

ANNUAL REPORT

2024-2025

ACKNOWLEDGEMENT OF COUNTRY

In appreciation of the rich history and cultural heritage of our city, we recognise Tasmanian Aboriginal people as custodians of this land.

We honour the resilience of Palawa people of Lutruwita, who have endured the challenges of invasion and dispossession while steadfastly preserving their heritage, identity, culture and rights.

In the spirit of mutual respect and collaboration, it is our sincere belief that working together with the Aboriginal community, who represent the world's most ancient continuous culture, offers us invaluable opportunities to learn and grow.

Our deepest respects are extended to both past and present Elders, and to all Aboriginal and Torres Strait Islander people residing in and around Launceston.

Image credit: Nick Hanson

TABLE OF CONTENTS

Acknowledgement of Country	2
Mayor's Message	4
Chief Executive Foreword	5
Introduction	6
PART ONE - ABOUT THE COUNCIL	9
Council Profile	10
Vision, Purpose, and Values	12
Councillor Profiles	15
Organisational Structure	37
Prosperity	47
Place	57
People	71
PART TWO - STRATEGY AND PLANNING	85
City of Launceston Annual Plan 2024-2025	88
Strategic Asset Management Plan	104
Long-term Financial Plan	104
Carr Villa Memorial Park Masterplan	105
Launceston Housing Plan 2025-2040	106
PART THREE - LEGISLATIVE REQUIREMENTS	107
Public Health Activity	108
Grants and Benefits	112
Public Interest Disclosures	120
Donation of Land Statement	120
Enterprise Powers Statement	121
Tenders and Contracts	124
PART FOUR - FINANCIAL REPORT	131
Financial Statements	132
Auditor's Opinion	209

MAYOR'S MESSAGE



As Mayor of the City of Launceston, it's my privilege to present the 2024–2025 Annual Report. A reflection of the big strides, everyday wins, and shared efforts that have shaped our city this past year.

Launceston is a “can-do” Council. Every day, the work our teams deliver touches every corner of our municipality and the impact is real. From the small, unseen details that keep the city ticking, to the major projects that change how we live, work, and play, this is a Council that gets things done.

I'm incredibly proud of what we've achieved together over the past 12 months. It hasn't just been about infrastructure or services, it's been about people. About the camaraderie of our employees, the partnerships forged with business, community groups,

sporting clubs, event organisers and developers, and the way our residents continue to bring their energy, ideas, and resilience into shaping Launceston.

Guided by our vision to inspire creativity, enhance liveability, and invest wisely for tomorrow, we've taken important steps forward. We've celebrated our UNESCO City of Gastronomy status through events that have lit up our streets, supported artists and entrepreneurs, and drawn visitors from near and far. We've built new recreational spaces, embraced street art, upgraded facilities, and even down to sweeping the streets, made our city more welcoming and more vibrant.

We've also held true to our responsibility to care for people, supporting vulnerable residents, improving our community

facilities, and delivering services in smarter, more innovative ways.

Looking ahead, as we roll into the 2025–2026 Annual Plan and Budget, I'm excited about what's next. Growth planning, cultural enhancements, environmental stewardship. These aren't just words on a page, they're the building blocks of a city that's ready for the future.

Thank you to our Councillors, our people, our businesses, and most of all, our residents. Your pride, your passion, and your belief in Launceston are what make this city thrive. Together, we are shaping a future where Launceston isn't just a place to live, it's a place to flourish.

Mayor Matthew Garwood

CHIEF EXECUTIVE OFFICER'S FOREWORD



The City of Launceston's 2024-2025 Annual Report reflects an exciting and dynamic year of meaningful progress, collaboration, and resilience.

As we conclude our Corporate Strategic Plan 2014-2024, we are transitioning into an exciting new era guided by the new City of Launceston Strategic Plan 2025-2035.

This past year has been one of reflection, consolidation and forward momentum, guided by our longstanding goals to foster a creative and innovative city, enhance liveability, strengthen regional connections, promote diversity and inclusion, protect our environment, build for the future, stimulate economic vibrancy, and maintain accountable governance.

Despite ongoing challenges such as cost-of-living pressures and housing affordability, our team - supported by dedicated Councillors, community groups, business owners and residents - has delivered tangible outcomes that align with these priorities.

We've continued to invest in our unique identity as a UNESCO Creative City of Gastronomy, boosting tourism through events and experiences that celebrate our rich food culture and heritage.

Efforts to make Launceston a place where people choose to live have seen advancements in urban greening, recreational facilities, and active transport networks, contributing to healthier, more connected communities. Regionally, collaborations have improved infrastructure and accessibility, while our focus on diversity has ensured inclusive services for all residents, including vulnerable groups.

Environmentally, we've taken steps towards a more sustainable future, from waste reduction initiatives to enhancing resilience against natural hazards. Economic activity has been stimulated through business support and investment attraction, particularly in key sectors like healthcare, agriculture, and advanced manufacturing.

Finally, our commitment to fiscal management has maintained financial stability and transparency, with prudent budgeting enabling over \$30 million in capital works, including upgrades to roads, cultural venues, and open spaces.

As we mark the end of the financial year, these efforts have laid a strong foundation for our newly adopted Strategic Plan 2025-2035.

This forward-looking document, shaped by extensive community input through our Tomorrow Together community consultation program, refines our vision around three pillars: Prosperity, Place, and People. It positions Launceston as a city of history, innovation, and opportunity, ready to attract young professionals, diversify our economy, and create sustainable, inclusive spaces for all.

Looking ahead, the 2025-2026 Annual Plan and Budget will drive this vision into action, with priorities like neighbourhood planning for growth areas, cultural upgrades, and sustainability initiatives.

Together, we are building a thriving Launceston where everyone can live, work, play, visit, and belong.

Thank you to our community, stakeholders, elected representatives and staff for your unwavering support.

