

# CITY OF LAUNCESTON ANNUAL PLAN

2023-24



City of  
**LAUNCESTON**

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**About the Annual Plan**

In addition to the operational activities undertaken by the City of Launceston, the Annual Plan 2023/24 sets out the high level actions officers will undertake to achieve the goals and strategies from the Corporate Strategic Plan 2014-2024. These 41 high level actions are considered to be of greatest significance and interest to the community and our stakeholders. Our Summary of Estimates 2023/24 is presented at the conclusion of this document, along with an explanation of public health goals and objectives.

Summarised progress for the full reporting year will be published in the City of Launceston’s 2023/24 Annual Report.

**How to read the Annual Plan**

The seven strategic priorities, 10-year goals and focus areas presented in the Corporate Strategic Plan 2014-2024 are listed within this Annual Plan. Under this, Annual Plan Actions for the 2023/24 financial year are then grouped. Connecting our Annual Plan Actions to our Focus Areas, 10-Year Goals and Strategic Priorities allows us to demonstrate how we are working towards achieving our strategic objectives.

The actions detailed in this Annual Plan link to 24 of the 32 Focus Areas in the Corporate Strategic Plan 2014-2024. However, all of the Focus Areas will be addressed over the life of the Corporate Strategic Plan.

In addition, the City of Launceston also undertakes various key services (Business as Usual activities) which support the achievement of the Corporate Strategic Plan’s strategic objectives. Key services are captured in the City of Launceston’s Four Year Delivery Plan and therefore are not recorded in the Annual Plan.

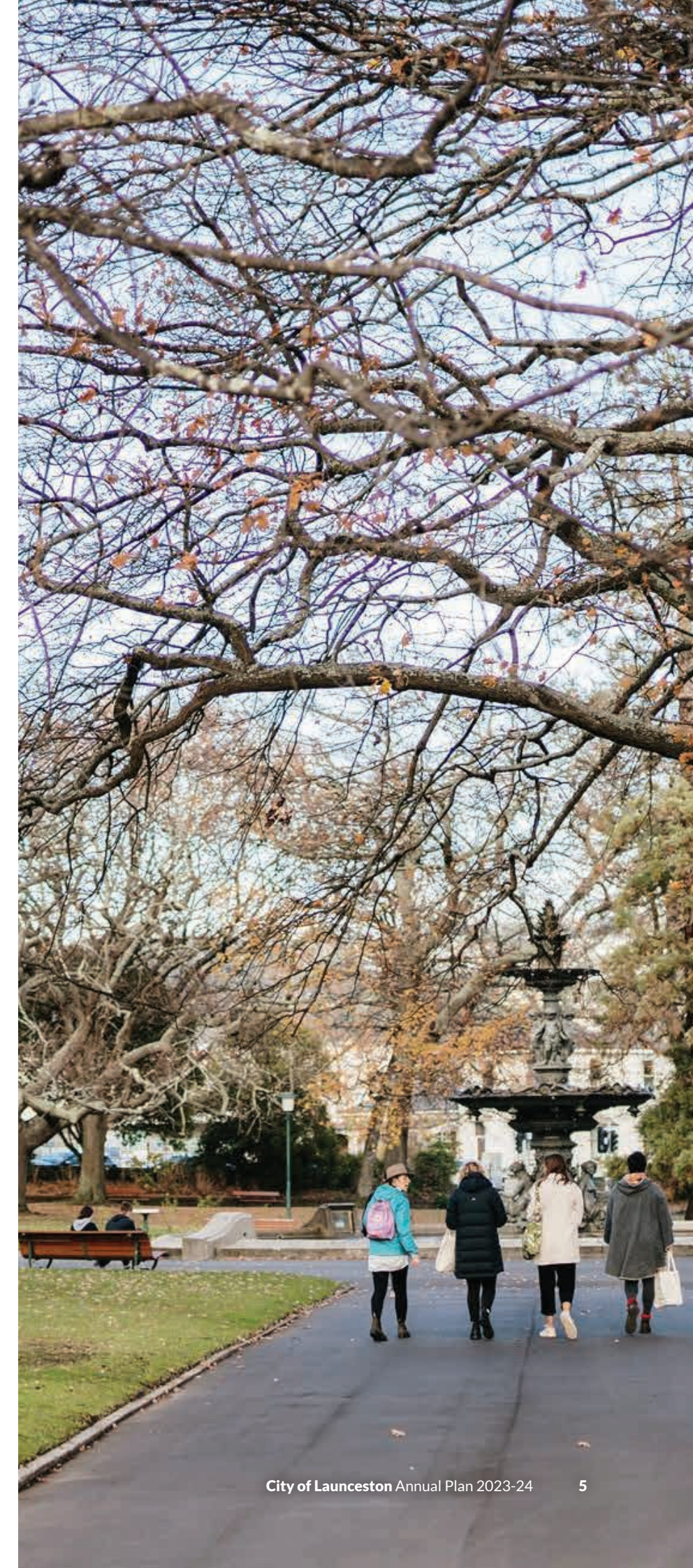
CITY OF LAUNCESTON  
**ANNUAL PLAN**  
**2023-24**



