



STRATEGIC PLAN 2014-2024



Strategic Plan 2014-2024 in the context of the Greater Launceston Plan

The following Strategic Plan cannot be read without understanding its context in relation to the Greater Launceston Plan. The Strategic Plan is structured upon the overarching goals of the Greater Launceston Plan.

The Greater Launceston Plan is a project initiated and led by the City of Launceston 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 Greater Launceston Plan has been developed following substantial research on the future of Northern Tasmania, data analysis and consultation with the community.

The greater Launceston community said that the Greater Launceston Plan should focus on increasing economic prosperity, liveability and creativity in Launceston and the surrounding communities. These are now some of the key focus areas in achieving the Greater Launceston Plan's Vision:

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

The Greater Launceston Plan is directed to achieve 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 recent times, we have placed a high emphasis on engaging with our community through a Community Engagement Framework. We receive information from 1,280 people who have registered on Your Voice Your Launceston to provide comments on our activities, 1,300 Twitter followers and the over 13,000 people who engage with us through Facebook. This information has a major influence on the way we determine both the types of services and facilities we provide and how they are delivered. In the last year, there was an average of 3,700 hits per day on our website www.launceston.tas.gov.au

We will continue to enhance our community engagement to reach the broadest cross-section of people within our community, and to seek your opinion on issues that are important to you.

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From the General Manager



I am delighted to introduce the City of Launceston's Strategic Plan 2014-2024. The Plan will provide direction to the operations we undertake in our role as the major provider of services and facilities that significantly influence the quality of life of residents and also as an advocate on behalf of its citizens on issues that are important to the community. The Plan also recognises the City of Launceston's role as a major regional centre, both from a Tasmanian and national context. Launceston is not only important to the prosperity of Northern Tasmania; its success is also critical to the wellbeing of the State.

Launceston is the largest regional city in Northern Tasmania, with a population of 107,000 located on the Tamar River at its confluence with the North Esk and South Esk Rivers, south of the Bass Strait. The City of Launceston has a current population of approximately 67,000 people.

Launceston serves Northern Tasmania (143,000 people, 2013 ERP) as a major point of entry for visitors and trade to the State. The City is serviced by a major regional airport, with Launceston being an integral part of the principal air-route network for south-eastern Australia.

The Meander Valley and West Tamar Councils have parts of Launceston within their municipal boundaries, while the regional airport lies within the Northern Midlands municipality. This unique arrangement presents challenges in planning effectively for the future of Launceston.

The City's economy is largely underpinned by its regional services role, with its area of influence extending beyond the greater urban area. The top industry sectors of finance and insurance, rental, hiring and real estate services, health care and social assistance and wholesale trade and manufacturing demonstrate Launceston's regional role.

In recent years, the Launceston population has experienced modest growth of 0.6% per annum on average. Tasmania as a whole has experienced a stronger average growth of 0.8% per annum.

Similar to many other areas in Tasmania and Australia, Northern Tasmania has an ageing population which presents challenges for health and community services. The percentage of the population aged over 65 increased from 14.03% in 2001 to 15.5% in 2011.

However, the City has a growing number of people aged 15-24, currently making up 14.7% of the population, compared to 12% in the rest of Tasmania.

Launceston boasts a large choice of modern well-equipped private and public schools providing for early childhood, primary and secondary education. In Launceston 29.8% of people attended an educational institution in 2011. Of these, 26% attended a tertiary or technical institution. This is a sizable percentage when viewed in comparison to wider Tasmania's rate of 21% of the population attending tertiary or technical institutions.

Launceston enjoys high levels of liveability, making it an attractive location for people and businesses. In 2013, Launceston was selected as 'Australia's Most Family Friendly City'. Launceston has also received the following recent awards:

- Google eTown Award - August 2013
- Local Government Association of Tasmania General Excellence Award - July 2013
- City Park named among Australia's top ten parks by TripAdvisor - June 2013

Launceston is increasing in its cultural diversity, from 1% of the population being born elsewhere than Australia in 2001 to 2.3% in 2011.

The Strategic Plan 2014-2024 is guided by four major influences:

1. The Greater Launceston Plan: The most extensive research and analysis of what is happening within the greater Launceston area. The establishment of a community-led vision for the City and development of a series of significant actions required to enable Launceston to realise its potential in challenging times.
2. Our legal obligations which are detailed in both Federal and State legislation and principally the *Local Government Act 1993*.
3. Community input through the variety of engagement strategies including Your Voice Your Launceston and consultation processes connected with the Greater Launceston Plan and the Strategic Plan.
4. Our values in meeting the expectations upon a contemporary organisation in regard to integrity, stewardship, inclusion, creativity and initiative, teamwork and accountability.

The Strategic Plan focuses on the delivery of the outcomes and significant projects prioritised in the Greater Launceston Plan for the City of Launceston, while also incorporating our organisational goals and deliverables.

