

An aerial photograph of Launceston, Tasmania, showing the city built on a hillside overlooking the Tamar River. The river is filled with numerous boats and yachts. In the background, rolling green hills and distant mountains are visible under a blue sky with scattered clouds. The city features a mix of residential houses and commercial buildings.

LAUNCESTON CITY COUNCIL ANNUAL REPORT 2012/13

LAUNCESTON
CITY COUNCIL





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Section 1: About Us

Welcome

Launceston has a municipal population of 67,190 (ABS Estimate 31 July 2012), and covers an area of 1,405 square kilometres ~ with a greater population of 107,000.

Situated at the head of the beautiful Tamar Valley wine growing region, few places in the world can match Launceston's natural and historic charm.

We enjoy an enviable way of life that is at once relaxing and invigorating ~ a lifestyle centred around a climate similar to the south of France, the great outdoors, a vibrant events calendar and arts scene as well as our world renowned local food and wine.

Launceston boasts all the major facilities of a much larger city, many of which are owned and operated by the Launceston City Council. A large range of services for residents and visitors were also provided in the 2012/13 year through the Council's five directorates ~ Infrastructure Services, Development Services, Facility Management and Governance Services, Corporate Services and the Queen Victoria Museum and Art Gallery.





Fast Facts

- Launceston settlement was acknowledged in 1806.
- Launceston municipality has 67,190 residents.
- Launceston is served by 12 Aldermen, one of whom is the Mayor.

Vision Mission Values

Launceston, a thriving and sustainable city

Everyone working together as one organisation to deliver services to our community. Council's Vision and Mission are underpinned by our commitment to the following fundamental values. These values guide the way the Council conducts its business and how the Council delivers all its activities and services for the benefit of the community.

Integrity

We behave ethically

*We tell the truth
We keep our commitments
We meet both the spirit & intent of the law*

Stewardship

We care about people and the community in which we live

*We operate safely
We are environmentally responsible
We strengthen the community*

Inclusion

We value diversity and respect the dignity of each person

*We value differences in people and perspectives
We build relationships based on mutual trust
We recognise the contributions of every individual*



Initiative

We lead the way

We have the courage & creativity to shape the future
We have the discipline to manage risk
We act decisively in a timely manner

Teamwork

We work together to achieve superior results

We share ideas and talents to develop solutions
We support and rely on each other
We value clear and open communication

Accountability

We take responsibility for our actions

We live our values
We set clear goals, measure results and seek to improve
We build and protect the Launceston brand and reputation





Alderman Albert van Zetten
Mayor

Message from the Mayor

It has been a huge 12 months for Launceston.

The Council has approved a number of large-scale job-creating developments in the past year and there are more on the drawing board; it is an exciting time for our city.

Plans for the rejuvenation of the North Bank site have gathered pace, and I believe the proposed redevelopment of this site could herald a new iconic attraction for our city.

The Launceston Flood Authority has pushed ahead with silt-raking and the redevelopment of the city's flood levees, making large gains in both areas.

Likewise, Cityprom's new branding and promotional material are presenting our city in a fresh new light, and I know Cityprom has some exciting plans for the year ahead.

Launceston has received a number of awards during the year, including being named Australia's most family friendly city by Suncorp Bank in its inaugural Family Friendly Index; an award which received wide media publicity around the nation.

This was an achievement all Northern Tasmanians can be proud of, as Launceston was ranked on a wide variety of indicators, from our education and health services, to our crime statistics, and even the number of volunteers in our community. This was truly a team effort.

The study, which examined the family friendliness of Australia's 30 largest cities across 10 key indicators, ranked Launceston ahead of cities like Melbourne, Sydney, Canberra, Townsville, Bendigo and Adelaide.

The key indicators used to obtain the ranking included crime levels, health care, education, housing, unemployment, income, child care services, connectivity and community.

I think the rest of Australia is waking up to something we have known for quite a long time. The lifestyle we enjoy in Launceston is unsurpassed.

Certainly there have been challenges.

There has been widespread upheaval in Tasmania's forestry industry, and no matter what your politics are, or what your perspective is, there is no doubt that there are many workers who have lost their jobs, some who have left the state with their families to seek opportunity elsewhere.

Our thoughts and prayers are with those who are still doing it tough.

There's also no doubt this upheaval has been a blow to confidence in our region.

Council looks forward to working with old and new faces to make Launceston an even better place in 2013-14.

Alderman Albert van Zetten
Mayor

General Manager's Report

Launceston continues to be a City which we can all be proud of. It now appears that word is getting out regarding just how attractive our City is on a national and international stage.

During the course of the year, Launceston was recognised by the following **significant awards** that acknowledge the City's attributes and the community's achievements:

- Google eTown Award
- Local Government Association of Tasmania General Excellence Award
- City Park named among Australia's top ten parks by TripAdvisor
- Australia's most family friendly city
- Launceston Aquatic AUSTSWIM award

However the City Council and the region is currently faced with significant challenges in **building a resilient economy** that offers job opportunities and positive futures for our residents and continues to attract people moving into our region.

Business investment that grows the economic base of the City is urgently required. This investment increases available jobs, leading to higher levels of disposable income to be spent in businesses within the City and region. Community affluence and quality

of life are directly linked to these fundamental economic factors. The City Council has placed the highest priority on engagement with other Councils within the region to lobby the State Government and Federal Government in partnering with us to create an environment where we can secure business investment to create jobs in our region. This will continue to be the major focus for the Council in its lobbying on behalf of the community.

The Council has undertaken a comprehensive review of its organisation in order to ensure that our operations and service delivery continue to provide value for money services that meet community expectations and priorities.

The **Form and Function Review** has identified a range of areas that need to be addressed to reduce the cost of Council operations and ensure efficiency and effectiveness in the way we operate. Clearly the Council needs to be conscious of the community's capacity to pay in the way that it conducts its service delivery role. Every aspect of the

Council's operations will be reviewed, actions identified and savings pursued to ensure that the Council continues to be financially sustainable in the future.

The City of Launceston has lacked a clear sense of its future vision in terms of how the City should evolve and develop. There has been a lack of unity of purpose in identifying the key factors that make Launceston such a desirable place to live, work and invest. The **Greater Launceston Plan** has been undertaken to develop a community driven vision on what is special about Launceston, together with identifying clear objectives in social, economic and environmental areas that the City should be pursuing to maintain its special qualities. The Greater Launceston Plan has also had regard for the current circumstances of the City and region in terms of its economic challenges and opportunities that may present themselves.

The culmination of the Greater Launceston Plan will be a blue print which provides clear direction to the Council and to State and Federal



*Robert Dobrzynski
General Manager*

Government on how the City should continue to develop and what are the flagship projects that are required to ensure the City's sustainable future.

Whilst the community have been materially involved in developing the Greater Launceston Plan, a draft of the document will be placed on public exhibition inviting comment and feedback.

An important aspect of the Greater Launceston Plan will be establishing a development plan for the Launceston CBD. The iconic CBD is a fundamental part of the cultural fabric of the City. With the continuing development of **Kings Meadows and Mowbray District Centres, the future role of the CBD** needs to be clearly defined. The development plan will identify specific projects aimed at revitalising the CBD to ensure it remains as an icon for the

region and Tasmania and continues to offer a “must visit” appeal to the community. District Plans are also being prepared for Kings Meadows and Mowbray as an important part of the retail hierarchy in the City.

The Council has continued to develop a **sophisticated community engagement process** in order to ensure that the community are engaged and provide direct input into the way that the Council undertakes its activities.

Your Voice. Your Launceston. is an online engagement tool used by the Council which now has 1,000 residents registered to participate. The Council advertises a variety of issues on *Your Voice. Your Launceston.*, seeking community input. The Council has also utilised Facebook and Twitter significantly in engaging with the community, including specific Facebook sites for Aurora Stadium, Launceston Aquatic and the QVMAG.

Social media is an integral part of the Council’s community engagement strategy and will continue to be developed in order to provide the most flexible means by which residents can have a voice in the design and delivery of services within the Council.

Tourism and major events are an important part of the economic and social calendar of the City. The Council currently provides funding of \$627,000 per annum to support a variety of community events and tourism promotions which add to the cultural fabric and contribute significantly to the local economy. Events encourage

tourism and make Launceston a desirable place. They also encourage engagement by community members in celebrating the talent that we have within the region and State.

There is however a limit to the Council’s financial capacity to undertake funding of tourism and events. The Council will be seeking to engage with the business sector in a far more meaningful way in order that businesses, significant recipients of the economic activity created by tourism and major events, participate to a greater degree in funding of these activities, rather than funding being provided solely by all residents in their rates.

There are a number of major projects that the Council is currently involved in that will continue to contribute to the high quality of life enjoyed by residents. These include:

- **Invermay Park Redevelopment** - including lighting and ground drainage overcoming significant issues during wet winter months.
- **Macquarie House Project** - funding received from the Federal Government to enable refurbishment of Macquarie House to facilitate a community based technology centre proposal.
- **North Bank Development** - an exciting masterplan development to provide a range of community facilities, including regional standard high profile playground and leisure and recreation community spaces, funded by \$6m from the Federal Government.

The Council is also undertaking advocacy to the Federal Government for the provision of funding to undertake a detailed project planning and costing assessment for an **Eastern Bypass of the Launceston CBD area**. The Bypass, proposed to connect from St Leonards Road to Mowbray Hill will greatly reduce the amount of heavy vehicle traffic travelling through the central area of Launceston and also significantly improve freight efficiency for logistics operations throughout the State. The Council is hopeful that the \$2m in funding sought will be provided by the Federal Government to enable detailed planning and analysis to proceed, ensuring that the project is ready for submission for Federal funding through the National Building Program.

The Council is concerned that increasingly extreme weather conditions resulting in storms in the City area have caused flooding. Many of the drainage systems were created a significant time ago and do not have design parameters to cope with the large volumes of stormwater resulting from these storm events. A significant portion of the City of Launceston is serviced by a combined system which means sewerage and stormwater systems are within the one pipe. This system is owned by TasWater. The Council however has **stormwater obligations to protect community assets**. The Council is continuing to work with TasWater in order to develop solutions to flooding problems that are occurring. We will also augment Council owned stormwater systems to ensure that sufficient capacity exists to prevent

these flooding events. These projects will involve significant cost and will be part of a Council submission to the State Government for funding support.

The Launceston City Council is an approximately \$100m budget, 600 employee organisation. It exists to serve the interests of the approximately 68,000 people that reside within the City of Launceston Council area. The City Council also performs an important role as a regional service provider to the broader City area of 108,000 people and indeed, further into the region’s population of 143,000 people. The cost of providing these regional facilities is almost entirely borne by ratepayers of Launceston City Council. This continues to be an inequitable situation that the State Government must resolve in the interest of fairness. The Council will maintain its strong **lobbying to the State Government** in order to address what is an enormous financial anomaly which presents major financial challenges for the efficient operation of the City Council.

I would commend the Annual Report to you and trust you find its content informative.



Robert Dobrzynski
General Manager



Launceston Profile

Background:

Launceston, with acknowledged settlement in 1806, has a rich and vibrant history.

It was named by Lieutenant Colonel William Paterson, the founder and first commandant, in honour of the Governor of New South Wales, Philip King whose birthplace was the Cornish township of Launceston. Launceston is noted as having one of the finest collections of early Colonial and Victorian buildings in Australia, with some dating back to the 1820s.

The town was declared a city by an Act of State Parliament in October 1888. The Act, known as the *Launceston Corporation Act*, was effective from 1 January 1889.





Topography

A winding river valley as the city is placed where the South Esk and North Esk merge to become the Tamar River

A range of mountains lies to the east and south of the city

To the west of the city is the Cataract Gorge Reserve

Population

67,190 residents living in the municipality
(ABS Estimate 31 July 2012)

Geography

South Latitude: 41° 25'

East Longitude: 147° 07'

Industries

5 Top Employment Industries:

Health Care and Social Assistance

Retail Trade

Education and Training

Manufacturing

Accommodation and Food



Launceston City Council Profile

Launceston was proclaimed a municipality by an Act of Parliament on 30 October 1852, 47 years after it was founded. The boundaries extended less than two kilometres from the centre of the town. Seven aldermen were elected to the Launceston Town Council on 1 January 1853, at the first local government elections held in Van Diemen's Land. The aldermen elected the first Mayor, Alderman William Stammers Button, later that day at the first meeting of the Town Council.

On 8 May 1985, the councils of Launceston City, St Leonards and Lilydale were amalgamated to form the new Launceston City Council. After this amalgamation a number of rural areas were included in the municipality's boundary. The most recent boundary changes were in 1992 when parts of Prospect and Relbia were included within the municipality's boundary.

The Launceston City Council area has grown to about 1,405 square kilometres and is served by 12 Aldermen, one of whom is the Mayor, and 531 employees.

Launceston is the largest Council in Tasmania in terms of population.

Council Meetings

Ordinary Council meetings are held on the second and fourth Monday of each calendar month, excluding January, beginning at 1.00pm in the Town Hall Council Chambers. The January meeting is held on the last Monday in January. The public is able to ask questions of the Council within the dedicated 30 minutes of public question time at the start of each Council meeting, as well as speak to items prior to Council consideration during the meeting.

Council Representatives

The 12 Aldermen, one of whom is the Mayor, have specific powers, responsibilities and duties as set out in the *Local Government Act 1993*.

Council Elections

The Mayor and 11 aldermen are elected for a four year term. The next election is due to be held in October 2014.

Employment

In 2012/13, the Council employed 531 individuals (431 full-time equivalents), covering a broad range of professions across the Council's five directorates.

Road Network

The Launceston City Council maintains more than 739 kilometres of roads (including 370 kilometres of urban roads and 369 kilometres of rural roads). The Tasmanian Government is responsible for a further 160 kilometres of roads in the Launceston municipality. The Council also maintains 92 bridges. Each year the Council spends around \$11 million on building and maintaining roads and bridges and a further \$4 million on road related projects (stormwater \$1.7 million and street lighting \$1.7 million).



Parks and Recreation

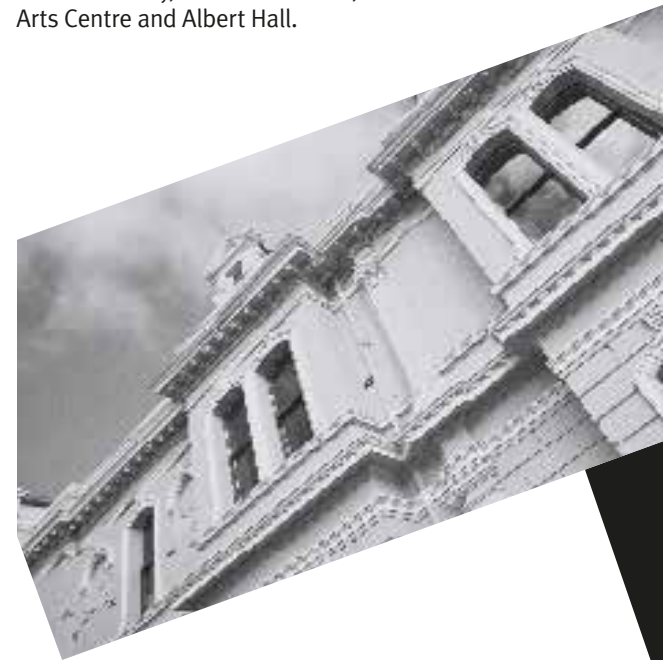
Launceston is famous for its parks, gardens and recreation facilities which are second-to-none when compared to other similar sized communities across Australia. The Council owns, maintains and manages a total of 251 parks and reserves which include over 900 hectares of parklands with more than 27,000 trees (not including bushland trees) across the municipal area.

The Council owns and operates Launceston Aquatic, our new regional leisure centre, used by locals and visitors alike, as well as Aurora Stadium which hosts major sporting events including AFL matches.

In addition, the Council facilitates and sponsors many community recreational programs including the Active City Park Program, Ride Launceston and Active Launceston.

Cultural Facilities

Our city is renowned for its cultural vibrancy, which not only makes Launceston a great place to live but also presents us as a very attractive tourism and conference destination, bringing considerable income to local businesses. The Council owns and/or operates many notable cultural facilities including the Queen Victoria Museum and Art Gallery, Princess Theatre, Earl Arts Centre and Albert Hall.





Aldermen Profiles





MAYOR

Albert van Zetten

Alderman van Zetten is in his third term as Mayor, after first being elected as an Alderman in 2005, then as Mayor consecutively in 2007, 2009 and 2011. He has over 30 years experience as a Chartered Accountant and is actively involved with several community organisations.

