

# CITY OF LAUNCESTON CORPORATE STRATEGIC PLAN

2014 - 2024: 2019 REVIEW



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## About this document

This document is a key part of our Strategic Planning Framework. The Corporate Strategic Plan (CSP) sets out our long-term strategic priorities, goals, and focus areas to provide us with direction that will guide resource allocation and decision making in our organisation.

The CSP is informed by our community's vision for the future of our municipality, as captured in the Greater Launceston Plan (GLP).

The CSP also recognises the central role that we play in providing critical services and support to our community. Along with effective advocacy and representation, we provide leadership in facing the key challenges and opportunities that influence the liveability, prosperity and sustainability of our City and region.

# CITY OF LAUNCESTON **CORPORATE STRATEGIC PLAN**

**2014 - 2024: 2019 REVIEW**





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# Executive Summary



I am very proud to present the City of Launceston's (CoL's) Corporate Strategic Plan 2014-2024: 2019 Review. I hope you find it informative and engaging.

You might recall that our then-newly elected Council adopted the Strategic Plan 2014-2024 on 24 November 2014, following the former Council's endorsement of the Greater Launceston Plan (GLP) on 10 June 2014. Since then, great steps have been made towards delivering the community's vision for Launceston:

***Sustainable prosperity for greater Launceston will be achieved by consolidating and building nationally and internationally recognised strategic advantages for the region through a focus on creativity and innovation, maintaining exceptional environmental and liveability qualities and ensuring a diverse, connected and inclusive region.***

Towards the conclusion of their term in office, our 2014-2018 Council was engaged in the review of our Strategic Plan 2014-2024, using the opportunity to consider both the structure and content of the plan with a view to laying foundations upon which our 2018-2022 Council will build. Our review identified that the Strategic Plan 2014-2024 was so closely aligned to the GLP that there was little room for us to reflect strategically on service delivery and respond thoughtfully to new challenges and opportunities.

This CSP maintains its links with the GLP, and looks to deliver on the plan's goals via a focus on seven strategic priorities around connections, prosperity, leadership, identity, service, the environment, and land-use and infrastructure planning.

The Council has a reporting and accountability framework that supports our CSP, reported via our Annual Plan process. Quarterly reporting will occur to the Council on progress toward achieving the goals set out in the Annual Plan,

and results will be reported to the community through a corporate reporting cycle that includes the Annual Report.

Our people are the key to our success in goal achievement. In February 2019, we began an ambitious organisational alignment project to ensure that our people are best positioned to deliver on the commitments we have made to the community. To that end, we have taken great steps toward structuring our organisation in a way that acknowledges its diversity and allows our 568 employees to do their best work in an environment that ensures our people go home safe and well.

My commitment is to lead this organisation in a manner that will deliver on our vision and I look forward to all that we can achieve together over the life of this plan.

A handwritten signature in black ink, appearing to read 'Michael Stretton'.

**Michael Stretton**  
General Manager



DEPTH

DEEP WATER

DEEP WATER

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# Organisational Vision, Purpose & Values

## Greater Launceston Plan Community Vision Statement

Sustainable prosperity for greater Launceston will be achieved by consolidating and building nationally and internationally recognised strategic advantages for the region through a focus on creativity and innovation, maintaining exceptional environmental and liveability qualities and ensuring a diverse, connected and inclusive region.

### Our Vision

Inspired people, working together to create the best outcomes for our community.

### Our Purpose

We are a progressive organisation, working with our community to create a positive future for Launceston.



#### Our people matter

- we value clear and open communication
- we support and encourage each other
- we respect diversity
- we recognise individual needs, experience and strengths



#### We care about our community

- we take pride in our work and pursue a standard of excellence
- we genuinely listen, and value collaborative relationships
- we strive towards the best outcome for our community
- we make responsible and sustainable decisions



#### We bring an open mind

- we actively seek opportunities to continuously improve
- we respect and explore different ideas and perspectives
- we embrace change that leads to positive outcomes
- we value innovation and creativity



#### We go home safe and well

- we show care for people and look out for one another
- we speak up and support others to be healthy and safe
- we take personal responsibility for our own health and wellbeing
- we value work-life fit



IT'S LAUNCESTON'S  
SCENERY  
THAT YOU WILL LOVE

FURNISHERS

VALORS

Best&Less

Best&Less

IT'S LAUNCESTON'S  
CULTURE



City of LAUNCESTON

RECREATION

LAUNCESTON  
DAYS TO  
BUY HERE CALL

KIDS

Joe's  
FISH AND CHIPS

BEAT  
10% OFF  
ANY PURCHASE  
OVER £10





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# Introduction

The Local Government Act 1993 (Tas) requires us to prepare a strategic plan for a (minimum) 10-year period and review it at least every four years<sup>1</sup>. This CSP is an update of CoL's Strategic Plan 2014-2024. This review has been timed to complement the 2018 local government elections, with a view to synchronising our next strategic plan and subsequent reviews to the local government election cycle.