The Organisation has an accountability and reporting system attached to the Strategic Plan. Quarterly reporting will occur to the Council on progress in achieving Strategic Plan outcomes. Results will also be provided within the City of Launceston's Annual Plan.

I welcome your continuing engagement as we work together to move forward in providing prosperity with an unparalleled lifestyle.

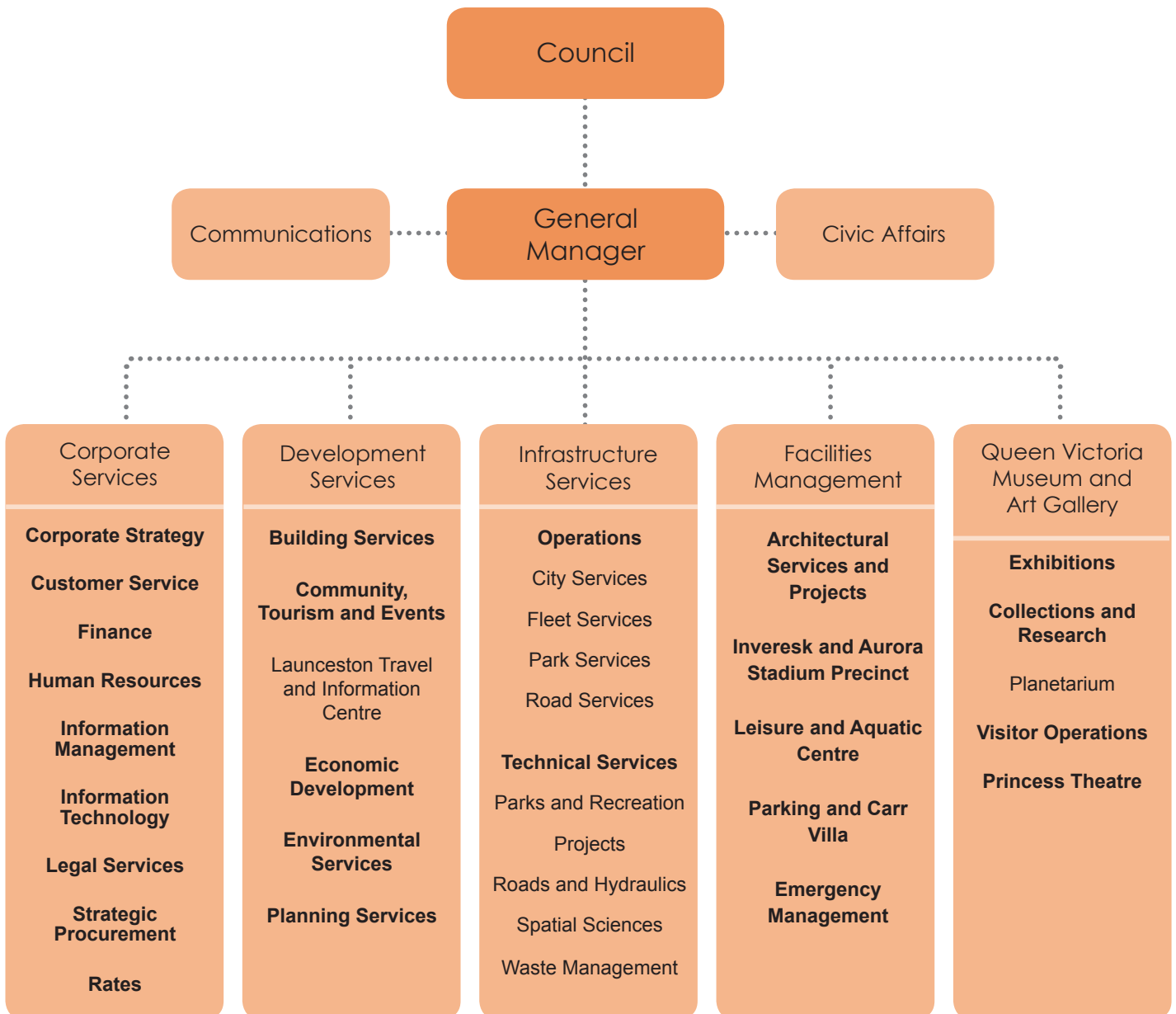
Robert Dobrzynski
GENERAL MANAGER

The Organisation

1. The Organisation

The City of Launceston's organisational structure consists of five directorates; Corporate Services, Development Services, Infrastructure Services, Queen Victoria Museum and Art Gallery, and Facilities Management. Each directorate is the responsibility of a director who oversees the management of various departments.

As of 1 July 2014, the detailed organisational structure is as follows:



Vision

Launceston, proud of its heritage, a vibrant and inclusive community that is creative and sustainable, inspired by its diverse opportunities and rich natural environment.

Mission

Working together to deliver quality and innovative services to our community.

Values

Integrity

We behave ethically, we tell the truth, we keep our commitments and we meet both the spirit and intent of the law.