Specific Purpose Internal Committees:

Australia Day Awards Committee, Launceston Flood Authority, Heritage Advisory Committee and the QVMAG Governance Advisory Board.

Council External Committee Membership:

TasWater, Northern Tasmanian Development - Local Government Committee, Northern Tasmania Development - Shareholder Group and the NTCA Ground Management Committee.



DEPUTY MAYOR

Jeremy Ball

Alderman Ball was elected in November 2007 and again in 2009 as an Alderman before being elected Deputy Mayor in 2011. He has a background in politics and the arts and holds a Bachelor's Degree in Dramatic Art (NIDA) and a Diploma of Business.

Specific Purpose Internal Committees:

Launceston Pedestrian and Bike Committee (Chairman), Heritage Advisory Committee (Chairman), Street Tree Advisory Committee and North Bank Committee.

Council External Committee Membership:

Tamar Region NRM Group and Ben Lomond Water (proxy).



Annette Waddle

Alderman Waddle was first elected in 1989. She held the position of Deputy Mayor from 1999 to 2005 and Acting Mayor from December 2001 to February 2002.

Alderman Waddle uses her artistic talents, making silk wedding bouquets, wedding flower arrangements, fascinators and shoulder shadow flowers.

Specific Purpose Internal Committees:

Heritage Forest Advisory Committee (Chairman), Events Sponsorship Assessment Panel, Community Grants Assessment Panel and North Bank Committee.



Tony Peck

Alderman Peck was first elected in 1984. He served as Deputy Mayor from 1990 to 1993, and Mayor from 1993 to 1996. Alderman Peck has been actively involved in the tourism industry for many years and is the owner and operator of a motel in Launceston.

Specific Purpose Internal Committees:

Launceston Sister City Committee and North Bank Committee.

Council External Committee Membership:

Australia Pacific Airports Launceston and Cityprom Ltd.



Robin McKendrick

Alderman McKendrick was first elected in 1981. In 1988 he served as Deputy Mayor.

Alderman McKendrick has a retailing and investment background and strong sporting and community interests.

Specific Purpose Internal Committees:

York Park Inveresk Precinct Authority (Chairman) and the Launceston Consultative Road Safety Committee.

Council External Committee Membership:

Franklin House Management Committee and Launceston General Hospital Consumer Reference Group.



Ted Sands

Alderman Sands was first elected in 1999. He served as an Alderman until 2002 and was re-elected in 2005.

Alderman Sands has interests in landscaping, renovations, house building and fitness training. He is also heavily involved in the community, assisting older Australians with their day-to-day activities and delivering Meals on Wheels.

Specific Purpose Internal Committees:

Scholarships and Bursary Committee.



Rosemary Armitage

Alderman Armitage was first elected as an Alderman in 2005 and held the position of Deputy Mayor from 2007 to 2009. She was elected as Legislative Council Member for Launceston in May 2011 and is a Justice of the Peace.

Alderman Armitage has a special interest in health and the LGH, having worked for the Australian Medical Association for many years. She is Patron of the Ravenswood Bowls Club, National Servicemen's Association – Launceston Sub branch, Tasmanian Dog Training Club, Launceston Musical Society and Vice Patron of the City of Launceston RSL Band.

Specific Purpose Internal Committees:

Australia Day Awards and Hall of Fame Committee (Chairman), Cataract Gorge Advisory Committee and the Youth Advisory Group.

Council External Committee Membership:

Launceston Festivale Committee.



Ian Norton

Alderman Norton was elected in November 2007 after spending almost 29 years as Senior Preparator/Research Officer at the QVMAG.

Alderman Norton is the Senior Executive Officer of Reptile Rescue Inc., a charity coordinating the safe relocation of errant snakes, and is currently researching a snake population at Wesley Vale.

Specific Purpose Internal Committees:

Events Sponsorship Assessment Panel, Community Grants Assessment Panel, Cataract Gorge Advisory Committee (Chairman), Youth Advisory Group, Launceston Access Advisory Committee and Australia Day Awards and Hall of Fame Committee.

Council External Committee Membership:

Launceston College Association, Launceston Safer Communities Partnership and the Launceston Tramway Museum Society Inc.



Rob Soward

Alderman Rob Soward was elected in 2009. He has a strong community and sporting background including 21 years as a teacher with the Tasmanian Department of Education. Alderman Soward holds a Bachelor of Education degree and a Master of Education degree.

Currently Alderman Soward is an Assistant Principal with the Tasmanian Department of Education.

Specific Purpose Internal Committees:

North Bank Committee and the Launceston Sister City Committee.



Hugh McKenzie

Alderman McKenzie was elected in October 2011. He is a chartered accountant and was a partner in accounting and business advisory firm KPMG for 24 years, until his retirement in June 2011. He continues as a consultant to the firm.

He is also a director of the Tasmanian Medicare Local Tasmania, Chairman of Cornerstone Youth Services Inc. and a member of the Management Committee of Tamar NRM.

Specific Purpose Internal Committees:

Launceston Bike Committee, Launceston Access Advisory Committee and the York Park Inveresk Precinct Authority.



Jim Cox

Alderman Cox was elected in October 2011. He spent more than 20 years as a member of the Tasmanian Government having held several portfolios including Road Safety, to which he still has a strong passion for. He sees his new role as Alderman as an opportunity to give something back to a community that has supported him for many years.

Specific Purpose Internal Committees:

Street Tree Advisory Committee, Launceston Sister City Committee and the Launceston Consultative Road Safety Committee (Chairman).



Danny Gibson

Alderman Gibson was elected in October 2011. He has a professional background in education, media, marketing and The Arts and is actively involved with several community organisations.

Alderman Gibson works at Launceston Church Grammar School and coordinates the PCYC Youth Theatre School.

Specific Purpose Internal Committees:

Youth Advisory Group, Scholarships and Bursary Committee, Australia Day Awards and Hall of Fame Committee, Northern Youth Coordinating Committee (Chairman), Events Sponsorship Assessment Panel and Community Grants Assessment Panel.

Council External Committee Membership:

Launceston Safer Communities Partnership (Chairman).

Executive Management Committee



Robert Dobrzynski
General Manager



Rod Sweetnam
Facility Management and
Governance Services Director



Michael Tidey
Corporate Services Director



Harry Galea
Infrastructure Services Director



Michael Stretton
Development Services Director



Richard Mulvaney
Queen Victoria Museum
and Art Gallery Director



Employee Profiles



Kate Lynch

Manager Human Resources

Worked for the Council since July 2012.

Best aspect of working at the Council:

I enjoy working with the people at Council as they are really passionate about their work and the community. It's also refreshing to work for an organisation that supports flexible working arrangements for their employees.



Debbie Pickett

Executive Assistant - Mayor

Worked for the Council since October 2012.

Best aspect of working at the Council:

Local Government is often the first port of call for the community. My role allows me to have regular contact with people from all levels of government, business and community backgrounds.

"In our jobs, people are always passing by and asking us for tips - questions like, what do you feed those plants and what do you think black spots on my plant at home means?"



Left to right;

Matt Jordan,
Ray Chadd.

Matt Jordan

Central Business District Gardener

Worked for the council for 12 years.

Best aspect of working at the Council:

I love it. I enjoy the challenges and I like being on the job before most people are awake. It's one of those jobs where I really have seen it all.

Working as a Gardener offers heaps of variety. It's great to be able to work outside all year round and each season is so different - at the moment I'm getting the irrigation ready for summer!

Ray Chadd

Princes Square Gardener

Worked for the Council for 26 years.

Best aspect of working at the Council:

I really like how members of the public are interested in what I do. People are always wanting to know what I'm planting next and what will be in the next annual display.

There's also the added bonus of there never being a dull moment!

Council Meetings and Committees

The role of Council meetings and Committees is to collectively, as a Council, develop, determine and monitor the implementation and development of strategic plans, budgets, policies and programs.

Ordinary Council meetings are held on the second and fourth Monday of each calendar month, excluding January, beginning at 1.00pm in the Town Hall Council Chambers. The January meeting is held on the last Monday in January.

Aldermanic Members of the Council's Committees:

Strategic Planning and Policy Committee

The role of the Strategic Planning and Policy Committee is to consider and discuss significant long-term policy matters and make recommendations to the Council. From 2014 meetings will be held every first and third Monday of each calendar month, excluding January. Meetings start at 10.00am in the Town Hall Committee Room and are open to the public. Please note that as of 8 April 2013 Strategic Planning and Policy Committee Meetings were made open to the public.

Committee members include:

All Aldermen (Mayor van Zetten is Chairman). The Executive Management Committee members attend.

Economic Development Committee

The role of the Economic Development Committee is to steer Council's involvement in strategic economic planning and research, encouraging investment, supporting appropriate developments, attracting skilled migrants and marketing the city as a tourist and conference destination. The Committee meets every two months.

Committee members include:

Alderman Peck (Chairman), Alderman McKendrick, Alderman Soward and Alderman McKenzie.

Tender Review Committee

The role of the Tender Review Committee is to review the recommendations of tender evaluation panels and to accept tenders. The Committee meets as needed in various locations.

Committee members include:

Alderman Peck (Chairman), Alderman McKenzie, Alderman Cox and Alderman Gibson.

Audit Committee

The role of the Finance and Audit Committee is to monitor financial performance, provide input to financial policies and procedures and consider issues arising from financial audits. The Committee meets quarterly in the Town Hall Committee Room. The meeting is closed to the public.

Committee members include:

Mayor van Zetten, Alderman McKenzie and Alderman Soward.

General Manager's Contract and Performance Sub Committee

The role of the General Manager's Contract and Performance Sub Committee is to assist the Council by: conducting annual evaluations of the General Manager's performance; reviewing contractual conditions; overseeing the process regarding recruitment, selection of contract renewal or termination; recommending professional development strategies, and the content of the position description for the General Manager. The Sub Committee meets regularly during the year.

Committee members include:

Mayor van Zetten (Chairman), Alderman Waddle, Alderman Cox, Alderman Peck and Alderman Ball.

Meetings attended

Council meetings attended

A total of 26 meetings, comprising 25 ordinary and one Annual General Meeting.

Meeting attendance total for 2012/13

Alderman van Zetten	26
Alderman Ball	23
Alderman Waddle	25
Alderman Peck	24
Alderman McKendrick	25
Alderman Sands	26
Alderman Armitage	21
Alderman Norton	24
Alderman Soward	23
Alderman McKenzie	25
Alderman Cox	24
Alderman Gibson	26

Strategic Planning and Policy meetings attended

A total of 20 Strategic Planning and Policy meetings.

Meeting attendance total for 2012/13

Alderman van Zetten	17
Alderman Ball	19
Alderman Waddle	20
Alderman Peck	19
Alderman McKendrick	18
Alderman Sands	20
Alderman Armitage	16
Alderman Norton	20
Alderman Soward	3
Alderman McKenzie	19
Alderman Cox	18
Alderman Gibson	19



Organisational Structure

as of 30 June 2013





Section 2:

Performance Highlights

Highlights

Of the **71** total objectives set, the Council had completed or was on target for **59 (83%)**.

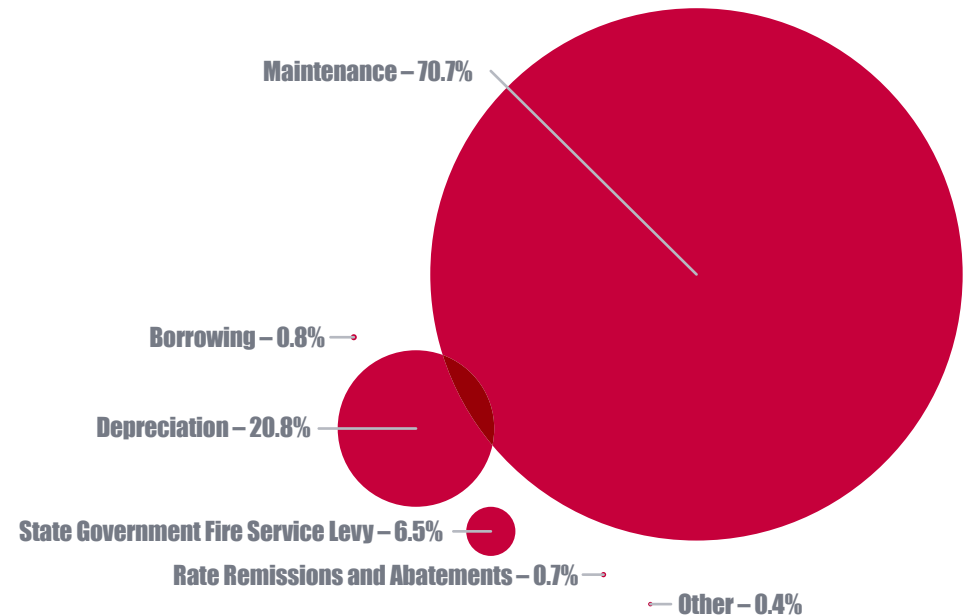
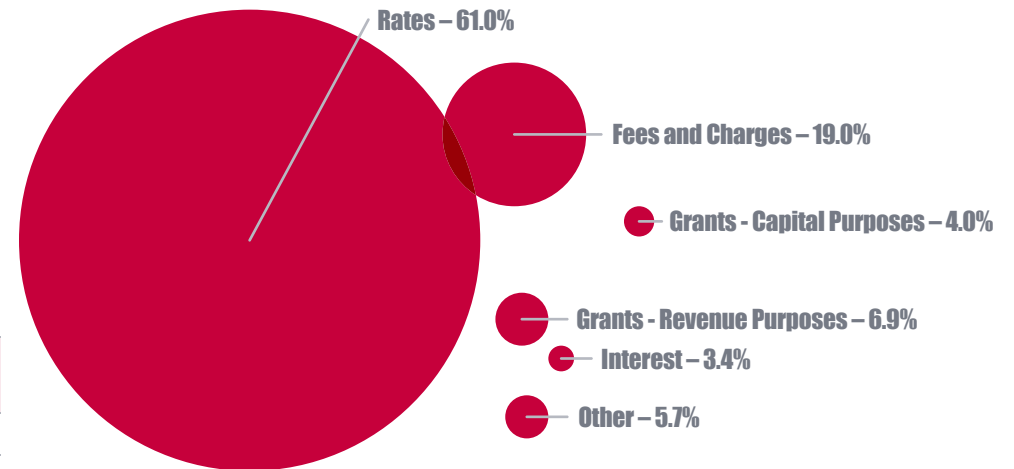
Performance Snapshot

Where the Dollars Come From

	\$	%
Rates	55,801,953	61.0
Fees and Charges	17,407,379	19.0
Grants - Capital Purposes	3,619,727	4.0
Grants - Revenue Purposes	6,351,496	6.9
Interest	3,156,719	3.4
Other	5,172,109	5.7
TOTAL	91,509,384	100.0