The CSP cannot be read without understanding its contextual relationship to the GLP. Along with a range of other important functions and responsibilities of our organisation, the CSP responds to the overarching community vision set out in the GLP.

The development of the GLP was initiated and led by CoL in collaboration with the George Town, Meander Valley, Northern Midlands and West Tamar Councils to guide how the City and surrounding communities will develop over the coming decades. It answers questions such as:

- What will Launceston look and feel like in 20 years?
- Where will new housing be located and how will people live?
- How will we get around the City and greater Launceston area, within a state and national context?
- What infrastructure and projects should the government invest in?

The GLP was developed following substantial research on the future of the Northern Tasmania, our relative competitive advantages and challenges, data analysis and consultation with the community.

Our regional community said that the GLP should focus on increasing economic prosperity, liveability and creativity in Launceston and the surrounding region. In pursuing these objectives, the GLP seeks to satisfy five principal outcomes for the participating councils and broader communities that they represent:

- To provide a unified vision and consistent policy framework to support prosperity and sustainable development for existing and future communities in the greater Launceston area.
- To provide an overarching metropolitan regional framework to coordinate planning and development in the municipalities that together make up the greater Launceston area.
- To provide a regional view of development priorities within the greater Launceston area.
- To identify key city projects to be undertaken by the participating councils which will act as a focus for new investment and sustainable development opportunities in the greater Launceston area.
- To facilitate a consistent approach to the implementation of planning and development policy and initiatives within the greater Launceston area. We are a provider of services and facilities to the community. The ultimate determination of whether we are providing the right services to promote healthy, prosperous lifestyles will be greatly influenced by how well we engage with the community - the people who make up our great City.

In addition to the direction provided by the GLP, the development of the CSP has been informed by the fundamental role Local Government organisations play in advocating for the needs and aspirations of their communities, as well as the direct provision of critical services to our residents and visitors.

The Role of Local Government (RoLG) project<sup>2</sup>, undertaken by the Premier's Local Government Council, provides a further refinement of the functions provided by Local Government entities within the Tasmania context.

The project identified eight critical roles that councils fulfil on behalf of the Tasmanian communities they represent:

- **Representation and cooperation** - Councils engage with each other and other spheres of government to represent and advocate the needs of their communities, and where appropriate, cooperate and work in partnership to generate the greatest benefit for communities.
- **Community engagement** - Councils engage with their communities, sharing information about community, council and government business, and where appropriate, provide opportunities for constituents to influence and/or participate in council decision making.
- **Economic development** - Councils facilitate the economic development of communities by working with the business community to attract and retain investment and support sustainable economic growth.

<sup>1</sup> ss 66, 70E

<sup>2</sup> Tasmanian Government, 'Local Government Role Assessment Final Report', Department of Premier and Cabinet (Local Government Division), August 2014.



- **Strategic leadership** - Councils provide strategic leadership through understanding current and future operating environments, identifying opportunities and risks and making decisions which align with long-term strategic plans and corporate plans.
- **Legislation and by-laws** - Councils enforce relevant state and national legislation and create by-laws and policies as required to support the efficient and effective functioning of council to support the community.

- **Sense of place** - Councils facilitate and work with their communities to develop a sense of place through branding, promoting and enhancing local identity, and promoting social cohesion and health and wellbeing.
- **Service delivery and asset management** - Councils are responsible financial managers who deliver cost effective, equitable and efficient services and assets which reflect local needs and expectations and are guided by council's long-term corporate planning objectives.

- **Land-use planning** - Councils are strategic land-use planners who work with communities to create an environment that guides the use of land to balance economic, environmental and community/ social values, and to support the health and wellbeing of their communities.

Given the diversity in scale and context of local government organisations across the State, it is recognised that no two councils will fulfil these roles in exactly the same manner. In determining its strategic priorities, CoL has considered all of the roles above in the development of this version of the CSP.

The table below sets out how our CSP addresses the key functions of the RoLG Project outcomes, and the Overarching Goals set out in the GLP.

Table 1 - Links between the role of Local Government, GLP and CSP

RoLG Project Outcomes	GLP Overarching Goals	Corporate Strategic Priorities
Representation and cooperation Community engagement	Connected and Networked Region	<b>We Connect with our Community and our Region</b> through meaningful engagement, cooperation and representation.
Economic development	Economic Development Creativity and Innovation	<b>We Facilitate Prosperity</b> by seeking out and responding to opportunities for growth and renewal of our regional economy.
Strategic leadership Legislation and by-laws	Governance and Accountability	<b>We are a Progressive Leader</b> that is accountable to our governance obligations and responsive to our community.
Sense of place		<b>We value our City's Unique Identity</b> by celebrating our special heritage and culture, and building on our competitive advantages to be a place where people choose to live, work and visit.
Service delivery and asset management	Liveability and Amenity	<b>We Serve and Care for our Community</b> by providing equitable and efficient services that reflects needs and expectations of our community.
	Environmental Sustainability	<b>We Protect our Environment</b> by caring for our unique natural assets and amenity, and sensitively managing future development opportunities.
Land-use planning	Land Use, Transport and Infrastructure	<b>We are a City Planning for our Future</b> by ensuring our approach to strategic land-use, development and infrastructure investment is coordinated, progressive, and sustainable.



