

2018/19 Annual Plan Actions

Final Progress Report

for period ending 30 June 2019

2018/19 Annual Plan Actions



At least 80% of target achieved



Between 60% and 79% of target achieved



Less than 60% of target achieved


Priority Area 1 - A creative and innovative city

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


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

ACTION	STATUS AS AT 30 JUNE	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
<p>Greater Launceston Transformation Project (GLTP) - City Deal Agreement</p> <ul style="list-style-type: none"> - Participate in the GLTP Smart City project in conjunction with the partner Councils, the State Government (Office of the Co-ordinator General) and contractors to the project. - Utilise and embed the technology, data and related project outcomes to support Council's strategic decision making and operational activities. 	Complete	Corporate Services	100	
<p>PROGRESS COMMENTS</p> <p>The majority of deliverables from the GLTP have been received - some data sets are outstanding. Employees from all Councils have formed a network to spend time growing understanding of the software capabilities and data sets to ensure the deliverables from the project deliver ongoing benefits for participating Councils.</p>				


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

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
<p>Macquarie House - Complete the redevelopment of Macquarie House to facilitate the Macquarie House Innovation Hub project and accommodate Enterprise Tasmania as the principal tenant of the site.</p>	Complete	Facilities Management	100	
<p>PROGRESS COMMENTS The Macquarie House Project has now been completed.</p> <p>Refurbishment of the existing heritage part of the Macquarie House building included:</p> <ul style="list-style-type: none"> • Removal of the internal staircase • Refurbishment and exposure of the bluestone walls in the basement • Replacement and repair of 12 windows that were removed in previous works to the building • A new roof structure, roof sheeting including roof insulation, together with new gutters, fascia and down pipes • Installation of building services including fire detection and sprinkler systems, electrical, data, IT installation with NBN infrastructure plus all mechanical equipment. <p>The construction of a new four (4) storey concrete and steel annex building was required to make all levels of Macquarie House accessible, these works include:</p> <ul style="list-style-type: none"> • Feature staircase • Eight (8) person Lift • Multipurpose breakout meeting rooms and dedicated new co-working spaces to specific office levels • Structure clad with Celery Top Hydro Wood screens • Accessible toilets on all levels. <p>Works to the heritage building and new structure have been undertaken and finished to respect the Heritage aspects of the existing building.</p>				

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

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Continue to roll out the Asset Based Community Driven Engagement (ABCDE) Learning Sites approach to Mowbray.	In Progress	Development Services	30	
<p>PROGRESS COMMENTS</p> <p>This project will extend across two reporting years, running from May 2019 to May 2020. The Community Connector began work in May 2019 and is based at Community Housing Limited four days a week and one day a week with the Community Development Team at City of Launceston. The Project Plan, Stakeholder, Communications Plan and Risk Plan have been being developed which concludes the Planning stage of the project. The Scoping stage is underway with the Community Connector having met with over 25 Mowbray residents and organisations to inform and discuss the project and their connection to the suburb. Community and school workshops with Peter Kenyon have been planned for late July and a special multicultural workshop is in development.</p>				


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

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
<p>Cultural Strategy - City Deal Agreement</p> <p>Develop and commence implementation of a Cultural Strategy by completing action endorsed in the 'Towards a Cultural Strategy for Launceston' report.</p>	In Progress	Creative Arts and Cultural Services	55	
<p>PROGRESS COMMENTS</p> <p>Hirst projects have delivered their draft Cultural Strategy. Results of the Your Voice Your Launceston community consultation have been collated and evaluated. High level conversations have been established and are continuing with UTAS to fully explore partnership opportunities, ranging from short courses to the delivery of teaching within the museum, to shared research projects.</p> <p>The University of Tasmania and City of Launceston Partnership to deliver Launceston's cultural strategy is now underway with consultant Dolla Merrillees contracted to September 2019. The consultant will consolidate, review and analyse the work carried out to date in relation to the City of Launceston Cultural Strategy and the University of Tasmania Cultural and Creativity Strategies for the Precinct and Willis Street Development. Integration and analysis of the documents will follow, leading to a Draft Cultural Strategy incorporating Integrated UTAS Partnership Opportunities.</p> <p>The End Date for this Action will need to be amended to 31 October 2019 to allow time for the report to be finalised.</p>				