Stewardship

We care about people and the community in which we live, we operate safely, we are environmentally responsible and we strengthen the community.

Inclusion

We value diversity and respect the dignity of each person, we value differences in people and perspective, we build relationships based on mutual trust, and we recognise the contributions of every individual.

Initiative

We lead the way, we have the courage and creativity to shape the future, we have the discipline to manage risk, and 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 and 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, and we build and protect the Launceston brand and reputation.

2. Changing the operating context

This Strategic Plan is an achievable plan for Launceston for the next ten years given the City's socio-economic context and available resources. It takes into account the challenges within the current economic climate, with growth depending on the success of particular industries. It also takes into account a modest population growth, and a similarly modest change in the rates base. The City of Launceston will identify core and discretionary spending, deliver effective and efficient services and explore other sources of funding.

This Plan focusses on the City's strengths as a diverse, amenity-rich area. It also focusses on the delivery of significant projects prioritised in the Greater Launceston Plan for the City of Launceston.

3. Positioning the Strategic Plan

The City of Launceston has worked with other councils in the greater Launceston area (George Town, Meander Valley, Northern Midlands and West Tamar) in recognition that a collaborative approach is the most appropriate way to pursue successful futures for all our residents. The City of Launceston initiated the Greater Launceston Plan Project in 2012. The Greater Launceston Plan is the most comprehensive social, economic and land use plan perspective on the current status of the City and surrounding communities, the trends being experienced and how we can capitalise on our strengths and address the challenges we are experiencing.

The Greater Launceston Plan sets out the community's vision for the greater Launceston area and its aspirations by 2035.

This Strategic Plan 2014-2024 is a ten-year plan which describes how we progress towards the longer-term community vision as expressed in the Greater Launceston Plan. However, the Strategic Plan concerns all of our operations including the way we deliver our services, how we engage with and serve our community and how we govern the Organisation. This Strategic Plan will be reviewed at least every four years to ensure that it continues to address the changing needs within the community.