# Strategic Planning Framework

There are many spheres of activity that influence decision making with regard to strategic planning. CoL recognises its role as a key stakeholder along with the other municipalities in greater Launceston and the wider Northern Tasmania region. We acknowledge that working together as a Council,

a city and a region is fundamental to a sustainable future for all our communities.

The figure below shows the formalised framework for the CoL's strategic planning, linking through to service delivery activities and operations.

The framework demonstrates the clear alignment towards achievement of our corporate objectives from the community vision through the CSP down to service and action planning at a directorate, department, and individual level.

## Integrated Corporate Planning Framework

### Enablers

- Work Health and Safety
- Continuous Improvement and Lean
- Engagement Framework
- Project Management
- Asset Management Framework
- Integrated Planning Framework and Toolkit
- Risk Management Framework
- Contract Management
- Cultural Development Roadmap
- City of Launceston Values
- Shared Expectations and Accountability
- Workforce Planning
- Change Management (People and Process)



### Outputs & Outcomes

- Key Performance Indicators - Business Outcomes and Community Outcomes
- Quarterly Reports
- Annual Reports
- End of Term Reports
- Learning / Successes
- Corporate Planning Calendar - Timelines
- Workforce Planning Including:
  - Succession
  - Transition
  - Talent Management
  - Training and Development



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Our long-term vision for CoL is expressed via a suite of documents that inform and complement each other - a CSP, Long Term Financial Plan (LTFP) and Strategic Asset Management Plan (SAMP).

### **Strategic Plan 2014-2024 and beyond**

The most recent iteration of our Strategic Plan 2014-2024 was closely aligned to the GLP, and was adopted by the Council on 24 November 2014 after a period of public consultation. The 2018-19 review of that document provides an opportunity to reflect on what has changed, what we are doing well, and highlight the areas that need greater attention in delivering our community's vision.

This CSP will help to reset focus on our delivery of outcomes and significant projects that advocate for, and influence, the quality of life of residents in the medium to long term.

### **Long Term Financial Plan**

Section 70 of the *Local Government Act 1993* (Tas) requires CoL to prepare a long-term financial management plan for the municipal area. This document is our Long Term Financial Plan (LTFP).

Amongst other things, our LTFP estimates the revenues and expenses associated with capital works, capital expenditure and asset management, in support of the deliverables in our CSP.

It also refers to the long-term strategic asset management plan by making provision for the estimated costs associated with our management of the assets that are considered in that plan.

In 2018, CoL adopted a new long term financial modelling tool that will be used to support analysis of ongoing scenarios to inform and guide preparation of future CSPs, workforce planning, and the annual planning and budget process.

### **Strategic Asset Management Plan**

Section 70B of the *Local Government Act 1993* (Tas) requires CoL to prepare a long-term Strategic Asset Management Plan (SAMP) for the municipal area. This plan overviews CoL's assets in terms, for example, of service levels - both required and actual - life cycles and the financial implications of renewal, upgrade, maintenance, disposal and acquisition.

We are working towards establishing clear and obvious links among these three important strategic documents - the CSP, LTFP and SAMP - so that together, the plans articulate and inform our strategic vision for the CoL and provide clear direction for short to medium-term operational planning.

### **Four-Year Delivery Plan, Annual Plan and Budget**

Our Four-Year Delivery Plan is the bridge between our short to medium-term operational planning,

and our longer term strategic planning objectives. This document expresses our strategic direction in an operational context - the short and medium-term actions we will take to achieve long-term goals.

The first year of our Four-Year Delivery Plan is our annual plan. Section 71 of the *Local Government Act 1993* (Tas) requires us to prepare an annual plan for the municipal area for each financial year. Each annual plan and its companion budget describes the activities Council will undertake and fund in a single financial year.

Of all the guiding documents in our corporate planning framework, our Four-Year Delivery Plan has the most significant influence on our daily work. It establishes the criteria against which our performance is measured, and provides us with a structure for reporting on organisational performance, by allowing us to effectively plan and budget for short-term and multi-year projects and activities.

### **Other strategies and plans**

From time to time, Council adopts strategies and plans that have been commissioned to guide the action we will take to progress particular priorities. Depending on their focus, these documents inform our medium and long-term planning framework. Some examples include the Launceston City Heart Masterplan, Horizon 2021: Economic Development Strategy, and the Launceston Cultural Strategy.

Strategic  
Priority

1

*We connect with our  
Community and our Region  
through meaningful  
engagement, cooperation  
and representation.*





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# Strategic Priorities

The CSP names seven themes against which we have expressed our 10-year goals and focus areas. These seven themes are set out in detail in the following pages, alongside the principle outcomes we are seeking to realise over the life of this plan.