I look forward to the opportunities ahead.

Sam Johnson OAM
Chief Executive Officer

Introduction

The City of Launceston Annual Report for the 2024-2025 financial year presents the City's financial and operational performance for the year against the key objectives, strategies and priorities outlined in our Corporate Strategic Plan and Greater Launceston Plan.

The *Local Government Act 1993* (Tas) (the Act) requires local governments to prepare an annual report for each financial year. Section 72 of the Act requires Councils to report on progress on annual plan actions, goals and objectives relating to public health, code of conduct complaints and the costs associated with them, financial statements, donated land, along with a copy of the financial audit opinion.

Where to get a copy

The City of Launceston's Annual Report can be downloaded via the City's website (www.launceston.tas.gov.au/Council/Reports-Plans-and-Strategies/Annual-Report).

In line with the City's ongoing commitment to sustainability, a limited number of hard copies of the Annual Report are produced. These can be viewed by the public at Town Hall, 18-28 St John Street Launceston or a copy can be requested by calling the Customer Service Centre on (03) 6323 3000.



Image credit: Nick Hanson



Image credit: Nick Hanson

WE ♥ LAUNNIE

launceston.tas.gov.au

PART ONE

ABOUT THE COUNCIL



Council profile

As the nation's third oldest city, Launceston has a long history. It is home to many stories, both told and untold. The region has been home to the Tasmanian Aboriginal People for thousands of years. The City of Launceston is committed to collaborating with community to preserve, protect and care for the land and our heritage for

future generations. The city is the meeting place of the Kanamaluka / Tamar Estuary, surrounded by the State's most sought-after attractions. Launceston boasts attractions like the Cataract Gorge, City Park and the Queen Victoria Museum and Art Gallery — all within a short walk of the city centre.

With a diverse community from around the world, Launceston offers a blend of urban comfort, historic architecture, and walkability. Known for its thriving food, fermentation and drinks scene with agricultural roots and famous markets, Launceston is a UNESCO City of Gastronomy.

History

Launceston was proclaimed a municipality by an Act of Parliament on 30 October 1852, 47 years after European settlement. The boundaries extended less than two kilometres from the centre of the town. Seven Aldermen were elected to the Launceston Town Council on 1 January 1853, at the first local

government elections held in Van Diemen's Land. The Aldermen elected the first Mayor, Alderman William Stammers Button, later that day at the first meeting of the Town Council.

On 8 May 1985, the councils of Launceston City, St Leonards and Lilydale were amalgamated to form the new City of Launceston.

After this amalgamation, several rural areas were included in the municipal area. The most recent boundary changes took place in 1992 when parts of Prospect and Relbia were included within Launceston's local government area.



Image credit: Nick Hanson

WE ♥ LAUNNIE

launceston.tas.gov.au

Town Hall

Launceston's Town Hall is one of few mid-Victorian buildings still used for its original purpose. The ground floor of the original building contained the Council Chambers and municipal offices, and it had a concert hall and meeting room on the upper floor. The building was first occupied in 1867.

The Town Hall has been extended, and its interior modified several times — first in 1906 and again in 1936.

The Town Hall Annexe was developed in 1986-1988 using the late nineteenth century Federation-Queen Anne styled building, known as the old Mail Exchange, on the southwest corner of Cimitiere and St John Streets.

At the main entrance to the Town Hall, on St John Street, two pillars show a design like the City of Launceston's Coat of Arms. The design on the pillars of the Town Hall had been used as the emblem

for the Council for about 50 years before the Armorial Bearings were granted on 11 June 1957. Two plaques bearing the City's emblem were recovered from Victoria Bridge, on Tamar Street, when the bridge was rebuilt in 1966. The plaques were cleaned, repainted, and erected on the base of the twin pillars at the portico of the Launceston Town Hall.



VISION, PURPOSE AND VALUES

Greater Launceston Plan community vision statement

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

Our vision

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

With the adoption of the City of Launceston Strategic Plan 2025-2035 on 19 June 2025, our vision was updated to Launceston: A city of history, innovation and opportunity.

Our purpose

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

Our values



Our people matter

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



We care about our community

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



We bring an open mind

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



We go home safe and well

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

KEY STATISTICS



71,616

Estimated resident population*



46,074

Working age population*
aged 15-64 years



3,202

Estimated resident
Aboriginal & Torres Strait
Islander population*



11,285

People born overseas**



549,000

Median price
of established
house transfers in
Australian dollars*



6,069

Total number of
businesses*



141,363.1

Land area in
hectares**



8,192

Total protected land
area in hectares*

Internal and overseas migration -
year ended 30 June 2024*

Internal arrivals

3,877

Internal departures

4,833

Net internal migration

-956

Overseas arrivals

971

Overseas departures

354

Net overseas migration

617

Occupation of employed people
aged 15 years and over**

Managers

11.2%

Professionals

20.6%

Technicians and
trades workers

12.9%

Community and personal
service workers

14.4%

Clerical and
administrative workers

11%

Sales workers

9.6%

Machinery operators
and drivers

7%

Labourers

11.6%

Occupation inadequately
described or not stated

1.7%

* Australian Bureau of Statistics, Launceston Local Government Area Data

** 2021 Census

COUNCILLOR PROFILES

Elected members

Councillors have specific powers, responsibilities and duties as set out in the Act. The City of Launceston is served by 12 Councillors, one of whom is the Mayor.

Councillors are elected for a four-year term. Local government elections will be next held in 2026.



Image credit: Rob Burnett



Mayor Matthew Garwood

E mayor@launceston.tas.gov.au

Proudly born and raised in Launceston, Mayor, Councillor Matthew Garwood lives in the Northern Suburbs with his wife Michelle, daughter Billie, and their two pups. With a heart for community and a passion for people, Matthew is deeply embedded in the life of the city he calls home.

