

2018-2019 Annual Plan Actions

Progress Report

For Period Ending 31 January 2019

Annual Plan Actions



At least 80% of target achieved



Between 60% and 79% of target achieved



Less than 60% of target achieved or Not Started


Priority Area 1 - A creative and innovative city

10-Year Goal: *To foster creative and innovative people and industries*


Key Direction: To establish appropriate mechanisms to support the retail sector

ACTION	STATUS	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
Greater Launceston Transformation Project (GLTP) - City Deal Agreement - Participate in the GLTP Smart City project in conjunction with the partner Councils, the State Government (Office of the Co-ordinator General) and contractors to the project. - Utilise and embed the technology, data and related project outcomes to support Council's strategic decision making and operational activities.	In Progress	Corporate Services	70	
PROGRESS COMMENTS Additional training is being delivered for all Councils in the assorted software components of the project. Staff from all Councils continue to spend time growing understanding of the software capabilities and data sets.				


Key Direction: To support and promote alternative uses of underutilised buildings

<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Macquarie House - Complete the redevelopment of Macquarie House to facilitate the Macquarie House Innovation Hub project and accommodate Enterprise Tasmania as the principal tenant of the site.	In Progress	Facilities Management	56	
PROGRESS COMMENTS The majority of works to the existing Macquarie House building have been completed. The panels for new structure have been installed. The project is tracking well to program and budget.				

Key Direction: To promote the wide variety of learning opportunities within Launceston

<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Continue to roll out the Asset Based Community Driven Engagement (ABCDE) Learning Sites approach to Mowbray.	In Progress	Development Services	6	
PROGRESS COMMENTS Recruitment for the Mowbray Community Connector position will commence in late February.				

Key Direction: To contribute towards artistic, cultural and heritage outcomes

ACTION	STATUS	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
Cultural Strategy - City Deal Agreement Develop and commence implementation of a Cultural Strategy by completing action endorsed in the 'Towards a Cultural Strategy for Launceston' report.	In Progress	Creative Arts and Cultural Services	45	
PROGRESS COMMENTS Hirst projects have delivered their draft Cultural Strategy. Robyn Archer is re-engaging with the process in mid-April to shape the final document in partnership with the Director Creative Arts and Cultural Services, to ensure that the work of Hirst projects, the Director's vision, and aligned projects such as Launceston DNA, are fully reflected in the final strategy. Results of Your Voice Your Launceston have been collated and evaluated. A regular newsletter was established for stakeholders in late 2018, which features regular updates on the strategy. High level conversations have been established with UTAS to fully explore partnership opportunities, ranging from short courses to the delivery of teaching within the museum, to shared research projects.				


Priority Area 2 - A city where people choose to live

10-Year Goal: *To promote Launceston as a unique place to live, work, study and play*


Key Direction: To continue to offer an attractive network of parks, open spaces and facilities throughout Launceston


ACTION	STATUS	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
Gorge Reimagining - Continue to implement action plan to support the preferred future for the Cataract Gorge Reserve and Trevallyn Nature Recreation Area. Specific focus to include: - Path resealing & accessibility along the loop track - Stone edging & safety fencing along tracks - Weed control - Lighting along the Suspension Bridge and Gorge Restaurant entrances - Playground redevelopment to reduce flood impact - Access and Information at Kings Bridge and First Basin entrances.	Recommended for Deferral	Infrastructure Services		
PROGRESS COMMENTS The project is in progress, however, given competing demands and workload issues it will be necessary to for some elements to be delivered in 2019-2020.				

ACTION	STATUS	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
Support - Regional Recreation Strategy - Develop a framework for delivery of a Regional Recreation Strategy in conjunction with sporting clubs, State Government and neighbouring Councils.	Recommended for Deferral	Infrastructure Services		
PROGRESS COMMENTS A brief has been developed for the project, which is currently being considered by the General Managers of the regional Councils. It is now intended that the project will be completed in 2019-2020 as a combined Council project.				