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## Executive Summary

**To be included prior to  
Council adoption in June 2023**





# How we plan for the future

The City of Launceston has a strong Integrated Corporate Planning Framework that aligns short and medium term strategies and goals to our community’s long-term regional vision.

Our framework allows for holistic planning that is guided by our stakeholders. It helps us develop our people and resources to meet community needs. Additionally, the monitoring and reporting of our performance gives us the information we need to adapt and respond to our changing operating environment.

Our cycle of strategic and operational planning, doing, monitoring and reviewing is represented in the following diagram.

The Local Government Act 1993 (Tas) 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. It must include estimates of the City of Launceston’s revenue and expenditure for the financial year. It must also include a summary of the major strategies to be used in relation to the City of Launceston’s public health goals and objectives.

This Annual Plan is informed by our Corporate Strategic Plan 2014-2024 and, in turn, by the Greater Launceston Plan (GLP).

## Integrated Corporate Planning Framework







STRATEGIC  
PRIORITY 1

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

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.

**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 Area	Annual Plan Action/s 2023-24	Lead Network	Our Role
To advocate and collaborate to enhance regionally significant services and infrastructure for the benefit of our communities.	Develop a City of Launceston Regional Sports Facility four-year implementation program and where possible, commence addressing identified areas of need.	Infrastructure and Assets	Leader
To develop and consistently utilise contemporary and effective community engagement processes.	Continue to engage with our community on <ul style="list-style-type: none"><li>Aboriginal Partnership Plan</li><li>Tomorrow Together themes</li><li>Key infrastructure projects</li><li>Key projects and initiatives of community impact</li></ul>		Leader





STRATEGIC  
PRIORITY 2

We facilitate prosperity by seeking out and responding to opportunities for growth and renewal of our 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.

**10-Year Goal: To have realised opportunities that grow and sustain our economy, and foster creative and innovative people and industries.**

Focus Area	Annual Plan Action/s 2023-24	Lead Network	Our Role
To promote tourism, and the development of a quality tourism offering for Launceston.	Partner with the State Government's International Engagement Program where there are clear benefits to the City of Launceston which are aligned with our Sister City relationships.	Chief Executive Officer	Advocate
To facilitate direct investment in the local economy to support its growth.	Implement Economic Development Strategy including Business Friendly Council and night-time economy initiatives.	Organisational Services	Leader
To actively market the City and Region and pursue investment.	Finalise and progress Smart Cities Strategy.	Organisational Services	Leader
To promote tourism, and the development of a quality tourism offering for Launceston.	Update Launceston Strategic Tourism Plan.	Community and Place	Leader
To provide an environment that is supportive to business and development within the municipality.	Work with Stadiums Tasmania to finalise the transfer of UTAS Stadium and to embed key agreements with respect to content and events.	Chief Executive Officer	Leader
To provide an environment that is supportive to business and development within the municipality.	Work with Northern Tasmania Development Corporation (NTDC) to implement the Northern Economic Development Strategy.	Chief Executive Officer	Leader





STRATEGIC  
PRIORITY 3

We are a progressive leader that is accountable to our governance obligations and responsive to our community.