After eight years with LAFM / Chilli FM, Matthew transitioned from local radio to local government, stepping into the role of Mayor to give back to the community that has given him so much.

A seasoned performer who has represented Launceston on the world stage, Matthew brings a unique blend of creativity, authenticity, and drive to civic leadership. His commitment is clear: As Mayor, Matthew champions a bold vision of connection and progress. He believes in the power of communication and conversation to build civic pride, vibrancy, purpose, and belonging.

Not afraid to try new or different things, Matthew leads with energy, fresh ideas, and an unwavering focus on outcomes that matter to the people of Launceston.

Special Council Committees: Community Grants (Organisations) Program (1 July 2024 - 21 March 2025), Events Sponsorship Assessment Panel (1 July 2024 - 21 March 2025), Launceston City Heart Reference Group (dissolved 17 April 2025), Northern Youth Coordinating Committee, Queen Victoria Museum and Art Gallery Governance Advisory Board and Youth Advisory Group

External Committees: Local Government Association of Tasmania, TasWater Owners' Representatives Group, and Community Representative on David Chapin Memorial Trust

Mayor Garwood is Patron of: Friends of the Library Launceston, Launceston Competitions Association, Launceston Henley Association and Northern Tasmanian Junior Soccer Association

Mayor Garwood is Vice Patron of: Royal National Agricultural and Pastoral Society of Tasmania Ltd and Surf Life Saving Tasmania



Deputy Mayor Hugh McKenzie

E hugh.mckenzie@launceston.tas.gov.au

Councillor Hugh McKenzie was first elected to Council in October 2011 and to his current position of Deputy Mayor in July 2023.

He comes from a strong business background, having been a partner in business advisory firm KPMG for 24 years. Since retiring from that position, he has spent his time giving back to his community in a variety of ways, not the least in his role as Councillor.

He determined that to do this role the way he wanted (which is full commitment), he needed to be free from a permanent fulltime role and as such now focusses on board positions and community roles outside his Councillor duties. He makes himself available to meet with community members to discuss matters important to them and assists them in their interactions with Council and/or advocates where appropriate.

In the theme of giving back, he is the current President of the Northern Suburbs Community Centre, is a board member of philanthropic organisation The Cape Hope Foundation, which funds “hand up” type projects across the northern region. He also sits as the City of Launceston endorsed director of Launceston Airport. From these roles he believes he brings a strong governance and strategic focus with a “can do” attitude to Council.

He has lived his whole adult life in Launceston, has been happily married for over 40 years, raised and educated four children and now proud grand parent of four boys who live in Launceston.

He is an avid sports fan who has participated in many sports including, AFL, cricket, tennis, golf and cycling and is heavily invested in the Arts through an actor son and wife and his role on the Theatre North Board.

He lives by the mantra of “don’t say do” as actions speak louder than words.

He represents the Council on several Committees which are outlined below and through his time on Council has been a member of many others.

Special Council Committees: Audit Panel, and Tender Review Committee (dissolved 17 April 2025)

Special Committee: Municipal Emergency Management Committee (Chair)

External Committees: Australian Pacific Airports Launceston, Theatre North Inc. and University of Tasmania Northern Campus Engagement and Advisory Group which disbanded in June 2025 after successful completion of this project



Councillor Danny Gibson

E danny.gibson@launceston.tas.gov.au

Councillor Danny Gibson is currently serving as Councillor at the City of Launceston, having previously been elected as both Mayor and Deputy Mayor.

His philosophy is, 'Love where you live. Live where you love.'

Councillor Gibson believes in evidence-based decision making and seeks to balance the diverse needs of the community, small business sector, the arts, sport and recreation, and the future sustainable development of the city.

He understands the importance of community-based events to the cultural fabric of Launceston, having served as a volunteer, supporter and patron of many not-for-profit organisations in Northern Tasmania.

Councillor Gibson has a passion for grassroots, community-driven projects and initiatives, and seeks to be a positive, collaborative and proactive contributor to the betterment of the city.

He has been a successful advocate for improved recreational infrastructure and facilities, disadvantaged communities across Northern Tasmania, youth education, public art, strategic planning and sustainable development.



Councillor Andrea Dawkins

Contact details not provided as Andrea Dawkins resigned from office on 7 August 2025.

Councillor Andrea Dawkins was elected to City of Launceston in 2014, leading to a stint in state parliament from 2015 to 2018. Councillor Dawkins also has over 20 years in small business and six years in the not-for-profit sector.

Her strengths are in social enterprise, place-making and animal welfare.

In her 2022 campaign, Andrea highlighted the need to reduce pollution in the valley and moved a successful joint motion for Council to develop a Clean Air Strategy as a matter of priority.

Regulation on removing of single-use-plastics from our local government area has somewhat stalled after Councillor Dawkins' successful motion to phase out their use. As the environmental impacts of the products that replaced single-use-plastics are unfolding, another solution is being sought by the industry with urgency.

Councillor Dawkins continues to raise the importance of furthering investigations regarding confining cats to property for biosecurity and safety reasons.

Councillor Dawkins continues to bring the voices of the broader community to the council table with recent motions to develop an Inclusion Strategy and the importance of imbedding child safety practices into every aspect of City of Launceston's operations in the wake of the Commission of Inquiry into Child Sex Abuse in Tasmania.

In 2023, Councillor Dawkins was inducted to the Tasmanian Honour Roll for Women for service to community, advocacy and inclusion; government and public service.

Andrea serves as the Chief Executive Officer of RSPCA Tasmania.

Special Council Committees: Access Advisory Committee (dissolved 17 April 2025)

External Committees: Newstead College Association (July–September 2024)



Councillor Alan Harris

E alan.harris@launceston.tas.gov.au

Councillor Alan Harris was first elected to the Launceston City Council in 2018 and re-elected in 2022. A lifelong resident of Launceston, he is married to Katrina and has two adult children. His interests include community service through Rotary, cycling, and classic motorcycles.

