced to inform strategy content.	➔
<b>2.1.3</b>	<b>Work in partnership with neighbouring councils, State Government and other key stakeholders on regional planning and development issues</b>		
	Maintain membership of Cradle Coast Regional Planning Group and advocate for review and update of Regional Land Use Strategy.	Regional planning group meetings were attended.	✓
<b>2.2</b>	<b>THE DEVONPORT BRAND SUPPORTS OUR MARKETING AND PROMOTION</b>		
<b>2.2.1</b>	<b>Maintain a local brand that supports our competitive advantages</b>		
	Continue to implement actions from Council's Retail Marketing Strategy.	Workshops held with the Retail/Tourism Steering Committee formed by Devonport Chamber of Commerce and Industry to assist in delivering retail marketing actions.	✓
<b>LEGEND</b> Completed ✓ In progress ➔ Deferred ➔			



Strategy	Action	Outcome	Status
<b>2.3</b>	<b>INFRASTRUCTURE PRIORITIES SUPPORT WELL PLANNED, MANAGED AND APPROPRIATELY FUNDED DEVELOPMENT WITHIN OUR UNIQUE CITY</b>		
<b>2.3.1</b>	<b>Develop and maintain long-term Strategic Asset Management Plans</b>		
	Develop and adopt a Parks Asset Management Plan.	Plan prepared and will be presented for adoption with other plans once a suitable timeframe is determined.	➔
	Develop an Asset Management Plan for Council's plant and fleet assets.	Development of a draft plan underway.	➔
	Review Council's Asset Management Strategy.	Draft document in development.	➔
<b>2.3.2</b>	<b>Provide and maintain roads, bridges, paths and car parks to appropriate standards</b>		
	Review and update Road Network Strategy.	Planning workshops completed. Development of draft document underway.	➔
	Review and update Bike Riding Strategy.	Not yet commenced due to resource constraints.	➔
	Review Public Lighting Strategy.	Updated Strategy adopted by Council in January 2021.	✓
<b>2.3.3</b>	<b>Provide and maintain stormwater infrastructure to appropriate standards</b>		
	Progress improvements to the Oldaker (East) catchment upgrade – stage 2.	Construction complete.	✓
<b>2.3.4</b>	<b>Provide and maintain Council buildings, facilities and amenities to appropriate standards</b>		
	Improve access throughout Mersey Vale Memorial Park by way of directional signage.	Signage installation complete.	✓
	Install new toilet block at Horsehead Creek.	Deferred to 2021/22.	➔
	Install an information kiosk at the Mersey Vale Memorial Park.	Completed through the installation of signage throughout the site and website information.	✓
<b>LEGEND</b> Completed ✓ In progress ➔ Deferred ➔			



Strategy	Action	Outcome	Status
<b>2.3.5</b>	<b>Provide and maintain sustainable parks, gardens and open spaces to appropriate standards</b>		
	Investigate methods to improve pedestrian safety and restrict vehicular access at Pioneer Park.	New footpath project on Thomas Street completed.	✓
	Review Council's Open Space Strategy.	Preliminary work has commenced. External funding is being sought for 50% of the estimated cost.	➔
	Develop a plan and implementation program for improvements to the garden/former burial area in the south east corner of Pioneer Park.	Public consultation completed by community organisation. Design details being finalised. Budget is yet to be secured, which will influence implementation timing.	✓
	Develop a plan for the grounds surrounding the Don Hall.	Currently monitoring use patterns by user groups including Don Market, Don River Railway and Don sporting clubs.	✓
<b>2.4</b>	<b>PROMOTE THE DEVELOPMENT OF THE CBD IN A MANNER WHICH ACHIEVES THE LIVING CITY PRINCIPLES PLAN</b>		
<b>2.4.1</b>	<b>Implement initiatives from the LIVING CITY Master Plan</b>		
	Continuation of Waterfront Park construction.	Progress within the Waterfront Park precinct is continuing in line with the agreed construction program.	✓
<b>2.4.2</b>	<b>Lobby and attract Government support to assist with the implementation of LIVING CITY Master Plan</b>		
	Seek funding opportunities for Waterfront Precinct Sound and Light Show.	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 Coast Authority Regional Investment Framework assessment process was successful in having the project recognised as a Regional Priority.	✓
<b>2.4.3</b>	<b>Implement initiatives to encourage private investment aligned with the outcomes of the LIVING CITY Master Plan</b>		
	Investigate opportunities to attract commercial developments on Council owned development sites.	The Expression of Interest process for development across four sites within the CBD has been completed. 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.	✓
<b>LEGEND</b> Completed ✓   In progress ➔   Deferred ➔			





### GOAL 3

# Growing a vibrant community





# Governor-General Visits Devonport

Devonport was honoured to have His Excellency General the Honourable David Hurley AC DSC (Retd), Governor-General of the Commonwealth of Australia, and her Excellency, Mrs Hurley, visit Devonport from 23-24 November 2020.

Mayor, Cr Annette Rockliff, hosted a civic reception on the Monday evening, followed by a tour of Devonport the following day. The tour included:

- meeting with COVID clinic staff at East Devonport;
- inspecting the refurbishment at Devonport High School and meeting with the Student Leadership Group;
- a tour of historic Home Hill, the home of former Prime Minister Joseph Lyons and Edith Lyons - the first woman elected to the House of Representatives and the first to serve in Federal Cabinet;
- a community lunch at the Devonport RSL Club, including the museum; and
- a visit to the Devonport Library.

It was a wonderful opportunity to showcase the City and for hard working members of the community to have their passion and commitment to supporting and helping others acknowledged by the Governor-General.

"Devonport is an outstanding example of this richness of spirit that exists across Australia," said his Excellency.

Thank you to the community members involved who shared their passion for our City and community spirit with the Governor-General and Mrs Hurley.





## Devonport turns 40

Devonport celebrated its 40th birthday on Wednesday 21 April with a community celebration in the Rooke Street Mall.

Devonport Mayor, Cr Annette Rockliff, cut a birthday cake which commemorated 40 years since Devonport was officially declared a City in 1981 by the Prince of Wales, Prince Charles.

Natalie Dyke was born in Devonport on the day it was declared a City. She returned home to celebrate her 40th birthday with the City and was invited to cut the birthday cake with the Mayor.



## Celebrating International Women's Week

The annual Diamonds of Devonport cocktail party provided a platform for women to be honoured for their unique journeys and contribution to the Devonport community. The Choose to Challenge Speakers forum presented inspirational stories from Senator Jacqui Lambie, Caitlin Radford (farmer, 2020 Apprentice of the Year) and Robyn Sutcliffe (social worker, Department of Education consultant), and Devonport Mayor, Cr Annette Rockliff.





# The Spirit of Christmas

Council celebrated Christmas a little differently in 2020, with fun, family friendly activities and events held throughout the City during December.

The traditional Christmas Tree lighting in the Rooke Street Mall kicked off the official festivities, with a new tree and decorations funded by the Australian Government's Infrastructure Investment Program Stimulus: Supporting our Community. Local children painted 11 panels which decorated the base of the tree.

Christmas inspired activities throughout the month included:

- the Spirit of Christmas Scavenger Hunt;
- a 'Secret Santa' handing out gift vouchers from local traders to unsuspecting shoppers;
- family movie nights at the paranple convention centre;
- online competitions, including a pet parade;
- festive photo stickers in the CBD; and
- a home decorating competition.

## Santa tour

One of the highlights of the festivities was the Santa tour of the suburbs, with assistance from the Devonport Motor Show, Rotary Club of Devonport North and Christmas in the East.

The tour saw Santa and his entourage visit East Devonport and Ambleside, Miandetta, Spreyton, Stony Rise, Tugrah, Devonport West and the Valley Road area.

Santa, Mrs Claus and an elf were chauffeured in stunning convertibles over several nights. Each night, the reputation of the festive convoy grew and more families lined the streets to catch a glimpse of the man in red.

To make it easy for people to track Santa's journey via an app, the Council, Devonport Motor Show and the Rotary Club of Devonport North, teamed up with RallySafe, a local company used in motorsports worldwide.