Priority Area 2 - A city where people choose to live

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



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


ACTION	STATUS AS AT 30 JUNE	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
<p>Gorge Reimagining - Continue to implement action plan to support the preferred future for the Cataract Gorge Reserve and Trevallyn Nature Recreation Area. Specific focus to include:</p> <ul style="list-style-type: none"> - Path resealing & accessibility along the loop track - Stone edging & safety fencing along tracks - Weed control - Lighting along the Suspension Bridge and Gorge Restaurant entrances - Playground redevelopment to reduce flood impact - Access and Information at Kings Bridge and First Basin entrances 	Complete	Infrastructure Services	100	
<p>PROGRESS COMMENTS</p> <p>The action plan items scheduled for delivery this year have been completed.</p> <p>The significant outcomes delivered by this action include:</p> <ul style="list-style-type: none"> • The new play space has been completed, enhancing safety, play values and the aesthetics of this area of the first basin • Additional interpretation material has been incorporated into the Basin Cottage, along the Cataract Walk and at the First Basin highlighting Aboriginal culture past and present, European heritage and natural values • Ongoing weed and rubbish management continued at Cataract Walk, Maple Steps, Duck Reach, and around the Gorge Restaurant with assistance from Friends of Trevallyn Reserve and Conservation Volunteers Australia • Bushfire management works were undertaken via a fuel reduction burn at the Zig Zag Track. • Improvements have been made to enhance access to the suspension Bridge • Lighting upgraded along the Maple Steps from car park to the Gorge Restaurant • Directional signage has been upgraded in accordance with Council's new style guide • The free Tiger Bus service has been expanded to now service the First Basin • Alterations have been made to First Basin carpark to increase capacity and enhance access 				

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Support - Regional Recreation Strategy - Develop a framework for delivery of a Regional Recreation Strategy in conjunction with sporting clubs, State Government and neighbouring Councils.	Deferred	Infrastructure Services		
PROGRESS COMMENTS The project has financial commitment from City of Launceston, West Tamar Council and Meander Valley Council which are the three Councils that operate the regional sports facilities. The scope of the Strategy will include the greater Launceston area. The Strategy will be developed in conjunction with regional stakeholders over the next 18 to 24 months.				

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Complete the Riverbend Park development	In Progress	Infrastructure Services	95	
PROGRESS COMMENTS The Riverbend Park project is well advanced, with works on site approaching the practical completion stage. Construction of the primary parkland and play space areas is largely complete, with activity now focusing on completion of the site access, car park, and amenities structures. The new seaport pedestrian bridge is complete, and has been open to the public since late 2018. Initial pedestrian use data indicates an average of 7,000 people per week are utilising the new bridge. Planning for the official opening event and community open weekend are underway, awaiting final confirmation of the official opening event date from our Federal & State Government funding partners.				


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

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Launceston City Heart - Brisbane Street Mall Redevelopment - City Deal Agreement Redevelopment of the Brisbane Street Mall as part of the Launceston City Heart Masterplan and Launceston City Deal.	Complete	Infrastructure Services	100	
<p>PROGRESS COMMENTS</p> <p>The Brisbane Street Mall Redevelopment project is completed, with the Official Opening held on 13 December 2018. The project has delivered significant enhancements to the amenity and function of the Mall, with enhanced seating, capacity to accommodate events, expansion of the shelter areas to improve all weather access, and improved visual access to shopfronts and throughout the space.</p> <p>In collaboration with external organisations, program of ongoing events and activation activities will be conducted in the Mall.</p>				
<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Launceston City Heart - Wayfinding and Connectivity Implementation - City Deal Agreement Implementation of wayfinding treatments in the CBD (Launceston City Heart area).	In Progress	Infrastructure Services	55	
<p>PROGRESS COMMENTS</p> <p>Detailed design and approvals for the Wayfinding project have now been completed, and production of the first suite of signage to be rolled out is underway. A trial of digital signage options has been undertaken, with the installation of an interactive sign in the Launceston Visitor Information Centre in Cameron Street. Alternate options for access to the wayfinding signage content are also currently being investigated.</p> <p>Installation works for the static Wayfinding signage will initially occur along the Brisbane Street precinct. Following evaluation of this initial rollout, the broader project will be implemented on a precinct-by-precinct basis.</p>				