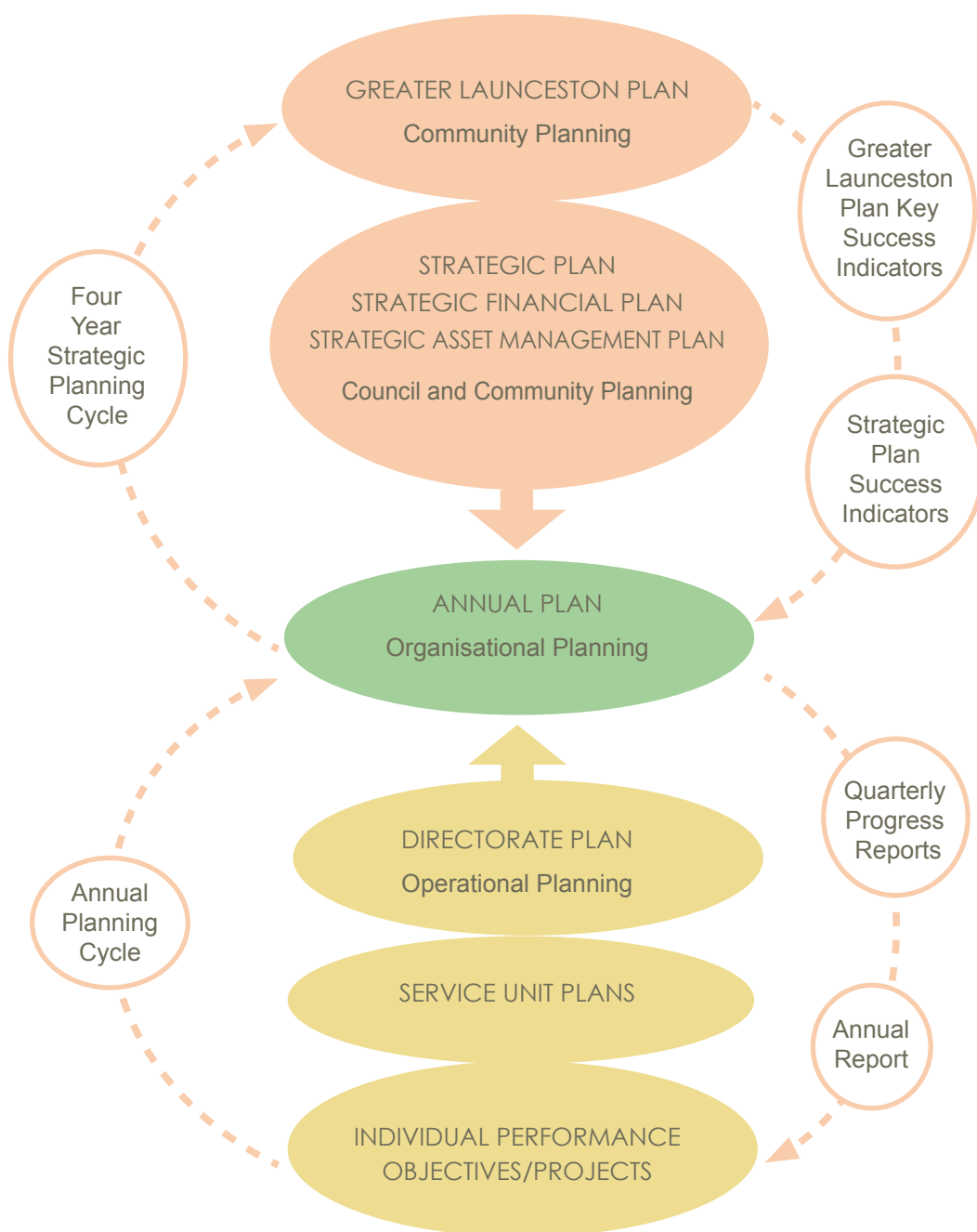


Figure 1 Positioning of the Strategic Plan.

The Strategic Plan 2014-2024 will inform the Annual Plan and budget processes of the Organisation. The figure on the previous page illustrates how the Strategic Plan is positioned within the framework of strategies and plans that influence how the Organisation operates.

The overarching goals of the Greater Launceston Plan provide the structure of the Strategic Plan so that it is evident how the Council aims to progress towards the community's long-term vision. The table below shows how each of the Greater Launceston Plan goals relates to the relevant sections of this Strategic Plan.

Greater Launceston Plan overarching goal	Strategic Plan section
Creativity and innovation	1. A creative and innovative city
Liveability and amenity	2. A city where people choose to live
Connected and networked region	3. A city in touch with its region
Building diversity	4. A diverse and welcoming city
Social inclusion and equity	
Environmental sustainability	5. A city that values its environment
Land use, transport and infrastructure	6. A city building its future
Economic development	7. A city that stimulates economic activity and vibrancy
Governance	8. A secure, accountable and responsive council

Table 1 Alignment of the Strategic Plan 2014-2024 with the overarching goals of the Greater Launceston Plan.

It is important to note that while the Greater Launceston Plan is an important guiding document, this Strategic Plan seeks to encapsulate all of our operations and includes objectives that are not mentioned in the Greater Launceston Plan. The development of this Strategic Plan has also been guided by our Strategic Financial Plan and operational plans, which aim to continuously enhance the effectiveness and efficiency of our operations and to maintain the long-term financial sustainability of the Organisation.

4. Where does the Strategic Plan sit?

This Strategic Plan is an important part of a series of documents which provide direction to the Organisation's functions over a broad range of economic, social, service delivery, facility provision and advocacy areas.

The Strategic Plan is closely linked to the Greater Launceston Plan. In particular, the eight Strategic Plan sections respond directly to the Greater Launceston Plan goals. In essence, the Strategic Plan indicates the actions and strategies the Organisation will pursue through its own operations to deliver on the Greater Launceston Plan goals.

1. The *Local Government Act 1993* requires the City of Launceston, in consultation with the community, to prepare a 10 year Strategic Plan that will be reviewed at least every four years. The same Act requires us to prepare an Annual Plan that is consistent with the Strategic Plan. Our Annual Plan must state the manner in which we will meet the goals and objectives of our Strategic Plan.
2. Our Strategic Plan articulates the City of Launceston's key directions for the next 10 years. We have developed strategies that we will follow to achieve our key directions. Each financial year, the City of Launceston develops a detailed Annual Plan through which we align our actions to these strategies and key directions. In this way, we can be sure that the day-to-day activities of the Organisation and its employees align with our strategic direction.

An important aspect of the Organisation's strategic process is accountability in reporting to stakeholders on achievements against targets set. A robust series of performance measures are included as part of the Annual Plan which sets out how the Strategic Plan will be operationalised by the Organisation. These measures form part of the Annual Plan public reporting process to the Council on a quarterly basis. Summarised reporting on performance in delivering on Annual Plan targets also occurs within the Annual Report which is a public document.

This provides the community with an opportunity to measure the City of Launceston's success in meeting the strategic goals and objectives set.

On the following pages we present the City of Launceston's Strategic Plan 2014-2024.

The Strategic Plan



1.

A creative and innovative city



Greater Launceston Plan Direction: To facilitate advances in services, organisational processes and product development through creativity and innovation.

Modern economies increasingly benefit from creative and innovative businesses and industries. Creative industries add value to production through design, technical performance, packaging and branding. Consequently, creative industries include those economic activities that 'turn creative ideas into commercial outcomes'. These industries are driven by creative and professional people.

Launceston will offer a diverse and vibrant urban environment and lifestyle to retain and attract creative people, and drive innovation in businesses and industries. The City of Launceston is an important player that will work with other key players to achieve that.

Creative industries in Launceston comprise a wide range of businesses, institutions and professionals. We will develop and strengthen stakeholder relationships so that we know the key players and understand the needs of the creative sector.

Ten-year goal:

To foster creative and innovative people and industries.