Councillor Harris has a wealth of business knowledge and skills, gained over a 40+ year career, working as a Senior Executive in Telstra, Federal politics and in the aged care sector.

Councillor Harris has been an active Rotarian since 2003, holding many leadership positions including Club President, Assistant District Governor, led a Rotary International Exchange team to Denmark in 2012 and is the current Rotary Community Leader for all Rotary Clubs in Northern Tasmania.

He is the past Chairman of the Carrick Community Committee and the Southern Launceston Community Development Committee.

Councillor Harris is committed to bringing new ideas, a strong business acumen and influential leadership to the Council. He supports TasWater's \$130M project to clean up the Kanamaluka / Tamar Estuary by significantly reducing sewage overflows but he also recognises there is much more to be done.

He supports the introduction of two-hour metered on-street parking throughout the CBD to encourage more CBD retail activity and expanded CBD pedestrian areas. He supports revised planning laws to encourage more medium density living, particularly in the inner-city area, increased street trees throughout our city and new dedicated off-road cycle paths to connect our suburbs to the city and improve safety and traffic flow management around the city centre.

Special Council Committees: Launceston City Heart Reference Group (dissolved 17 April 2025), Tender Review Committee (dissolved 17 April 2025) and Transport Committee (Chair) (dissolved 17 April 2025)

External Committees: Economic Development Working Group, Franklin House Management Committee and University of Tasmania Northern Campus Engagement and Advisory Group which disbanded in June 2025 after successful completion of this project



Councillor Tim Walker

E tim.walker@launceston.tas.gov.au

Councillor Tim Walker was elected to Launceston Council in 2018. Councillor Walker's diverse career includes journalism, teaching, carpentry and set building, support work, event management and political advisor.

He believes Launceston is one of the great small cities in the world, with the potential to become even better: connected, equitable and sustainable. He champions our built heritage, our natural environment and the greater Kanamaluka / Tamar Estuary and Valley as the key to our unique liveability.

Councillor Walker knows Launceston faces big challenges in terms of population growth, traffic management and housing availability and affordability, and looks forward to working with the broader community to find long-term solutions that are sustainable.

These include improving public transport options and dedicated cycleways, encouraging Council to invest in affordable and sustainable housing, improving resource recycling and reuse, developing a meaningful ongoing relationship with the Tasmanian Aboriginal community, improving the Kanamaluka / Tamar Estuary and our other waterways, and championing thoughtful urban development that does not detract from our enviable and unique community lifestyle.

Councillor Walker is currently Chair of two committees; the Homelessness Advisory Committee and the Cultural Advisory Committee. He is a long-term member of the Audit Panel.

Outside of Council, Tim enjoys time with his family, bushwalking and camping, playing guitar, photography, and swimming. He considers it an honour to serve the City of Launceston as a Councillor and is always available to hear from you about your ideas or concerns for our community.

Special Council Committees: Audit Panel, Cataract Gorge Advisory Committee (Chair) (dissolved 17 April 2025), Cultural Advisory Group (Chair), Homelessness Advisory Committee (Chair) and Tender Review Committee (dissolved 17 April 2025)

External Committees: Economic Development Working Group



Councillor Professor George Razay

Contact details not provided as George Razay resigned from office on 4 August 2025.

Councillor and Clinical Professor George Razay was elected in October 2022. He has spent the last 27 years working as a General Physician and Geriatrician, Director of the Dementia Research Centre at the Launceston General Hospital and (Clinical School of Medicine) University of Tasmania. He was a 2021 Tasmanian Australian of the Year nominee.

Professor Razay's research has contributed greatly to increasing our understanding of the risk factors and treatment of dementia and Alzheimer's disease. He was active in raising funds for the Clifford Craig Foundation and provided education to the community through regular public lectures and media interviews. He was also the Patron of B4X (Before X generation) group (2005-2010), whose main aims included promoting healthy living and raising funding for medical research.

He was the Tasmanian representative in the Clinical Reference Group of the Australian Health Minister's Advisory Council Care of Older Australians Working Group in 2003-04.

He was also a member of the Clinical Reference Group for Tasmania Dementia Care Plan 2000 and beyond and participated in a state-wide review of geriatric and rehabilitation services in 2002.

Professor Razay is proud to serve the Launceston city as a Councillor. His campaign goals included promoting a healthy and active community, combating traffic congestion and air pollution, supporting the homeless people, improving the Kanamaluka / Tamar Estuary, revitalising the city centre, promoting respect for our seniors and supporting the young generation.

Special Council Committees: Launceston City Heart Reference Group (dissolved 17 April 2025) and Homelessness Advisory Committee



Councillor Joe Pentridge

E joe.pentridge@launceston.tas.gov.au

Councillor Joe Pentridge is Launceston-born and raised, but also proud of his Croatian heritage. He was brought up to believe that hard work created opportunities and has continued to apply that throughout his working life.

He joined Launceston's workforce as a boilermaker-welder and through the opportunities that created he has become a developer of industrial and residential sites throughout the city.

Commercial developments have been a specialty, and he has acquired expertise in this style of development.

Councillor Pentridge firmly believes in the principle of reuse, and applies that to restoring and reusing machinery, land sites and residential properties. He loves Launceston's heritage buildings and believes that they must be retained and reused and, where necessary, transformed for modern use.

He also believes everyone deserves a fair go and represents the community to the best of his ability taking things on with passion and drive.