## GOAL 3 ANNUAL PLAN ACTION SUMMARY

Strategy	Action	Outcome	Status
<b>3.1</b>	<b>DEVONPORT IS THE BUSINESS, SERVICE AND RETAIL CENTRE FOR NORTH WEST TASMANIA</b>		
<b>3.1.1</b>	<b>Market and promote the City as a regional business, service and retail hub</b>		
	Develop an interstate marketing campaign for the paranapple convention centre and maintain membership with Business Events Tasmania and Meetings and Events Australia.	Marketing during 2020/21 included advertising in the RACT Journeys Magazine and an article in the Business Oceania Magazine which is published statewide, interstate and overseas.	✓
<b>3.2</b>	<b>DEVONPORT'S VISITOR INDUSTRY IS DEVELOPED AROUND ITS NATURAL ASSETS, HISTORY AND LOCATION</b>		
<b>3.2.1</b>	<b>Support tourism through the provision of well-designed and managed infrastructure and facilities</b>		
	Develop a strategy to link Council's cultural facilities, promoted through the Visitor Information Centre at the paranapple arts centre.	To promote Council's cultural facilities, the addition of an extra page to the complimentary city maps now includes attraction information, including Devonport Regional Gallery, Home Hill and Bass Strait Maritime Centre. Throughout the year, the members of the Maritime and Heritage Special Interest Group developed a walking tour through parts of East Devonport.	✓
	Undertake a detailed investigation into the cost and feasibility of a tourist train service linking key Devonport attractions.	Council has released an Expression of Interest for potential operators of a tourist train between the Waterfront Park and Bluff precinct.	✓
<b>3.2.2</b>	<b>Support regional tourism development through productive relationships with regional partners and State and Federal Government</b>		
	Maintain relationships with the Tasmanian Visitor Centre Network and Regional Tourism Networks.	Through regular workshops, Council has had the opportunity to participate in forums and collaborations to understand and promote the T21 Tourism strategy along with ways to grow tourism in the region.	✓
<b>LEGEND</b> Completed ✓ In progress ➔ Deferred ➔			



Strategy	Action	Outcome	Status
<b>3.2.3</b>	<b>Facilitate a pro-active approach by business to embrace tourism opportunities</b>		
	Facilitate a familiarisation tour for local and regional tourism operators and provide operators with the opportunity to engage in professional development exercises.	An information session and morning tea for local tourism operators was held at the paranapple convention centre. The session was attended by a number of accommodation and attraction operators from the municipality who were provided with an update on the LIVING CITY Project and attendees had an opportunity to connect with the CEO of the Regional Tourism Organisation, West by North West.	✓
<b>3.2.5</b>	<b>Support festivals, events and attractions that add value to the City's economy</b>		
	Promote an Events Assistance Package.	Deferred until 2021/22. COVID-19 restrictions impacted on the prioritisation of this activity.	➔
	Offer the following Council initiated events: Food and Wine, New Years Eve, Harmony Day, Christmas Parade, International Women's Day.	March Food and Wine event was successfully held. Week long calendar of International Women's Day events held with a record number of Diamonds of Devonport nominations. Christmas Parade and New Year's Eve event was cancelled due to COVID-19, however a number of social recovery activities were undertaken instead, including Santa Tour, Spirit of Christmas activities and a voucher program for families impacted by COVID undertaken.	✓
<b>3.4</b>	<b>OUR ECONOMIC PROGRESS CONTINUOUSLY IMPROVES</b>		
<b>3.4.1</b>	<b>Work in partnership with industry and government to identify needs of business and industry to pursue opportunities, which fosters economic development in the area</b>		
	Maintain relationships with relevant industry and Government economic development stakeholders.	Active engagement with regional and statewide economic development bodies has been maintained during the year.	✓
	Work with the Cradle Coast Authority (CCA) in delivering the Regional Futures Plan.	Council Officers have maintained contact and engagement with the Cradle Coast Authority during the reporting period. A project proposal for the Sound and Light Show has been considered via the CCA's Regional Investment Framework and endorsed as a Project of Regional Significance via this project.	✓
<b>LEGEND</b> Completed ✓ In progress ➔ Deferred ➔			





**GOAL 4**

**Building quality of life**





# Inclusive Playground

Devonport's first public all-inclusive playground was officially opened on Monday 30 November 2020 at the Devonport Bluff.

Consultation with key disability stakeholders such as the Association of Children with Disability (Tas), Devonfield Enterprises and the School of Special Education North West determined the most suitable equipment to be included in the playground – an all-inclusive carousel, tipi spinner with top brace and a hillside slide and tunnel.

Thank you to the Tasmanian Community Fund, the Rotaract Club of Central Coast and the Devonport Rotary Club for their contributions to this project.

## Australia Day Award recipients honoured

Congratulations to the following 2021 Australia Day award winners who were honoured at a ceremony on 26 January 2021:

- Citizen of the Year – Bruce and Alida Beattie
- Young Citizen of the Year – Oliver Bailey
- Community Event of the Year – International Cafe
- Spirit of the City Award – Dr Tomas Sayers

Mayor Annette Rockliff also welcomed 11 new citizens to Devonport at the ceremony – conferees originated from the Philippines, China, Pakistan, South Africa, New Zealand, Chile and Taiwan.



# 1,634

**VOLUNTEER HOURS  
RECORDED**

5,184 in 2019/2020

# 31

**NEW CITIZENS  
WELCOMED TO  
DEVONPORT**

47 in 2019/2020



# Festival of Learning

The Festival of Learning highlights the various learning opportunities available in the community, introduces new opportunities and raises the profile of learning across the community.

The 2020 Festival was held in September, with the theme, 'Springing Back'. A program of online and in-person activities were identified by the Live + Learn Steering Group, and Council staff collated the information into a calendar of events.

A popular activity was the A-Z of Boredom Busters. With many in the community required to isolate due to COVID, an online list of resources was compiled with the aim of helping people to keep busy without leaving the comfort of home. The list of Boredom Busters is still available online and contains activities for indoors and outdoors, for every member of the family. It includes arts and crafts, physical and mental challenges, culture and exploration – things to do alone or things to do with the family.



## Sport and recreation

Increasing the utilisation of sport and recreation facilities and multi-use open spaces in Devonport, is one of Council's key strategies under Goal 4.

Some highlights from the year include:

- Opening of the new \$1.5 million Meercroft Park Pavilion by Gavin Pearce MP, Federal Member for Braddon in May.
- Opening of the East Devonport Football Club female change rooms in June. The change rooms were funded by the State Government under the Communities, Sport and Recreation Department funding scheme 'Levelling the Playing Field'.
- The annual Devonport Junior Soccer Cup was held over the June long weekend. About 85 teams from all regions of the State entered the event – a record number which required the use of additional grounds to cater for the increase in participation.

# 235,733

**ENTRIES TO  
SPLASH AQUATIC  
& LEISURE CENTRE**

185,219 in 2019/2020



# paranaple art centre and convention centre

Council's paranaple arts and convention centre continued to feel the impacts of COVID-19 restrictions in 2020/21, but as restrictions eased, the facilities hosted a number of events, performances and exhibitions.

Highlights from the Devonport Regional Gallery include:

- **Home is where the art is** – As creative workshops could not be held “in person”, the Gallery took its art activities online with a different activity offered each week. Free art packs for each activity were made available to pick up from the Gallery when it reopened in July 2020, and were also delivered to the Devonport Community House and the Devonport Library, supporting inclusivity and access. Activities included Stained Glass Landscapes, Paper Portraits, Winter Woolly Yarn-Scapes and Bubble Prints. An exhibition of works created through the program was held in the Little Gallery from the 30 January-31 March.
- **tidal.20: City of Devonport Tasmanian Art Award** – The Gallery received 162 entries for the tidal.20: City of Devonport Tasmanian Art Award, from which 40 entries were selected to be included in the finalists' exhibition. The major prize was awarded to Janine Combes for her work Kelp Elegy, in fine silver and sterling silver. Works were exhibited from 5 December 2020-30 January 2021.
- **Constrained – Reclaimed** – Notable Tasmanian Aboriginal Curators and artists Vicki West and Dave mangenner Gough co-curated and exhibited Constrained – Reclaimed in the Main Gallery. The collaborative work interactively immersed visitors in culture, country and feelings of past and present and was held from 10 April-29 May 2021.
- **This is Us** – Local students explored Australian cultural identity using imagery and text. The resulting artworks were made in a range of media, and investigated personal symbolism and language to communicate self-identity, cultural concerns, attitudes, values and beliefs. An exhibition of works was held from July-December 2020.