Where the Dollars Go

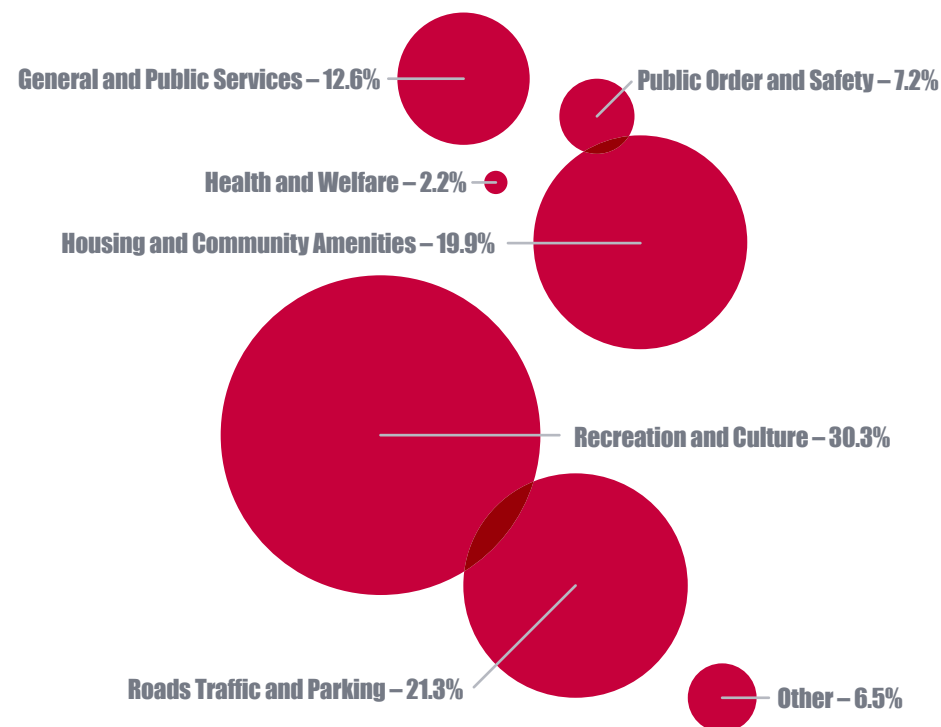
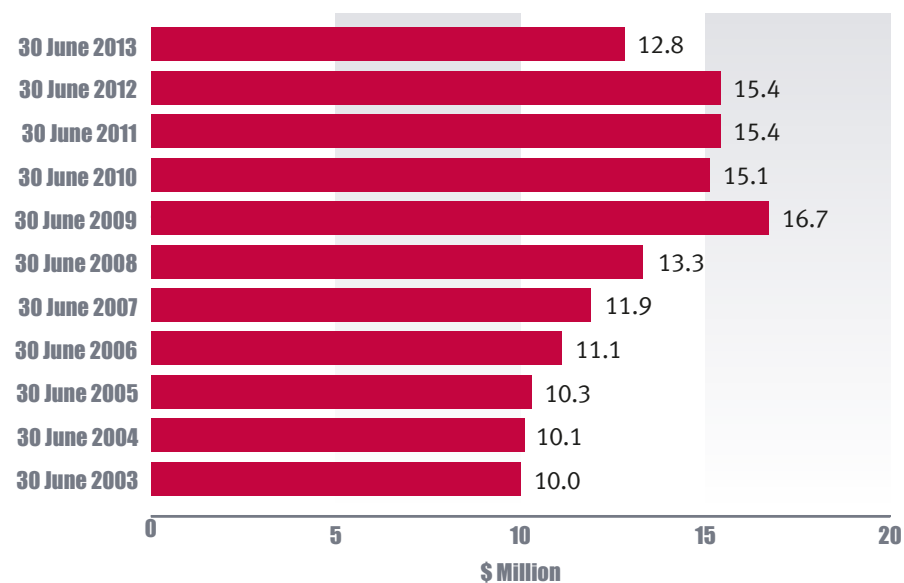
	\$	%
Maintenance	63,122,131	70.7
Borrowing	757,412	0.8
Depreciation	18,528,511	20.8
State Government Fire Service Levy	5,835,743	6.5
Rate Remissions and Abatements	652,542	0.7
Other	326,284	0.4
TOTAL	89,222,622	100.0



Expenditure By Program

	\$	%
General and Public Services	11,199,085	12.6
Public Order and Safety	6,392,482	7.2
Health and Welfare	1,989,560	2.2
Housing and Community Amenities	17,746,174	19.9
Recreation and Culture	27,078,812	30.3
Roads Traffic and Parking	19,011,847	21.3
Other	5,804,663	6.5
TOTAL	89,222,622	100.0

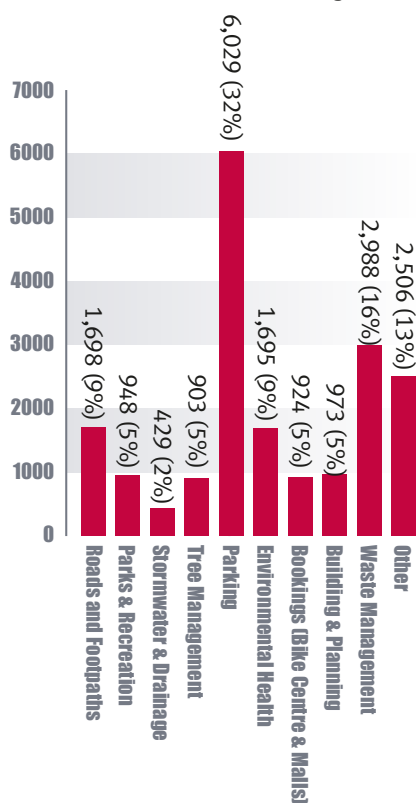
Outstanding Loans



Community Satisfaction

Service Requests

This financial year the Council responded to 19,093 service requests from the Council in the following areas:



Community Satisfaction Survey

An annual community survey is conducted of residents to measure residents' satisfaction with the Council's wide range of services, activities and programs.

Of the nine areas surveyed, the four areas with the highest satisfaction levels in 2012/13 include:

- Customer Service (average 80% satisfaction)
- Waste Management (average 80% satisfaction)
- Community Health and Safety (average 75% satisfaction)
- Recreation and Cultural Facilities (average 74% satisfaction)

Our service areas seen to be the most in need of improvement are:

1. **Planning and development** (average 56% satisfaction)
2. **Informing residents about activities and decisions** (average 60% satisfaction)
3. **Roads, footpaths and traffic** (average 64% satisfaction)

Future work planned to improve the satisfaction ratings in the above areas include:

1. Planning and development

- In December 2013 the Building, Planning and Plumbing Departments will be going live with an e-planning initiative which will allow for electronic submission, tracking, processing and delivery of permits.
- IPads have also been issued to the Building, Planning and Plumbing employees to enable them to process the permits electronically sometimes even before they are back in the office. This will improve public access to the planning and building processes and will speed up the permit processing time.
- In addition, customers will soon be able to log on online and submit and enquiry about their development proposal into the system to find out straight away what the zones and planning requirements are for their development.

2. Informing residents about activities and decisions

- Over the past two years the Council has worked hard with in its online mechanisms, to involve as many people as possible in local decision making processes.
- *Your Voice. Your Launceston.* our online community engagement platform now has over 1,000 registered residents who are happy to provide the Council with their feedback.
- Since the introduction of *Your Voice. Your Launceston.* over 20 key projects of the Council have utilised this easy, safe and convenient online mechanism to have their say.
- YouTube, Facebook and Twitter continue to be an integral part of communicating with the Launceston community.

3. Roads, footpaths and traffic

- A Launceston Pedestrian Strategy has been completed.
- The Launceston Bike Strategy has been drafted and endorsed by the Bike and Pedestrian Committee.
- The Launceston Safer Roads Strategy has been drafted and endorsed by the Road Safety Consultative Committee. This has been approved by the Council to release for community consultation.
- A peak document will be formed from the Strategies above (that also includes the Department of Infrastructure, Energy and Resources - Launceston Traffic Study) to create an overarching 'Transport Futures' document.

	2012/13 SURVEY (% average satisfaction)	2011/12 SURVEY (% average satisfaction)	LGAT 2010/11 (% average satisfaction)	2009/10 SURVEY (% average satisfaction)
Launceston Sample size	150	400	120	400
Community Involvement				
Informing residents about Council activities and decisions	68	66	66	64
Involving residents in local decision making	52	54	48	54
Access to Aldermen	60	62	61	64
TOTAL average satisfaction	60	61	58	61
Planning and Development				
Consistent and appropriate planning and development	56	58	50	58
TOTAL average satisfaction	56	58	50	58
Roads, Footpaths and Traffic				
Safe and well-maintained local roads	64	60	60	60
Safe and well-maintained pedestrian areas	66	64	64	64
An efficient local road network	62	62	59	62
TOTAL average satisfaction	64	62	61	62
Waste Management				
Household garbage collection	86	88	89	88
Recycling services including kerbside recycling and depots	82	82	87	86
Operation of local tip and waste transfer situation	78	74	74	74
Maintaining a clean city or town incl. public rubbish bins	72	72	70	70
TOTAL average satisfaction	80	79	80	80
Social and Community Services				
Services for particular sections of the community	66	66	63	66
Council support for other groups and organisations	68	66	71	66
TOTAL average satisfaction	67	66	67	66

	2012/13 SURVEY (% average satisfaction)	2011/12 SURVEY (% average satisfaction)	LGAT 2010/11 (% average satisfaction)	2009/10 SURVEY (% average satisfaction)
Launceston Sample size	150	400	120	400
Community Health and Safety				
Hygiene standards of food outlets	74	74	71	72
Council immunisation programs	80	80	82	80
Dog control	72	72	71	68
TOTAL average satisfaction	75	75	75	73
Stormwater and Flood Control				
Stormwater and flood control	70	70	71	66
TOTAL average satisfaction	70	70	71	66
Recreation and Cultural Facilities				
Sportsgrounds and recreational facilities	76	78	82	78
Parks and playgrounds	72	76	76	76
Community centres and halls	68	72	71	74
Arts and entertainment facilities	80	82	84	78
Arts and entertainment activities and special events	72	72	77	74
TOTAL average satisfaction	74	76	78	76
Customer Service				
Friendliness and politeness of staff	86	84	87	82
Overall handling and response to enquiries	76	78	76	74
Convenient opening hours	78	80	81	78
Physical access to Council buildings	84	86	86	84
Access to Council information	80	78	81	76
Access to Council staff	76	74	79	76
TOTAL average satisfaction	80	80	82	78

Launceston Vision 2020

“I am Launceston in 2020, I am a vibrant, confident, ‘life-size’ city with opportunities for all in learning, work and recreation. I treasure my clean and beautiful environment and respect my heritage. I am outward looking, full of community spirit and move forward in partnership with others. I value the unique role I play in Tasmania and Australia.”

This statement encapsulates the messages, comments, hopes, thoughts and ideas of the people of Launceston about their home, that were obtained during six months of extensive consultation in 2005.

Launceston Vision 2020 is not just a local government plan; it belongs to the people of Launceston. It is a framework for guiding strategies and decision making at all levels of government within the community and by the individuals who call Launceston home.

Launceston Vision 2020 identified four Priority Areas with goals and measures outlined for each area. These four areas include Natural Environment, Built Environment, Social and Economic Environment and Cultural Environment.

Following is an overview of each of these Priority Areas.

1. Natural Environment

The natural environment is Launceston’s top priority, with improving air quality the most important focus. In fact, improved air quality is the most important overall goal for the people of Launceston.

Improving the quality of the river is also important, including beautifying the river and its banks and helping to better integrate the river into the life of the city.

Maintaining Launceston’s parks and gardens, of which we are proud of what has been done, is also important for our future.

Goals

- *Strengthen the commitment to improving local air quality in Launceston and the Tamar region*
- *Work towards effective and sustainable river management practices including flood and pollution management in partnership with stakeholders*
- *Continue to develop the river edges as pedestrian and recreation areas*
- *Continue to invest in parks and recreational areas so that the current standard is maintained for future generations*

2. Built Environment

The built environment includes buildings, roads and other infrastructure in Launceston. This is an important area for planning the future of Launceston.

The heritage and character of the city is unchallenged as the most important focus, followed by a more accessible Central Business District (CBD) with more inner city living. There is a widely shared belief that Launceston’s heritage contributes to making it an attractive place to live and visit.

Goals

- *Foster innovative ways for owners to re-use and utilise our heritage buildings, improving their appearance and making them more people friendly*
- *Encourage more pedestrian traffic in the CBD and urban areas*
- *Recognise people’s dedication to preservation of our built environment*
- *Increase awareness of our heritage*

3. Social and Economic Environment

The people of Launceston acknowledge the need to encourage business investment that provides a range of employment opportunities for our community. We also want to retain Launceston's young people to maintain a well balanced population in the future. Increasing the range of activities attractive to young people is seen as the key to achieving that objective.

Tourism is also regarded as increasingly important to the future prosperity of Launceston, and investment in tourism is seen as a priority for economic growth.

Encouraging greater use of public transport is also important – helping improve air quality, encouraging more healthy living and improving the ambience of the city through a reduction in vehicular traffic.

Goals

- Focus on promoting Launceston as a place to invest
- Support tourism development and marketing of Launceston
- Work with stakeholders to investigate improvements to public transport
- Ensure education and training provides our workforce with the skills to support business and industry
- Encourage growth in the student population, including international students
- Promote a range of recreational activities attractive to Launceston's youth
- Work with stakeholders to reduce heavy vehicle traffic in the CBD and urban areas.
- Support the implementation of relevant strategies for the Launceston region

Reporting on the Annual Plan 2012/13

The Council's Annual Plan for 2012/13 was developed around the four Priority Areas outlined in Launceston Vision 2020. This Vision is the framework that guides the Council's strategies and decision making at all levels of the organisation, with the goals of each Priority Area embedded within the Council's Annual Plan.

Of the 71 objectives set, the Council had completed or was on target for 59 (83%).

The following table breaks down the total status of objectives:

4. Cultural Environment

Launceston is home to established cultural facilities that are unique for a community of our size. Investing in a range of cultural activities, encouraging the arts community, and supporting festivals and events in Launceston are all important to life in Launceston.

Participation in activities is also seen as an important aspect to developing the cultural life of our city.

Goals

- Support existing and developing arts and cultural activities
- Encourage new community-initiated events and support their development
- Develop an events program that provides a range of programs and activities for our community and also provides economic benefits for commercial operators
- Encourage greater community participation in developing and supporting activities and events
- Acknowledge the contributions made by volunteers in cultural enterprises
- Value add to industry, business and events through arts products, production and interpretation
- Develop and promote cultural tourism opportunities based on the high heritage values of the region

STATUS	DEFINITION OF STATUS	No.	% of TOTAL
Completed	Project completed	35	49.3%
On target	Targets met as at 30 June 2013, but part of a project due to be completed in subsequent financial years	24	34.8%
In progress		8	11.3%
Off target		1	1.4%
Deferred		3	4.2%
TOTAL		71	100.0%

The following section outlines the individual objectives and actions within the 2012/13 Annual Plan, demonstrates what the Council has achieved within the year and highlights the status of each item.



1. Natural Environment

Launceston Vision 2020: Commitment to air quality, river management including flood and pollution, river recreation and investment in parks and recreation areas.

NO.	2008 - 2013 FIVE YEAR STRATEGIC PLAN OBJECTIVES	2012/13 ANNUAL PLAN ACTIONS	PROGRESS ON ACTIONS	STATUS
1.1	Reduce levels of air pollution in Launceston and the Tamar Valley.	<p>The Council will continue to implement the Tamar Valley Clean Air Program including advocating for enhanced air pollution monitoring regimes, the extension of the natural gas rollout, reduced levels of industrial air pollution and enhanced controls on vegetation burn-offs.</p>	<p>Throughout the year applications were processed and assessed as they were received. Enquiries relating to the Council's Wood Heater Replacement Program were responded to.</p> <p>The Environment Protection Authority's Air Section monitors air pollution associated with Forestry vegetation burns; including air shed capacity. Information about particulate levels can be access via their website at www.epa.tas.gov.au</p> <p>The Council's Environmental Services Department is involved in the Environmental Impact Assessment of new developments which may impact on air quality. Appropriate pollution controls are applied to new developments in accordance with State and National requirement(s). For existing industries the focus is on continuous improvement (to reduce pollutants) via enhanced controls and improved management strategies.</p>	Completed
		<p>Provide education to the community regarding actions to reduce smoke pollution from wood fires.</p>	<p>The Council's Environmental Health Officers have investigated and actioned formal complaints relating to excess smoke attributed to wood heater use throughout the year.</p> <p>The Council participated in the Environmental Protection Agency (EPA) Burn Brighter campaign, which has resulted in the development of additional educational material to reduce particulate matter from wood heater operation's across the municipality.</p>	Completed

2008 - 2013 NO.	FIVE YEAR STRATEGIC PLAN OBJECTIVES	2012/13 ANNUAL PLAN ACTIONS	PROGRESS ON ACTIONS	STATUS
1.2	Contribute to enhanced river quality.	Pursue outcomes associated with the Upper Tamar Renewal Project.	<p>The Council has continued to be an active participant in the Tamar Estuary and Esk Rivers Program, coordinated by Northern Resource Management (NRM) North.</p> <p>The Tamar Estuary and Esk Rivers Report Card 2012, indicates an improvement in water quality for Zone 1 (upper estuary urban Launceston) compared with last year's results, although water quality in the Zone is not suitable for primary contact.</p> <p>The Council completed its recreational water quality monitoring for the 2012/13 season at the following locations: Cataract Gorge Reserve First Basin, Waverley Lake, Corra Linn, St Leonards Picnic Ground.</p>	Completed
		Support the Steering Committee, Technical Working Group and the Community Working Group.	<p>The Council provides technical support to the Tamar Estuary and the Esk Rivers, Technical Working Group.</p> <p>In addition, the Council undertakes weekly monitoring of recreational water quality at the Cataract Gorge First Basin, Waverley Lake, Corra Linn and St Leonards Picnic Ground to ensure water quality is suitable for primary contact (swimming) and secondary contact (canoeing, etc.). When water quality is not suitable signs are displayed to advise the public not to swim, drink, boat or fish in the area.</p>	Completed
		Advocate to State and Federal Government stakeholders seeking funding to pursue projects that improve the health, amenity and functionality of the North Esk, South Esk and Tamar Rivers.	<p>The Council reports to the Director of Public Health on an annual basis in regards to recreational water quality issues within the municipality.</p> <p>Ongoing liaison with regional officers from the Department of Health and Human Services, Officers of the Environment Protection Authority, Hydro Tasmania and neighbouring Councils are maintained to support a holistic approach to improve the health and amenity of the Tamar River catchment.</p> <p>The Tamar Estuary and Esk River Report Card 2012 was launched on 28 November 2012 at the Boathouse, situated on the North Esk River. The Report Card provides information about the health, amenity and functionality of the Tamar River for the last 12 month monitoring period.</p>	Completed