What success will look like

Launceston will strengthen and develop its quality urban environment. A varied and vibrant urban environment includes the presence of diverse communities, cultural and community spaces, public open spaces, places for learning and development, spaces for artistic activities, business incubators and a variety of residential opportunities. Some of the indicators of our success will include:

- Increasing diversity in employment.
- Higher usage of City of Launceston assets and underutilised buildings.
- An increased number of students living and studying in Launceston.

Key directions

1. To establish appropriate mechanisms to support the retail sector.
2. To understand and support the establishment and growth of creative industries in Launceston.
3. To optimise the use and usability of our assets for different types of activities.
4. To support and promote alternative uses of underutilised buildings.
5. To promote the wide variety of learning opportunities within Launceston.
6. To contribute towards artistic, cultural and heritage outcomes.

2.

A city where people choose to live



Greater Launceston Plan Direction: To enhance the liveability and amenity of Northern Tasmania.

Launceston is the third oldest city in Australia and has a rich history of intact built heritage. The river is an iconic feature of Launceston. Launceston is an attractive place to live, work and play. Liveability and amenity rely on the quality of the urban environment, and the availability of parks, open spaces, community facilities, cultural events and recreational activities. Liveability and amenity are also fostered by an environment that is safe and secure.

The City of Launceston will:

- Promote Launceston's rich heritage and natural environment.
- Showcase Launceston as an attractive city in which to live.
- Provide for a liveable and amenable environment through the delivery and maintenance of public places, open spaces and facilities.
- Continue to manage and maintain a network of parks, open spaces, natural areas and facilities that meet community needs in Launceston.
- Promote the use of these spaces and offer appropriate recreation facilities as well as ease of access.
- Promote active and healthy lifestyles.
- Continue to develop a strong connection between the City and the river.

Coordination and collaboration with key stakeholders will be used to ensure a safe and secure environment in Launceston.

Ten-year goal:

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



What success will look like

The City of Launceston aims to enhance the vibrancy of Launceston and add to the strong 'sense of place' experienced by residents. We will take a leadership role in the revitalisation of the Central Business District (CBD) and other urban areas such as Mowbray and Kings Meadows and support those initiatives that seek to increase levels of activity in the City Centre, both during the day and at night. We will use our planning system and use, where suitable, land holdings to enable more residential and mixed use development in the City. Some indicators of our success will include:

- Increased community satisfaction with parks, open spaces and facilities.
- An increase in pedestrian activity levels in the CBD at key trading times.
- A continuing trend of decreasing crime and improved safety levels.
- A positive perception of Launceston.
- Increasing population numbers, visitor numbers and visitor satisfaction.
- Increasing usage of the riverfront precinct.

Key directions

1. To continue to offer an attractive network of parks, open spaces and facilities throughout Launceston.
2. To support the CBD and commercial areas as activity places during day and night.
3. To contribute to enhanced public health and amenity to promote a safe and secure environment.
4. To promote Launceston's rich heritage and natural environment.
5. To plan for better connections between the river and Launceston.
6. To promote active and healthy lifestyles.

3.

A city in touch with its region



Greater Launceston Plan Direction: To develop Greater Launceston as a connected and networked region in terms of social and transport connectivity.

Launceston is the economic, cultural and social centre of Northern Tasmania. As the major centre, it is important Launceston is and stays accessible and connected.

Neither the major roads into Launceston nor the public transport networks are owned or operated by the City of Launceston. We will work with infrastructure and transport providers to improve access for all modes of transport through planning and advocacy.

Within Launceston we own and maintain many roads and pathways and will continue to maintain them to a high standard.

We offer parking to meet the needs of people who work in or visit Launceston. Convenient parking is important to attract shoppers and visitors to Launceston, and to serve the needs of residents. We provide 2,125 off-street car parking spaces and 1,005 on-street spaces of which 868 are unmetered.

Businesses and communities increasingly rely on and benefit from the use of digital networks for communication, education, consumption, research and development, marketing and doing business.

Ten-year goal:

To ensure Launceston is accessible and connected through efficient transport and digital networks.



What success will look like

The City of Launceston will improve the connectivity within the Launceston municipality by improving way-finding and safe access to roads and pathways. We will promote safe and accessible connections for pedestrians and other modes of transport. We will also promote the use of digital networks and the opportunities provided by the roll-out of the National Broadband Network (NBN) for industry sectors, households and the community. Some indicators of our success will include:

- Increased use of public transport by residents and visitors.
- Increased use of transport methods other than cars by residents and visitors.
- A reduction in traffic congestion in and around Launceston.
- Increased number of connections to the NBN.

Key directions

1. To engage with neighbouring Councils, as well as infrastructure and transport providers, to improve access to greater Launceston for all modes of transport through planning and advocacy.
2. To improve and maintain accessibility within the City of Launceston area, including its rural areas.
3. To regularly review our strategic approach to parking in Launceston.
4. To promote digital connectivity for industry sectors, households and the community.