## Julie Burgess handover to JB Inc.

After eight sailing seasons, a thorough operational review of the Julie Burgess ketch was undertaken. Subsequently, Council transferred ownership of the ketch in September 2020, through a Deed of Gift to Julie Burgess Inc., an independent organisation established to operate the vessel in Devonport. Julie Burgess Inc. comprises previous Julie Burgess volunteers who have extensive experience in operating the vessel, with several members having volunteered with Council on the project since its inception in 2009.

Council is thrilled that the Julie Burgess remains a tourist attraction in Devonport. The Bass Strait Maritime Centre continues to promote heritage sailings on the vessel and to be a source of information relating to the Julie Burgess.





# Town Hall Theatre

Performances at the Town Hall Theatre continued to be impacted by COVID-19 restrictions. However, the following events were held at the facility during 2020/2021:

- **A COVID Christmas Carol** (Devonport Repertory Society): Six performances of the humorous one act play, reflecting on the challenges of presenting community theatre under COVID-19 restrictions and regulations, were held during December 2020.
- **Buddy: The Buddy Holly Story** (Devonport Choral Society): The Buddy Holly Story played to full houses for all its shows held during May 2021.
- **Mary Poppins – The Broadway Musical** (Don College): The Don College presented six public performances and five school performances to capacity houses during June 2021.

## paranple convention centre

The convention centre hosted a number of major events throughout the year including:

- Readers Cup
- Civic Reception for the Governor General of Australia
- Youth Week
- Tourism Forum (West by North West)
- International Women's Day Events
- LGAT General Meeting
- 2021 Dairy Tasmania Conference and Awards Dinner
- Devonport Motor Show Expo
- Gastronomy Long Table with Karen Doyle (Devonport Food & Wine Festival event)
- Devonport Job Fair
- Unite in Yellow Gala (Cancer Council of Tasmania)
- Tasmanian Energy Development Conference



33,112

VISITORS TO THE  
PARANPLE ART CENTRE

not reported in 2019/2020

2,713

ENTRIES TO THE  
BASS STRAIT MARITIME  
CENTRE

6,428 in 2019/2020





## GOAL 4 ANNUAL PLAN ACTION SUMMARY

Strategy	Action	Outcome	Status
<b>4.1</b>	<b>SPORT AND RECREATION FACILITIES AND PROGRAMS ARE WELL PLANNED TO MEET COMMUNITY NEEDS</b>		
<b>4.1.1</b>	<b>Provide and manage accessible sport, recreation and leisure facilities and programs</b>		
	Facilitate the development of a City wide recreation infrastructure Master Plan.	The Working Groups outcomes are finalised for presentation to Council.	→
	Run a series of programs at the Recreation Centre for all ages and abilities	The Tai Chi for all ages program continues at the Devonport Recreation Centre. The program for young children called 'Boot Camp' is also held every Wednesday.	✓
<b>4.1.3</b>	<b>Promote passive recreational usage including walking, bike paths, trails, parks and playspaces</b>		
	Undertake renewal of high use riding and walking paths.	A total of 800 metres of path in Don Reserve has been renewed under two projects.	✓
<b>4.2</b>	<b>A VIBRANT CITY IS CREATED THROUGH THE PROVISION OF CULTURAL ACTIVITIES, EVENTS AND FACILITIES</b>		
<b>4.2.1</b>	<b>Acknowledge, preserve and celebrate local art, culture and heritage</b>		
	Maintain and promote the Council's permanent collection and continue to acquire work by significant Tasmanian artists.	The Gallery receives regular loan requests from Tasmanian and interstate institutions. The portrait WN Holmes Esq, by Edith Holes is currently on loan to the Gallery of NSW for the nationally touring exhibition Archie 100 A century of the Archibald Prize, concluding in 2024. In 2020/21, the following works were added to the DCC Permanent Collection: tidal 20: City of Devonport Tasmanian Art Award: Winning work: Kelp Elegy, nine silver brooches by Janine Combes; The Land That Never Was, 12 prints by Milan Milojevic and Teal Cane works (tall, medium and low) by Peter Bowles/Glass Manifesto.	✓
	Produce an annual program of exhibitions and programs that acknowledges Devonport's maritime history.	A new travelling exhibition from the Australian National Maritime Museum has been secured for November 2022 called Remarkable: Stories of Australians and their boats. Planning is underway for 2021's major exhibition "Strata: Metals, Mining, and Minerals along the Strait", opening in October.	✓
<b>4.2.2</b>	<b>Cultural facilities and programs are well planned and promoted to increase accessibility and sustainability</b>		
	Deliver an exhibition program that aligns with the Devonport Regional Gallery's strategy and exhibition policy	The 2020/21 exhibition program included 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.	✓
<b>LEGEND</b> Completed ✓ In progress → Deferred →			



Strategy	Action	Outcome	Status
	Deliver a performing arts presenter season that enhances the cultural experiences of the community.	The Town Hall Theatre experienced an extended period of closure due to State Government COVID-19 restrictions. Initially, the Theatre was permitted to reopen at 50% capacity, which impacted the viability of productions. In January 2021, the Theatre applied for, and was granted, an exemption to seat 100% of the audience. However, the program continued to be disrupted by interstate travel restrictions.	✓
<b>4.2.3</b>	<b>Develop and implement an integrated approach to public art</b>		
	Develop a public art strategy that considers existing and future public art assets.	The review of the current policy has been completed, however it is intended to establish a Public Art Committee to devise a five year Public Art Strategy, that will be presented to Council along with the revised policy.	➔
<b>4.3</b>	<b>HERITAGE IS VALUED</b>		
<b>4.3.1</b>	<b>Develop and implement initiatives to preserve and maintain heritage buildings, items and places of interest</b>		
	Develop a Master Plan for the Don Congregational Cemetery.	Master Plan endorsed at the 28 June Council Meeting.	✓
	Develop a marketing plan that promotes Devonport as a regional centre of cultural heritage.	A plan has been developed that promotes Devonport's cultural heritage visitor attractions. It includes the redesign of the Devonport Visitor Map and new walking trail app.	✓
<b>4.4</b>	<b>OUR COMMUNITY AND VISITORS ARE SAFE AND SECURE</b>		
<b>4.4.1</b>	<b>Support the community in emergency management response and recovery</b>		
	Provide information to residents to inform their preparedness for an emergency.	Content of Community Safety Handbook to be reviewed and placed on the website.	➔
<b>4.4.2</b>	<b>Coordinate and promote effective management of animals</b>		
	Provide information to residents to promote responsible pet ownership.	Information regarding responsible pet ownership updated on Council's website.	✓
<b>4.4.3</b>	<b>Encourage safe and responsible community behaviour</b>		
	Review Community Safety Strategy.	Deferred until 2021/22 due to time and resource constraints.	➔
<b>4.5</b>	<b>EDUCATION AND LEARNING IS ACCESSIBLE AND RESPONSIVE</b>		
<b>4.5.1</b>	<b>Support the provision of facilities and services that encourage lifelong learning, literacy and meet the information needs of the community</b>		
	Facilitate and support the Live and Learn Steering Group to implement the actions from the Live and Learn Strategy.	Meetings held on a monthly basis. Festival of Learning held in September and was predominantly online due to COVID restrictions.	✓
	Provide creative learning programs for young people and adults at the paranapple arts centre.	The Gallery presented a weekly art workshop program 'Home is Where the Art Is' that was presented to participants through the Gallery's website and Facebook. School holiday art workshops were reintroduced as of January 2021.	✓
<b>LEGEND</b> Completed ✓ In progress ➔ Deferred ➔			