We have also identified the key indicators we propose to monitor in assessing our performance and influencing our decision-making across the life of the plan. These indicators are a combination of key internal organisational

performance indicators, and external measures of the demographic, economic, social, cultural, and environmental health of our municipality and region.

## Strategic Priority 1

*Our interactions with our community are authentic, timely, accurate and open. We want to build strong and productive relationships with our community and regional partners.*

In preparing this CSP and its companion plans (the SAMP and LTFP), we identified that we need to be better at engaging and consulting with our community and our stakeholders.

The conversations that we have with our community and stakeholders are important to us as we look to build relationships, and build our capacity to respond to the needs and wants of our community. These conversations will be early steps in a journey of continuous improvement around engagement, cooperation and representation.

### 10-Year Goal:

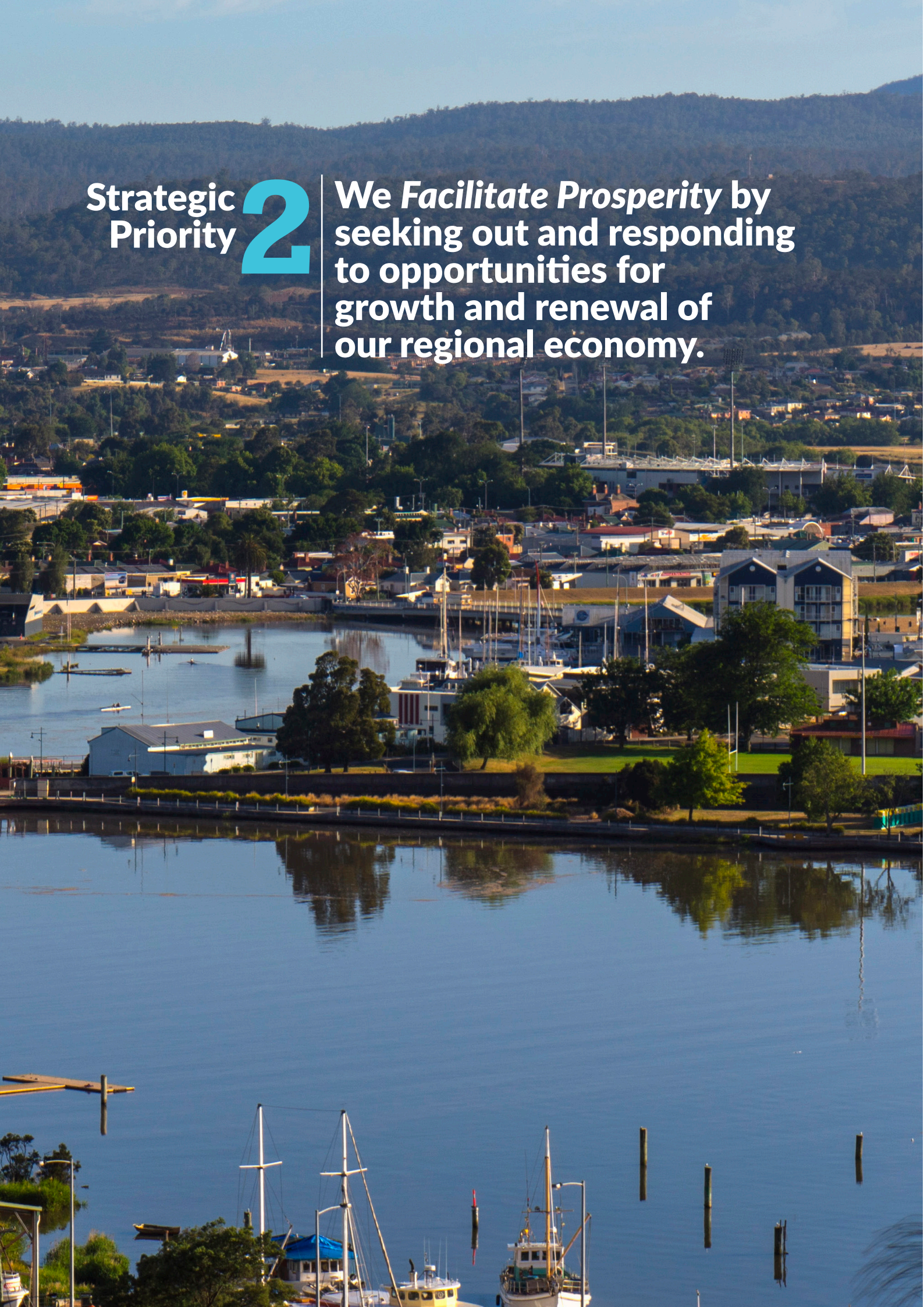
To seek out and champion positive engagement and collaboration to capitalise on the major opportunities, and address the future challenges facing our community and region.

### Focus Areas:

1. To develop and consistently utilise contemporary and effective community engagement processes.
2. To lead the implementation of the Greater Launceston Plan via collaborative and constructive relationships with our regional partners.
3. To advocate and collaborate to enhance regionally significant services and infrastructure for the benefit of our communities.