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Launceston City Heart - Implement Stage 2 Preliminary Planning.	Complete	Infrastructure Services	100	
<p>PROGRESS COMMENTS Planning for Stage 2 City Heart was progressed in accordance with the original City Heart Masterplan. However, funding submission to the Federal grants program relevant to City Heart has not been successful. On this basis, the Stage 2 program for City Heart is currently under review, with further review with Councillors to occur during the 2019 calendar year. Future grant funding applications will be progressed following the future resolution of the next stages of the City Heart projects.</p>				

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
St John Street Bus Stops Redevelopment - City Deal Agreement Commence the redevelopment of St John Street (Central North and Central South) including Bus Stops as part of Stage 1 of the Launceston City Heart Masterplan.	Deferred	Infrastructure Services	n/a	
<p>PROGRESS COMMENTS Construction documentation for the St John Street Redevelopment project has been completed. However, this project is currently undergoing a revision to the current planning while a preferred solution for Bus Stops in an alternate locations in the Launceston CBD is resolved. This project has been deferred to accommodate this process, and it is now likely that construction will not commence until 2019-2020.</p>				

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

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Implement the Launceston site of the National Suicide Prevention project in partnership with Primary Health Tasmania.	In Progress	Development Services	50	
<p>PROGRESS COMMENTS The Action Plan for 2018-19 has been completed and a new Action Plan has been submitted to Primary Health Tasmania for approval and funding for the 2019-20 financial year.</p>				

Priority Area 3 - A city in touch with its region

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

Key Direction: To regularly review our strategic approach to parking in Launceston

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Implement the short term objectives of the Parking Strategy.	Deferred	Facilities Management	n/a	
<p>PROGRESS COMMENTS</p> <p>Development of the Parking Strategy has been delayed due to additional parking projects over the last 18 months and for better alignment with Tomorrow Together, the Retail study, Greater Launceston Transport vision and Central Area Plan.</p> <p>Projects which have been delivered to improve parking outcomes are:</p> <ol style="list-style-type: none"> 1. The introduction of a smartphone application (Easypark) for credit card payments for on-street parking meters on-street; 2. Define the parking requirements for new UTAS campus. The Inveresk Parking Plan was created as part of the Inveresk Masterplan; 3. Develop the car park at the CH Smith site; and 4. Increase the parking supply at the Cimitiere Street car park. 				


Priority Area 4 - A diverse and welcoming city

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

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

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Develop a Social Inclusion Framework	Deferred	Development Services	n/a	
PROGRESS COMMENTS This project was deferred to the following reporting year due to prioritisation of other projects.				


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

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Job Pathways Project - City Deal Agreement Participate in and support the Jobs Pathway Project in partnership with the key stakeholders of the City Deal.	Completed	Development Services	100	
PROGRESS COMMENTS Skills Tasmania is working with the Building & Construction Industry Training Board (BCITB) to support recruitment of trade apprenticeships to coincide with the construction pipeline as part of the City Deal. An apprentice recruitment campaign led by the BCITB commenced in February 2019. City of Launceston will continue to provide input as required in the future for this City Deal commitment.				

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

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Review Council's Access Action Plan	Deferred	Development Services	n/a	
PROGRESS COMMENTS This action was deferred due to prioritisation of other projects.				


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

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Review the Event Sponsorship Guidelines in order to continue to attract a wider variety of events within the Launceston Municipality.	Complete	Development Services	100	
PROGRESS COMMENTS Review complete.				


Priority Area 5 - A city that values its environment

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

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

ACTION	STATUS AS AT 30 JUNE	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
<p>Tamar River Health and Amenity - City Deal Agreement In partnership with key stakeholders, prioritise and implement recommendations of the River Health Action Plan.</p>	Complete	Infrastructure Services	100	
<p>PROGRESS COMMENTS Council is continuing to be represented on the Tamar Estuary Management Task Force. The River Health Action Plan identified two key streams of work: improvements to the combined drainage system and to catchment management practices. Council is participating on the steering and technical committees to guide the catchment works project which are being delivered by NRM Norths. Council is supporting TasWater in further design and project planning.</p> <p>Investigations have commenced on sediment management, particularly water quality, desposition of sediment, effectiveness of raking and the impact of water flows. This work is being undertaken in conjunction with NRM North and Hydro Tas with expect completion by August 2019.</p>				