Strategy	Action	Outcome	Status
<b>4.6</b>	<b>INTEGRATED HEALTH AND WELLBEING SERVICES AND FACILITIES ARE ACCESSIBLE TO ALL</b>		
<b>4.6.1</b>	<b>Facilitate and advocate for child and family support services</b>		
	Continue the 'Square Peg' project working with at risk young people.	The program continues to run every Tuesday afternoon.	✓
<b>4.6.2</b>	<b>Facilitate and advocate for services for seniors in the community</b>		
	Facilitate a week long program of events during Seniors Week.	A successful Seniors Week was held in 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 years plus ratepayers luncheon was also held on 12 October in the paranapple convention centre.	✓
	Continue to deliver a range of programs at Recreation Centres for seniors.	Seniors programs are held at the Devonport Recreation Centre every Tuesday, Wednesday and Thursday.	✓
<b>4.6.3</b>	<b>Provide quality public and environmental health services</b>		
	Develop Community Sharps Management Guidelines in accordance with LGAT's Sharps Management Guidelines.	Sharps Management Guidelines have been developed.	✓
<b>4.7</b>	<b>AN ENGAGED COMMUNITY PROMOTES AND VALUES DIVERSITY AND EQUITY</b>		
<b>4.7.2</b>	<b>Encourage opportunities for active participation in community life</b>		
	Promote Harmony Day to encourage active participation by all sectors of the community.	Harmony Day celebrations were cancelled due to COVID-19 restrictions.	✓
<b>4.7.3</b>	<b>Promote the equitable distribution and sharing of resources throughout the community that supports the delivery of quality outcomes</b>		
	Undertake two rounds of Financial Assistance Grants during the financial year.	Two successful rounds of Financial Assistance Scheme delivered.	✓
<b>4.7.4</b>	<b>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>		
	Deliver the outcomes of year one of the Disability Inclusion Plan.	Year 1 Actions delivered or underway as per Plan.	✓
<b>4.8</b>	<b>YOUNG PEOPLE ARE RECOGNISED AND VALUED ALLOWING THEM TO REACH THEIR FULL POTENTIAL</b>		
<b>4.8.1</b>	<b>Promote programs that encourage youth participation, engagement in decision making, development and leadership</b>		
	Maintain a Devonport Regional Gallery Young Members Committee that engages with, and develops its own, creative programs and events.	Due to COVID restrictions, the Droogs did not meet in person. Contact has been maintained via social media and email on a weekly basis.	✓
<b>4.8.2</b>	<b>Provide, promote and advocate for appropriate and accessible services, information, facilities, activities and spaces for young people</b>		
	Continue to work with Youth Family and Community Connections to deliver youth activities and services.	Youth Week 2020 cancelled due to COVID however, a smaller Youth Expo was held in December by Youth Family and Community Connections. The annual Skate Competition was held in March at the Bluff skatepark.	✓
<b>4.8.3</b>	<b>Assist in the development, promotion and celebration of young people</b>		
	Hold Youth Week activities.	Youth Week 2020 cancelled due to COVID however, a smaller Youth Expo was held in December by Youth Family and Community Connections.	✓
<b>LEGEND</b> Completed ✓ In progress ➡ Deferred ➡			





## GOAL 5

Practicing excellence  
in governance



# Good governance checklist

## GOOD GOVERNANCE ELEMENT

### ACCOUNTABLE

### TRANSPARENT

### LAW-ABIDING

### RESPONSIVE

### EQUITABLE

### PARTICIPATORY AND INCLUSIVE

### EFFECTIVE AND EFFICIENT

### CONSENSUS ORIENTED

**3,950**

**DOGS REGISTERED**  
3,013 in 2019/2020

**15,324**

**PARKING INFRINGEMENTS ISSUED**  
10,478 in 2019/2020

#### HOW DOES COUNCIL ACHIEVE THE GOOD GOVERNANCE ELEMENTS?

- Council policies
- Public Interest Disclosures
- Integrity Commission training and awareness
- Audit Panel
- Community consultation
- Special Interest Groups
- Declarations of Interest
- Related Party Disclosures
- Workshops
- Active disclosures
- Delegations Register
- Compliance Register (in development)
- Gifts and Benefits Register
- Declaration of Interest Register
- Reporting compliance
- Planning compliance
- Budget and estimates
- Meeting procedures
- Common law
- Strategic Plan
- Reports, policies and Annual Plan actions linked to Strategic Plan
- Long-term plans and strategies
- Annual Plan
- Annual Report
- Councillor, employee and community involvement in Strategic Plan development and input in updated plans
- KPIs (financial and non-Financial)
- Regular review of policies and strategies
- Public questions/notices
- Surveys
- Expressions of interest
- Budget and other submissions
- Public question time
- Feedback opportunities
- Petitions
- Continuous improvement and lean activities
- Induction and targeted ongoing training and development opportunities (councillor and employee)
- Speak Up Devonport

#### RELATED/SUPPORTIVE RESOURCES FOR ADDRESSING GOVERNANCE ELEMENTS

##### LEGISLATIVE FRAMEWORK

(includes but not limited to):

- *Local Government Act 1993*
- *Local Government (General) Regulations 2015*
- *Local Government (Meeting Procedures) Regulations 2015*
- *Right to Information Act 2009*
- *Public Interest Disclosures Act 2002*
- *Land Use Planning and Approvals Act 1993*
- *Resource Management and Planning Appeal Tribunal Act 1993*
- *Building Act 2016*
- *Public Health Act 1997*
- *Food Act 2003*
- *Dog Control Act 2000*
- *Environmental Management and Pollution Control Act 1994*
- *Vehicle and Traffic Act 1999*
- *Roads and Jetties Act 1935*
- *Burial and Cremations Act 2019*
- *Environmental Management and Pollution Control Act 1994*.

##### INTERNAL DOCUMENTS

(includes but not limited to):

- Code of Conduct (Councillor and Employee)
- Governance Policy
- Fraud and Corruption Control Policy
- Public Question Time Policy
- Information Disclosure and Right to Information Policy
- Community Engagement Policy
- Related Party Disclosure Policy
- Rates and Charges Policy
- Council By-Laws
- Strategic Plan 2009-2030
- Annual Report
- Annual Plan (including quarterly updates)
- Long Term Financial Management Plan
- Long Term Asset Management Plans (Transport; Stormwater)
- Financial Management Strategy
- Asset Management Strategy
- Risk Management Framework
- Whistleblower Policy



# Financial performance snapshot

## Financial summary

A summary of key elements of Council's finances are outlined below.

Full details on Council's financial performance can be found in the Annual Financial Statements which are provided as an appendix to this Annual Report.

The Annual Financial Statements meet the requirements of the Local Government Act 1993 and relevant Australian Accounting Standards and have been audited by the Tasmanian Audit Office.

An unqualified audit opinion was issued by the Delegate of the Auditor General on 14 September, 2021.

With the inclusion of all items, Council achieved a total comprehensive result of \$40.18 million for the year ending 30 June 2021.

The result from ordinary activities was more favourable than budget, with a surplus result of \$2 million against a budget of a \$2.2 million deficit.

The net worth of Council increased by \$40 million to \$605 million.

FINANCIAL RESULTS (000)	2019/20 ACTUAL \$000	2020/21 BUDGET \$000	2020/21 ACTUAL \$000
Total income	40,444	37,481	41,038
Total expenses	41,755	39,682	39,038
Net operating result	(1,311)	(2,201)	2,000
Comprehensive result	9,533	7,230	40,179
Total assets	626,756	621,441	662,090
Total liabilities	61,586	55,990	56,741
Net assets	565,170	565,451	605,349
Cash balance	13,730	2,819	13,720



## Income

Council's total operating income for 2020/21 was \$41 million, \$3.5 million more than budget. A further \$9.3 million in capital grants was received.

Income source (\$m)	2019/20 Actual \$000	2020/21 Budget \$000	2020/21 Actual \$000	% of total Operational revenue
Rates and service charges	28,907	29,115	29,064	70.8%
Fees and charges	5,460	4,440	5,505	13.4%
Operating grants	2,372	2,517	2,914	7.1%
Contributions	24	18	4	
Investments revenue*	2,544	908	2,330	5.7%
Other income	1,137	483	1,221	3.0%
Capital grants and contributions	2,505	10,248	9,277	

\*includes share of profit of associates

## Expenses

Council's total operating expenditure for 2020/21 was \$39 million, or 1.6% lower than budget. Increases in depreciation were offset by savings in finance costs following the refinancing of Council's debt, and less financial support required by the community in response to COVID-19.