Strategic  
Priority **2**

*We Facilitate Prosperity* by seeking out and responding to opportunities for growth and renewal of our regional economy.



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*We use our influence and resources to deliver the foundations for ongoing economic development. We want Launceston to be the heart of a thriving regional economy.*

We use our influence and resources to deliver the foundations for ongoing economic development. We want Launceston to be the heart of a thriving regional economy.

In partnership with private enterprise, State and Federal governments, CoL has demonstrated that it can confidently meet the challenges and opportunities facing our regional economy.

The establishment of Launceston as a smart city is well under way and will continue to be a priority. Funding of the Greater Launceston Transformation Project and the delivery of a new Low-Power Wide-Area Network are examples of multi-agency activity to date, and demonstrates the direction we wish to take around digital initiatives and a coordinated approach to new technology.

In a changing local, national and international economic environment, we are well positioned to build on our competitive advantages, and to enhance the complimentary relationship between improved economic prosperity, and the wellbeing of our community.

**10-Year Goal:**

To have realised opportunities that grow and sustain our economy, and foster creative and innovative people and industries.

**Focus Areas:**

1. To actively market the City and Region and pursue investment.
2. To facilitate direct investment in the local economy to support its growth.
3. To provide an environment that is supportive to business and development within the municipality.
4. To promote tourism, and the development of a quality tourism offering for Launceston.
5. To understand and support the establishment and growth of new and creative industries and businesses in Launceston.

Strategic  
Priority

3

We are a *Progressive Leader* that is accountable to our governance obligations and responsive to our community.



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*Our decision-making and actions are evidence-based, strategic, transparent and considered. We are ethical, fair and impartial in complying with and enforcing the law.*

Many of Col's powers and functions are prescribed by legislation and so are things over which we can exercise little discretion. We can however, make sure that we approach these duties with great care and always with a focus on being open and honest with our community and stakeholders.

We will make sure that our resources are allocated so as to be responsive to the needs of our community, and to facilitate excellent relationships with stakeholders.

**10-Year Goal:**

To ensure decisions are made in a transparent and accountable way, that effectively meet our statutory obligations, support quality services and underpin the long-term sustainability of our organisation.

**Focus Areas:**

1. To provide for the health, safety and welfare of the community.
2. To fairly and equitably discharge our statutory and governance obligations.
3. To ensure decisions are made on the basis of accurate and relevant information.
4. To continually improve our service delivery via a continuous improvement mindset, pursuing efficiency gains, and adopting technological and other process innovations.
5. To maintain a financially sustainable organisation.

Strategic  
Priority

4

We value our City's *Unique Identity* by celebrating our special heritage and culture, and building on our competitive advantages to be a place where people choose to live, work and visit.



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*We facilitate our community's sense of place by enhancing local identity.  
We want people to be proud to say that Launceston is "my city".*

Our municipality is a special and unique place. Our natural assets and built heritage is iconic, and along with our cultural institutions, events and recreational activities, contribute to create enviable liveability and amenity.

We seek to ensure that these unique characteristics are protected and enhanced, and in partnership with a vibrant range of cultural events and activities, continue to provide a compelling proposition for our residents as well as attracting visitors to our region.

**10 Year Goal:**

To sustain and promote Launceston as a unique place to live, work, learn and play.

**Focus Areas:**

1. To promote and enhance Launceston's rich heritage, culture and natural environment.
2. To continue to offer an attractive network of parks, open spaces and facilities throughout Launceston.
3. To promote and attract national and international events and support the sector to ensure a diverse annual events calendar.
4. To support the central business district (CBD) and commercial areas as activity places during day and night.
5. To support sustainable population growth in the Northern Region.

Strategic  
Priority

5

*We Serve and Care* for our community by providing equitable and efficient services that reflects needs and expectations of our community.





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*We are invested in our community's long-term health, well-being, safety and resilience. We want to be trusted and respected by our community.*

We are invested in our community's long term health, well-being, safety and resilience. We want to be trusted and respected by our community.

The provision of services and the protection and wellbeing of the communities that we serve is a foundational role of the Local Government sector. Our day-to-day operations, services and facilities have a direct impact on the quality of life of the community we serve, and we want them to be confident in us to undertake this role for their benefit.

In delivering these services, we strive to ensure we are meeting the needs of our community in the most efficient and effective manner, and that our residents are supported and able to engage and participate in a vibrant and inclusive community life.

**10 Year Goal:**

To offer access to services and spaces for all community members, and to work in partnership with stakeholders to address the needs of vulnerable communities.

**Focus Areas:**

1. To plan for and provide services and facilities that recognise the changing demographics and needs of our community.
2. To define and communicate our role in promoting social inclusion and equity.
3. To work in partnership with community organisations and other levels of government to maximise participation opportunities for vulnerable and diverse members of the community.
4. To support the delivery of programs and events for people to connect with each other through participation in community activities and civic life.
5. To promote and support active and healthy lifestyles of our community.
6. To enhance community awareness of the impacts of uncertain weather patterns, natural and other disasters, and build community resilience.
7. To develop and manage infrastructure and resources to protect our community from natural and other hazards.