NO.	2008 - 2013 FIVE YEAR STRATEGIC PLAN OBJECTIVES	2012/13 ANNUAL PLAN ACTIONS	PROGRESS ON ACTIONS	STATUS
1.3	Enhance and maintain parks and recreation areas, including river edges.	Review the Playground Strategy.	The project consultant was appointed and a draft strategy produced. The draft Strategy was sent back to the consultants as it lacked sufficient financial detail and required further analysis by suburb. The revised draft for public comment is now planned for delivery in September 2014. The final Strategy is scheduled for presentation to the Council in November 2013.	In progress
		Investigate short-term options to revitalise the Central Business District.	This project has been deferred pending the outcome of the Greater Launceston Plan.	Deferred
		Prepare guidelines and implement actions to address risk management issues associated with trees in road reserves and public spaces.	The requirement for this project was identified by the Council's insurer as it was considered a significant risk. The objectives of this project were reviewed and it has been determined that the Council's Street Tree Strategy adopted in 2012 addresses many of the issues identified by the insurer. The systems used to manage tree risks and maintenance will be further reviewed in the 2013/14 financial year.	Completed
1.4	Initiate Council and community action on climate change.	No specific actions set within this 12 month period.	N/A	N/A
1.5	Protect and enhance the enjoyment of the Cataract Gorge Reserve.	Develop plans for improving the Cataract Gorge Reserve First Basin stone shelter and BBQ area.	The concept plans suitable for lodgement of a Development Application have been completed and capital funding has been listed for budget consideration in the 2014/15 financial year.	Completed
		Work with Hydro Tasmania to develop and implement protocols to address public safety concerns for the discharge of water from the Trevallyn Dam.	A Memorandum of Understanding (MOU) was developed by the Council and is with Hydro Tasmania to be signed. In the interim, Hydro employees have been providing the information requested in the MOU informally to Council employees while they continue to investigate ways of providing the advice via SMS messages.	On target

Our stories...

1. Gorgeous Walks

Throughout the year, employees from the Council's Parks and Recreation department continued the popular Gorgeous Walks and Talks program. Held in the first week of each month, the walks and presentations focused on different areas of Launceston's natural environment and promoted the iconic Cataract Gorge as a great location for relaxation and recreation. Topics covered throughout the year included recreational trails, invasive weeds, local wildlife, water quality, and the history of the Gorge.

The program was a fantastic opportunity for people of all ages to find out more about the Cataract Gorge and learn some fun facts.



2. Resilient Australia (MacGyver) Award

1980s television legend MacGyver was turned to for inspiration on how to ensure Launceston residents are suitably prepared for a flood.

The fictional Phoenix Foundation's resourceful secret agent always had a knack for getting out of a tight spot with a roll of duct tape and a Swiss army knife.

MacGyver became the unofficial icon of the 'Seal the Gap' program — an initiative which promoted the benefits of black plastic, duct tape and silicone.

As part of Seal the Gap, residents in low-lying areas of Launceston were encouraged to keep black plastic, duct tape and silicone with their flood emergency kits. When used properly, these three items could be used to alleviate the level of inundation in buildings, in a similar manner to sandbags.

However, having the tools in the arsenal to begin with was the biggest hurdle.

Through social media and traditional media, the MacGyver message was spread far and wide, eventually culminating in a Resilient Australia Award for the program.



Images (left to right):

The Gorgeous Walks and Talks program continued to draw strong interest during the year.

A special flood tank was used to demonstrate the benefits of silicone, black plastic and duct tape.

3. Tamar River Viewing Platform

In September 2012, the Council officially opened a new Tamar River viewing deck, on the western side of the river, opposite Kings Wharf.

The new viewing deck was dedicated to former Launceston Mayor and long-serving Launceston City Council Alderman Graeme Beams.

Launceston Mayor Albert van Zetten said the late Graeme Beams had been a passionate advocate for the health and amenity of the Tamar River.

Alderman Beams was directly involved in the development of a number of boardwalks around Launceston's riverbank and during his time at the Council, he felt this viewing deck would be an additional enhancement for the community to view the Tamar River.

He was extremely passionate about the river, and the already established boardwalks are a wonderful result of his dedication and commitment.



4. Sustainability Strategy 2012/13 Actions

The Sustainability Program has continued to focus on decreasing energy consumption at Council facilities and improving recycling. The purpose of the energy efficiency work has been to implement cost effective changes using high quality technology and equipment to make significant reductions in the energy usage in the facilities.

Launceston Aquatic

A new water heating and electrical generating system designed to upgrade the current heating system was investigated. The new system is called cogeneration in that it produces both heat and power. The heat is captured off the gas fired engine exhaust and this is used to heat the water. The engine produces electricity which will be used to power the pumps, lights and other electrical uses in the facility. The unit will produce the majority of the heating requirements with additional heating when need produced by the old system. The cogeneration engine will produce more electricity that needed in the centre and excess electricity will be fed back into the grid. The cogeneration system underwent detailed engineering analysis to determine the best type and size. The unit was ordered and will be operating by October 2013. It is expected the cogeneration unit will save approximately \$240,000 per year in energy costs giving a payback of four years.

The Remount Road Depot

The Depot Mechanical Work shop used 400 watt metal halide high bay lights to light the work area. LED lights can provide equivalent light output using much less power. A LED 200 watt light was tested with excellent results. These lights were installed and over the period of a year will save \$2,000 in operating costs and will pay for themselves within four years.

The Remount Road Depot has 11 air conditioner units in the office. Timers were installed that automatically turn the units on and off according to the normal work times at the Depot. This will save \$4,000 per year in energy costs and will pay for itself within a year.

LED Lighting

Old inefficient lights, used for outside purposes such as security or general flood lights have been gradually replaced with new LED lights. LED's use between 50% to 70% less power and will last significantly longer, reducing maintenance costs. Lights at Aurora Stadium, Albert Hall, parks within the city and other Council facilities have been converted to LED.

Aurora Stadium

Aurora Stadium produces considerable quantities of beverage containers that are able to be recycled. In the past most have been collected using outdoor recycling bins. Working with Keep Australia Beautiful an indoor beverage recycling scheme was set up to collect containers from the bars, corporate suites and kitchens. Purpose built containers with clear signs are now located throughout the facility.

Launceston Mayor Albert van Zetten and Ronsley Beams at the official opening of the platform.





2. Built Environment

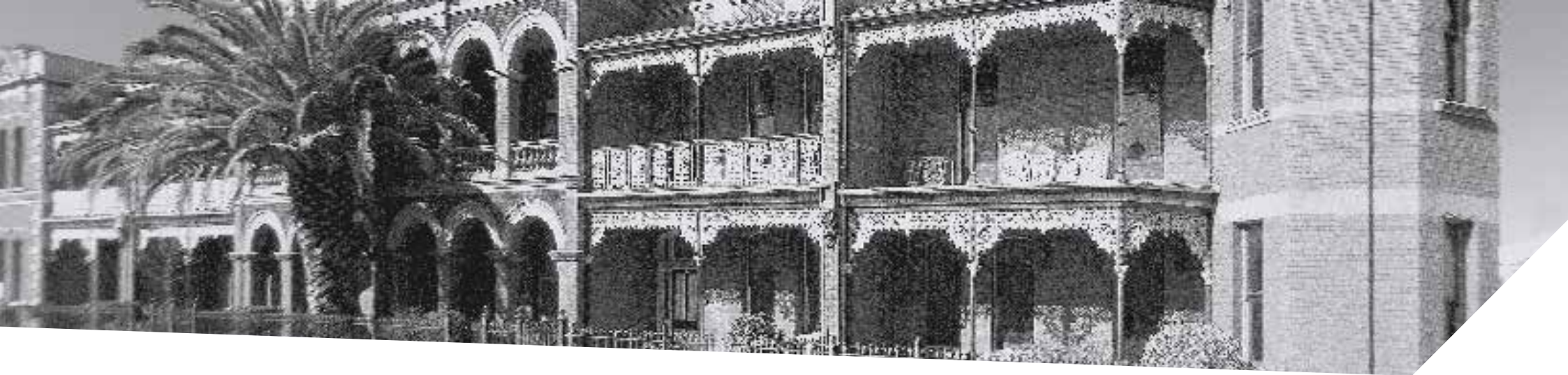
Launceston Vision 2020: Re-use of heritage buildings, improve the appearance of heritage buildings, more pedestrian access to the CBD and increase awareness of heritage.

2008 - 2013		2012/13		
NO.	FIVE YEAR STRATEGIC PLAN OBJECTIVES	ANNUAL PLAN ACTIONS	PROGRESS ON ACTIONS	STATUS
2.1	Facilitate a sustainable approach to enhanced access to and within the municipality.	Continue the preparation of master plans of services and capital projects in the areas of transportation, urban stormwater, waste management, parks and open spaces and internal fleet management.	Frameworks for the delivery of master plans are complete and key plans have been developed and consulted on, including: 1. Interim Strategy for Waste and Resource Recovery 2. Pedestrian Strategy 3. Traffic Issues Paper for Launceston	Complete
		Deliver the Cycling Infrastructure Strategy.	During the second and third quarters of the 2012/13 financial year, a review of the bicycle infrastructure was undertaken from a cyclist and motorist safety perspective. Following the review, the draft Cycling Infrastructure Strategy was prepared. The Strategy has been endorsed by the Council to go out for community consultation in September 2013.	Complete

2008 - 2013		2012/13		
NO.	FIVE YEAR STRATEGIC PLAN OBJECTIVES	ANNUAL PLAN ACTIONS	PROGRESS ON ACTIONS	STATUS
2.2	Facilitate enhanced flood protection for the Invermay and Inveresk Precinct.	Implement all elements of the Flood Management Agreement established with the State Government including substantial advancement of the Levee Rebuilding Program.	Earth levees structurally complete except in front of Boral Concrete (protected by the existing Town Point Levee). Works on the concrete levee in Inveresk and works on transition levees to bridges is underway and on schedule for completion in December 2013. Projected total project expenditure remains below budget.	On target
		Ensure sufficient State and Federal funding is available to enable completion of the Launceston Flood Protection Levee Project.	Funding of the Launceston Flood Protection Levee Project is continuing within budget. Sufficient funding has been secured from both the State and Federal Government for the completion of the Project. The only matter outstanding is the relocation of the Boral Concrete batching plant. It is anticipated that the relocation will be undertaken within existing budget capacity.	On target
		Participate actively on the Launceston Flood Authority.	The Mayor and the General Manager participate actively on the Launceston Flood Authority. Significant input was provided into the rewriting of the legislation upon that the Launceston Flood Authority relies on for its authority and existence. Attendance and contribution to the Launceston Flood Authority by the General Manager occurred in compliance with the deed and rules. A strategic planning session was proposed for the Launceston Flood Authority to determine an appropriate role and structure post construction of the Launceston Flood Protection Levee Project. Redrafting of the Launceston Flood Authority's Strategic Plan progressed. Construction works for the replacement concrete levee in Inveresk continued on time and on budget. Earth levees are structurally complete other than necessitated by Boral's continued presence on their original site. Negotiations to relocate Boral Concrete actively continue.	Complete
2.3	Establish a long-term solution to the movement of traffic and heavy vehicles through the urban areas of Launceston to reduce congestion and accommodate growth.	Prepare the Launceston Transportation Strategy which will include assessment of capital funds required to maintain existing transportation infrastructure and identification of future projects to improve congestion and heavy vehicle conflicts.	The issues paper for the Launceston Transportation Strategy, formed the basis of the community consultation through the Council's online engagement website <i>Your Voice. Your Launceston.</i> to ensure traffic issues are well understood by the Council and the community. Additional work to model the Launceston Transportation Strategy was identified and the Department of Infrastructure Energy and Resources funded this variation. The additional work consisted of origin destination surveys across the city and preparation of a detailed traffic model. This additional work adds greater robustness to the Traffic Study, however has delayed completion of the study until the second quarter of the 2013/14 financial year.	In progress

2008 - 2013		2012/13		
NO.	FIVE YEAR STRATEGIC PLAN OBJECTIVES	ANNUAL PLAN ACTIONS	PROGRESS ON ACTIONS	STATUS
2.4	Implement initiatives which recognise the importance of the municipality's built heritage to residents and visitors.	Ongoing development of Heritage Precinct provisions in consultation with the Heritage Advisory Committee.	The Cimitiere Street Precinct Pilot Study has been completed. The Council's Planning Department employees have developed the draft Planning Scheme Development Standards which are currently being considered by the Council's Heritage Advisory Committee. These provisions will be considered by the Council in early 2013/14. It is expected that work will continue on the remaining heritage precincts once the Council has considered the pilot precinct.	Complete
2.5	Ensure assets are adequately developed and maintained by delivering on the Councils 10 Year Major Works Plan.	Undertake road degradation and financial modelling to analyse road lifecycle costs to assist with determining future operation and capital requirements for roads.	Assessment of the Council's entire road network was undertaken during January 2013. This includes visual assessment of road defects and electronic measurement of road characteristics such as roughness. The condition data is currently being used to inform the road degradation modelling. Detailed modelling will be carried out during 2013/14 to better understand the Council's long-term financial commitments to maintain the road network and associated assets.	Complete
		Engage with the community to develop a master plan for the future use of the North Bank site in Invermay.	The draft North Bank Master Plan has been completed during this reporting period and is currently being prepared for release for public consultation. This process will include direct consultation with key stakeholder groups, a public information session and display material, as well as an online information resource and survey hosted on the Council's online engagement website, <i>Your Voice. Your Launceston</i> . The consultation and review process to finalise the Masterplan is scheduled to be completed during the first quarter of the 2013/14 financial year.	On target
		Construct the Launceston Waste Centre eastern extension to accommodate waste disposal for the next four years.	Construction of the eastern extension landfill cell commenced in 2012 and was completed in stages throughout the calendar year. The first stage was completed by July 2012 and waste was deposited in the first completed portion from July 2012 onwards. The remaining part of the eastern extension was completed in full in the last quarter of 2012. The fully completed landfill cell is engineered to a high standard and includes a geosynthetic clay liner which protects groundwater and ensures better operational performance of the cell.	Complete
		Design Centre Maintenance Works: Complete underpinning works to the heritage listed Price Chapel building at the Design Centre.	Investigative works to identify the source of the footing and subsurface failure has been undertaken. Stabilising compound was injected at high pressure to stabilise the subsurface ground conditions prior to commencing rectification works to the building footings. The Development Application and the design documentation has been completed and the repair works are scheduled for completion during the first quarter of the 2013/14 financial year.	On target

2008 - 2013		2012/13		
NO.	FIVE YEAR STRATEGIC PLAN OBJECTIVES	ANNUAL PLAN ACTIONS	PROGRESS ON ACTIONS	STATUS
2.5	Ensure assets are adequately developed and maintained by delivering on the Councils 10 Year Major Works Plan. continued	Complete works in sections A9 to A12 in the Monumental Cemetery in line with the 10 year Carr Villa Road and Drainage Asset Management Program.	Roadwork and drainage works were completed in sections A8, A10, A11 and A12. The final works of this project were delayed by weather conditions but have now commenced. It is estimated the works will be completed in August 2013 as weather permits.	On target
		Complete stage two of the Carr Villa Memorial Park cemetery extension which requires clearing trees and laying new beams.	The kerbing and road work has been completed for stages one and two. New beams were been laid and the final stage of tree clearing near section A4 was completed.	Complete
		Develop a Roads Safety Improvement Strategy.	The project was delayed to allow the newly established Road Safety Consultative Committee to provide input into the draft Safer Roads Strategy. The Road Safety Consultative Committee has endorsed the Strategy which will be presented to the Council for endorsement early in 2013/14 with community consultation to follow.	In progress
2.6	Ensure the Council's assets are adequately maintained and renewed by ensuring asset plans are current.	Undertake an analysis of the Council's urban stormwater system to identify areas at risk of flooding and appropriate mitigation works.	This is a three year program with the first year requiring the development of a model for the Kings Meadows area. The Kings Meadows catchment modelling was completed.	On target
		Prepare an asset management plan and long-term financial management plan for the Launceston Waste Centre which will consider future infrastructure and environmental compliance requirements.	Preparation of an asset management plan commenced in the first quarter of 2012/13. This involved visits to the Council's Transfer Stations to inform the plan's development. However by the second quarter of 2012/13, the asset management plan was deferred as resources were reallocated to achieving the actions in the Launceston Resource Recovery and Waste Management Interim Strategy and Action Plan (ISAP). Development of the financial management plan commenced in the second quarter of the 2012/13 financial year and was due for completion in March 2013. However, due to delays, completion was pushed back until April 2013, when it was presented to the Council. Following the Council meeting, it was determined that further consultation on the financial management plan and future landfill and transfer station pricing would occur with stakeholders in the 2013/14 financial year.	In progress



NO.	2008 - 2013 FIVE YEAR STRATEGIC PLAN OBJECTIVES	2012/13 ANNUAL PLAN ACTIONS	PROGRESS ON ACTIONS	STATUS
2.6	Ensure the Council's assets are adequately maintained and renewed by ensuring asset plans are current. continued	Review the use, composition, internal charging and replacement strategies for the Council's fleet.	A major plant review was completed and recommendations implemented. The implementation of the review has resulted in \$400,000 operational and \$160,000 capital savings a year. A light fleet review is continuing and due for completion in July 2013.	On target
		To complete the Buildings Asset Management Plan.	This included completing condition assessment data collection for the building portfolio owned and operated by the Council including (Aurora Stadium and Launceston Aquatic). Following the completion of the condition assessment, the Building Asset Management Plan was compiled to prioritise ongoing maintenance and renewal projects. The Building Asset Management Plan was completed and adopted by the Council in early December 2012.	Complete
		Undertake major reviews of the asset management plans for the QVMAG's collections.	Relocation of the collections has largely been completed with new collection storage systems enabling a review of the asset management plans including completing the Disaster Plan. The database registration is being updated.	In progress
		Undertake a major review of the QVMAG's collections management policies and collection storage facilities.	The QVMAG Acquisition Policy Review has been completed. The Deaccessioning Policy has been incorporated in order to have a unified QVMAG Collection Policy. A review of the storage facilities together with the environmental conditions is nearly complete.	On target

Our stories...