**\$42M**  
**SPENT ON MATERIALS,  
 CONTRACTS AND WAGES**  
 \$42.5M in 2019/2020

Expenses (\$m)	2019/20 Actual \$000	2020/21 Budget \$000	2020/21 Actual \$000	% of total Operational expenses
Employee benefits	12,506	12,231	12,307	31.5%
Materials and services	15,232	14,683	14,785	37.9%
Depreciation	10,624	9,825	10,284	26.3%
Financial costs	2,054	1,542	724	1.9%
Other expenses	1,339	1,401	938	2.4%
Loss on disposal	626	817	458	

## Capital expenditure

Council delivered \$15 million in capital expenditure during 2020/21, with the majority spent on road projects and the continuation of Council's LIVING CITY initiative.

	\$000
Open space and recreation	1,195
Facilities	2,005
Stormwater	1,352
Roads	5,456
Plant and fleet*	653
Equipment/other	421
LIVING CITY	3,992

\*Does not include trade in.

**\$22M**  
**TOTAL GENERAL RATE  
 REVENUE RECEIVED**  
 \$21.9M in 2019/2020  
**12,558**  
**NUMBER OF RATEABLE  
 PROPERTIES**  
 12,471 in 2019/2020  
**\$1,179**  
**AVERAGE GENERAL  
 RESIDENTIAL RATE**  
 \$1,175 in 2019/2020



# Key financial indicators

The table below provides a selection of the key financial indicators for the year. Further analysis and other financial indicators are included in Note 44 of the Financial Statements.

Indicator	Council target	2021 Actual	2020 Actual
Financial operating performance			
Underlying surplus ratio	0-15%	3.06%	(4.43%)
Liquidity position			
Current ratio	1:1 or greater	2.17:1	1.79:1
Cash reserves \$'000	6,000	13,720	13,730
Net financial liabilities \$'000		(38,614)	(45,498)
Net financial liabilities ratio	0% to (50%)	(94.78%)	(112.11%)
Net interest cost	below 7%	1.5%	4.5%
Asset management performance			
Asset consumption ratio – roads	40-60%	44%	44%
Asset sustainability ratio	60-100%	79%	67%



# Performance measures

		Target	Result
<b>GOVERNANCE</b>	Council decisions made during closed session of Council meetings.	<10%	9.28%
	Councillor attendance at Council meetings.	>90%	94%
<b>PERMIT AUTHORITY</b>	Time taken to assess building applications (maximum # days from receipt to decision).	7 days	4
	Time taken to assess plumbing applications (maximum # days from receipt to decision).	14 days	7
	Building and Plumbing applications decided within required time frame (% decided).	100%	100%
<b>STATUTORY PLANNING</b>	Discretionary planning applications (maximum # days).	42 days	39
	Permitted planning applications (maximum # days).	28 days	25
	Planning applications decided within required time frame (% decided).	100%	100%
<b>ANIMAL MANAGEMENT</b>	Animal complaints actioned within five days.	100%	100%
<b>FOOD SAFETY</b>	Food Complaints actioned within five days.	100%	100%
	Food safety assessments undertaken in accordance with the Tasmanian Food Business Risk Classification System.	100%	100%
<b>ASSET MANAGEMENT</b>	Capital works projects/expenditure completed.	90%	117%
	Work requests completed for the year (internal and external).	3,000	3,675
<b>WASTE COLLECTION</b>	Cost of domestic kerbside garbage bin collection service - excluding landfill disposal charges (per week per property).	\$2.50	\$2.59
	Domestic resource recovery rate.	20%	18%
<b>CEMETERY MANAGEMENT</b>	Number of available plots/interment sites available (excluding reservations).	500	500
<b>OPERATIONAL POSITION</b>	Adjusted underlying surplus (or deficit) (% of adjusted recurrent revenue).	Between 0-15%	3.06%
<b>TURNOVER</b>	Resignations and terminations as a % of average staff numbers.	<10%	10.75%
<b>INFRASTRUCTURE</b>	Asset renewal compared to depreciation (as a % of depreciation).	Between 60-100% depreciation	79%
<b>WORK HEALTH AND SAFETY</b>	Lost time injury frequency rate.	0	13.42

**\$41M**

**OPERATIONAL REVENUE RECEIVED**

\$40.4M in 2019/2020

**\$39M**

**OPERATIONAL EXPENDITURE**

\$41.8M in 2019/2020



# Legislative requirements

## Enterprise powers

Council did not undertake any activities pursuant to section 21 of the *Local Government Act 1993*.

## Number of Code of Conduct Complaints

In accordance with section 72 (1) (ba) of the *Local Government Act 1993*, there was one code of conduct complaint upheld by the Local Government Code of Conduct Panel during 2020/21.

In accordance with section 72 (1) (bb) of the *Act*, the total costs met by Council during 2020/21 in respect of all code of conduct complaints dealt with under Division 3A or Part 3 during 2020/21, was \$4,514 (exc. GST).

## Public Interest Disclosure Statement

Council is committed to the aims and objectives of the *Public Interest Disclosures Act 2002*.

Council also recognises the value of transparency and accountability in its administrative and management practices, and supports the making of disclosures that reveal corrupt conduct, involving substantial mismanagement of public resources, or conduct involving substantial risk to public health and safety of the environment.

In accordance with the *Public Interest Disclosures Act 2002*, Council provides information pertaining to the Act on Council's website – [devonport.tas.gov.au/Council/council-Policies](http://devonport.tas.gov.au/Council/council-Policies).

The mandatory disclosures under section 86(b)(i) of the *Public Interest Disclosure Act 2002* are:

The number and types of disclosures made to the relevant public body during the year and the number of disclosures determined to be a public interest disclosure.	None
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The number of disclosures determined by the relevant public body to be public interest disclosures that it investigated during the year.	None
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The number and types of disclosed matters referred to the public body during the year by the Ombudsman to investigate.	None
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The number and types of investigations of disclosed matters taken over by the Ombudsman from the public body during the year.	None
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The number and types of disclosed matters that the relevant public body has declined to investigate during the year.	None
--	------

The number and type of disclosed matters that were substantiated upon investigation and the action taken on completion of the investigation.	None
--	------

Any recommendations made by the Ombudsman that relate to the relevant public body.	None
--	------

## Complaints in accordance with Customer Service Charter

During 2020/21 there were a total of five complaints made in accordance with Council's Customer Service Charter:

- One complaint related to a failure to adhere to Council's service standards
- One related to a decision made by a Council officer
- One related to a decision made by Council
- Two related to staff behaviour

## Land donations

In accordance with section 72 (1)(da) of the *Local Government Act 1993* there was no land donated under section 177 of the *Act* in 2020/21.

## Joint authorities

Section 30 (1) *Local Government Act 1993*  
Devonport City Council participates in two joint authorities; the Cradle Coast Authority and Dulverton Waste Management Authority.

**237**  
**ITEMS CONSIDERED  
BY COUNCIL**  
308 in 2019/2020



# Contracts and tenders

For the purposes of section 72(1)(e) of the *Act*, a council is to report the following in its annual report in relation to any contract, for the supply or provision of goods or services valued at or exceeding \$250,000 (excluding GST), that is entered into, or extended under regulation 23(5)(b), in the financial year to which the annual report relates:

Contract number	Contractor/supplier	Description of contract	Contract or supply period (plus options)	\$ Value exc GST
<b>CT0277-01</b>	Hardings Hotmix Pty Ltd 30 Industrial Drive Ulverstone TAS 7315	Supply, delivery and placement of hotmix asphalt	July 2020 – June 2021	261,120
<b>CT0277-02</b>	Hardings Hotmix Pty Ltd 30 Industrial Drive Ulverstone TAS 7315	Supply, delivery and placement of sprayed bituminous surfacing	July 2020 – June 2021	461,176
<b>CT0271</b>	Hardings Hotmix Pty Ltd 30 Industrial Drive Ulverstone TAS 7315	Mersey Bluff traffic improvements	December 2020 – June 2021	278,870
<b>CT0278</b>	Hardings Hotmix Pty Ltd 30 Industrial Drive Ulverstone TAS 7315	Devonport Road renewal	November 2020 – May 2021	487,025
<b>CT0279</b>	Walters Contracting 6192 Frankford Highway Wesley Vale TAS 7307	Bridge Road pavement renewal	January – April 2021	269,031
<b>CT0280</b>	Hardings Hotmix Pty Ltd 30 Industrial Drive Ulverstone TAS 7315	Wright Street renewal	November 2020 – February 2021	294,464
<b>CT0299</b>	Hardings Hotmix Pty Ltd 30 Industrial Drive Ulverstone TAS 7315	River Road coastal pathway	July 2021 – January 2022	628,568
<b>CS0096</b>	CBB Contracting Pty Ltd 240 Old Surrey Road Havenview TAS 7320	Oldaker East Catchment upgrade	March – May 2021	269,027
<b>CB0098</b>	Oliver Kelly Group Pty Ltd 134 Don Road Devonport TAS 7310	Devonport Football Club change rooms reconstruction	January – December 2021	759,908
<b>1340</b>	Intuit Technologies 10 Wellington Street South Burnie TAS 7320	PCs and services	May 2021 – September 2024	294,690
<b>CF0029</b>	CJD Equipment Pty Ltd 44 Main Road Wivenhoe TAS 7320	Supply and delivery of wheel loader	May 2021	288,206

In accordance with section 23(5)(b) there was no instances of extending a contract (entered into by tender, where the contract does not specify extensions) by an absolute majority.