Special Council Committees: Heritage Advisory Committee, Launceston Sister City Committee (dissolved 17 April 2025), Tender Review Committee (dissolved 17 April 2025), and Transport Committee (dissolved 17 April 2025)



Councillor Andrew Palmer

E andrew.palmer@launceston.tas.gov.au

Over the past year, Councillor Andrew Palmer has continued to deeply immerse himself in our Northern Suburbs, with a strong focus on listening, learning, and acting in ways that support long-term community outcomes. His involvement with Starting Point Neighbourhood House in Ravenswood has given him firsthand insight into the needs, strengths, and aspirations of the area. He advised that it's been a privilege to work alongside passionate locals and community leaders who are making a real difference.

In Lilydale, he has worked hard to strengthen Council's relationship with the township, ensuring their voice is heard and respected. A significant milestone this year was helping to secure funding for the much-needed renovations at the Lilydale Football Club — a hub of local spirit and pride. This investment will improve facilities for players, families, and supporters, and reinforce the role the club plays in community cohesion.

Throughout the year, Councillor Palmer has stood firmly by his convictions — always putting people at the centre of decision-making and striving for practical outcomes. Whether in the Council Chambers or out in the community, he's remained focused on genuine community engagement, transparency, and staying true to the values that brought him to public service.

There is still more to do, but he's proud of what has been achieved together so far. He is committed to continuing the work, listening to community voices, and delivering results that reflect the unique needs of each corner of Launceston - especially in the north where strong partnerships are building real momentum.

He thanks everyone who has welcomed him into their spaces, shared their stories, and contributed to progress being made.

Special Council Committees: Community Grants (Organisations) Program, Event Sponsorship Assessment Panel, Launceston Sister City (dissolved 17 April 2025) and Scholarships and Bursary Committee





Councillor Lindi McMahon

E lindi.mcmahon@launceston.tas.gov.au

Councillor Lindi McMahon was elected to Launceston Council in 2022. A local business owner for almost 16 years, Camp Quality Companion 10 years, Cityprom Board member for five years - three as Chairperson, four years Marketing Committee - three as Chairperson, Governance Committee two years. Completion of Australian Institute of Company Directors Course, creator of the 'Get Vocal Buy Local' initiative and co-organiser of 'Lifting the Lid on Mental Health' forum and information sharing platform.

A previous member of the City of Launceston Lions Club five years, one year as Treasurer. Winner Launceston Chamber of Commerce Retail Entrepreneur Award 2018, S Group Top 5 #Wonder100 Wonderchaser 2018, Finalist Telstra Business Women's Award 2019, current member of The Benevolent Society Fundraising Committee and Patron and Honorary Member Soroptimist International Launceston.

Creator and event co-ordinator of the free community event Mad Hatter's Twilight Festival running for six years prior to COVID.

Real experience in finance, governance, marketing, events and community engagement. A committed community leader, dedicated to understanding the challenges and barriers of all our people and investing time into a multitude of grass level community initiatives to assist in making lives better.

Chair of the Launceston Retail Partnership Group and Launceston College Association Council Representative.

Event co-ordinator Carols by Candlelight in the City Park December 2024.

Passionate about Launceston, its businesses and people and continuing to work hard on having a positive impact on the future success of our municipality and those within it.

People Passion Purpose

Special Council Committees: Cataract Gorge Advisory Committee (dissolved 17 April 2025), Community Grants (Organisations) Program, Events Sponsorship Assessment Panel (Chair) and Youth Advisory Group

External Committees: Launceston Safer Communities Partnership (dissolved August 2024)

Councillor McMahon is Patron of: Soroptimist International Launceston



Councillor Susie Cai

E susie.cai@launceston.tas.gov.au

Councillor Susie Cai arrived from China with her family in 1987 and has lived in Launceston for thirty-eight years. She co-owns and manages a Chinese restaurant business with her husband and is a mother of three children. Since the age of 11 Susie has worked in her parents' and now in her own restaurant. She was educated in Launceston at Glen Dhu Primary, Queechy High and Launceston College. Susie understands and is concerned for members of the community who must deal with health and financial challenges affecting their daily lives. Homelessness and creating safer communities are high priorities.

Her personal experiences have always motivated her to act on behalf of people who may feel powerless and to work co-operatively with council to improve the circumstances of those experiencing disadvantage.

"Fairness and equity are always what I seek to achieve around the Council table. It is an honour to be a member of the Council team. I work hard to achieve open and fair representation. I take my responsibilities as a member of the Council team seriously.

I am proud of Launceston and its natural and built heritage. There is still much to do to ensure Launceston is measured in its progress yet imaginative in making it a happier and safer city in which to live."

Special Council Committees: Heritage Advisory Committee and Scholarships and Bursary Committee

External Committees: Launceston Safer Communities Partnership (dissolved August 2024)



Councillor Alex Britton

E alex.britton@launceston.tas.gov.au

Councillor Alex Britton was born in Launceston and attended Larmenier Primary and St. Patrick's College.

He is passionate about small business and the role that it plays in shaping our Northern Tasmanian community.

He is a huge supporter of the tourism and hospitality sector and believes Launceston can capitalise on the ever-growing opportunities in this area.

Furthermore, he wishes to see more opportunities for young people in Launceston and Northern Tasmania and believes it is important to attract and keep them here in our wonderful city.

Councillor Britton is proud of the authentic relationships that he builds whilst running his busy Launceston hospitality venues.

He looks forward to applying his sound business experience to the Council decision-making processes.

Special Council Committees: Cultural Advisory Committee and Launceston Sister City Committee (dissolved 17 April 2025)

External Committees: Economic Development Working Group

COUNCIL MEETINGS

Meetings are held in the Town Hall Council Chambers and are open to the public. Members of the public can ask questions of the Council during public question time at the start of each meeting or can speak to an item in the agenda.

Fortnightly Council meetings were held from July to December 2024 starting at 1pm. In January 2025, Councillors voted to move to three-weekly meetings.