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.

**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 Area	Annual Plan Action/s 2023-24	Lead Network	Our Role
To maintain a financially sustainable organisation.	Implement recommendations of the QVMAG Futures Plan.	Chief Executive Officer	Leader
To provide for the health, safety and welfare of the community.	Develop and implement a flood resilient community program.	Community and Place	Leader
To ensure decisions are made on the basis of accurate and relevant information.	Continue the level of service project.	Organisational Services	Leader
To continually improve our service delivery via a continuous improvement mindset, pursuing efficiency gains, and adopting technological and other process innovations.	Update the Cultural Roadmap based on findings and insights from our Organisation Cultural Inventory Survey.	Organisational Services	Leader
To fairly and equitably discharge our statutory and governance obligations.	Commence a review of the Corporate Strategic Plan.	Organisational Services	Leader
To continually improve our service delivery via a continuous improvement mindset, pursuing efficiency gains, and adopting technological and other process innovations.	Undertake the Corporate Application Replacement Program.	Organisational Services	Leader





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.

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".

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

Focus Area	Annual Plan Action/s 2023-24	Lead Network	Our Role
To support the central business district (CBD) and commercial areas as activity places during day and night.	Develop and commence implementation of Stage 2 Launceston City Heart Project which includes the following key areas of investment: <ul style="list-style-type: none"><li>• Greening of our City</li><li>• Improved public transport infrastructure</li><li>• Creating greater opportunities for pedestrianisation of the CBD</li></ul>	Community and Place	Leader
To promote and enhance Launceston's rich heritage, culture and natural environment.	Launceston Heritage List Review and Precincts - continue the review of the City of Launceston's local heritage list.	Community and Place	Leader
To promote and enhance Launceston's rich heritage, culture and natural environment.	Implement the first year of the four year action plan from the Cultural Strategy.	Community and Place	Leader
To promote and attract national and international events and support the sector to ensure a diverse annual events calendar.	Undertake a review of the City of Launceston Events Strategy.	Community and Place	Leader
To promote and enhance Launceston's rich heritage, culture and natural environment.	Implement the Public Art Strategy.	Community and Place	Leader
To continue to offer an attractive network of parks, open spaces and facilities throughout Launceston.	Undertake review of the City of Launceston Open Space Strategy.	Infrastructure and Assets	Leader
To continue to offer an attractive network of parks, open spaces and facilities throughout Launceston.	Develop and commence staged implementation of an improvement plan for the Princess Theatre and Earl Arts Centre upgrade.	Infrastructure and Assets	Leader



STRATEGIC  
PRIORITY 5

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

**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 Area	Annual Plan Action/s 2023-24	Lead Network	Our Role
To plan for and provide services and facilities that recognise the changing demographics and needs of our community.	Implement Council commitments from the My Place My Future Plan, and support State and Federal Governments on implementation of their actions.	Community and Place	Leader
To work in partnership with community organisations and other levels of government to maximise participation opportunities for vulnerable and diverse members of the community.	Implement the action plan for the Access Framework.	Community and Place	Leader
To work in partnership with community organisations and other levels of government to maximise participation opportunities for vulnerable and diverse members of the community.	Continue to roll out the ABCDE Learning Sites community development program, including the conclusion of the Invermay Learning Site in December 2023.	Community and Place	Leader
To work in partnership with community organisations and other levels of government to maximise participation opportunities for vulnerable and diverse members of the community.	Develop and implement the Homelessness Action Plan through collaboration with the Homelessness Advisory Committee.	Community and Place	Leader
To plan for and provide services and facilities that recognise the changing demographics and needs of our community.	Finalise and commence implementing a master plan for Northern Tasmanian Cricket Association (NTCA) precinct and associated action plan.	Infrastructure and Assets	Leader



STRATEGIC  
PRIORITY 6

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

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.