<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Complete the Riverbend Park development.	In Progress	Infrastructure Services	70	
PROGRESS COMMENTS Civil and landscaping works on site at Riverbend Park are progressing well, with the installation of play equipment completed for the western portion of the site. Demolition and remediation works on the former Boral site are now completed. Installation of the major "Skywalk" feature play element has commenced on site, and is scheduled to be completed by the end of February 2019. The principal landscaping contractor is currently on schedule to reach completion in early April 2019.				

Key Direction: To support the CBD and commercial areas as activity places during day and night


<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Launceston City Heart - Brisbane Street Mall Redevelopment - City Deal Agreement Redevelopment of the Brisbane Street Mall as part of the Launceston City Heart Masterplan and Launceston City Deal.	In Progress	Infrastructure Services	99	
PROGRESS COMMENTS The Brisbane Street Mall Redevelopment project has now reached practical completion, with the Official Opening held on 13 December 2018.				

<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Launceston City Heart - Wayfinding and Connectivity Implementation - City Deal Agreement Implementation of wayfinding treatments in the CBD (Launceston City Heart area).	In Progress	Infrastructure Services	45	
PROGRESS COMMENTS Detailed design and approvals for the Wayfinding project have now been completed. The Digital Signage trail is underway, with one of the digital information screens installed at the Visitor Information Centre. Installation works for the static Wayfinding signage will commence in early 2019, on a precinct-by-precinct basis with printing of signage content currently underway for the initial installation locations.				

<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Launceston City Heart - Implement Stage 2 Preliminary Planning.	Complete	Infrastructure Services		
PROGRESS COMMENTS Planning for Stage 2 City Heart was progressed in accordance with the original City Heart Masterplan. Funding submission to the Federal grants program relevant to City Heart has not been successful. On this basis, the Stage 2 program for City Heart is currently under review, with further review with Councillors planned to occur in the first quarter of the 2019 calendar year.				

<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
St John Street Bus Stops Redevelopment - City Deal Agreement Commence the redevelopment of St John Street (Central North and Central South) including Bus Stops as part of Stage 1 of the Launceston City Heart Masterplan.	Recommended for Deferral	Infrastructure Services		
PROGRESS COMMENTS This project is currently undergoing detailed planning in respect to finalising a preferred solution for Bus Stops in the Launceston CBD. The delay has been to accommodate this process and it is now likely that construction will not commence until 2019-2020.				

Key Direction: To contribute to enhanced public health and amenity to promote a safe and secure environment

<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Implement the Launceston site of the National Suicide Prevention project in partnership with Primary Health Tasmania.	In Progress	Development Services	30	
PROGRESS COMMENTS The Action Plan for the project is completed and the implementation phase of the trial has commenced. A number of training programs are being put into place for both service providers and community members, a research officer has been appointed to map the pathways available to people who admit to the emergency department at LGH and a strategy is being developed to ensure that GPs are kept up to date with the services and training available in this area.				

Priority Area 3 - A city in touch with its region

10-Year Goal: *To ensure Launceston is accessible and connected through efficient transport and digital networks*

Key Direction: To improve and maintain accessibility within the City of Launceston area, including its rural areas

<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Implement the short term objectives of the Parking Strategy.	Recommended for Deferral	Facilities Management		
PROGRESS COMMENTS Development of the Parking Strategy has been delayed and is due for completion in July 2019. Implementation of the short-term objectives will occur in 2019-2020.				


Priority Area 4 - A diverse and welcoming city

10-Year Goal: *To offer access to services and spaces for all community members and to work in partnership with others to address the needs of vulnerable and diverse communities*

Key Direction: To define and communicate our role in promoting social inclusion and equity

<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Develop a Social Inclusion Framework.	Recommended for Deferral	Development Services		
PROGRESS COMMENTS It is necessary to defer this project until 2019-2020 due to prioritisation of other projects and workload pressures.				