There was a noticeable increase in the length of the Council meetings after the introduction of the three-week cycle and at the 29 May 2025 Council meeting, Councillors voted to change the meeting commencement time to

10.30am. The 10.30am start time was introduced from the 19 June 2025 meeting.

From time to time, a special meeting of Council is convened in accordance with regulation 5(2)(b) of the Local Government (Meeting Procedures) Regulations 2025. Additionally, section 72B of the Act requires Council to hold an Annual General Meeting.

Councillor meeting attendance

Section 72(1)(cc) of the Local Government Act 1993 (Tas) requires us to state the attendance of each Councillor at meetings of the Council or any Council Committee during the preceding financial year.

From 1 July 2024 to 30 June 2025, there were a total of 20 Ordinary Council meetings, 17 of which included a part held in closed session, 12 pre-Council Workshops and 25 Workshops. Our Annual General Meeting was held on 12 December 2024.

	PRE-COUNCIL WORKSHOPS	COUNCIL	CLOSED SESSION	WORKSHOP	SPECIAL COUNCIL MEETING*	ANNUAL GENERAL MEETING
NUMBER OF MEETINGS	12	20	17	24	1	1
Mayor Councillor Matthew Garwood	8	19	16	17	1	1
Deputy Mayor Councillor Hugh McKenzie	9	16	12	19	1	1
Councillor Danny Gibson	1	9	7	14	-	1
Councillor Andrea Dawkins	9	17	13	20	1	1
Councillor Alan Harris	11	19	15	19	-	1
Councillor Tim Walker	10	18	15	19	-	1
Councillor Professor George Razay	11	17	15	16	-	1
Councillor Joe Pentridge	10	19	16	21	1	1
Councillor Andrew Palmer	9	16	11	22	1	-
Councillor Lindi McMahon	8	13	11	12	-	-
Councillor Susie Cai	11	20	12	21	1	1
Councillor Alex Britton	10	18	12	20	-	1

* A special meeting was held on 1 May 2025 for Council to consider Local Government Association of Tasmania - 2025 General Management Committee Election. The meeting was abandoned due to the absence of a quorum.

Councillor allowances and expenses statement

Section 72(1)(cb) of the Act requires us to provide a statement of the total allowances and expenses paid to the Mayor, Deputy Mayor and Councillors.

In 2024-2025 the City of Launceston provided allowances and reimbursements for reasonable expenses to the Mayor, Deputy Mayor and Councillors. This includes telephone and internet costs, meal allowances and travel expenses. The total amount of these expenses is shown below.

- Allowances \$ 647,999
- Expenses \$ 16,631

Disputes in respect of the Council

Regulations 37(a), (b) and (c) of the Local Government (General) Regulations 2025 require us to provide specific information regarding disputes in respect of the Council. This information is provided in the table below:

LOCAL GOVERNMENT (GENERAL) REGULATIONS 2025 - REGULATION 37	RESPONSE
(a) a statement of the number of disputes in respect of the council that were subject to a dispute resolution process and were – (i) received in the financial year to which the report relates; and (ii) determined or withdrawn in the financial year to which the report relates;	0 disputes
(b) a statement of the number of disputes in respect of the council that were commenced or continued but not yet determined or withdrawn in the financial year to which the report relates;	0 disputes
(c) a statement of the total costs to the council in relation to all disputes in respect of that council that were dealt with by a dispute resolution process, in the financial year to which the report relates.	Not applicable

Code of conduct complaints

Section 72(1) of the Act requires City of Launceston to state the number of code of conduct complaints that were received and the number that were upheld either wholly or in part during the preceding financial year.

CODE OF CONDUCT COMPLAINTS:	Number
Received	2
Upheld wholly or in part	0*
**Received 2023-2024 and upheld wholly or in part in 2024-2025:	1

* Neither Code of Conduct Complaint had been determined as at 30 June 2025.

** A Code of Conduct Complaint received in 2023-2024 was not determined until the 2024-2025 financial year and was not included in the 2023-2024 Annual Report. It was upheld wholly.

Section 72(1)(bb) of the Act requires City of Launceston to declare the total costs met by the Council during the preceding financial year in respect of all code of conduct complaints dealt with under Division 3A of Part 3 during the preceding financial year.

Although two code of conduct complaints were received during the preceding financial year, no costs had been incurred as at 30 June 2025 in respect of these complaints.

Costs associated with three code of conduct complaints received in 2023-2024 had not been received as at 30 June 2024. The total costs met by the City of Launceston in 2024-2025 for these complaints was \$7,602.80.

Councillor online training modules

Regulation 37(d) of the Local Government (General) Regulations 2025 requires us to provide a statement of core learning and development activities, as determined by the Director, that each Councillor has completed in the financial year to which the report relates.

For 2024-2025 there were three learning packages (LP 1, 2 and 3). The table below shows the learning package modules completed by each Councillor as at 30 June 2025.

COUNCILLOR ONLINE TRAINING MODULES	LP1	LP2	LP3
Mayor Councillor Matthew Garwood	✓	✓	Not Complete
Deputy Mayor Councillor Hugh McKenzie	✓	✓	Not Complete
Councillor Danny Gibson	✓	✓	✓
Councillor Andrea Dawkins	Not Complete	Not Complete	Not Complete
Councillor Alan Harris	✓	✓	Not Complete
Councillor Tim Walker	Not Complete	Not Complete	Not Complete
Councillor Professor George Razay	Not Complete	Not Complete	Not Complete
Councillor Joe Pentridge	✓	Not Complete	Not Complete
Councillor Andrew Palmer	✓	✓	Not Complete
Councillor Lindi McMahon	✓	✓	✓
Councillor Susie Cai	✓	✓	Not Complete
Councillor Alex Britton	Not Complete	Not Complete	Not Complete

COMMITTEES

Committees play a critical supporting role in the delivery of Council's statutory obligations, and strategic and annual plan objectives. Committees facilitate more targeted and efficient oversight and decision-making across a range of Council functions, allowing for specialisation, clear lines of delegation and targeted community and stakeholder engagement.