1. The Relocation of the Launceston Travel and Visitor Information Centre

The award-winning Launceston Travel and Visitor Information Centre moved to new premises in the Launceston GPO building beneath the Town Clock in December 2012.

The revamped centre features new touch-screen technology for visitors to allow them to see the attractions on offer in the region, as well as make bookings.

The move to the GPO building allowed the Council an opportunity to not only change the layout of the centre, but also to examine the way visitors interact with the centre.

The opening of the new-look centre coincided with the official launch of the 'Baz and Lonnie' social media-based travel guide and the 'Start Something Special in Launceston' smartphone app, both designed to market Launceston in the digital space as a premier destination.

The Council was presented with the Local Government Association of Tasmania's General Excellence Award in 2013 Excellence Awards for the transformation of the visitor centre.



2. New Planning Scheme

State Planning Minister Bryan Green visited Launceston in October 2012 to officially declare the municipality's new Interim Planning Scheme.

The Interim Scheme took effect from Wednesday 17 October 2012, with Launceston the first Council to have its scheme signed off.

The new Interim Planning Scheme retains the traditional planning scheme structure of zones and overlays – however there are a number of innovations, both in structure and in the assessment processes.

Under the new schemes there is a standardised set of administrative provisions, a consistent suite of zones and codes, and a codified assessment process that emphasises standards-based compliance.

Launceston Mayor Albert van Zetten described it as more consistent and offering more certainty for developers. In the months after the Scheme was signed off, more than \$50m worth of development applications were lodged for the city, including applications for a new Bunning's store at Invermay and a new Target store at Mowbray.

Images (top to bottom):

Launceston Mayor Albert van Zetten, Deputy Premier and Minister for Planning Bryan Green, and Launceston City Council General Manager Robert Dobrzynski.

Launceston City Council Economic Development Officer Bruce Williams and Launceston Mayor Albert van Zetten examine the new high-tech visitor information centre.



3. Online Planning Data

The Council has partnered with PlanningAlerts Australia to make submitted Development Applications available online to anyone who wishes to view them.

The Launceston City Council's Information Technology, Geographic Information Systems and Development Services Planning Departments worked on the project for six months, and officially launched it at a developer forum at Town Hall in August 2012.

Using the online PlanningAlerts system, applicants are able to view the status of their applications at any time, and interested parties can sort the DAs lodged with the Council by date, title, street and assessment status.

A live map of Launceston showing the sites of lodged DAs around the entire municipality is also available under the PlanningAlerts system.

As part of the initiative, the Council has set up a separate development application RSS feed, which updates subscribers in real time with information on submitted development applications around the municipality.

Spatial Sciences Manager Alex Crothers has overseen the development of new online mapping systems for developers, which are also available to the public from the Council's website.



3. Social and Economic Environment

Launceston Vision 2020: Promote Launceston as a place to invest, support tourism development and marketing of the city, work to improve public transport, focus on offering skills and education to support business and industry, encourage more students (including international), encourage a range of recreational activities, work to reduce heavy traffic in the CBD and urban areas and support strategies for the region.

2008 - 2013	2012/13		
NO.	FIVE YEAR STRATEGIC PLAN OBJECTIVES	ANNUAL PLAN ACTIONS	PROGRESS ON ACTIONS
3.1	Ensure the Inveresk Precinct continues to provide a vibrant hub of community activity.	Implement the relevant recommendations outlined in the Inveresk Strategic Plan.	<p>Relevant recommendations included:</p> <p>Producing a briefing document for engaging consultants to 'Master Plan' the redevelopment of the Inveresk Precinct as an education, accommodation, cultural, sports and tourist precinct. This included Aurora Stadium - to ensure it remains suitable for contemporary entertainment.</p> <p>Developing a comprehensive landscape plan, taking into account flood levee works and revised development sites.</p>
3.2	Facilitate effective regional and economic development in Launceston and the Tamar Valley in order to achieve enhanced investment, development, liveability, tourism, employment and competitiveness.	Develop and implement a new model for the Launceston Travel and Information Centre, based on contemporary practice focussing on online bookings and promotion.	<p>A review of the Launceston Travel and Information Centre service delivery model completed in 2012 identified a number of strategies for a transition towards a more contemporary format. Completed actions include the relocation of the Centre to the Town Clock Post Office building, the introduction of touch screen technology, iPads and Wi-Fi internet access as well as the development of a new destination and visitor information smartphone application.</p> <p>A new touchscreen visitor information unit was installed at the Launceston Airport. The last stage of the project will include the finalisation of a new destination Launceston website, which will be completed in the 2013/14 financial year.</p>
		Research a Tourism Volunteer and Ambassador Program for the Launceston Airport.	<p>The commencement of this project has been deferred while the business plan for the Launceston Travel and Information Centre is reviewed. The business plan will be completed by September 2013, after which research into the feasibility of implementing a volunteer program will commence. The project is expected to be completed by June 2014.</p>
3.3	Develop an effective land use blue print for a sustainable future.	Prepare a new Planning Scheme.	<p>The Interim Launceston Planning Scheme was developed in 2012/13 and is currently undergoing the statutory approval processes through the Tasmanian Planning Commission (TPC).</p> <p>The TPC hearings commenced on 14 May 2013 and will be occurring three days per week (Tuesdays to Thursdays) until all of the representations have been considered by the assessment panel.</p>
		Prepare the Heritage and Neighbourhood Character Precinct Plan.	<p>The Cimitiere Street Precinct Pilot study has been completed.</p> <p>The draft Planning Scheme Development Standards have been developed and are currently being considered by the Council's Heritage Advisory Committee. These provisions will be considered by the Council in early 2013/14.</p> <p>It is expected that work will continue on the remaining heritage precincts once the Council has considered the pilot precinct.</p>

2008 - 2013		2012/13		
NO.	FIVE YEAR STRATEGIC PLAN OBJECTIVES	ANNUAL PLAN ACTIONS	PROGRESS ON ACTIONS	STATUS
3.4	Provide and promote safe city environments.	Continue to support the Community Road Safety Partnership Program in partnership with the Department of Infrastructure, Energy & Resources.	The Community Road Safety Partnership is an ongoing program aimed at identifying and implementing community based road safety initiatives. Activity undertaken in 2012/13 included coordinating the "Breatho! Stay Below 0.05" information stand at community events, such as Day on the Green and Festivale. Another joint initiative of the Department of Infrastructure, Energy and Resources and the Council, was the development of key road safety messages and signage which was installed at Aurora Stadium in June 2013.	Complete
3.5	Effectively operate Launceston Aquatic to encourage healthy and active lifestyles.	Implement actions from the Launceston Aquatic Annual Plan 2012/13.	(1) Install and commission cogeneration plant. (2) Achieve 1800 enrolments in swim school by the end of 2012.	On target
3.6	Advocate for enhanced health and community support services.	Review and update the Launceston Community Plan.	A review of actions for which the Council is the lead agency has been completed and a progress update will be prepared for reporting to Council and the community by the end of August 2013.	On target
		Participate in relevant working groups that seek to improve community services and facilities within the city.	Council employees participate in or facilitate various relevant working groups, including: <ul style="list-style-type: none"> • Launceston Safer Communities Partnership • Northern Youth Coordinating Committee • Launceston City Council Youth Advisory Group • Communities for Children (Northern Suburbs-George Town) • City of Learning • Launceston and Northern Regional Community Recovery Committee • The University of Tasmania Student Exchange and Cultural Awareness Taskforce Employees have also worked in collaboration with other organisations on specific purpose projects, programs and events such as Harmony Day, Seniors Week, Children's Week and Growing Recognition.	Complete
3.7	Adopt a proactive approach to strategic development opportunities.	Develop an Assessment Process Improvement Program.	The Assessment Process Improvement Program has been incorporated into the draft Development Services Directorate Plan. The Improvement Program has been focussing on the development of a suite of procedures covering all aspects of the land use planning service. Additionally, work to implement the National Broadband Network (NBN) project to improve the Department's use of technology in performing the development application process has substantially progressed and will be delivered by September 2013.	On target

2008 - 2013 NO. FIVE YEAR STRATEGIC PLAN OBJECTIVES	2012/13 ANNUAL PLAN ACTIONS	PROGRESS ON ACTIONS	STATUS
3.8 Review the long-term approach to waste management.	Prepare a Waste Management Strategy with the aim of increasing the life of the Launceston Waste Centre, reducing future greenhouse gas emission liabilities, and improving environmental and social outcomes.	<p>In August 2012, the Launceston Resource Recovery and Waste Management Interim Strategy and Action Plan (ISAP) was presented to the Council and approved for release for an eight week public consultation period. Consultation on the Plan included information sessions at shopping centres, use of the Council's online engagement website <i>Your Voice. Your Launceston.</i> and briefings to schools.</p> <p>Following a review of the feedback received during the community consultation, the Launceston ISAP was finalised and adopted by Council in December 2012. Of the five actions in the plan, three actions are now underway and one has been completed. The final action (long term planning) is anticipated to commence in 2014.</p> <p>The final quarter of 2012/13 saw the expression of interest and tender for the resale shop operator released (action three of ISAP). It also saw the draft preliminary concept master plan for the Launceston Waste Centre developed. The resale shop operator should be appointed early in the 2013/14 financial year. Construction of the resale shop should follow shortly after the operator's appointment.</p>	Complete

Our stories...

1. The Launceston Safer Communities Partnership Charter

Members of the Launceston Safer Communities Partnership gathered in May 2013 to formally sign the committee's Charter. The LSCP was created to address community safety issues within the greater Launceston area and includes representatives of the Launceston City Council, Tasmania Police, the University of Tasmania, Cityprom, the Migrant Resource Centre, Launceston Chamber of Commerce, along with other not-for-profit organisations and government departments.

The signing of the charter heralded a new era for the group, which works actively to ensure Launceston remained an inclusive and safe place for the entire community.



Tasmania Police Northern Commander Richard Cowling, Alderman Danny Gibson, and Launceston Mayor Albert van Zetten at the signing of the new charter.



2. Google Award

Internet giant Google named Launceston as Tasmania's most internet-savvy city in its second Australian Google eTown Awards.

The awards are designed to recognise regions whose businesses are leading the way in their use of the internet.

Launceston Mayor Albert van Zetten was delighted that the region's enthusiasm for technology had been recognised by Google.

Launceston has enjoyed a close working relationship with Google in the past, supplying hi-res images of the city for use in Google Maps, as well as being one of the first cities to incorporate 3D buildings into the Google Maps smartphone app.

3. Music in the Park

The Launceston City Council's popular free Music in the Park series returned to City Park in 2013, attracting hundreds of people each week during summer.

Boasting a diverse line-up of local artists, Music in the Park was held each Sunday throughout January, as well as on Australia Day, Saturday 26 January 2013.

Music in the Park's popularity is founded on the joy of live music - proven by the fact that more than 300 people attended the first Music in the Park concert for 2013.

Music in the Park also features free activities for children including a jumping castle and train rides.

4. Family Friendly Award

Launceston's reputation as a fantastic place to live, work and play was recognised in the inaugural Suncorp Bank Family Friendly City report in January 2013, with Launceston being named the Most Family Friendly City in Australia.

The study, which examined the family friendliness of Australia's 30 largest cities across ten key indicators, ranked Launceston ahead of cities like Melbourne, Sydney, Canberra, Townsville, Bendigo and Adelaide.

The key indicators used to obtain the ranking included crime levels, health care, education, housing, unemployment, income, child care services, connectivity and community.

The Council worked hard to promote the achievement throughout 2013 in both traditional media and social media.

Launceston's nomination as Australia's Most Family Friendly City was widely reported around the country.



Images (top to bottom):

The Google Award.

Music in the Park continued to draw strong crowds.

Launceston's nomination as the country's most family friendly city drew wide media interest.



4. Cultural Environment

Launceston Vision 2020: Support existing and developing arts and cultural activities, encourage new community initiated events, events program that has diversity and produces economic benefit, encourage community participation in developing events, acknowledge work of volunteers in cultural enterprises, value-add to industry, business and events and promote cultural tourism based on heritage values.

2008 - 2013	2012/13		
NO.	FIVE YEAR STRATEGIC PLAN OBJECTIVES	ANNUAL PLAN ACTIONS	PROGRESS ON ACTIONS
4.1	Ensure the Albert Hall is effectively managed and operated for active and diverse community and cultural activities.	Continue to support the operation of a cafe over the summer months.	The new venue managers for Victoria's Cafe and the Albert Hall have now commenced operations on site. Victoria's Cafe will now be trading seven days per week during the peak summer periods, with reduced trading to five and six days per week during the winter months.
4.2	Complete the redevelopment of the Royal Park and Inveresk sites.	Establish the new identity of the QVMAG through its Inveresk and Royal Park sites and develop new directional signage for both.	The new Art Gallery at Royal Park was successfully opened on 17 September 2011. The names and identities of the two QVMAG sites have been established and promoted through standard media, published material, social media and new signage. Programs for increased audience engagement with the two sites are in place and a marketing plan for the two sites has been defined. The new Queen Victoria Museum and Art Gallery (QVMAG) brand was launched on 16 September 2011 and the new QVMAG website which reflects the two sites was launched on 30 June 2012.
		Commence the redevelopment and interpretation of the Inveresk site including the reuse of the Carriage and Wagon Shop and amenities building.	Redevelopment and interpretation continues with the clearing of large objects in the Carriage and Wagon Shop. The History Department are relocating, deaccessioning and donating the final objects to other institutions. Interpretation of the site will progress further with a proposal for former workers on the workshop site being recognised and their stories being told in small display panels. Redevelopment and interpretation is ongoing and will require outsourced grants and funding to complete.
		Prepare a Five Year Strategic Plan that includes an Annual Marketing Plan.	The Five Year Strategic Plan 2012/13 - 2017/18 has been endorsed by the Council and actioned.
4.3	Continue to support community arts and events.	Continue to support the Artists in Residence Program in the Kings Bridge Cottage.	During the 2012/13 financial year 15 artists participated in the Artists in Residence Program utilising a variety of media and techniques. All Artists in Residence participants conducted explorations and in some instances, completed works of the Cataract Gorge Reserve and/or the Kings Bridge Cottage.
		Prepare a Cultural Development Strategy.	The Cultural Development Policy and Framework was adopted by the Council in 2012. It is complemented by a Public Art Policy which was adopted by the Council in March 2013. The next phase will be the completion of an audit of existing cultural facilities and programs which will provide a basis for the development of a discussion paper on the role of the Launceston City Council in the provision of arts and cultural development infrastructure and programs. Finalisation of the project was delayed by approximately six months until the end of December 2013.