Key Direction: To work in partnership with community organisations and other levels of government to maximise participation opportunities for vulnerable and diverse members of the community

<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Job Pathways Project - City Deal Agreement Participate in and support the Jobs Pathway Project in partnership with the key stakeholders of the City Deal.	In Progress	Development Services	50	
PROGRESS COMMENTS Skills Tasmania is currently taking the lead, working with the Building & Construction Industry Training Board (BCITB) to support recruitment of trade apprenticeships to coincide with the construction pipeline as part of the City Deal. An apprentice recruitment campaign led by the BCITB will commence in February 2019.				

Key Direction: To offer equitable access to services and facilities, including the design of public spaces that are accessible and suited to all abilities

<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Review Council's Access Action Plan.	Recommended for Deferral	Development Services		
PROGRESS COMMENTS It is necessary to defer this project until 2019-2020 due to prioritisation of other projects and workload pressures.				


Key Direction: To support the delivery of programs and events for people to connect with each other through participation in community activities & civic life

<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Review the Event Sponsorship Guidelines in order to continue to attract a wider variety of events within the Launceston Municipality.	In Progress	Development Services	95	
PROGRESS COMMENTS Event Sponsorship Review was approved by Council on 24 January 2019. All documentation to be updated by 6 February 2019.				


Priority Area 5 - A city that values its environment

10-Year Goal: To reduce the impacts on our natural environment and build resilience to the changing intensity of natural hazards

Key Direction: To contribute to air and river quality in Launceston by liaising with the community, business and other stakeholders

ACTION	STATUS	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
Tamar River Health and Amenity - City Deal Agreement In partnership with key stakeholders, prioritise and implement recommendations of the River Health Action Plan.	In Progress	Infrastructure Services	60	
PROGRESS COMMENTS Council is continuing to be represented on the Tamar Estuary Management Task Force. The River Health Action Plan identified two key streams of work: improvements to the combined drainage system and to catchment management practices. Council is participating on the steering and technical committees to guide the catchment works project which are being delivered by NRM Norths. Council is supporting TasWater in further design and project planning.				

Key Direction: To manage the risks of climate-related events particularly in the area of stormwater management

ACTION	STATUS	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
Stormwater Management Plan - Analyse results of hydraulic modelling developed over the past 3 years to prepare stormwater management plans for key urban catchments.	In Progress	Infrastructure Services	50	
PROGRESS COMMENTS Flood study component of this work is complete. Risk studies have begun to inform Stormwater Management Plan development. Project team identified.				

Key Direction: To reduce our and the community's impact on the natural environment

<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Waste Strategy Review - Undertake review of CoL Waste Strategy following completion of actions in 2011 Interim Waste Strategy.	Recommended for Deferral	Infrastructure Services		
PROGRESS COMMENTS This project has been deferred in order to consider the impact of the FOGO service and to achieve linkages with the Sustainability Strategy which is recommended to be deferred until 2019-2020.				

<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Sustainability Strategy - Develop an energy and greenhouse gas reduction action plan to enable City of Launceston to reduce its carbon footprint and better prepare for the potential impacts of future climate change.	Recommended for Deferral	Infrastructure Services		
PROGRESS COMMENTS This project has been deferred until 2019-2020 as the Council does not have the resources to deliver this in the current financial year. Arrangements are being finalised to provide the necessary resources for the following financial year.				


Priority Area 6 - A city building its future


10-Year Goal: To drive appropriate development opportunities as well as infrastructure, land use planning and transport solutions


Key Direction: To advocate and collaborate to address regionally significant infrastructure and transport solutions

ACTION	STATUS	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
Launceston Transport Strategy - Develop a Transport Strategy for the municipality that captures the challenges and opportunities that come with the growth and development across the City, the relocation of the University of Tasmania to Inveresk and the trends and technological advances in sustainable transport planning and operation.	Recommended for Deferral	Infrastructure Services		
PROGRESS COMMENTS At this stage, it is envisaged that a Greater Launceston Transport Vision will be completed this financial year, which will enable development of a detailed Regional Transport Strategy in 2019-2020.				