For the purposes of section 72(1)(e) of the Act, a council is to report the following in its annual report in relation to any contract, for the supply or provision of goods or services valued at or exceeding \$100,000 (excluding GST) but less than \$250,000, that is entered into, or extended, in the financial year to which the annual report relates:

Contract number	Contractor/supplier	Description of contract	Contract or supply period (plus options)	\$ Value exc GST
<b>1338</b>	Hazel Bros Group 8C Lampton Avenue Derwent Park TAS 7009	Supply and delivery of pre-mixed concrete and cement stabilised sand	July 2020 – June 2021 Plus 1+1 options	Approx. 51,262 p.a.
<b>1339</b>	Safe Workplace Solutions P/L 110 Gormanston Road Derwent Park TAS 7009	Essential safety and health features	December 2020 to November 2022 Plus 1+1 options	26,229.50 p.a
-	Claude Neon 7/26 Lampton Avenue Derwent Park TAS 7009	Multi-level carpark advertising signage	February 2021 to February 2031	Up to 16,300 p.a.
<b>CT0288</b>	Hardings Hotmix Pty Ltd 30 Industrial Drive Ulverstone TAS 7315	Bluff carpark	March – June 2021	156,388
<b>1341</b>	Steeds Weeds 19 William Street Devonport TAS 7310	Weed control	July 2021 – June 2022 Plus 1+1+1 options	124,395
<b>1342</b>	Mareeba Trust 13 Export Drive Ulverstone TAS 7315	Roadside mowing	July 2021 – June 2022 Plus 1+1+1 options	64,650
<b>CT0294</b>	Hardings Hotmix Pty Ltd 30 Industrial Drive Ulverstone TAS 7315	Nixon Street VRUP	May – June 2021	102,233
<b>CT0296</b>	Hardings Hotmix Pty Ltd 30 Industrial Drive Ulverstone TAS 7315	Forbes Street pedestrian safety improvements	May – June 2021	167,022
<b>CT0300</b>	Treloar Transport 7 Spring Street Sheffield TAS 7306	Forth Road widening	June – August 2021	228,793
<b>CT0284</b> <b>CT0285</b>	Hardings Hotmix Pty Ltd 30 Industrial Drive Ulverstone TAS 7315	Mersey Main Road Safety Improvements	January – May 2021	127,257

For the purposes of section 72(1)(e) of the Act, there were no instances where regulation 27(a) and (i) have been applied.



# Public health statement

Section 72(1)(ab) of the *Local Government Act 1993* requires that Council provide a statement of its goals and objectives in relation to public health activities in the Annual Report.

## Staff resources throughout 2020/21:

- One full-time Environmental Health Officer
- One full-time Environmental Services Officer
- One casual Environmental Health Officer
- One part-time contracted Environmental Health Officer (November 2020 until 30 June 2021).

School Immunisation Clinics were administered by Council staff and contract Immunisation Nurses.

## Functions of the Environmental Health Department include:

- Food Safety
- Disease prevention and control
- Public Health education and promotion
- Assessment of public events
- Public Health risk activities
- Immunisations
- Exhumations
- On-site waste disposal systems
- Water carters and private suppliers
- Unhealthy premises
- Cooling towers and warm water systems
- Recreational and bathing water quality
- Public health nuisances
- Air, water and soil pollution
- Public health emergency management
- By-law compliance
- Environmental complaints

## Key environmental health outcomes for 2020/21:

- Administered school-based immunisation program in conjunction with the Department of Health
- Developed a Community Sharps Management Guideline
- Identified opportunities to work in partnership with the community to provide activities and programs that encourage education of public health and environmental matters
- Inspection, licencing and registration of relevant businesses and temporary food stalls, and promoted education programs for food handlers

## Some key environmental health stats:

- 271 Food Premises Permits issued
- 271 Food Inspections were carried out
- 7 Improvement Notices issued
- 38 New Premises Permits issued
- 66 Temporary Premises Permits issued
- 13 food related complaints received and investigated

**271**

**FOOD PREMISES  
LICENCES ISSUED  
(FULL-TIME FOOD  
PREMISES)**

252 in 2019/2020



# Community grants

## Community partnerships and agreements

Organisations	Description	Amount \$
Devonport Brass Band	3 year Agreement – 30 June 2021	10,000 pa
Devonport Community House	3 year Agreement – 30 June 2022	18,000 pa
Devonport Men's Shed	3 year agreement – June 2022	8,000 pa
Devonport Motor Show	5 year Agreement – 29 January 2024	2,500 pa
Devonport Surf Club	3 year Agreement – 1 July 2022	2,000 pa
National Trust of Australia – Home Hill operations	3 year Agreement October 2022	28,000 pa
RANT Arts	1 year Agreement November 2021 – waiving of rent for 12 month period at 45-47 Stewart Street in line with Partnership Agreement	Partnership Agreement
Tasmanian Arboretum	2 year Agreement – 1 July 2022	22,000 pa
Youth and Family and Community Connections	Subsidised rent for property at 64 Stewart Street for the delivery of service to support young people and families; marketing and promotion; and assistance in funding applications	Rental agreement/ Youth services, in-kind funding
Merseylink	Contribution towards Devonport Ferry operations	25,000





## Major grants

Organisations	Description	Amount \$
Devonport Judo Club	Purpose fit the former Gymnastics room at the Devonport Recreation Centre	15,000
Working it Out In	Making Inclusion Stick – Devonport	600
East Devonport Football Club	Girdlestone Park Changeroom upgrade	12,500
Devonport Country Club	Access Road upgrades	7,500
East Devonport Tennis Club	Lighting	15,000
Van Diemen Light Railway Society	Infrastructure upgrades	15,000
Devonport City Soccer Club Inc	Changeroom refurbishment	10,789
Mersey Rowing Club	Junior Eight for school aged female rowers	15,000

## Minor grants

Organisations	Description	Amount \$
Devonport Volleyball Association	New Volleyball equipment	2,200
Mersey Rowing Club Inc	2 x Olympic barbells	593
Devonport Scout Group	Equipment to assist Scout Group	2,000
Devonport Tennis Club	Court 6 access path from clubhouse	2,000
Spreyton Football Club	Table and chairs upgrade	2,700
Devonport Surf Lifesaving Club Inc	Increase youth surf sports participation at DSLSC	1,236
Devonport Cricket Club	COVID-19 Grant	2,500
Devonport Men's Shed Inc	COVID-19 Grant	1,500
Don Cricket Club	COVID-19 Grant	1,800
Devonport Little Athletics	COVID-19 Grant	2,500
Right on Cue Choir	COVID-19 Grant	2,500
Devonport City Soccer Club Inc	COVID-19 Grant	2,500
Devonport RSL Sub-branch Inc	COVID-19 Grant	2,500
Spreyton Football Club Inc	COVID-19 Grant	2,500
Mersey Valley Pony Club	COVID-19 Grant	2,500
Devonport Athletic Club	COVID-19 Grant	2,500
Devonport Choral Society Inc	COVID-19 Grant	2,500
East Devonport Football Club	COVID-19 Grant	2,500
Devonport Judo Club	COVID-19 Grant	2,500
Spreyton Cricket Club	COVID-19 Grant	2,500
Devonport Country Club	COVID-19 Grant	2,500