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

ACTION	STATUS AS AT 30 JUNE	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
<p>Stormwater Management Plan - Analyse results of hydraulic modelling developed over the past 3 years to prepare stormwater management plans for key urban catchments.</p>	Complete	Infrastructure Services	100	
<p>PROGRESS COMMENTS Flood study component of this work is complete. Risk studies are complete (in draft). Flood studies released via Tomorrow Together forum. SSMP documents on track for completion December 2019 as required.</p>				

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

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Waste Strategy Review - Undertake review of CoL Waste Strategy following completion of actions in 2011 Interim Waste Strategy.	Deferred	Infrastructure Services	n/a	
PROGRESS COMMENTS This project has been deferred in order to consider the impact of the FOGO service and to achieve linkages with the Sustainability Strategy which is recommended to be deferred until 2019-2020.				

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Sustainability Strategy - Develop an energy and greenhouse gas reduction action plan to enable the City of Launceston to reduce its carbon footprint and better prepare for the potential impacts of future climate change.	Deferred	Infrastructure Services	n/a	
PROGRESS COMMENTS This project has been deferred until 2019-2020 as the Council does not have the resources to deliver this in the 2018-2019 financial year.				


Priority Area 6 - A city building its future


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


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

ACTION	STATUS AS AT 30 JUNE	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
Launceston Transport Strategy - Develop a Transport Strategy for the municipality that captures the challenges and opportunities that come with the growth and development across the City, the relocation of the University of Tasmania to Inveresk and the trends and technological advances in sustainable transport planning and operation.	Deferred	Infrastructure Services	n/a	
<p>PROGRESS COMMENTS It is envisaged that a Greater Launceston Transport Vision will be completed and released by September this year, which will enable development of a detailed Regional Transport Strategy in 2019-2020 Financial Year.</p>				

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

ACTION	STATUS AS AT 30 JUNE	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
Northern Suburbs Revitalisation Plan - City Deal Agreement Facilitate the implementation of the Northern Suburbs Revitalisation Plan in conjunction with relevant stakeholders.	Complete	Development Services	100	
<p>PROGRESS COMMENTS The draft My Place My Future Plan was presented to a Council Workshop in May 2019 and distributed to the other major stakeholders for final comment. It is anticipated that the completed plan will be endorsed by the end of July 2019.</p>				


<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Launceston Planning Scheme - Prepare the local provisions of the Launceston Planning Scheme for translation to the new statewide planning scheme framework.	In Progress	Development Services	95	
<p>PROGRESS COMMENTS</p> <p>The Draft Local Provisions Schedule is in the final stages of completion awaiting feedback from the Tasmanian Planning Commission at a pre-lodgement compliance briefing which will occur in early August. As agreed with Council, landowners with a recommended zone change, a change to their heritage listing status, or a change to the scenic management overlay affecting their property will be personally written to in early July to inform them of the proposed changes and foreshadow that the Draft LPS will go to Council for endorsement in late August. Submission to Tasmanian Planning Commission is anticipated by October 2019 followed by a period of formal advertising and consultation with the community for 60 days.</p>				

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Relbia Area Plan - Commence development of an area plan for Relbia.	Complete	Development Services	100	
<p>PROGRESS COMMENTS</p> <p>In May 2019, two successful Community Vision Workshops were completed. The interactive workshops focused on three important questions:</p> <ul style="list-style-type: none"> • What you love about Relbia? • What is your vision for Relbia now and into the future? • What is Relbia's ability to accommodate change? <p>Due to overwhelming response by the Relbia community, the project team decided to facilitate a third workshop in mid-June 2019. All sessions were well received and attended by the Relbia residents.</p> <p>A draft summary report was delivered to Council at the end of June for review by Council officers.</p> <p>Further assessment and investigation is now required to explore what is considered appropriate in relation to lot size/density, infrastructure and amenity implications as a result of any future change to the area. This review project work will continue in the 2019/20 financial year.</p>				