Our stories...

1. Meet the Neighbours

The Launceston City Council has launched a new initiative to further develop neighbour connectedness throughout the municipality in June 2013.

The Meet the Neighbours program is aimed at encouraging people to build new links in their community and highlighting the many benefits to getting to know one's neighbours, including support during times of crisis or natural disasters.

The Meet the Neighbours program was a creative, simple, cheap and fun way to build a resilient community, one person at a time.

The Council partnered with Tasmanian Independent Retailers to encourage Launceston residents to organise a get-together with at least five of their neighbours.

2. Tony Robinson and the Golden Hatchets of Harmony

UK television presenter and actor Tony Robinson visited Launceston in May 2013 to film a series of segments for an upcoming history-based series on Foxtel. Robinson, perhaps best known for playing the character Baldrick in the UK comedy series *Blackadder*, hit the streets of Launceston to unearth its history for the program.

Launceston Mayor Albert van Zetten filmed a short segment with Robinson on the 'golden hatchets of harmony', which were rediscovered in 2012 after being buried beneath pavers in Brisbane Street for more than 50 years.



3. Hawk Walks

The popular Hawk Walks to Aurora have continued, with the Council coordinating a walk for fans before each AFL match at Aurora Stadium throughout 2012 and 2013.

The Hawk Walks to Aurora are designed to give Hawks supporters a chance to meet in Launceston's City Park before marching as a united force to Aurora Stadium on AFL match days.

Anyone is welcome to join the walks, and fans are encouraged to wear their Hawks scarves, beanies, footy jumpers and face paint and to display their team colours in creative ways.

The Hawk Walk event was a fun, family friendly and free way to kick start AFL matches in Launceston. Each event attracts around 600 participants.



Images (top to bottom):

Launceston Deputy Mayor Jeremy Ball and 'Hawka' the Hawthorn mascot took in the sights of the Cataract Gorge.

British television presenter Tony Robinson and Launceston Mayor Albert van Zetten with the 'hatchets of harmony'.

4. Off the Wall

In March 2013, the Launceston City Council launched a new \$280,000 initiative to prevent and reduce graffiti vandalism in Launceston.

Off the Wall is an initiative of the Launceston City Council, funded by a grant from the Federal Government, and encourages 'street art with respect'.

The Council spends more than \$120,000 each year on the removal of graffiti from Council assets and infrastructure.

The cost to the wider community is also significant.

Off the Wall uses a multi-faceted approach to reduce graffiti in the municipality, comprising five different initiatives that include:

- Mobile CCTV
- Community awareness
- Early education workshops
- Diversionary activities
- A street art competition

In addition, the Council partnered with a number of organisations on the project, including City Mission, Tasmania Police, Cityprom, the Launceston Chamber of Commerce, Youth on Paterson, Meenah Mieene, Youth Justice North, Whitelion and the Junction Arts Festival.

Throughout the year the Council also partnered with young Launceston artists to give traffic signal boxes in the CBD a new lease on life.

5. The Growing Recognition Program

The Council partnered with primary schools around Launceston and with the wider community as part of the Growing Recognition program, an initiative designed to make Seniors Week special for Launceston's elderly residents.

Over the past few years children from ten Northern Tasmanian primary schools have been growing spring bulbs in school gardens and offering them to seniors in local aged care centres and through the Red Cross Delivered Meals Service.

The program was the subject of a short documentary by students from Launceston College and continued in 2013 with the whole community invited to take part.

The flowers and cards were delivered to seniors in Launceston thanks to the Red Cross Delivered Meals Service.



Images (top to bottom):

A number of Launceston artists took the opportunity to redesign traffic signal boxes around the municipality.

The Growing Recognition program saw more than 170 bunches of flowers delivered to elderly residents across the city.

5. Effective Governance

The key strategies and services from the Strategic Plan of the Launceston City Council are: Communication and Image, Community Reputation, Continuous Improvement, Customer Focus, Economic Development, Environmental sustainability, Financially Responsible Organisation, Governance, People and Organisational Culture and Risk Management.

2008 - 2013	2012/13		
NO.	FIVE YEAR STRATEGIC PLAN OBJECTIVES	ANNUAL PLAN ACTIONS	PROGRESS ON ACTIONS
5.1	Seek external funding for priority projects.	Pursue funding applications to the State and Federal Governments to finance priority activities.	<p>Discussions undertaken with both the Federal Government and the Federal Opposition regarding the provision of \$2 million for silt reduction works within the Tamar River.</p> <p>Discussions undertaken with both the Federal Government and the Federal Opposition regarding the provision of \$2 million in funding to facilitate design, specification and costing for a heavy vehicle bypass.</p> <p>In June 2013, the Council made a funding submission to the Tasmanian Forests Intergovernmental Agreement Economic Diversification Funding Program (TFIGA), for \$3 million in funding for the North Bank Master Plan project. The Project was identified by the Northern Regional Reference Group (NRRG) as a project of regional significance, and was nominated along with a range of other significant projects to be included in a submission to the TFIGA funding process.</p> <p>\$160,000 in funding was received from the Federal Government Liveable Cities Program for the Greater Launceston Plan in 2012/13.</p> <p>Funding applications submitted to State and Federal Government include:</p> <p>Community, Tourism and Events:</p> <ul style="list-style-type: none"> Attorney General's Department (Proceeds of Crime Act) for Off the Wall graffiti prevention project - successful Keep Australia Beautiful recycling project - successful <p>Human Resources:</p> <p>Applied for the following State Government Funding in partnership with a Registered Training Organisation to deliver key training initiatives:</p> <ul style="list-style-type: none"> Skill Sets Training Delivery Grant Funding Application Successful Securing \$65,000 26TEN Literacy, Numeracy (to include Technology and Communication). Grant Funding Application submitted in April 2013 - unsuccessful Diploma of Management - unsuccessful Advanced Diploma of Management - unsuccessful <p>Economic Development:</p> <ul style="list-style-type: none"> Digital Local Government Program - Dream eDA project funding - Total government funding contribution of \$384,780, inkind and direct Council contribution \$340,235 = Total project \$725,015

On target

2008 - 2013		2012/13		
NO.	FIVE YEAR STRATEGIC PLAN OBJECTIVES	ANNUAL PLAN ACTIONS	PROGRESS ON ACTIONS	STATUS
5.1	Seek external funding for priority projects. continued	Pursue funding applications to the State and Federal Governments to finance priority activities.	<p>Inveresk:</p> <ul style="list-style-type: none"> • Application to the State Government for funding for a Lighting Upgrade of Aurora Stadium - \$1 million - successful • Application to RDAF for Strategic Upgrade of Aurora Stadium - \$1.98 million - unsuccessful <p>Infrastructure Services Directorate:</p> <ul style="list-style-type: none"> • Lebrina Hall Synthetic Cricket Wicket Cover: State Government - \$1,500 - successful • St Leonards Croquet Centre: State Government - \$30,000 - successful • Royal Park Bikeway lighting: State Government - \$5,000 - successful • Waste Oil/Battery Bunding at Waste Centre: Northern Tasmanian Waste Management Group - \$5,000 - successful • Churchill Park Dog Club: State Government - \$10,000 - unsuccessful <p>Black Spot</p> <ul style="list-style-type: none"> • Invermay Road (FosterMcKenzie): Federal Government - \$50,000 - unsuccessful • Olive/Belhaven: Federal Government - \$30,000 - successful • Trevallyn Rd: Federal Government - \$63,500 - successful <p>Cycling for Active Transport</p> <ul style="list-style-type: none"> • Expanded storage areas at lights: State Government - \$10,000 - successful • Solar LED at Royal Park: State Government - \$5,000 - successful • Boardwalk funding: State Government - \$1 million - successful • DIER made a bid to the National Building 2 Program to connect the University campuses between Inveresk and Newnham with a bike route estimated at \$2.9 million - unsuccessful 	On target

2008 - 2013		2012/13	PROGRESS ON ACTIONS	STATUS
NO.	FIVE YEAR STRATEGIC PLAN OBJECTIVES	ANNUAL PLAN ACTIONS		
5.1	Seek external funding for priority projects. continued	<p>Pursue funding applications to the State and Federal Governments to finance priority activities.</p> <hr/> <p>Identify major projects and advocate politically for funding.</p>	<p>In the Collections and Research Department of the Queen Victoria Museum and Art Gallery, the following funding applications took place in 2012-13:</p> <p>History Section:</p> <ul style="list-style-type: none"> • World War I exhibition audio-visual experience - \$44,944 - successful • Small Museums and Collections Grant for significance assessment - \$11,000 pending • Alexander Racquet Company Display State Government - unsuccessful. <p>Natural Sciences Section:</p> <ul style="list-style-type: none"> • Inspiring Australia Grant - \$2,000 - successful • Thylacine Exhibition: Federal Government - \$25,000 - successful Your community Heritage Sharing Community Heritage Stories • Science Week Inspiring Australia - \$15,500 - successful • WhySci for "Focus on nature" activities - \$2,000 - successful • ABRS Grant Application for Ascidian Research - \$70,000 - unsuccessful. <hr/> <p>Detailed meetings were held with the following:</p> <ul style="list-style-type: none"> • Prime Minister • Leader of the Opposition • Deputy Prime Minister • Shadow Minister for Environment • Federal Labour Candidate Geoff Lyons • Federal Liberal Candidate Andrew Nikolic <p>Representations and submissions were made to Catherine King, Minister for Regional Australia, leading to an announcement of \$3 million federal funding for the North Bank Development project.</p> <p>Meetings have also been held with the following State political representatives pursuing funding priorities for the Council:</p> <ul style="list-style-type: none"> • The Premier • Attorney General • Minister for Recreation and Sport • Leader of the Opposition • Deputy Leader of the Opposition and Shadow Treasurer • Shadow Minister for Education <p>Funding allocations have been received, committed or are under negotiation for funding amounting to \$15 million.</p>	<p>On target</p> <hr/> <p>On target</p>

2008 - 2013		2012/13		
NO.	FIVE YEAR STRATEGIC PLAN OBJECTIVES	ANNUAL PLAN ACTIONS	PROGRESS ON ACTIONS	STATUS
5.1	Seek external funding for priority projects. continued	Establish an ongoing program of advice and advocacy to State and Federal political representatives on priority projects.	Regular meetings have been held by the Mayor and General Manager with the Premier, Federal Member for Bass, Northern Senators and Northern State representatives. These meetings have outlined the Council's priorities in order to ensure the local representatives are briefed.	On target
5.2	Enhance employee satisfaction and productivity.	Manage the process of developing the Launceston City Council 2013 Enterprise Agreement.	The review of the Launceston City Council Enterprise Agreement 2010 was completed by the management representatives and proposed changes endorsed by the Executive Management Committee in late February 2013. The Bargaining Committee convened in early March 2013 and the significant proposed changes were put forward for consideration by the Committee. Lengthy discussions have protracted the process of the Committee reviewing the Agreement clause by clause which is scheduled to be finalised by the end of July 2013. A communication forum is available on the intranet for employees to keep track of committee discussions and outcomes on a regular basis. Fortnightly meetings continue to occur and negotiations are estimated to be completed by the end of September 2013.	In progress
5.3	Ensure effective communication with state and federal governments on matters of importance to the Launceston community.	Ensure regular meetings are held with relevant State and Federal Ministers on matters of importance.	Regular meetings have been held with the Premier, Treasury, Tasmanian Planning Commission, Department of Infrastructure, Energy and Resources, State and Federal Ministers and political representatives to advocate priority projects and issues. Particular emphasis has been placed on the completion of the Interim Planning Scheme. On-going liaison with the Tasmanian Planning Commission and the Minister for Planning resulted in the Launceston City Council being the first Council in Tasmania to have its Interim Scheme approved by the Minister. Representations were also made to the Federal Minister for Transport, Anthony Albanese regarding the provision of funding for design and costing of a heavy vehicle bypass for Launceston. The Council is currently undertaking a partnership Launceston Transport Study with the Department of Infrastructure, Energy and Resources.	On target



2008 - 2013		2012/13		
NO.	FIVE YEAR STRATEGIC PLAN OBJECTIVES	ANNUAL PLAN ACTIONS	PROGRESS ON ACTIONS	STATUS
5.4	Ensure the city is managed in a financially sustainable manner.	Complete the development of the Council's Strategic Financial Plan.	<p>The Strategic Financial Plan Model has been updated to include trend information (2012 Actual results), a suite of performance measures and adjustment to the 2013 (underlying) budget.</p> <p>Key budget building blocks were reviewed (e.g. depreciation, labour). The Capital Improvement Program has been reviewed and a new template has been implemented for the reporting and analysis of the Business Case for projects that potentially have a significant financial impact.</p> <p>The Plan was presented to the Strategic Planning and Policy Committee (SPPC) meeting in November 2012 with a discussion of the key variables and the proposed changes to budgets.</p> <p>A review of budget components was undertaken with external input, including asset capitalisation framework and depreciation calculations.</p> <p>Further analysis commenced on budget drivers (e.g. contributions, electricity, light vehicles) and on updating reporting to highlight the key factors.</p>	Complete
		Complete the development of a rating policy consistent with legislative requirements and consider the outcome of the State Government review of valuation and rates.	<p>The rating policy was been adopted by Council in accordance with the statutory requirement.</p> <p>There was ongoing consultation with State Government to ensure technical issues that are fundamental to the rating strategy were addressed in legislation and the valuation process. Modelling was presented to Aldermen and the public on what a change to an alternative valuation base might mean and the outcomes that need to be considered.</p> <p>The Rating policy approved in June 2013 applies for the 2013/2014 year.</p> <p>The State Government review process (including the announcement of a policy position) was not completed until late in the year.</p>	Complete
5.5	Implement enhanced community engagement.	Complete the rollout of the Community Engagement Handbook and Toolkit across the organisation.	<p>The Community Engagement Framework and Policy was completed.</p> <p>Existing methods of engagement were reviewed and an online mechanism was adopted as our primary form of online public consultation <i>Your Voice. Your Launceston</i>.</p> <p>A Community Engagement Schedule of Activity was designed as a three year rolling engagement program and made available to the public. This was developed as an alternative to producing a Handbook and/or Toolkit.</p> <p>In March, consultation was undertaken for the first of the Council's seven identified major service delivery areas Parks and Recreation. Consultation for all seven areas will be complete in July 2015 as per the Community Engagement Schedule of Activity available on the Council's website.</p>	Complete

2008 - 2013		2012/13		
NO.	FIVE YEAR STRATEGIC PLAN OBJECTIVES	ANNUAL PLAN ACTIONS	PROGRESS ON ACTIONS	STATUS
5.6	Address the challenges in recruiting and retaining skilled employees.	Develop and implement an approved total remuneration strategy for employees of the Launceston City Council.	<p>The Total Remuneration project team has been confirmed to ensure this initiative is delivered by the end of 2013. Scoping of this initiative has been finalised with specific actions allocated to team members.</p> <p>A further steering committee meeting regarding confirmation of the classification review is scheduled for July 2013. The Executive Management Committee presentation of the steering committee review findings is expected in the July to September quarter of the 2013/14 financial year. Whilst this doesn't formally form part of the total remuneration strategy it is directly linked, so finalisation of this initiative in line with the implementation of total remuneration remains the objective.</p> <p>Further work on the review of Novated Leases as an option for the Council is being conducted prior to presentation to the Executive Management Committee for endorsement. Competing priorities has prevented further work being carried out on this aspect of the strategy at this stage. This work is estimated to be completed in line with the project timeframe of December 2013.</p>	Off target
5.7	Ensure an effective transition to the new sewer and water arrangements.	Participate in negotiations by local government with Water Authorities and the State Government to develop an effective and viable model for a state wide single entity water authority.	<p>The Council is participating in discussions regarding the constitution and process governing the move to a single water authority. This matter is progressing with an anticipated start date of 1 July 2013.</p>	On target
		Continue lobbying the State Government opposing the introduction of stormwater charges for areas where joint stormwater/sewerage systems exist.	<p>Discussions are continuing with TasWater regarding substantiate of their claim upon the Council for a figure of \$5.8m as a charge for the Stormwater component of the Combined Sewerage and Stormwater System managed by TasWater.</p> <p>Discussions are now being undertaken with the Chief Executive Officer of TasWater Michael Brewster, in order to establish common ground upon which to proceed in arriving at a fair and equitable charge for the use of the combined system by Launceston City Council for stormwater purposes.</p> <p>The Urban Drainage Bill 2013 is expected to be introduced into Parliament in the last quarter of 2013. The provisions of the Bill provide for arbitration in circumstances where the parties cannot agree to the appropriate level of charge attributable to the stormwater component of a combined system.</p> <p>In the event that the Council and TasWater cannot reach an agreement, then the matter will proceed to arbitration. A major sticking point has been the provisions of a confidentiality agreement that has been drafted by TasWater which requires signature by the Council prior to any documentation substantiating the charge by TasWater to the Launceston City Council (\$5.8m per year) can be assessed by the Council.</p>	On target