**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 Area	Annual Plan Action/s 2023-24	Lead Network	Our Role
To contribute to air and river quality improvements in Launceston.	Support the Tamar Estuary Management Taskforce including supporting the implementation of the 10-year vision for the kanamaluka/Tamar Estuary.	Chief Executive Officer	Service Provider Part
To contribute to air and river quality improvements in Launceston.	Support TasWater and NRM North with the implementation of the \$129.2M River Health Action Plan to improve catchment management and reduce overflows from the combined system.	Infrastructure and Assets	Service Provider Part
To contribute to air and river quality improvements in Launceston.	Develop a Clean Air Strategy and a supporting implementation plan.	Community and Place	Leader
To reduce our and the community’s impact on the natural environment.	Implement Urban Waterway Health Management Program.	Infrastructure and Assets	Leader
To manage the risks of climate-related events, particularly in the area of stormwater management and riverine flooding.	Review Stormwater System Management Plan.	Infrastructure and Assets	Leader
To manage the risks of climate-related events, particularly in the area of stormwater management and riverine flooding.	Integrate development policy and assessment to facilitate best practice stormwater management, including consideration of water quality.	Infrastructure and Assets	Leader
To reduce our and the community’s impact on the natural environment.	Implement the City of Launceston Urban Greening Action Plan.	Infrastructure and Assets	Leader
To reduce our and the community’s impact on the natural environment.	Continue to implement the City of Launceston Sustainability Action Plan.	Infrastructure and Assets	Leader





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.

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.

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

Focus Area	Annual Plan Action/s 2023-24	Lead Network	Our Role
To ensure our suite of strategic planning initiatives are coordinated, and representative of our community's needs and aspirations.	City Deal Agreement*  Continue to work with the Commonwealth and State Governments to successfully implement commitments and projects under the City Deal program that deliver a range of economic and social benefits to the City.	Chief Executive Officer	Service Provider Part
To ensure our suite of strategic planning initiatives are coordinated, and representative of our community's needs and aspirations.	Implementation Review  A review of each City Deal is scheduled every three years.  Plan and deliver the Review from Council's perspective.	Chief Executive Officer	Service Provider Part
To take a strategic approach to development sites and infrastructure investment within the municipality to maximise public benefit and encourage development and investment.	Continue work on St Leonards Residential Growth Strategy and Masterplan.	Community and Place	Leader
To take a strategic approach to development sites and infrastructure investment within the municipality to maximise public benefit and encourage development and investment.	Continue work on "South Prospect "Residential Growth Strategy and Masterplan and initiate planning scheme amendments to facilitate development with the South Prospect Growth Corridor.	Community and Place	Leader



To ensure that our application of the land use planning system at a local and regional level is effective and efficient.	Participate in the Northern Regional Land Use Strategy Review.	Community and Place	Service Provider Part
To take a strategic approach to development sites and infrastructure investment within the municipality to maximise public benefit and encourage development and investment.	Finalise Building Bulk and Massing Report (Building Heights).	Community and Place	Leader
To improve and maintain accessibility, transport options, and infrastructure within the Launceston area, including its rural areas.	Action the 2022-2025 Launceston Transport Strategy Implementation Plan.	Infrastructure and Assets	Leader







# ANNUAL PLAN STATUTORY ESTIMATES

2023-24

## STATUTORY ESTIMATES

To be included prior to  
Council adoption in June 2023



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# Public Health Statement

## GOALS AND OBJECTIVES

XXXXX

- XXXX
- XXXX
- XXXX
- XXXX







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