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

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



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

ACTION	STATUS AS AT 30 JUNE	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
University of Tasmania (UTAS) Relocation - City Deal Agreement Engage with the UTAS on the project to relocate to Inveresk to ensure it integrates with the precinct and City in a planned manner.	In Progress	General Manager	80	
<p>PROGRESS COMMENTS Council staff have engaged thoroughly with UTAS over the course of the year to progress the necessary planning works for such a complex project. Matters around the subdivision of the site have been resolved, together with road naming and underground infrastructure provision. The revised UTAS Inveresk masterplan was completed in June 2019 and was released for public comment, while the first Development Application and application for a Planning Scheme amendment for the precinct will be lodged in July. A working group between UTAS/City of Launceston has been established to work through the finer details of the Precinct Plan, which is ready for staged implementation later in the year. The new building for the National Automobile Museum of Tasmania in Lindsay Street has been completed.</p>				

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

ACTION	STATUS AS AT 30 JUNE	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
Implement the Cool Season Strategy to attract more events during the cooler season in partnership with Tourism Northern Tasmania and Business Events Tasmania.	Complete	Development Services	100	
<p>PROGRESS COMMENTS City of Launceston continues to partner with Tourism Northern Tasmania to implement the Cool Season strategy, with targeted bids to secure events for Launceston and northern Tasmania in the cooler months. The largest successful bid for the reporting year was a collaborative effort with a number of partners for the rights to host the Special Olympics Australia National Games in 2022 and the Junior National Games in 2020, which was announced in September 2018.</p>				


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

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Continue implementation of actions outlined in Horizon 2021: City of Launceston Economic Development Strategy.	In Progress	General Manager	80	
<p>PROGRESS COMMENTS The Council worked with the Northern Tasmanian Development Corporation (NTDC) to develop a population strategy for the Northern region, including the City of Launceston. An internal economic development working group has been established and works are progressing to implement the actions outlined in the Horizon 2021 report.</p>				
<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
City Deal Agreement - Continue to work with the Commonwealth and State Government to successfully implement all of the City of Launceston's commitments under the City Deal program to deliver a range of economic and social benefits to the City.	In Progress	General Manager	90	
<p>PROGRESS COMMENTS The City Deal is a five-year plan to make Launceston one of Australia's most liveable and innovative regional cities, with growing incomes and falling levels of disadvantage. In the first 12 months of implementation, the City Deal has already delivered some important results for Launceston. The Council's current focus areas are on facilitating the UTAS relocation, completion of the Northern Suburbs Revitalisation Plan (My Place: My Future) and Cultural Strategy, together with the completion of the Greater Launceston Transformation Project. Each of these projects is due for completion towards the middle of the year.</p>				

Priority Area 8 - A secure, accountable and responsive Organisation


10-Year Goal: To communicate and engage consistently and effectively with our community and stakeholders

Key Direction: To develop and consistently use community engagement processes




ACTION	STATUS AS AT 30 JUNE	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
Develop and implement a Community Engagement Framework.	Complete	Infrastructure Services	100	
<p>PROGRESS COMMENTS</p> <p>A community engagement program, Tomorrow Together, has been developed which covers six themes:</p> <ol style="list-style-type: none"> 1. A resilient city - to ensure we continue to thrive no matter what stresses or challenges we experience. 2. A well-designed city – that cleverly plans for new residential and business development while preserving our character and liveability. 3. A unique and prosperous city - to ensure we can attract and sustain a solid performing economy that builds on our city's uniqueness. 4. A mobile and accessible city – where people and business have access to greater transport choices and can access the things they need. 5. A social, inclusive and fair city – a Launceston that offers access to services and spaces for all community members and celebrates our diversity 6. A focused and sustainable Council – to help us deliver our commitment to continually improve our organisation's sustainability and drive a Launceston we can be proud of. <p>The Tomorrow Together program was launched in May 2019 with the Resilient City there by launched with a Symposium on 29 June 2019.</p>				

10-Year Goal: To seek and champion collaboration to address major issues for Northern Tasmania

Key Direction: To lead the implementation of the Greater Launceston Plan by collaborating on relevant initiatives