Strategic  
Priority

6

*We Protect our Environment by caring for our unique natural assets and amenity, and sensitively managing future development opportunities.*



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*We strive to minimise the impact of our actions on the environment, while planning for, adapting to and managing the impact of climate change. We want to protect the special character and values of our city for future generations.*

We strive to minimise the impact of our actions on the environment, while planning for, adapting to and managing the impact of climate change. We want to protect the special character and values of our city for future generations.

CoL's unique location at the intersection of the North Esk River, South Esk River, and Tamar Estuary defines the character of our City. The proximity of our urban and residential areas to beautiful parkland, reserves and unique natural environments such as the Cataract Gorge and rural hinterland create an enviable and compelling setting for our residents and visitors to live, work, and play.

We seek to ensure that our organisational operations are environmentally sustainable, and that we are constantly seeking ways to reduce our impacts on the natural environment, and help our community to do the same.

**10-Year Goal:**

To enhance the unique natural character, values, and amenity of our city by minimising the impacts of our organisations and our community's activities in the environment.

**Focus Areas:**

1. To reduce our and the community's impact on the natural environment.
2. To contribute to air and river quality improvements in Launceston.
3. To manage the risks of climate-related events, particularly in the area of stormwater management and riverine flooding.

Strategic  
Priority

7

We are a *City Planning for our Future* by ensuring our approach to strategic land-use, development and infrastructure investment is coordinated, progressive, and sustainable.



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*We play a leading role in balancing the enviable amenity of our municipality with the needs of future development and growth. We want to influence the delivery of the right investment for our city and region.*

CoL has a legislatively defined regulatory and administrative role with regard to land-use control and development. We are also charged with representing and promoting the interests of the community. In the planning context, we take this to mean we have a responsibility to plan for the future growth and prosperity of our community.

We do this by ensuring that future development and growth of our municipality is managed in a way that enriches and protects that which is important to our community, and by recognising that our investment in infrastructure sets the scene for future development and growth.

By aligning strategic planning and infrastructure investment, we aim to attract and facilitate the types of development and investments that reinforce our local character and build on our competitive advantages as one of Australia's most liveable regional centres.

**10 Year Goal:**

To facilitate appropriate development via integrated land-use planning, infrastructure investment, and transport solutions within our municipality and region.

**Focus Areas:**

1. To ensure that our application of the land-use planning system at a local and regional level is effective and efficient.
2. To take a strategic approach to development sites and infrastructure investment within the municipality to maximise public benefit and encourage development and investment.
3. To improve and maintain accessibility, transport options, and infrastructure within the Launceston area, including its rural areas.
4. To ensure our suite of strategic planning initiatives are coordinated, and representative of our community's needs and aspirations.

# Appendix

As part of the Community Vision Statement investigation undertaken by Geographia for the GLP development, a set of indicators were prepared, against which attainment of the outcomes of the GLP could be measured. A number of the data sources identified in the GLP are no longer compiled/available, in particular the Tasmania Together community indicators are no longer published. Where possible, equivalent indicators and performance targets for measures identified in

the GLP have been sourced, and the current data source is noted in the table below.

The table below sets out the key indicators identified in the GLP (Section 2.7 Measuring Success), grouped by seven indicator areas:

- Community, Culture, Identity and Population
- Economy
- Education

- Governance
- Health and Wellbeing
- Transport Services
- Natural Environment

The table below also shows each GLP goal against the CSP theme to which it aligns. Some additional measures have been introduced from new organisational data sets, where they support the intent and desired outcome of existing indicators.

Table 2 - Strategic Priority indicators, measures and targets

GLP GOAL	CSP STRATEGIC PRIORITY	INDICATOR	CURRENT MEASURE	TARGET	DATA SOURCE
GLP Indicator Area - Community, Culture, Identity, Population					
Connected and Networked Region	Connect with our Community and our Region	Local Government elections participation rate	52.88%	Increase (GLP target: 75%)	<i>Local Government Election Report 2014</i> , Tasmanian Electoral Commission. (As at 5/4/2019, the 2018 election report is not available)
Connected and Networked Region, Social Inclusion and Equity	Connect with our Community and our Region	Community Engagement reach: 1. <i>Your Voice, Your Launceston</i> resident registrations	1. 5100	1. Increase	Communications Department 5/4/2019 1. 1/1/2018-1/1/2019 2. 1/1/2018-1/1/2019 3. As at 5/4/2019 - including CoL Facebook and Instagram followers, Launceston Aquatic Centre Facebook followers, and Queen Victoria Museum and Art Gallery Facebook and Instagram followers
		2. City of Launceston website page views	2. 1,053,219	2. Increase	
		3. Social Media Followers (Facebook and Instagram)	3. 45,164	3. Increase (No GLP targets set)	
Creativity and Innovation, Economic Diversity, Liveability and Amenity	We Value our City's Unique Identity	Employment by industry: 1. Accommodation and Food Services	1. 3,236	1. Increase	1, 2, 3. National Institute of Economic and Industry Research (NIEIR) - economy.id (2016/17 Financial Year)
		2. Arts and Recreation	2. 586	2. Increase	
		3. Rental and Hiring Services (not Real Estate)	3. 106	3. Increase (GLP target: 40% increase)	