2008 - 2013		2012/13		
NO.	FIVE YEAR STRATEGIC PLAN OBJECTIVES	ANNUAL PLAN ACTIONS	PROGRESS ON ACTIONS	STATUS
5.8	Take a Leadership role in enhancing regional cooperation.	Lead the development of a tourism framework which coordinates leveraging tourism in the region.	The new regional tourism organisation (Tourism Northern Tasmania) has been created and a board and Chief Executive Officer appointed. Funding agreements are being finalised with member Councils to support the activities of the organisation. Tourism Tasmania is also a major funding partner. Tourism Northern Tasmania liaises closely with the Council's Tourism officers, Tourism Tasmania and industry stakeholders to coordinate tourism product development, information and promotion for the region.	Complete
		Facilitate a Regional Engineering Group to improve resource sharing and generate operational efficiencies.	A Regional Engineering Group was facilitated to improve resource sharing and generate operational efficiencies. Items that were delivered during the year included the development of standard drawings, subdivision guidelines for developers and traffic management plans.	Complete
		Engage with Councils in the region in developing the Greater Launceston Plan, reflecting the City's role as a regional centre.	Launceston City Council, Northern Midlands, Meander Valley, West Tamar and George Town Councils are invited representatives on the project management group for the Greater Launceston Plan. Liaison with all Councils within the greater Launceston region has been undertaken by Renaissance Planning as the lead consultant for the development of the plan. Discussions focused on each Council's strategic priorities and views on how the city and region should develop into the future. Initial community consultation was undertaken to support the development of the vision for the greater Launceston region. Summary position papers were prepared and discussed during specific workshops for each key policy area which augmented the initial community consultation. All Councils continue to engage in the ongoing development of the plan.	In progress
		Assume a leadership role in the development of regional priorities in conjunction with adjoining Councils.	The Launceston City Council continues to provide a pivotal role in terms of developing regional priorities which Councils within the region can advocate with a unity of purpose. In particular, in the lead up to the Federal Election to be held on 7 September 2013, the Council has advocated a range of projects to both major political parties which will have a significant influence on providing the level of investment in economic infrastructure within the region. The Council has joined with other regional Councils in advocating strongly for a major feasibility study to be undertaken into the proposal to produce ration packs within northern Tasmania for use by the Australia Military and by the Australian Government for humanitarian reasons. The production of these ration packs is currently undertaken in New Zealand. Northern Tasmania is ideally equipped to undertake this work in conjunction with a major investment from the Commonwealth in food sciences as collaboration between the Commonwealth Scientific and Industrial Research Organisation (CSIRO), University of Tasmania (UTAS) and the agricultural sector. The Greater Launceston Plan has involved engagement with Councils within the Launceston ABS statistical area in order to develop an evidence based, community vision driven strategic framework for the greater Launceston area which seeks to identify major projects requiring investment which will act as a catalyst for growing economic activity during a period of transformation of the northern economy.	On target

2008 - 2013		2012/13		
NO.	FIVE YEAR STRATEGIC PLAN OBJECTIVES	ANNUAL PLAN ACTIONS	PROGRESS ON ACTIONS	STATUS
5.8	Take a Leadership role in enhancing regional cooperation. continued	Undertake strong advocacy along with other councils in the region on critical regional economic, social and environmental issues.	<p>The Council continues to lobby with other regional Councils and Northern Tasmania Development in order to pursue major infrastructure investment within northern Tasmania. This includes advocacy on improvement to sea freight shipping through Bell Bay to provide reliable cost effective services to support production in northern Tasmania and more broadly across Tasmania. The Council has also secured funding within the current Federal budget for scoping and design to be undertaken on an Eastern Bypass Heavy Vehicle Route in order to improve freight efficiency and capacity to undertake the projected freight task for Tasmania.</p> <p>The Council has undertaken continuing coordination with Councils within the northern Tasmania region on development of the new planning framework within the State to ensure consistency in interim planning scheme formats and planning scheme terminology.</p>	On target
		Work with Councils to develop a strategy for the Bell Bay Port reflecting its importance to the region.	<p>The Council is continuing to be a key advocate to both major political parties regarding the importance of Bell Bay and efficient freight logistics for northern Tasmania in terms of driving economic activity. Meetings have been held with the Federal Labour and Liberal candidates in order to express the importance of effective freight services to future economic investment in the region.</p> <p>The Council has also been working with Northern Tasmania Development and advocating to the State Government on the importance of reliable cost effective freight services from Bell Bay to the future economic prosperity of the region.</p>	On target
		Pursue with NTD the investigation of opportunities of coordination among Councils to achieve efficiencies in service delivery.	<p>The Council continues to work with surrounding regional Councils in order to explore initiatives for resources sharing across the region.</p> <p>Resource sharing has been undertaken in areas such flood prevention planning, statutory planning and has been explored in areas such as information technology system support, centralised procurement, fleet usage and specialised plant usage. There is some scope for optimism but once initiatives are put into practice, the culture of resource sharing across Councils in the region and greater collaboration at the operational level will lead to significant advancements and efficiencies in these areas.</p>	On target
5.9	Enhance efficient delivery of services to our community.	Review of the Advertising Signage Strategy and development of new guidelines.	<p>The Planning Scheme Signage Code is being reviewed as part of the interim planning scheme.</p> <p>Reviews of the Council Signage Policy and local visitor information signage has been completed.</p>	Complete

2008 - 2013		2012/13		
NO.	FIVE YEAR STRATEGIC PLAN OBJECTIVES	ANNUAL PLAN ACTIONS	PROGRESS ON ACTIONS	STATUS
5.9	Enhance efficient delivery of services to our community. continued	Seek feedback and input from the community into a revised Municipal Emergency Management (MEM) risk register.	<p>The Australian Government have recently issued 'National Emergency Risk Assessment Guidelines'. These guidelines are to be applied by all States and Territories in assessing risk from major disasters.</p> <p>State Government employees have indicated Local Government will be required to follow State formats that are to be produced from the national guidelines. They have also indicated the formats should be produced later in the 2012/13 financial year.</p> <p>It has also been indicated assessments that do not align with the national guidelines may result in Councils being ineligible for relief funding should a disaster occur in their community.</p> <p>Due to the above, this project has been deferred to the 2013/14 financial year.</p>	Deferred
		Review how the Council delivers sports field maintenance with a view to improve operational efficiencies.	The review was completed and the installation of in ground irrigation at Birch Avenue Soccer Grounds and Coronation Park Sports field were identified as a requirement. Both irrigation systems have now been installed and are operational. Equipment rationalisation and changes to staffing have also been completed.	Complete
		Develop a Destination Management Plan for Launceston.	The Launceston City Council Strategic Tourism Plan was received by the Council in May 2012. A period of public review was held and the strategy has now been finalised and the implementation plan updated. A final report to the Council with the revised implementation plan will be presented to the Council in August 2013.	Complete
		Complete a review of the current Town Hall Customer Service Centre design to improve space utilisation and amenity of users and interaction with Council employees.	Final design proposals for the back of house and front service area have been completed. As capital funding to complete the proposed alternations will not be available during the 2013/14 financial year, final detailed documentation has been deferred until closer to the project start date. At this time, the proposed alternation will be reviewed to ensure currency with current departmental requirements.	Complete
		Customer Services Improvement Program.	The Customer Service Improvement program has now been incorporated into the draft Development Services Directorate Plan. Throughout the 2012/13 financial year, improvements have included a revamped staff customer service roster to spread the customer service role across the Planning Department. This has improved the current level of service provided, including the development of planning procedures to become more consistent. Additionally, the eDA project will enable greater and easier community access to the Council's Planning process.	Complete
	Improve criteria for determining priorities for service delivery.	No action listed.		Not applicable

Our stories...

1. Federal Election and Lobbying

The Launceston City Council took full advantage of the Federal Election campaign in the lead-up to September 2013, lobbying both sides of politics for funding for a variety of projects around the city.

The Council was ultimately successful in securing funding commitments for developing North Bank, improving Launceston's combined water and sewerage system, an upgrade of the Churchill Park sports grounds, and scoping works for an Eastern Bypass of the city.



2. The Form and Function Review

In a bid to improve efficiency, the Council undertook a Form and Function review of its operations during 2013.

The operational review is aimed at reducing the unit cost of Council operations through benchmarking and pursuing continuous improvement processes.

The Form and Function review seeks to engender an organisational culture that regularly examines the effectiveness with which the Council undertakes its role and its efficiency in providing services to meet community needs and expectations.

Given the economic challenges facing the region, it was important that the Council ensured its services remained affordable and at a consistently high standard in meeting community expectations.

The review resulted in Future Directions Plans for each Directorate which will form a blueprint for continuous improvement for the organisation.

Images (left to right):

Launceston Mayor Albert van Zetten and Council General Manager Robert Dobrzynski took every opportunity to meet politicians during the Federal Election campaign.

Council staff took an active role in finding efficiencies and cost-savings as part of the review.



3. National Broadband Network

The Council was awarded with more than \$385,000 in funding for National Broadband Network (NBN) projects from the Federal Government in February 2013.

The funding was provided by the Department of Broadband, Communications and the Digital Economy under its Digital Local Government Program.

The funding was used to ensure the Council was 'NBN ready'.

The Council is undertaking a range of initiatives with the funding including the introduction of electronic payments and billing, along with a host of online planning tracking and lodgement systems.

It will mean people can lodge forms such as planning and building applications online and make electronic payments for services.

The implementation of the NBN in Launceston will allow the Council to put some of its proprietary information online for developers to make use of.



4. RACT Sponsorship at Aurora Stadium

Aurora Stadium's 6000-seat, two-tiered grandstand was rebranded as the 'RACT Stand' in January 2013, after a four-year sponsorship deal was struck between the Launceston City Council and the RACT.

The new 'RACT Stand' builds on the existing RACT Railway Workers' Hill presence at Aurora, and is the stadium's largest spectator facility.

It includes the media centre, corporate seating areas and function rooms, as well as the coaches' boxes and change rooms.

Aurora Stadium is an iconic community asset and RACT's increased support reflects its commitment to the Tasmanian community.

The rebranding work was on display for the first 2013 A-League soccer match at Aurora Stadium in early 2013.

5. Safety Invention

A Launceston City Council Carpenter's Workshop trades assistant Phil Rice had a lucky escape in June 2013, while removing a street sign.

The Council's street signs are comprised of two steel tubes, which are held in place by a locking pin.

The pins are removed with the use of a large crow bar and considerable force is often required.

As Mr Rice dislodged the locking pin in the street sign he was working on, the pin flicked out of the tube and scratched one of the lenses in his safety glasses.

The incident left Mr Rice thinking.

Within days, he had designed and manufactured a sleeve designed to protect workers while removing sign locking pins.

The sleeve is secured with Velcro around the sign above the locking pin and is made from a pliable material so that the crowbar can be manipulated beneath it.

When the pin is leveraged out of the pipe, it bounces harmlessly into the underside of the sleeve.

Images (left to right):

The switch on of the NBN in Launceston.

Launceston Mayor Albert van Zetten and RACT chief executive Harvey Lennon.

Carpenter's Workshop trades assistant Phil Rice with his invention.

Section 3:

Legislative Requirements

Highlights

- 3,937** immunisations administered
- 30** Community Grants provided – valued at **\$64,090**
- 39** events sponsored through the Event Sponsorship Program – valued at **\$370,731**

Legislative Requirements

Public Health Statement

(Under the Public Health Act 1997 and the Food Act 2003)

The Launceston City Council (within resource capabilities) is committed to ensuring the health and safety of its residents and visitors.

Under these Acts, the Council is required to perform licensing, inspection and monitoring services to ensure compliance with the legislation and associated standards and guidelines in order to protect the community.

All businesses/operators are required to be inspected and registered under the relevant Acts within the licensing period. Any public health or food related issues were investigated and appropriate measures taken to prevent a recurrence.

This year, the Council continued to offer vaccinations in accordance with the Immunisation Schedule at both of the Council's Clinics and through the schools program.

The Council currently employs four full-time and three part-time Environmental Health Officers.

TYPE OF PREMISES	NO.	INSPECTION NUMBER	COMMENTS
Public Health Act 1997			
Places of Assembly	124	116	General annual licences.
Specific Events	115	9	Places of assembly for one off occasion.
Health Risk Activity (Premises)	13	11	Includes tattooing, ear piercing, acupuncture etc.
Regulated Systems	7	3	Cooling towers – risk of Legionnaires Disease.
Private Water	2	2	Commercial business including schools supplying privately treated water to the public including students.
Housing	-	39	3 Rectification notices issued.
Recreational Waters - natural	-	24	Includes water holes and specific places in rivers (each location).
Recreational Waters - pools and spas		12	Pools/spas which failed to meet the Water Quality Guidelines were closed and reopened if further sampling shows compliance was achieved.
Immunisations	3937		Number of doses administered.
Food Act 2003			
Registered Food Business	653	901	100 Improvement notices were issued.
Temporary Food Business	664	204	Includes all fetes, fares, functions, Launceston Show, Festivale, football and other events.
Food Vehicles	-	18	These have annual licences. Some are registered in Launceston and some are registered by other councils.
Other Food Premises	207	(Included in registered food business)	Low risk food premises selling or storing pre-packed foods such as canned, bottled, packed, dried, etc.
Prosecutions	0		None.
Infringement Notices	10		For failure to comply with the Food Act 2003 and/or the Food Safe Code.
Food Complaints Inspections	48		Complaints made by customers which may or may not be justified. Some complaints relate to the food itself and others relate to the labelling of food.

Enterprise Powers Statement

(Local Government Act 1993)

Under Section 72 (ca) the Council is required to report on exercising of enterprise powers relating to the formation and operation of corporations, trusts, partnerships or other bodies (Section 21).

Australia Pacific Airports (Launceston) Pty Ltd

The Council holds a ten percent share in Australia Pacific Airports (Launceston) Pty Ltd in the form of capital notes. The book value of these notes is \$257,556 (30 June 2013). These notes entitle the Council to share in the operating results of the Company on an equivalent basis to the shareholders and to appoint a director.

The Council decided to invest in this essential local infrastructure as part of its strategy to support local economic development.

In the 2012/13 year the Council received a dividend of \$322,000 for its investment.

Allowances & Expenses Statement

(Under the Local Government Act 1993)

In 2012/13 the Council provided allowances and reimbursements for reasonable expenses to the Mayor, Deputy Mayor and Aldermen. This includes telephone rental and calls, travelling and care of any child of an alderman. The total amount of these allowances and expenses is shown below.

Allowances	\$472,284
Expenses	\$24,134

Donation of Land Statement

(Under the Local Government Act 1993)

Section 72(da) requires the Council to report on any land donated by the Council during the year.

The Council made no such donations of land.

Parking Concessions

Pensioner concessions to park in Paterson East, Paterson West and Elizabeth Street car parks - \$243,749

Waste Management Concessions

The Launceston City Council provides free or subsidised entry to a number of groups. The value for 2012/13 was:

- Pensioner Concessions \$187,828
- Resident Free Day \$15,547
- Charitable Concessions \$31,442

Community Grants

During 2012/13, the Launceston City Council provided community grants to the value of \$64,090 to the following community groups, projects and individuals.