ACTION	STATUS AS AT 30 JUNE	DIRECTORATE	% COMPLETE	TARGET ACHIEVED
Develop a framework for the review of the Greater Launceston Plan.	Complete	General Manager	100	
<p>PROGRESS COMMENTS</p> <p>A project proposal has been developed and agreed by the General Managers of the Greater Launceston Plan Councils (City of Launceston, Northern Midlands, George Town, Meander Valley and West Tamar Councils). The project will be funded by the member Councils and will commence in the 2019/20.</p>				


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


<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Implement an End of Term report for the outgoing Council prior to the commencement of the 2018 Local Government Election.	Complete	General Manager	100	
PROGRESS COMMENTS The End of Term report was completed and endorsed by Council at its November meeting.				
<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Complete a review of the Council's Corporate Strategic Plan 2014-2024.	Complete	General Manager	100	
PROGRESS COMMENTS The revised Corporate Strategic Plan was endorsed by the Council at its meeting on 30 May 2019.				
<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Develop a four year resourcing and delivery plan.	In Progress	General Manager	90	
PROGRESS COMMENTS A template has been developed for the four-year resourcing and delivery plan. The plan will include: <ul style="list-style-type: none"> • Key business as usual items by strategic plan priority area • Strategies to be reviewed by year • Projects for Advocacy • Major Projects - Capital and Operational • Annual Plan Actions <p>Workshops have been held with Councillors to ensure that the plan is reflective of future opportunities for the organisation and the community. Content will continue to be compiled - a draft plan to be workshopped with Councillors in August 2019.</p>				

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


<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Inveresk Masterplan - Engage with UTAS and precinct stakeholders to conclude the development of the Inveresk Masterplan.	Deferred	Facilities Management	n/a	
PROGRESS COMMENTS A draft Master Plan has been developed, however the Plan has been deferred while Council await for the outcome of the UTAS Masterplan currently available for public comment.				

Key Direction: To maintain a financially sustainable organisation

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Finalise Council's Strategic Asset Management Plan (SAMP).	Complete	Corporate Services	100	
PROGRESS COMMENTS The SAMP covers 33,000 individual assets with a combined current replacement value of \$2.03B. The City of Launceston SAMP goes further than the minimum legislated requirement and takes into account all asset classes of Council except land and the QVMAG collections (these assets do not generally depreciate over time). The SAMP is not just about counting, describing and depreciating assets. It is really about maintaining the service levels that these asset help provide. If assets are renewed as they reach the end of their lives, then services can be maintained. The final draft of the Strategic Asset Management Plan was considered by Councillors at a workshop and was presented to Council for adoption on 11 July 2019.				

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Complete review of Council's Long Term Financial Plan (LTFP).	Complete	Corporate Services	100	
PROGRESS COMMENTS Adoption of a LTFP is legislative requirement mandated by the <i>Local Government Act 1993</i> (Tas), however CoL has taken the view that the LTFP should be used as a decision making tool with respect to having more informed future planning and greater means of achieving long-term sustainability. The final draft of the Long Term Financial Plan was considered by Councillors at a workshop and by the Audit Panel. The Plan was presented to Council on 11 July 2019 for adoption.				

Key Direction: To strengthen our workforce capabilities

<i>ACTION</i>	<i>STATUS AS AT 30 JUNE</i>	<i>DIRECTORATE</i>	<i>% COMPLETE</i>	<i>TARGET ACHIEVED</i>
Implement an organisational development program, with a focus on organisational culture, Lean and leadership development.	Complete	Corporate Services	100	
<p>PROGRESS COMMENTS</p> <p>In 2018 the Human Synergistic's Survey was utilised to measure City of Launceston's current culture - the survey identifies the elements of constructive, aggressive/defensive, and passive/defensive culture within the organisation and then the results are used to map a pathway to a more constructive culture. The results were used by teams across the organization to develop action plans for each team.</p> <p>Investment in Lean training continued for the duration of the year. Certificate 4 participants delivered workplace Lean projects as part of studies. EMT, SMT and some coordinators participated in the Lean Leader program (34 in total completed Lean Leader). A number of teams worked internally to deliver lean improvement projects through the Business Action Learning Institute - projects included recruitment, customer service requests, better meetings and contractor safety.</p> <p>A cultural road map, "An Inspired City of Launceston", was developed to ensure we have a clear pathway to developing a constructive culture, aligned with our values whilst we grow and develop our people.</p>				