Key Direction: To ensure the planning system at a local and regional level is effective and efficient

ACTION	STATUS	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
Northern Suburbs Revitalisation Plan - City Deal Agreement Facilitate the implementation of the Northern Suburbs Revitalisation Plan in conjunction with relevant stakeholders	In Progress	Development Services	60	
PROGRESS COMMENTS Northern Suburbs Revitalisation Plan development is well under way with the six pillars identified (health and wellbeing; infrastructure and public spaces; housing; education; transport; employment and economic growth). A Council Workshop on the progress of the project was presented in January 2019. The project team is currently undertaking government consultation and will finalise the needs analysis by the end of March 2019. Note - the timeframe of the project has been extended to 30 June 2019 to ensure adequate engagement across all levels of government.				


<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Launceston Planning Scheme - Prepare the local provisions of the Launceston Planning Scheme for translation to the new statewide planning scheme framework.	In Progress	Development Services	80	
The work program has been outlined and confirmed following consultation with Council. It is anticipated that the Local Provisions Schedule including zoning and overlay maps will be completed and ready for informal advertising with the community by mid-2019. Submission to Tasmanian Planning Commission anticipated by October 2019.				

<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Relbia Area Plan - Commence development of an area plan for Relbia.	In Progress	Development Services	25	
PROGRESS COMMENTS Tender process currently being finalised. Consultancy phase to commence shortly. This project is on track to be completed by the end of the financial year.				


Priority Area 7 - A city that stimulates economic activity and vibrancy

10-Year Goal: To develop a strategic and dedicated approach to securing economic investment in Launceston


Key Direction: To provide an environment that is conducive to business and development


ACTION	STATUS	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
University of Tasmania (UTAS) Relocation - City Deal Agreement Engage with the UTAS on the project to relocate to Inveresk to ensure it integrates with the precinct and City in a planned manner.	In Progress	General Manager	80	
PROGRESS COMMENTS Council staff have engaged strongly with UTAS over the course of the year to progress the necessary planning works for such a complex project. Matters around the subdivision of the site have been resolved, together with road naming and underground infrastructure provision. Work is continuing on the planning work for the proposed Planning Scheme amendment for the precinct, as well as the UTAS Inveresk masterplan. A working group between UTAS/City of Launceston has been established to work through the finer details of the masterplan. The new building for the National Automobile Museum of Tasmania in Lindsay Street is currently being constructed.				

Key Direction: To promote and attract national and international events and support the sector to ensure a diverse annual events calendar


ACTION	STATUS	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
Implement the Cool Season Strategy to attract more events during the cooler season in partnership with Tourism Northern Tasmania and Business Events Tasmania.	In Progress	Development Services	50	
PROGRESS COMMENTS In this last quarter, the biggest bid under the Cool Season Strategy was successful. The collaborative bid with a number of partners for the rights to host the Special Olympics in 2022 was announced on 5 September 2018.				

Key Direction: To facilitate direct investment in the local economy to support its growth


<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Continue implementation of actions outlined in Horizon 2021: City of Launceston Economic Development Strategy.	In Progress	General Manager	30	
PROGRESS COMMENTS Currently working with the Northern Tasmanian Development Corporation (NTDC) to develop a population strategy for the Northern region, including the City of Launceston. An internal economic development working group has been established and works are progressing to implement the actions outlined in the Horizon 2021 report.				

<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
City Deal Agreement - Continue to work with the Commonwealth and State Government to successfully implement all of the City of Launceston's commitments under the City Deal program to deliver a range of economic and social benefits to the City.	In Progress	General Manager	45	
PROGRESS COMMENTS The City Deal is a five-year plan to make Launceston one of Australia's most liveable and innovative regional cities, with growing incomes and falling levels of disadvantage. In the first 12 months of implementation, the City Deal has already delivered some important results for Launceston. The Council's current focus areas are on facilitating the UTAS relocation, completion of the Northern Suburbs Revitalisation Plan (My Place: My Future) and Cultural Strategy, together with the completion of the Greater Launceston Transformation Project. Each of these projects is due for completion towards the middle of the year.				