4.

A diverse and welcoming city



Greater Launceston Plan Direction:

- To support social and demographic diversity, and enable diversity in ideas and economic opportunities.
- To develop a socially inclusive Launceston where all people feel valued, their differences are respected, and their basic needs are met so they can live with dignity.

Launceston has a strong sense of community with people of all ages, abilities and diverse cultural backgrounds. The profile of the community is changing. The population is ageing and the number of retired people will increase significantly. People grow older and stay healthy and active for longer, which enables them to play an important role in their families and communities. The cultural make-up of the City is changing, adding to the richness of community life. Despite this, Launceston's population numbers have remained relatively stable in recent years. As a regional city, Launceston has a wide range of community organisations, clubs and service providers.

There are a number of potentially vulnerable people within the community including people from culturally and linguistically diverse backgrounds, young people, people with disabilities, Indigenous people, the elderly and the long-term unemployed. There are many community organisations in Launceston that work closely with these groups.

The City of Launceston will work with these community organisations, stakeholders and service providers to understand and respond to the changing needs of the community and to engage with community members who may have limited access to transport, telephone and internet. It will work within a clearly defined and articulated framework to understand, foster and promote Launceston as a welcoming place for all.

Ten-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.



Community celebrations

What success will look like

A socially inclusive community offers opportunities for all to participate in a social, cultural, economic and political way. A socially inclusive community also ensures that every community member has access to necessary services and public places. The City of Launceston will review policies and programs to ensure that our services and facilities are accessible for all community members, while providing opportunities for everyone to participate in their community. It will recognise the changing demographics of the community in its engagement, planning and program delivery. Launceston aims to retain and attract young people. Some of the indicators of our success will include:

- An increased number of active working relationships with key local and regional stakeholders, community groups and organisations.
- Increased community understanding of our role in community development and promoting an inclusive community.
- Increased understanding of the demographic profile of Launceston and its communities.
- Increased community satisfaction with our service delivery.
- Successful implementation of the Disability Access Action Plan.

Key directions

1. To understand the needs and requirements of the key community service providers and stakeholders.
2. To plan services and facilities that recognise the changing demographics of our community.
3. To define and communicate our role in promoting social inclusion and equity.
4. To work in partnership with community organisations and other levels of government to maximise participation opportunities for vulnerable and diverse members of the community.
5. To offer equitable access to services and facilities, including the design of public spaces that are accessible and suited to all abilities.
6. To support the delivery of programs and events for people to connect with each other through participation in community activities and civic life.

5.

A city that values its environment



Greater Launceston Plan Direction:

- To avoid degradation of natural systems so that human and other needs can be met in the long-term future.
- To ensure that the environmental integrity and high quality liveability of the greater Launceston area is sustained for future generations.

Launceston's location, at the intersection of the North Esk, South Esk and Tamar Rivers, defines the character of the City. The air and river water quality have improved dramatically in recent times. Launceston will strengthen its image as a healthy and attractive city.

The City of Launceston will engage with partner councils and organisations to manage our natural assets and to minimise adverse impacts of development and land use on the environment. We will demonstrate environmental leadership by reducing the environmental footprint of the Organisation and implement best practice operations in regard to waste management.

Ten-year goal:

To reduce the impacts on our natural environment and to build resilience to the changing intensity of natural hazards.



Cataract Gorge Reserve

What success will look like

The City of Launceston will continue to work with the community and stakeholders to further improve the quality of the air and of the river water. By doing so, we will contribute to the healthy lives of our community. Climate related events and weather patterns will require us to build resilience, most notably in relation to risks from river flooding, stormwater runoff, bushfires and heat. The City of Launceston will build resilience by future proofing our infrastructure and assets. We will also implement floodplain management plans for the Invermay area as a matter of priority. Some indicators of our success will include:

- Air and river water quality improvements.
- Well managed stormwater flooding events.
- A reduction in our and the community's impact on the environment.
- A reduction in organics, recycled or other material in landfill.
- Enhanced community understanding of natural hazards.

Key directions

1. To contribute to air and river quality in Launceston by liaising with the community, business and other stakeholders.
2. To manage the risks of climate-related events, particularly in the area of stormwater management.
3. To enhance community awareness and resilience to uncertain weather patterns.
4. To implement floodplain management plans in the Invermay area.
5. To reduce our and the community's impact on the natural environment.

6.

A city building its future



Greater Launceston Plan Direction: To coordinate planning and development of existing and future patterns of land use, transport and supporting infrastructure.

Development in Launceston benefits from infrastructure and transport solutions and land use planning. The Greater Launceston Plan identifies a number of very high priority projects that will ensure that Launceston and its surrounds has the infrastructure and transport capacities to sustain and promote future economic growth.

The City of Launceston will advocate for and work with all levels of government to ensure that greater Launceston's infrastructure network enables future transport flows while minimising the adverse impacts on residential areas and the City.