ORGANISATIONS & TEAM/GROUP GRANTS FOR 2012/2013 FINANCIAL YEAR		\$
Northern Tasmanian Junior Soccer Association Inc. Under 14 Boys Representative Team (8 members)		\$300
U14 Northern Regional Girls Basketball Team (6 members)		\$300
Northern Tasmanian Junior Soccer Association Inc. Under 13 Boys Representative Team (7 members)		\$300
PCYC Youth Theatre		\$5,000
Tasmanian Acquired Brain Injury Service (TABIS)		\$2,326
Launceston Horticultural Society		\$5,000
Stompin		\$5,000
Tasmanian U18 State Rugby Union Team (6 members)		\$300
Tasmanian President's Shield Ten Pin Bowling Team (4 members)		\$200
Newstead College Cambodia Project Group (6 members)		\$600
Australian World Junior Dance Team (2 members)		\$200
Touch Football Tasmania Boys 18s Team (5 members)		\$250
Touch Football Tasmania Boys 12s Team (4 members)		\$200
Touch Football Tasmania Girls 12s Team (6 members)		\$300
Touch Football Tasmania Boys 15s Team (4 members)		\$200

ORGANISATIONS & TEAM/GROUP GRANTS FOR 2012/2013 FINANCIAL YEAR		\$
Ravenswood Neighbourhood House		\$4,800
Sudanese Community Association of Northern Tasmania Inc		\$4,740
Myalgic Encephalomyelitis/Chronic Fatigue Syndrome (ME/CFS) Northern Support Group		\$660
Autism Tasmania		\$2,100
Able Australia		\$2,150
Aspire		\$1,650
Gateway Baptist Church Short Term Mission 2013 (5 members)		\$500
Northern Tasmania U14 Girls Basketball Team (8 members)		\$300
PCYC Youth Theatre		\$5,000
Good Neighbour Council of Tasmania - Launceston Branch Inc.		\$5,000
Tasmanian Acquired Brain Injury Services Inc. (TABIS)		\$3,014
Reflexology Association of Australia Ltd		\$5,000
Launceston Musical Society		\$3,750
Students of Sustainability		\$3,750
10 grants to individuals		\$1,200
TOTAL		\$64,090

Incentives

During 2012/13, the Launceston City Council provided incentives to the value of \$13,752 under the Conferences, Championships & Conventions Incentive Program.

FUNDS GRANTED UNDER THE CONFERENCES, CHAMPIONSHIPS & CONVENTIONS INCENTIVE PROGRAM IN 2012/2013		\$
Australian Society for Parasitology		\$3,000
Australian Regional Tourism Network		\$5,000
Services for Australian Rural & Remote Allied Health		\$555

FUNDS GRANTED UNDER THE CONFERENCES, CHAMPIONSHIPS & CONVENTIONS INCENTIVE PROGRAM IN 2012/2013		\$
Weightlifting Tasmania		\$1,700
Athletics Tasmania		\$3,497
TOTAL		\$13,752

Sponsorships

The Launceston City Council also provided \$370,731 in event sponsorship during the 2012/13 year to the following groups/events.

EVENTS SPONSORED THROUGH THE EVENT SPONSORSHIP PROGRAM IN 2012/2013	\$
A Red Letter Day (Event Management)	\$1,000
Octagon (Mark Webber Challenge)	\$15,000
DanceSport Tasmania	\$10,000
Make-A-Wish Australia	\$1,406
Riverside Lions Club	\$5,000
USM Events	\$10,000
Singfest	\$3,000
BOFA Ltd	\$15,000
Apex Club of Tamar	\$5,000
Launceston Festival of Dance	\$3,750
Encore Theatre Company Inc. (Fawlty Towers)	\$5,000
Launceston Greyhound Racing Club	\$600
Royal National Agricultural & Pastoral Society of Tasmania	\$10,000
St Giles Society	\$5,000
Launceston Musical Society	\$3,750
Rotary Club of Central Launceston	\$5,625
Zions Hill Church	\$5,000
Tasmanian Poetry Festival	\$2,000
CMCA - Tasmanian Combined Chapter Management Committee	\$3,000
RSPCA Launceston	\$5,000
Launceston & Henley Regatta Inc.	\$1,500
Launceston Greyhound Racing Club	\$600
Girl Guides Tasmania	\$5,000

EVENTS SPONSORED THROUGH THE EVENT SPONSORSHIP PROGRAM IN 2012/2013	\$
Max Events & Marketing Pty Ltd	\$15,000
Chilli FM	\$10,000
Ten Days on the Island Limited	\$5,000
Octagon - Tamar Valley Beer Festival	\$10,000
Encore Theatre Company Inc. (GREASE)	\$10,000
Events South (Women's 5k)	\$8,000
Football Federation Tasmania	\$10,000
Octagon - Breath of Life Festival	\$9,900
Tennis Australia	\$6,600
TOTAL	\$205,731

Signature Event Funding 2012/2013	
Tasmanian Symphony Orchestra	\$20,000
Events South	\$15,000
Launceston Cycling Classic Inc.	\$15,000
Festivale Committee (Festivale)	\$20,000
Festivale Committee (NYOR)	\$40,000
Junction Arts Festival	\$35,000
TOTAL	\$145,000

Event Incentive 2012/2013	
Australian Cycling Federation	\$20,000
TOTAL	\$20,000

TOTAL EVENTS FUNDING 2012/2013	\$370,731
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Public Tenders 01/07/2012 to 30/06/2013

(Local Government Act Regulation 23 (1))

Contracts for the Supply or Provision of Goods or Services valued at or above \$100,000 excluding GST, or as considered by the Tender Review are as follows:

ITEM	DESCRIPTION OF CONTRACT	CONTRACT PERIOD	CONTRACT VALUE	SUCCESSFUL CONTRACTOR(S)	ADDRESS OF SUCCESSFUL CONTRACTOR
1	Water Quality Consultancy Services - Appointment of a Service Provider to Develop a Water Quality Program CD.011/2012	09/07/2012 to 31/12/2012	\$74,450	SKM Pty Ltd	590 Orrong Road ARMADALE VIC 3143
2	Greater Launceston Plan CD.013/2012	07/08/2012 to 30/06/2013	\$428,300	Renaissance Planning Geografia David Lock Associates	Suite 307/91 Murray Street RICHMOND VIC 3121 Level 2, 27-31 Munster Terrace NRTH MELB VIC 3051 Level 2, 166 Albert Road STH MELB VIC 3205
3	Hand Held Parking and Traffic Infringement Machines CD.028/2011	08/08/2012 to 03/10/2012	\$109,564	Database Consultants Australia Pty Ltd	Level 5, 355 Spencer Street WEST MELBOURNE VIC 3003
4	Albert Hall Access Ramp and other Remedial Works CD.006/2012	13/08/2012 to 10/09/2012	\$121,573	Riedle Pty Ltd	PO Box 549 KINGS MEADOWS TAS 7249
5	Parks and Recreation Department - Toilet Cleaning CD.019/2012	1/10/2012 to 30/06/2015	\$76,632	Lazaro Pty Ltd	4/11 Balaka Place NEWSTEAD TAS 7250
6	Lawrence Vale Road (Powena Street - Effingham Street) Road Upgrade CD.022/2012	05/11/2012 to 17/12/2012	\$105,644	Crossroads Civil Contracting Pty Ltd	73-79 Lilydale Road ROCHERLEA TAS 7248
7	Lewis Street Rehabilitation (St Leonards Road - Norfolk Street End) CD.020/2012	05/11/2012 to 17/12/2012	\$162,169	Crossroads Civil Contracting Pty Ltd	73-79 Lilydale Road ROCHERLEA TAS 7248
8	Windermere Road Upgrade from chainage 1370 - 1570 CD.023/2012	05/11/2012 to 31/12/2012	\$236,180	Broxburn Civil Construction	110-112 Victoria Street GEORGE TOWN TAS 7253
9	Design and Construction of the Rocherlea Recreation Ground Clubroom and Gymnasium CD.024/2012	01/07/2012 to 27/09/2013	\$470,000	BD Builders	2 Allenby Street MOWBRAY TAS 7248
10	Security Services - First Basin Reserve CD.031/2012	03/12/2012 to 30/03/2013	Hourly Rates	Thomas Paul Security	31-35 Thistle Street SOUTH LAUNCESTON TAS 7249
11	Installation of Sports Field Lighting at Youngtown Sports Complex CD.036/2012	03/12/2012 to 31/03/2013	\$187,269	Contact Electrical	8 Shamrock Street LAUNCESTON TAS 7250
12	Relbia Road - Roadworks (No. 69 to Jingle Creek Bridge) CD.028/2012	05/12/2012 to 08/08/2013	\$146,372	Baker Civil Contracting	9 Hudson Fysh Drive WESTERN JUNCTION TAS 7212
13	Diddleum Road Bridge (624) Replacement CD.027/2012	29/01/2013 to 11/02/2013	\$166,800	BridgePro	19 Faulkner Drive LATROBE TAS 7307
14	Welman Street (Ann Street to Elizabeth Street) Road Asset Upgrade CD.032/2012	14/01/2013 to 25/02/2013	\$114,612	Crossroads Civil Contracting Pty Ltd	73-79 Lilydale Road ROCHERLEA TAS 7248
15	Northbank Master Plan CD.034/2012	03/12/2012 to 31/12/2013	\$34,600	Oculus Landscape Architects	Level 1, 5 Winton Street NEWTOWN NSW 2042
16	Princess Theatre Loading Dock Storage Space - CD.033/2012	17/12/12 to 26/02/2012	\$188,600	Riedle Pty Ltd	111 Peel Street West WEST LAUNCESTON TAS 7250

ITEM	DESCRIPTION OF CONTRACT	CONTRACT PERIOD	CONTRACT VALUE	SUCCESSFUL CONTRACTOR(S)	ADDRESS OF SUCCESSFUL CONTRACTOR
17	Launceston Waste Centre - Capping and Rehabilitation Works CD.037/2012	21/12/2013 to 15/05/2013	\$1,628,282	Gradco Pty Ltd	79-81 St Leonards Road ST LEONARDS TAS 7250
18	Launceston Aquatic Cogeneration CD.025/2012	17/12/2012 to 20/07/2013	\$797,538	Urban Energy Pty Ltd	1/10 Anella Avenue CASTLE HILL NSW 2154
19	Golconda Road (Hextalls Road to Clover Hill Road) - Rural Road Upgrade CD.035/2012	07/01/2013 to 12/06/2013	\$279,240	Baker Civil Contracting	9 Hudson Fysh Drive WESTERN JUNCTION TAS 7212
20	Westbury Road (No.50 to No.74) - Drainage Works CD.038/2012	04/02/2013 to 29/03/2013	\$108,009	Broxburn Civil Construction	110-112 Victoria Street GEORGE TOWN TAS 7253
21	Guy Street (Bond Street to Ryton Street) - Stormwater Upgrade CD.040/2012	04/03/2013 to 28/06/2013	\$142,774	Crossroads Civil Contracting Pty Ltd	73-79 Lilydale Road ROCHERLEA TAS 7248
22	Appointment of Insurance Broker CD.002/2013	01/03/2013 to 01/03/2016	\$27,500 per annum	Marsh Pty Ltd	Level 2, 33 George Street LAUNCESTON TAS 7250
23	Painting of Great Hall and Stage Walls at Albert Hall CD.008/2013	04/03/2013 to 15/04/2013	\$30,515	Programmed Property Services	138 Bathurst Street LAUNCESTON TAS 7250
24	Amy / Penquite Road Intersection - Traffic Light Installation and Intersection Upgrade CD.012/2013	08/04/2013 to 13/05/2013	\$110,371	Crossroads Civil Contracting Pty Ltd	73-79 Lilydale Road ROCHERLEA TAS 7248
25	Racecourse Crescent - Elphin Sports Precinct - Car Park and Footpath Construction CD.001/2013	20/05/2013 to 10/07/2013	\$246,704	Venarchie Contracting Pty Ltd	63 Remount Road MOWBRAY TAS 7248
26	Appointment of Principal Banker CD.012/2011	28/05/2013 to 28/05/2016	\$73,670	National Australia Bank	130 Brisbane Street LAUNCESTON TAS 7250
TOTAL			\$6,067,366		

Non-application of Tender Process - Regulation 27 (2) 1 July 2012 to 30 June 2013

Regulation 27 (1) (h) A contract for goods or services if the Council resolves by absolute majority and states the reasons for the decision, that a satisfactory result would not be achieved by inviting tenders because of - (iii) the unavailability of competitive reliable tenderers.

Contracts approved by absolute majority of Council 1 July 2012 to 30 June 2013 are as follows:

ITEM	DESCRIPTION OF CONTRACT	CONTRACT VALUE (EX GST)	SUPPLIER OR CONSULTANT	DATE OF APPROVAL BY COUNCIL
1	Enterprise Licence, GIS Data Synchronisation and Reconciliation Module and Property Mobility / i-Council Software Licence	\$125,500	Technology One Ltd	24 September 2012
2	Strategic Asset Modelling Software	\$145,800	Technology One Ltd	10 December 2012

Reason for not inviting Public Tender

In both cases the fundamental requirement is for full integration and compatability with the Technology One Enterprise Software that the Council uses for it's corporate applications.

Public Interest Disclosure Statement

(Under the Public Interest Disclosures Act 2002)

Under Part 9 of the *Public Interest Disclosures Act*, the Council has established a written procedure in accordance with the Act. The procedure, located within the Council's Management System, is under review to improve the Plain English presentation of the document.

There have been no disclosures either raised or determined during 2012/13.

Financial Ratios

	2013	2012	2011	2010	2009
CURRENT RATIO	1.6:1	2.29:1	1.31:1	1.44:1	1.04:1
<i>To assess the adequacy of working capital (net current assets)</i>					
Current Assets - restricted assets	38,020,221	62,940,133	49,536,768	51,867,865	69,351,747
Current Liabilities	23,815,497	27,431,853	37,707,415	35,961,290	66,801,688
In the 2013 reporting year Council changed its measure of restricted assets to include flood mitigation grant funding held and the Waste Centre Rehabilitation provision This reduced Current Assets from \$62,204,031 to \$38,020,221 Without removing the restricted assets the Current Ratio would be 2.61:1					
INTEREST EXPENSE TO OPERATING REVENUE RATIO	0.95%	1.13%	1.15%	0.94%	0.96%
<i>To assess the degree to which revenue is committed to interest</i>					
Interest Expense (External loans)	757,412	887,368	853,746	679,104	910,665
Operating Revenue (Untied)	79,463,498	78,809,825	74,191,820	72,374,185	95,146,426
RATE COVERAGE RATIO	62.7%	58.7%	59.9%	57.7%	64.3%
<i>To assess dependence on rate revenue</i>					
Rate Revenue (Untied)	49,840,466	46,241,150	44,468,456	41,762,404	61,201,425
Operating Revenue (Untied)	79,463,498	78,809,825	74,191,820	72,374,185	95,146,426
GRANT COVERAGE RATIO	8.0%	10.6%	8.7%	9.8%	7.6%
<i>To assess dependence on grant revenue</i>					
Grant Revenue (incl. QVM&AG)	6,351,496	8,322,648	6,484,368	7,079,531	7,200,502
Operating Revenue (Untied)	79,463,498	78,809,825	74,191,820	72,374,185	95,146,426

	2013	2012	2011	2010	2009
USER CHARGES COVERAGE RATIO	21.9%	22.6%	22.9%	24.2%	20.1%
<i>To assess dependence on user charges revenue</i>					
User Charges Revenue	17,401,126	17,773,687	16,959,386	17,494,929	19,147,650
Operating Revenue (Untied)	79,463,498	78,809,825	74,191,820	72,374,185	95,146,426
DEPRECIATION TO CAPITAL EXPENDITURE	1.18:1	1.35:1	2.45:1	1.77:1	1.88:1
<i>To compare assets added with depreciation of assets</i>					
Capital Works	21,909,844	26,670,684	39,787,542	28,032,856	42,946,718
Depreciation	18,528,511	19,778,327	16,253,931	15,854,560	22,812,759
RATE PAID PER MODAL VALUATION (RESIDENTIAL) note 2					
<i>To assess the movement in typical residential rates</i>					
Rate Amount - General (inc Fire Levy)	1,162.00	995.00	1,135.87	1,077.10	1,009.50
Rate Amount - Sewer and Water	0.00	0.00	0.00	0.00	423.40
Total Rate	1,162.00	995.00	1,135.87	1,077.10	1,432.90
Typical Fully Serviced Residential Property Rate					
2009					
Based on a “typical” residential AAV of \$8,000 at the 2005 valuation					
2010 and 2011					
Based on a “typical” residential AAV of \$8,800 at the adjusted valuation (8,000 at 2009 unadjusted AAV)					
2012 - 2013					
Based on a “typical” residential AAV of \$11,800 at 2011 valuation					
RATE REVENUE PER CAPITA	\$830.51	\$773.71	\$766.28	\$720.81	\$1014.51
<i>To assess the average rate raised per head of population</i>					
Revenue Rate	55,801,953	51,985,730	50,228,222	47,012,725	66,168,346
Population (2011 value based on ABS cat. LGA 60410)	67,190	67,190	65,548	65,222	65,222