## Sport and recreation – grants and sponsorship

Organisations	Description	Amount \$
Devonport Basketball Council	Primary School Tournament	2,000
Netball	Devonport City Council Club and Mixed Carnival	3,000
Basketball TAS	Under 12 State Championships	2,000
Football Federation Tas (FFT)	National SAP Championships	11,000
Basketball TAS	Pre Season Classic	3,000
Cradle Coast Sports & Events	Devonport Triathlon + Run Devonport	30,000
Futsal Tasmania	Australian Futsal Islanders Cup (interstate)	2,000
Squash Tasmania	City of Devonport Tas Open Squash	10,000

## Community donations

Organisations	Description	Amount \$
Reece High School	End of Year Award	50
Nixon Street Primary School	End of Year Award	50
Spreyton Primary School	End of Year Award	50
East Devonport Primary School	End of Year Award	50
Devonport Primary School	End of Year Award	50
Devonport Lapidary Club	Jewellery, Gem and Mineral Fair	250



## Individual development grants

Number	Description	Amount \$
7	Approved and paid	350

## Rate remissions – not-for-profit organisations

Organisations	Description	Amount \$
Mersey Community Care Association Inc.	Rate remission	3,082
Don River Railway	Rate remission	9,574
East Devonport Tennis Club	Rate remission	1,154
Mersey Rowing Club Inc.	Rate remission	1,617
Cancer Council Tasmania	Rate remission	3,481
Lifeline Tasmania	Rate remission	2,902
Scouts Australia Tasmanian Branch Mersey District	Rate remission	3,473
1st Spreyton Scouts Scout Association of Australia	Rate remission	1,105
Devonport Girl Guides	Rate remission	1,447

## Waivers relating to COVID-19

Property Type	Description	Amount \$
<b>Commercial</b> (Note - Annual rental escalations for commercial properties were applied in accordance with the <i>COVID-19 Disease Emergency (Commercial Leases) Act 2020</i> )	Rent relief	27,738
<b>Sport, Recreation &amp; Childcare</b>	Rent relief (6 months waived)	16,742
<b>Sports Grounds</b>	Sports ground user charges waived (Winter sports)	20,296

## Other pecuniary benefits

Organisations	Description	Amount \$
Mersey Bluff Caravan Park*	Rent	28,565
SES (via Latrobe Council)		13,489

\*The Lessee at the Mersey Bluff Caravan Park is undertaking capital improvements at the park, in lieu of paying rent as agreed by Council, resolution no. 218/17.





## Summary of grants and benefits

	\$
paranaple centre, convention centre and art centre room hire subsidies	66,766
Waste Transfer Station community subsidies	3,500
Community partnership agreements	115,500
Major grants	91,389
Minor grants	46,529
Sport and recreation grants and sponsorship	63,000
Community donations	500
Individual development grants	350
Rate remissions – not-for-profit organisation	27,835
Waivers relating to COVID-19	64,776
Other pecuniary benefits	42,054
<b>Total</b>	<b>522,199</b>



# Digital transformation

Devonport City Council embarked on a whole of Council Digital Transformation in 2018. More than 40 discrete projects of varying scale and complexity have been initiated and completed between 2018 and the current year.

All initiatives that form part of the digital transformation program focus on enabling Council to provide more efficient, effective and quality services to the community.

Many projects are designed to enable the community to access Council services online at times that are convenient to them through electronic forms, booking portals, chatbots and other electronic interfaces that are designed to be easy to use.

Following are a few of the digital transformation initiatives that have been initiated in 2020/21.

1. Development of a Chatbot, named Rose, commenced in late 2020. The Chatbot is located on Council's website and will leverage Artificial Intelligence and natural language processing to facilitate responses to a vast and diverse range of questions. Rose will continue to learn and develop the ability to provide increasingly accurate responses to questions that she is asked.
2. Council has numerous facilities that the community access and use, such as

saunas, Youth Centre, Don Hall etc. Development commenced on the delivery of self-service booking systems with online payment options. Instead of having to ring a Council officer to book a facility and then pay cash on arrival, a booking can now be made online supporting electronic payments. The first service delivered was the sauna, with many more in development for release next financial year.

3. A project titled Project Insight commenced in 2020 to begin delivering real time reporting and analytics on Council's key metrics. Numerous dashboards have been delivered in Microsoft PowerBI for HR, Safety, Works, Assets, and Planning to name a few. Finance and a long list of other reports will continue to be developed throughout next financial year.

Devonport believes that the digital transformation initiatives have enabled the realisation of benefits including, but not limited to:

1. Enhanced data collection for better operational insights.
2. Improved resource management through Cloud hosting and simplification.
3. Better customer experience by making it easier for the community to engage Council services.

4. Data driven community insights leading to a clearer understanding of community needs.
5. A culture of innovation by providing employees with improved processes and systems.
6. Increased engagement and better-informed Elected Members.
7. Improved financial performance through improved operational efficiency.
8. Increased agility allowing Devonport to move quickly to changing demands.
9. Improved productivity through substantial automation.

Council was pleased to be recognised in 2021 by LG Professionals Tasmania for an Innovation award and later by the Local Government Association Tasmania for an Award for Excellence for Council's program of Digital Transformation.

Digital transformation is now embedded into Council as a way of operating and therefore it is not a project that has a conclusion, but a culture of innovation that will continually push for new and better ways to operate.



# GOAL 5 ANNUAL PLAN ACTION SUMMARY

Strategy	Action	Outcome	Status
<b>5.1</b>	<b>REGIONAL CO-OPERATION IS ACHIEVED THROUGH PURPOSEFUL PARTICIPATION</b>		
<b>5.1.1</b>	<b>Promote open communication and cooperation whilst representing Council at regional, state and national level</b>		
	Council to host NW Finance Group meeting and participate in LG Professional regional meetings and activities.	North West Finance Group meeting held in February.	✓
<b>5.1.2</b>	<b>Pursue opportunities for cooperative initiatives including resource sharing with other councils, organisations and community groups</b>		
	Participate in Cradle Coast Authority shared services project.	Council has been active in supporting the Cradle Coast Shared Services project during the year, in particular participating and assisting with the telecommunications and Office 365 projects and regional skills analysis.	✓
<b>5.1.3</b>	<b>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>		
	Assist the Cradle Coast Authority in the delivery, promotion and expansion of the coastal pathway project	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.	✓
<b>5.2</b>	<b>PROMOTE ACTIVE AND PURPOSEFUL COMMUNITY ENGAGEMENT AND PARTICIPATION</b>		
<b>5.2.1</b>	<b>Encourage community participation initiatives that supports two-way communication and consultation which results in increased engagement</b>		
	Undertake community consultation throughout the year to provide input into Council decision making.	Community consultation has been undertaken as required.	✓
	Develop engagement tools that aim to increase accessibility of consultation.	Suite of engagement tools and supporting resources established to guide staff in improving inclusivity of engagement strategies.	✓
<b>5.2.2</b>	<b>Develop an integrated approach to “volunteerism” in our community</b>		
	Review Volunteer Strategy in conjunction with Volunteering Tas.	Council worked in partnership with Volunteering Tasmania to develop a Volunteer Sustainability Framework and a suite of tools for local volunteer sustainability, after a series of workshops with volunteer providers were held. The Sustainability Plan was adopted by Council in May 2021.	✓
<b>5.3</b>	<b>COUNCIL LOOKS TO EMPLOY BEST PRACTICE GOVERNANCE</b>		
<b>5.3.1</b>	<b>Review and amend structures, policies and procedures to adapt to changing circumstances</b>		
	Review Media Policy and assess requirement for a stand alone Social Media Policy.	The Media Policy has been reviewed and will form part of the communications and engagement strategy to be developed in 2021/22.	✓
<b>LEGEND</b> Completed ✓ In progress → Deferred →			