Ten-year goal:

To drive appropriate development opportunities as well as infrastructure, land use planning and transport solutions.



Queen Victoria Museum and Art Gallery

What success will look like

Key projects include the Launceston Connector Route and the Regional Infrastructure Coordination Strategy. We will continue to improve our planning system and related services and will take a strategic approach to development sites and urban renewal sites. We will maximise the public benefits of development opportunities and will continue to strategically meet infrastructure service requirements. Some indicators of our success will include:

- Progress towards the implementation of Greater Launceston Plan projects.
- Levels of investment and development in the CBD and other urban areas, including (mixed) residential uses.
- Increased customer satisfaction for planning and approval services.
- Increased number of Development Applications and Building Applications.

Key directions

1. To advocate and collaborate to address regionally significant infrastructure and transport solutions.
2. To develop and take a strategic approach to development sites to maximise public benefits of development.
3. To ensure that the planning system at a local and regional level is effective and efficient.
4. To explore opportunities to minimise heavy freight movements through residential areas and the central area.

7. A city that stimulates economic activity and vibrancy



Greater Launceston Plan Direction: To promote the economic development of Northern Tasmania.

The economic performance of Launceston was historically driven by manufacturing industries and these industries continue to be important for the local economy. There is also a shift to more service and knowledge oriented industries.

There are opportunities to attract and support business and cultural events. Our parks, open spaces and other assets are important venues for such activities. The City of Launceston will work together with stakeholders in industry to optimise its offer of venues and to promote Launceston as a preferred destination for events, conferences and festivals.

Tourism is an increasingly important industry for Launceston. We will work with tourism bodies and operators to continually improve the quality and diversity of Launceston's tourism offering. We will promote Launceston as a tourism destination with a range of high profile signature experiences to attract both local people and visitors.

We will continue to collaborate with the industry bodies and the business community to create an attractive climate for business. One important aspect of that is to promote the City and greater Launceston in key mainland and overseas markets and to develop strategies that enable the population of Launceston to expand.

Ten-year goal:

To develop a strategic and dedicated approach to securing economic investment in Launceston.



What success will look like

The City of Launceston will strategically contribute to economic diversity and to strengthening existing industries. This includes building and maintaining relations with industry stakeholders including health, professional services, manufacturing, education and science, retail, tourism and recreation, agriculture, small businesses and business start-ups. A solidly performing economy will retain and attract people as well as provide exciting opportunities for our talented young people. Some indicators of our success will include:

- Increased population numbers.
- Increased (net) business start-ups and employment.
- Increased tourist numbers.
- Increased event, conference and festival visitor numbers.

Key directions

1. To actively market the City and Region and pursue investment.
2. To provide an environment that is conducive to business and development.
3. To promote tourism and a quality Launceston tourism offering.
4. To promote and attract national and international events and support the sector to ensure a diverse annual events calendar.
5. To support sustainable population growth in Launceston.
6. To facilitate direct investment in the local economy to support its growth.

8. A secure, accountable and responsive Organisation



Greater Launceston Plan Direction: To improve the efficiency and consistency of leadership within member councils of Greater Launceston in terms of coordination, collaboration, decision making and resource allocation.

Good governance ensures that the City of Launceston is accessible and makes sound decisions, meets its statutory obligations, maintains its organisational sustainability and provides effective services.

Accountability requires that decisions are made on the basis of relevant and complete information, including information about the implications of decisions and alternative options.

The City of Launceston is required to meet its statutory obligations that include (in part):

- Provision for the health, safety and welfare of the community.
- Representation and promotion of the interests of the community.
- Provision for the peace, order and good government of the municipal area.

In performing our functions we must consult, involve and be accountable to the community.