A review of Council committees was conducted in 2024-2025 to assess their effectiveness, governance structures, and alignment with Council priorities. This review involved gathering feedback through multiple channels, including a survey distributed to all committee members, face-to-face interviews, and observations of committee meetings. The aim was to identify strengths, challenges, and opportunities for improvement across a diverse range of advisory bodies.

The survey responses reflected a broad spectrum of insights from committee members, chairs, and Council employees. In addition, a number of face-to-face interviews were conducted to delve deeper into

specific issues and gather nuanced feedback that may not have surfaced in the survey. The opportunities that were identified include:

- standardised Terms of Reference to improve consistency in the way the committees operate
- consider offering parking reimbursements or investigate sitting fees to recognise community members' contributions
- publicly acknowledge community members via a register or similar
- review of committees every four years, aligned with local government elections
- provide training for Councillors on governance and chairing effective meetings
- standardise agendas, minutes and meeting procedures to improve efficiency
- ensure terms of reference make provision for children and young people, or implement a broader youth engagement strategy
- establish clear methods for committees to provide advice to Council
- develop yearly action plans with measurable goals and conduct annual strategic planning

- implement a recruitment process focused on filling committee vacancies with relevant expertise
- link each committee's work plan to the Council's Strategic Plan to ensure alignment with key priorities. The new Strategic Plan 2025-2035 provides an opportunity to realign and examine what other committees Council may want to implement moving forward

Some committees were deemed to be not fit for purpose anymore or not fulfilling their desired function. As a result, the following committees were dissolved at the 17 April 2025 Council Meeting:

- Cataract Gorge Advisory Committee
- Launceston Access Advisory Committee
- Launceston City Heart Reference Group
- Launceston Sister City Committee
- Tender Review Committee
- Transport Committee

Council's new Strategic Plan includes further review of committees, and any recommendations will be brought to Council.

Council Committees convened under section 23 of the Act

Chief Executive Officer's Contract and Performance Review Committee

The purpose of the Chief Executive Officer's Contract and Performance Review Committee is, in consultation with the Chief Executive Officer, to establish performance objectives for the role and undertake formal reviews of performance against those objectives at intervals specified within the Chief Executive Officer's employment agreement.

The committee also undertakes an annual review of the Chief Executive Officer's remuneration in accordance with the employment agreement.

For 2024-2025, the committee consisted of Mayor Matthew Garwood, Deputy Mayor Hugh McKenzie, Councillor Andrea Dawkins, Councillor Alan Harris and Councillor Andrew Palmer.

The Chief Executive Officer's Contract and Performance Review Committee was convened on 20 November 2024 and 29 April 2025 and all Councillors on the committee attended the meetings.

Special Committees convened under section 24 of the Act

Cataract Gorge Advisory Committee (dissolved 17 April 2025)

The Cataract Gorge Reserve Advisory Committee was established to assist the Council in achieving the 2030 vision for the Cataract Gorge Reserve and Trevallyn Nature Recreation area as outlined in the Re-imagining the Cataract Gorge Final Plan endorsed by Council on 14 December 2015.

The objectives of the Cataract Gorge Reserve Advisory Committee were to:

- provide input into the strategic direction and opportunities for the Cataract Gorge Reserve
- participate in the review of management actions to achieve the endorsed strategic outcomes
- strengthen the connection between reserve managers and the community.

Community Grants (Organisations) Program

The Community Grants Assessment Panel reviews and assesses grant applications in accordance with the Community Grants Policy and Guidelines. The assessment panel recommendations allow for informed decision making by Council when approving funding allocation for projects.

The primary role of the Community Grants Assessment Panel is to:

- consider the clear community need that may benefit from a grant application
- review and assess applications on the potential social connection and community participation
- consider whether the project for which the grant is sought includes clear engagement and collaboration with the community

- provide recommendations to Council on grants to be approved for funding.

The Councillors nominated to the assessment panel have a secondary role by providing input into the annual recommendation to Council for community organisations seeking assistance via the concessional entry to the Council's waste disposal facilities.

Cultural Advisory Committee

The primary purpose of the Cultural Advisory Committee is to work in collaboration with the Council to provide Councillors and employees with strategic advice and informed feedback on matters pertaining to cultural development in the City of Launceston and the implementation of the Cultural Strategy 2020-2030. It also assists in promoting awareness and understanding of arts and culture in the city.

The objectives of the Cultural Advisory Committee are to:

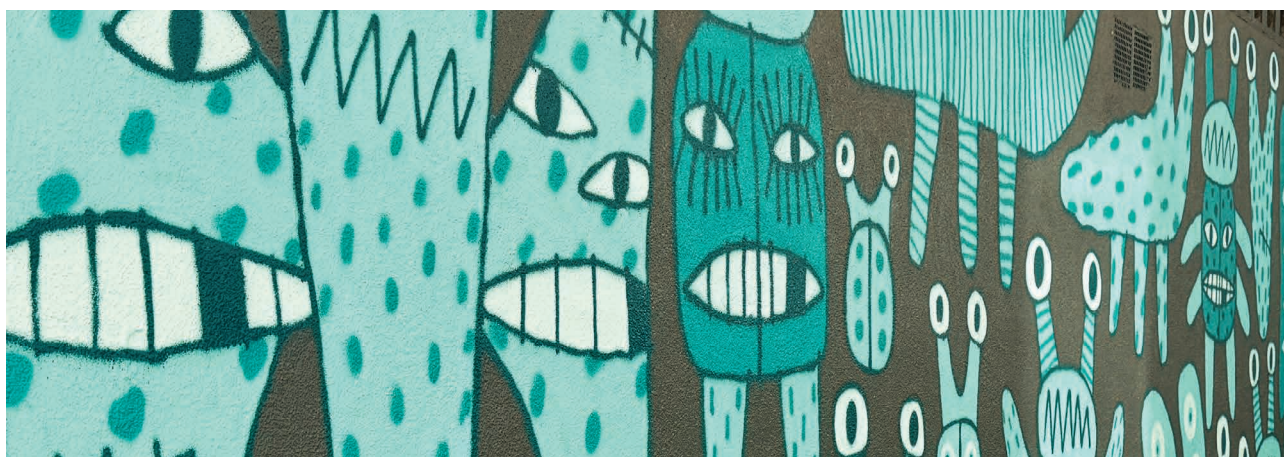
- provide advice and support for cultural development within

the municipal area, consistent with the Council's strategies and policies, including the implementation of City of Launceston's Cultural Strategy 2020-2030 and Public Art Strategy 2023-2031