Strategy	Action	Outcome	Status
<b>5.3.4</b>	<b>Ensure effective administration and operation of Council's committees</b>		
	Implement new minutes and agenda software system and review business processes accordingly.	The new minutes and agenda software has been implemented.	✓
<b>5.3.5</b>	<b>Maintain and monitor a fully integrated strategic and business planning process</b>		
	Improve the management of strategy actions and recommendations by utilising existing software to record and monitor progress updates.	Council is continuing to review the process of managing strategy actions and recommendations to ensure efficient systems are in place and useful reports are able to be produced.	✓
<b>5.3.6</b>	<b>Integrate continuous improvement behaviours into the organisation's culture</b>		
	Continue the roll out of training in Competitive Systems across the organisation including the development and integration of Lean Behaviours Framework/Toolkit	Council continued to roll out training in Competitive Systems and to promote a LEAN culture across the organisation.	✓
<b>5.4</b>	<b>COUNCIL IS RECOGNISED FOR ITS CUSTOMER SERVICE DELIVERY</b>		
<b>5.4.1</b>	<b>Provide timely, efficient, consistent services which are aligned with and meet customer needs</b>		
	Increase the level of services delivered on digital platforms to make it easier and more efficient for the community to engage with Council services.	All electronic forms that were scheduled to be developed for FY2021 have been delivered and are available on Council's website.	✓
	Update Council's Business Continuity Plan.	Draft revised plan under development.	➡
<b>5.4.2</b>	<b>Monitor and evaluate Council's service standards</b>		
	Enhance reporting on service delivery through real time dashboard reporting on Council's relevant service delivery metrics.	Business Intelligence reporting and dashboard development progressed well in FY2021. All reports that were planned for this financial year have been delivered.	✓
<b>5.4.3</b>	<b>Manage customer requests and complaints with a view to continual improvement of service delivery</b>		
	Enhance delivery of internal feedback from customers and train employees to adjust service delivery to ensure the best outcome for the community.	Development of customer support tools was completed and are in use by the Customer Service team. A call recording solution that uses Artificial Intelligence to identify and report on customer sentiment has been implemented.	✓
<b>5.5</b>	<b>COUNCIL'S SERVICES ARE FINANCIALLY SUSTAINABLE</b>		
<b>5.5.2</b>	<b>Ensure comprehensive financial planning and reporting to guarantee sustainability and meet or exceed financial targets</b>		
	Review Financial Management Strategy in light of impact of COVID 19.	Financial Management Strategy 2022-2031 adopted at the June Council meeting.	✓
<b>5.6</b>	<b>RISK MANAGEMENT IS A CORE ORGANISATIONAL FOCUS</b>		
<b>5.6.2</b>	<b>Comply with Council's Risk Management Framework</b>		
	Audit compliance of Council's processes against the WHS Codes of Practice.	Codes of Practice are regularly checked and where applicable, Safe Operating Procedures were updated.	✓
	With the Cradle Coast Authority and other Councils, investigate the feasibility of an Internal Audit function.		✓
<b>LEGEND</b> Completed ✓ In progress ➡ Deferred ➡			



Strategy	Action	Outcome	Status
	Deliver Risk Management Training to relevant staff	Internal training was delivered by the Risk & Compliance Coordinator to new employees. Council's insurer delivered refresher training for all staff during May 2021.	✓
	Update and adopt Council's Risk Register.	Risk Registers have been reviewed & updated with managers.	✓
<b>5.6.3</b>	<b>Provide internal and external audit functions to review Council's performance</b>		
	Assess and implement, where appropriate, recommendations from the Annual Risk Audit	Recommendations were reviewed and implemented where appropriate.	✓
	With the Cradle Coast Authority and other councils, investigate the feasibility of an internal audit function	Cradle Coast Authority to roll out internal audit function in 2021/22.	✓
<b>5.6.5</b>	<b>Ensure compliance with all relevant legislative requirements, standards, policies and procedures</b>		
	Complete internal audits of Council's WHS Systems in accordance with adopted schedule.	Audit schedule for 2020/21 was completed.	✓
<b>5.7</b>	<b>SKILLED, ENGAGED AND MOTIVATED EMPLOYEES HAVE A SUPPORTIVE ENVIRONMENT</b>		
<b>5.7.2</b>	<b>Implement human resource management plans and strategies to meet current and future workforce needs</b>		
	Prepare and negotiate terms and conditions for a new Enterprise Agreement.	Employees voted on proposed Enterprise Agreement in May 2021 and Agreement referred to Fair Work Commission for approval	✓
	Review Staff Code of Conduct.	Deferred to 2021/22.	➔
<b>5.8</b>	<b>INFORMATION MANAGEMENT AND COMMUNICATION ENHANCES COUNCIL'S OPERATIONS AND DELIVERY OF SERVICES</b>		
<b>5.8.1</b>	<b>Provide efficient, effective and secure information management services that support Council's operations</b>		
	Develop real time dashboard reporting of Council's KPI's, management reporting and relevant operational metrics.	All reports planned for FY2021 have been developed and progress will continue through FY2022.	✓
	Develop a standard communication plan for capital works projects.	Communication standardised across Capital projects where possible. Further templates to be developed and introduced as processes refined.	✓
<b>5.8.2</b>	<b>Ensure access to Council information that meets user demands</b>		
	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	Planning is underway to commence SmartCity initiative development.	➔
<b>LEGEND</b> Completed ✓ In progress ➔ Deferred ➔			



# Independent Auditor's Report



## **Independent Auditor's Report**

**To the Councillors of Devonport City Council**

**Devonport City Council**

**Report on the Audit of the Financial Report**

### **Opinion**

I have audited the financial report of Devonport City Council (Council), which comprises the statement of financial position as at 30 June 2021 and statements of comprehensive income, changes in equity and cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, other explanatory notes and the statement of certification by the General Manager.

In my opinion, the accompanying financial report:

- (a) present fairly, in all material respects, Council's financial position as at 30 June 2021 and its financial performance and its cash flows for the year then ended
- (b) are in accordance with the *Local Government Act 1993* and Australian Accounting Standards.

### **Basis for Opinion**

I conducted the audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. I am independent of Council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code.

The *Audit Act 2008* further promotes the independence of the Auditor-General. The Auditor-General is the auditor of all Tasmanian public sector entities and can only be removed by Parliament. The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

My audit responsibility does not extend to the budget figures included in the financial report, the asset renewal funding ratio disclosed in note 44, nor the Significant Business Activities disclosed in note 3 to the financial report and accordingly, I express no opinion on them.



I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. These matters were addressed in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Why this matter is considered to be one of the most significant matters in the audit	Audit procedures to address the matter included
<b>Valuation of property and infrastructure</b> <i>Refer to notes 24 and 45</i>	
<p>Property and infrastructure at 30 June 2021 includes land, buildings, parks and open space, cultural and heritage assets and infrastructure assets, totalling \$528.29m. The fair values of these assets are based on market value or current replacement cost. Council undertakes formal revaluations on a regular basis to ensure valuations represent fair value. Indexation is applied to fair values between formal valuations.</p> <p>In 2020-21, Council revalued parks and open spaces, culture and heritage assets and land based on current replacement cost valuations determined by internal and external experts. Road and stormwater asset classes were subject to indexation at 30 June 2021. These valuations are highly dependent upon a range of assumptions and estimated unit rates.</p>	<ul style="list-style-type: none"> <li>Assessing the scope, expertise and independence of experts involved in the valuations.</li> <li>Assessing the appropriateness of the valuation methodology and the key assumptions used to determine fair values.</li> <li>Evaluating indexation applied to assets between formal valuations.</li> <li>Testing, on a sample basis, the mathematical accuracy of the valuation model's calculations.</li> <li>Testing the accuracy of recording independent valuations in Council's asset register and general ledger.</li> <li>Assessing the adequacy of disclosures made in the financial report, including those regarding key assumptions used.</li> </ul>

### Responsibilities of the General Manager for the Financial Report

The General Manager is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Local Government Act 1993* and for such internal control as determined necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the General Manager is responsible for assessing Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Council is to be dissolved by an Act of Parliament or the Aldermen intend to cease operations, or have no realistic alternative but to do so.



## **Auditor's Responsibilities for the Audit of the Financial Report**

My objectives are to obtain reasonable assurance about whether the financial report as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the General Manager.
- Conclude on the appropriateness of the General Manager's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusion is based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the General Manager regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



From the matters communicated with the General Manager, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



Stephen Morrison  
**Assistant Auditor-General – Audit**  
**Delegate of the Auditor-General**  
Tasmanian Audit Office

14 September 2021  
Hobart





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