Priority Area 8 - A secure, accountable and responsive Organisation**10-Year Goal: To communicate and engage consistently and effectively with our community and stakeholders****Key Direction: To develop and consistently use community engagement processes**


<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Develop and implement a Community Engagement Framework.	In Progress	General Manager	40	
PROGRESS COMMENTS Consultants Capire have been engaged to produce a new Community Engagement Framework this financial year for the City of Launceston. Capire have to date, collaborated extensively with Council officers and have workshopped progress and 'next steps' with Councillors.				


10-Year Goal: To seek and champion collaboration to address major issues for Northern Tasmania**Key Direction: To lead the implementation of the Greater Launceston Plan by collaborating on relevant initiatives**

<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Develop a framework for the review of the Greater Launceston Plan.	In Progress	General Manager	80	
PROGRESS COMMENTS An initial workshop has been completed to scope the breadth of the review and a project proposal has been developed for the consideration of the GLP Councils (Northern Midlands, George Town, Meander Valley and West Tamar Councils). The General Managers of the respective Councils will meet in late February to discuss the proposal.				


10-Year Goal: To continue to meet our statutory obligations and deliver quality services**Key Direction: To continually improve our service delivery and supporting processes**

<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Implement an End of Term report for the outgoing Council prior to the commencement of the 2018 Local Government Election.	Complete	General Manager		
PROGRESS COMMENTS The End of Term report was completed and endorsed by Council at its November meeting.				


<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Complete a review of the Council's Corporate Strategic Plan 2014-2024.	In Progress	General Manager	85	
PROGRESS COMMENTS A draft Corporate Strategic Plan has been prepared and is currently being considered by staff and the new Council.				


<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Develop a four-year resourcing and delivery plan.	In Progress	Corporate Services	58	
PROGRESS COMMENTS A template is under development for the four-year resourcing and delivery plan. EMT and SMT will workshop content on 11 February 2019. A Workshop with Councillors will be held in March 2019.				

10-Year Goal: To continue to ensure the long term sustainability of our Organisation**Key Direction: To strategically manage our assets, facilities and services**


<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Inveresk Masterplan - Engage with UTAS and precinct stakeholders to conclude the development of the Inveresk Masterplan.	In Progress	Facilities Management	75	
PROGRESS COMMENTS A workshop briefing has been provided to Aldermen and the project plan and timeline has been endorsed. Key stakeholder engagement has occurred to date. However, due to recent changes foreshadowed by UTAS to their masterplan, the City of Launceston masterplan has now been deferred until 2019.				

Key Direction: To maintain a financially sustainable organisation

<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Finalise Council's Strategic Asset Management Plan.	In Progress	Corporate Services	83	
PROGRESS COMMENTS The final draft of the Strategic Asset Management Plan will be considered by Councillors at a workshop in late March 2019.				

<i>ACTION</i>	<i>STATUS</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Complete review of Council's Long Term Financial Plan.	In Progress	Corporate Services	83	
PROGRESS COMMENTS The final draft of the Long Term Financial Plan will be considered by Councillors at a workshop in late March 2019.				

Key Direction: To strengthen our workforce capabilities

ACTION	STATUS	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
Implement an organisational development program, with a focus on organisational culture, Lean and leadership development.	In Progress	Corporate Services	50	
<p>PROGRESS COMMENTS</p> <p>Organisational culture - the Human Synergistic's Survey to measure our current culture has been completed and team action planning has been conducted organisation wide.</p> <p>Lean - investment in Lean training continues. Certificate 4 participants are delivering workplace Lean projects as part of the study. EMT and SMT and some coordinators have participated in the Lean Leader program (34 in total have done Lean Leader). A number of teams are currently working internally to deliver lean improvement projects through the Business Action Learning Institute.</p> <p>A cultural road map for CoL has been developed.</p>				