GLP GOAL	CSP STRATEGIC PRIORITY	INDICATOR	CURRENT MEASURE	TARGET	DATA SOURCE
Building diversity, Social Inclusion and Equity	We Value our City's Unique Identity	Population & Demographic profile 1.Total Municipal Population 2. 0-17 3. 18-59 4. 60 and over	1. 67,004 2. 21.5% 3. 54.7% 4. 23.9%	1. Monitor 2. Monitor 3. Monitor 4. Monitor (No GLP targets set)	1. Australian Bureau of Statistics, Regional Population Growth, Australia (Cat. No 3218.0) 2, 3, 4. Australian Bureau of Statistics, Census of Population and Housing 2016 (Usual residence data) - compiled by profile.id
Liveability, Amenity, Social Inclusion and Equity	We Value our City's Unique Identity	Percentage of resident population engaged in volunteering activities	19.6%	Increase (GLP target: 20% increase)	Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 - compiled by profile.id
Liveability, Amenity, Creativity and Innovation	We Value our City's Unique Identity	Total number and value of events receiving financial assistance from Council: 1. Event Sponsorship & Incentives (number/value) 2. Other Contributions (number/value)	1. 47 / \$530,842 2. 9 / \$253,800	1. Monitor 2. Monitor (No GLP targets set)	City of Launceston Annual Report 2017/18
<b>GLP Indicator Area - Economy</b>					
Economic Development	We Facilitate Prosperity	Municipal Gross Domestic Product	\$4.47b	Increase (No GLP target set)	National Institute of Economic & Industry Research (NIEIR) - economy.id (March 2018)
Economic Development	We Facilitate Prosperity	Employment Data: 1. Unemployment Rate 2. Employed Residents 3. Median weekly Household income	1. 7.05% 2. 30,850 3. \$1,042	1. Decrease 2. Increase 3. Increase (No GLP target set)	1. Australian Bureau of Statistics, Labour force survey - economy.id (March 2018 Quarter) 2. National Institute of Economic and Industry Research (NIEIR) - economy.id (June 2017) 3. Australian Bureau of Statistics 2016 Census (Code: UCL611001 (UCL))

GLP GOAL	CSP STRATEGIC PRIORITY	INDICATOR	CURRENT MEASURE	TARGET	DATA SOURCE
Economic Development	We Facilitate Prosperity	Development and Investment: 1. Value of Total Building Approvals 2. Retail Trade Estimate - % change from corresponding period in previous year 3. Retail Trade - total annual value 4. Registered Businesses	1. \$106.299m 2. 4.84% (as at December 2018) 3. \$245.1m 4. 5,328	1. Increase 2. Increase 3. Increase 4. Increase (No GLP targets set)	1. Australian Bureau of Statistics, Building Approvals, Australia, catalogue number 8731.0 - economy.id. (2017- May 2018 Financial Year to date) 2, 3. National Institute of Economic and Industry Research (NIEIR) - economy.id (2016) - economy.id. (2016/17 Financial Year). Updated 5/4/2019 from <a href="https://economy.id.com.au/launceston/retail-trade">https://economy.id.com.au/launceston/retail-trade</a> which says that data is not available at a local level so this is a figure for Tasmania - may need to reconsider an alternate source for the measure, or reconsider the wording of the indicator; unable to find a FY total for 3 at this source 4. Australian Bureau of Statistics, (Cat. No. 8165.0) - economy.id (2016/17 Financial Year)
<b>GLP Indicator Area - Education</b>					
Economic Development, Creativity and Innovation, Social Inclusion and Equity	We Facilitate Prosperity	Persons aged 15+ Year 12 or equivalent completion	39.1%	Increase (No GLP target set)	Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 - compiled by profile.id
Economic Development, Creativity and Innovation, Social Inclusion and Equity	We Facilitate Prosperity	Persons aged 15+ Post-secondary educational attainment: 1. No qualification 2. Vocational qualification 3. Advanced Diploma, Bachelor, or higher degree	1. 45.6% 2. 20.3% 3. 23.1%	1. Reduce 2. Increase 3. Increase (No GLP targets set)	1, 2, 3: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 - compiled by profile.id
<b>GLP Indicator Area - Governance</b>					
Governance and Accountability	We are a Progressive Leader	Proportion of decision made in closed Council: 1. Council Agenda Items 2. Closed Council Agenda Items	1. 260 2. 58	1. Monitor 2. Monitor (No GLP targets set)	ECM Council Minutes summary
Governance and Accountability	We are a Progressive Leader	Financial Performance Indicators: 1. Underlying Surplus Ratio 2. Net Financial Liabilities Ratio 3. Asset Renewal Funding Ratio	1. 0.2% 2. 64% 3. 95%	1. 0 to 1% 2. 0 to 50% 3. >90% (No GLP targets set)	City of Launceston Annual Report 2016/17 City of Launceston Long Term Financial Plan (future forecasts)