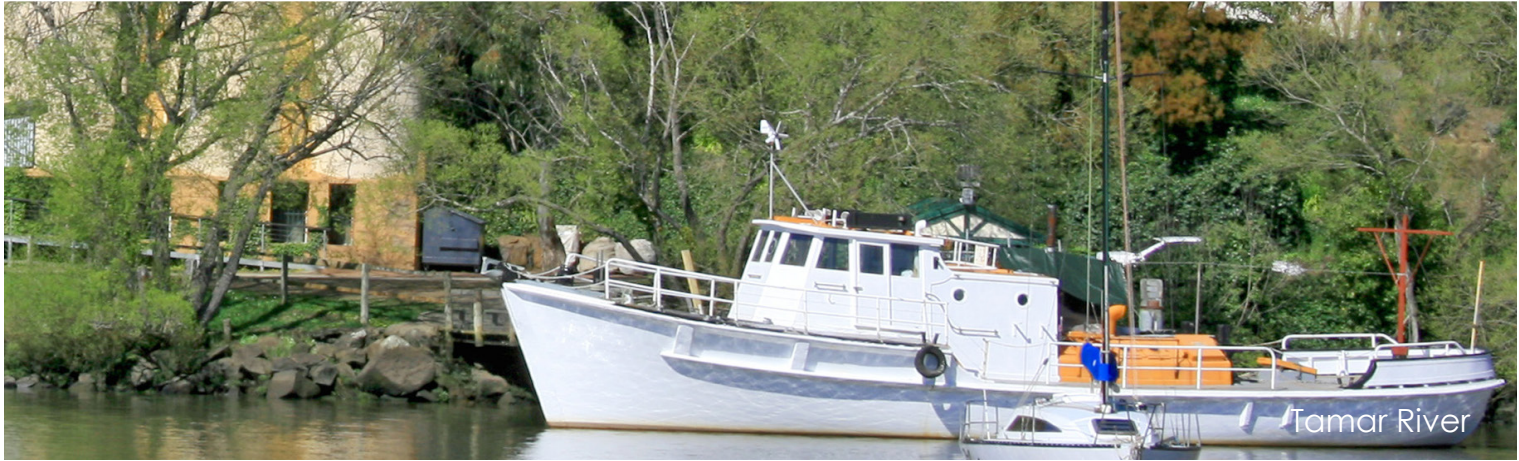
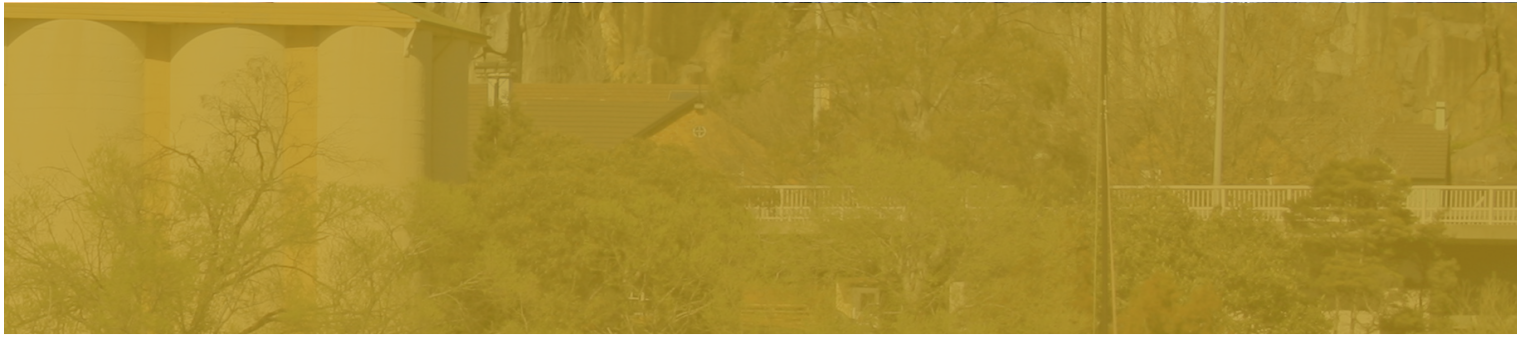
In addition to our statutory obligations, we may undertake, at our discretion, roles and responsibilities that generate wider social, economic and environmental benefits. Good governance ensures that our services and operations are within our financial capacity.

As the major regional centre of Northern Tasmania, we are committed to the regional planning initiative. We will continue to work collaboratively with councils in Northern Tasmania on major issues.

We operate on behalf of the community and will continue to deliver high quality services, represent and advocate for the community's interests and liaise with all of our stakeholders to achieve community goals. We will communicate consistently and effectively with our community, businesses, visitors, institutions, investors and government agencies.

Ten-year goals:

- To communicate and engage consistently and effectively with our community and stakeholders.
- To seek and champion collaboration to address major issues for Northern Tasmania.



- To ensure decisions are made in a transparent and accountable way.
- To continue to meet our statutory obligations and deliver quality services.
- To continue to ensure the long-term sustainability of our Organisation.

What success will look like

The Organisation's sustainability will continually be improved and we will meet changing service expectations while operating in a tight financial climate. This will be achieved by strengthening our financial sustainability, workforce capacity and safety, support from the Aldermen and our risk and asset management. We will implement funding mechanisms that are equitable and sustainable. Some indicators of our success will include:

- Progress towards the implementation of Greater Launceston Plan projects.
- Community and customer satisfaction at a high standard.
- Monitoring of project performance.
- Implementation of strategic asset management principles.
- Increasing employee satisfaction rates demonstrated by employee surveys.

Key directions

1. To develop and consistently use community engagement processes.
2. To lead the implementation of the Greater Launceston Plan by collaborating on relevant initiatives.
3. To ensure decisions are made on the basis of accurate and relevant information.
4. To continually improve our service delivery and supporting processes.
5. To strategically manage our assets, facilities and services.
6. To maintain a financially sustainable organisation.
7. To strengthen our workforce capabilities.

Town Hall, 18-28 St John Street
PO Box 396, LAUNCESTON TAS 7250
T 03 6323 3000
E council@launceston.tas.gov.au
www.launceston.tas.gov.au