GLP GOAL	CSP STRATEGIC PRIORITY	INDICATOR	CURRENT MEASURE	TARGET	DATA SOURCE
Governance and Accountability	We are a Progressive Leader	Compliance with Customer Service Charter Governance Measures 1. Publish Annual Report by November each year. 2. Council Meeting Agenda published 4 days before meeting.	1. Complied 2. Complied	1. Comply 2. Comply (No GLP targets set)	05-Plx-008 Customer Service Charter
Governance and Accountability	We are a Progressive Leader	Aldermen attendance at Council Meetings	92.03%	> 90% (No GLP targets set)	City of Launceston Annual Report 2016/17 Council, Special Council and AGM total possible attendances = 276 Total Attendances = 254
<b>GLP Indicator Area - Health &amp; Wellbeing</b>					
Diversity, Inclusion and Equity	We Serve and Care for our Community	SEIFA Index of Relative Socioeconomic Disadvantage	936	> 1000	Australian Bureau of Statistics, Census of Population and Housing 2016 - compiled by profile.id
<b>GLP Indicator Area - Transport Services</b>					
Connected and Networked Region	We Plan for our Future	Municipal residents method of transport to work: 1. Car (as driver) 2. Public Transport (Bus) 3. Walk 4. Cycle	1. 67.4% 2. 1.6% 3. 5.6% 4. 0.8%	1. Reduce (GLP Target: 3%) 2. Increase (GLP Target: 25%) 3. Increase (GLP Target: 50%) 4. Increase (GLP Target: 50%)	Australian Bureau of Statistics, Census of Population and Housing 2016 - compiled by profile.id
<b>GLP Indicator Area - Natural Environment</b>					
Liveability and Amenity, Environmental Sustainability	We Protect our Environment	Organisational Greenhouse Gas Emissions (excl. Landfill)	4,645 TCO <sup>2</sup> _e*	Decrease (GLP Target: 30%)	City of Launceston Energy & Greenhouse Gas Emissions Report 2016-17 * TCO <sup>2</sup> _e is metric tonnes of carbon dioxide equivalence, and is a measure that allows for the comparison of emissions of greenhouse gases relative to one unit of CO <sup>2</sup>

GLP GOAL	CSP STRATEGIC PRIORITY	INDICATOR	CURRENT MEASURE	TARGET	DATA SOURCE
Liveability and Amenity, Environmental Sustainability	We Protect our Environment	Air Quality - monitoring of airborne pollution: 1. PM10 particles days exceeding 50 µg/m <sup>3</sup> 2. PM2.5 particles days exceeding 25 µg/m <sup>3</sup>	1. 1 day 2. 16 days	1. Decrease 2. Decrease (GLP Target: 0 Days)	EPA Tasmania Daily Particulate Concentration Monitoring - Launceston Tea Tree Bend Annual Report (2017) PM <sub>10</sub> days exceeding NEPM Advisory Standard of 50 µg/m <sup>3</sup> PM <sub>2.5</sub> days exceeding NEPM Advisory Standard of 25 µg/m <sup>3</sup>
Environmental Sustainability	We Protect our Environment	Waste Management: 1. Volume of waste diverted from landfill 2. Kerbside recycling volume 3. Kerbside FOGO volume	1. TBC 2. TBC 3. TBC	1. Increase 2. Increase 3. Increase (No GLP targets set)	City of Launceston, waste management centre data - as at 5/4/2019, these measures are being sourced
Environmental Sustainability	We Protect our Environment	Tamar Estuary Ecosystem Health: Zone 1 - Upper Estuary (Launceston to Legana) Zone 2 - Mid-upper Estuary (Legana to Swan Point) Zone 3 - Mid Estuary (Swan Point to Rowella) Zone 4 - Mid-lower Estuary (Rowella to Kelso) Zone 5 - Estuary Mouth (Kelso to Low Head)	1. D 2. C+ 3. B+ 4. B- 5. B	1. Improve 2. Improve 3. Improve 4. Improve 5. Improve (No GLP targets set)	NRM North, Tamar Estuary Report Card 2018 Estuary zone scores
Environmental Sustainability	We Protect our Environment	Total area of remnant and natural vegetation: 1. Conservation Management areas 2. Land subject to conservation Covenants. 3. Threatened Species areas	1. TBC 2. TBC 3. TBC	1. Monitor 2. Monitor 3. Monitor (No GLP targets set)	City of Launceston GIS Data (TASVEG Categories): 1. Conservation Management zone(s) size 2. Covenants area(s) size 3. Threatened Species zone(s) size - as at 5/4/2019, these measures are being sourced





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