- advocate for the arts in Launceston
- facilitate communication and joint initiatives between local business and industry, educational institutions, community groups and the Council in arts and cultural related disciplines
- provide high-level advice to the Council on matters

relating to public art and other commissions in the City of Launceston

- advise the Council on delivering inclusive and diverse cultural services
- promote integration across other committees and advisory groups of Council such as, but not limited to, the Heritage Advisory Committee and the Youth Advisory Group.



Artist: Tom O'Hern

WE ♥ LAUNNIE

launceston.tas.gov.au



Image credit: Nick Hanson

Event Sponsorship Assessment Panel

The Event Sponsorship Assessment Panel reviews and assesses sponsorship applications in accordance with the Event Sponsorship Policy and Guidelines.

The Panel's recommendations allow for informed decision making

by Council when approving funding allocation for events.

The role of the Panel is to:

- to consider, review and assess event sponsorship applications against the relevant

Event Sponsorship Program assessment criteria.

- provide recommendations to Council on events to be approved for funding.

Heritage Advisory Committee

The Launceston Heritage Advisory Committee was established to provide advice to the Council on heritage matters and to promote the value of heritage places within the Municipality.

The role of the Launceston Heritage Advisory Committee is to:

- provide advice and recommendations on the development of Council policy relating to heritage matters
- provide advice on and participate in the overview of heritage studies undertaken by Council
- provide advice and recommendations on applications made by Council for heritage funding
- consult with stakeholders to determine community aspirations relating to heritage places and objects
- promote Council's objectives and the principles of reuse of heritage assets in the City
- promote community participation in and awareness of heritage activities
- provide advice to Council in regard to development proposals involving and/or impacting on heritage values on properties either heritage registered or covered by heritage precinct or overlay.

Homelessness Advisory Committee

Homelessness is a complex issue and there are many factors that contribute to a person's homelessness. Many of these factors lie outside the remit of local government, however, through an educated, collaborative and dignity first approach, the City of Launceston is committed to working with community to play a constructive role in the provision of strategies and actions to support the homeless community.

The primary purpose of the Homelessness Advisory Committee is to:

- enable a collaborative approach between key sector service providers, community members and relevant levels of government in addressing the short, medium and long-term needs of Launceston's homeless community
- identify, support and coordinate achievable actions which will

assist in addressing the evolving needs of Launceston's homeless community

- develop a greater and shared understanding of the roles, responsibilities and priorities within the community in responding to homelessness.

Launceston Access Advisory Committee (dissolved on 17 April 2025)

The Launceston Access Advisory Committee purpose was to provide high-level strategic advice to the Council on matters relevant to access issues and to promote accessibility issues within the Municipality and to bring together agencies and service providers to raise the profile of accessibility and enable any advocacy efforts that Council can make in line with the Access Plan.

The objectives of the Launceston Access Advisory Committee were to:

- review City of Launceston's Access Plan every four years

- provide an annual report to Council of actions undertaken against the Access Plan
- present any new Access Plan to Council for adoption
- review up and coming capital projects from the aspect of accessibility, and provide strategic high level advice accordingly to the City of Launceston
- advocate to other levels of government or other agencies for action on identified accessibility priorities

- promote the benefits of being accessible to local businesses
- provide advice to Council on specific matters relevant to accessibility
- promote community participation in and awareness of access activities.

Launceston Safer Communities Partnership (dissolved on 13 September 2024)

The Launceston Safer Communities Partnership was an inter-organisational partnership which addressed community safety issues as they related to the greater Launceston area. Included in its membership were representatives from Local

Government, State Government departments, community-based organisations and the business sector. The partnership initiated action in relation to safety issues which affect the amenity and quality of life of the greater Launceston area.

Through advocacy it developed appropriate responses to community safety issues from a strengths-based community perspective that aimed to build stronger communities through partnerships, coordination and resource sharing.

Launceston Sister City Committee (dissolved 17 April 2025)

The purpose of the Sister City Committee was to discuss sister cities matters and provide advice to Council on the maintenance of sister city relationships. Its role

was advisory and the Committee could not commit Council resources or the city to any form of relationship with any other city; rather, it could only make

recommendations to Council on matters pertaining to established sister city relationships.

Northern Youth Advisory Committee (NYCC)

NYCC is a committee that involves over 100 members that are all involved with youth in and around the Launceston municipality. These members engage with youth through a mix of local government organisations, non-government organisations and community groups. The group meets bimonthly and provides the opportunity for members to share resources and network with others in the area.

NYCC provides an opportunity for Australian, Tasmanian, Local Government and non-government youth service providers to come

together to achieve a more coordinated approach to youth issues across Northern Tasmania.

The aim of NYCC is to provide a way for services to work cooperatively on youth issues. By working together, agencies can share resources to provide the best range of appropriate services to young people to:

- create a forum for networking, sharing information and discussing youth issues relevant to Northern Tasmania
- form member working groups for undertaking collaborative

cross-agency youth projects

- provide representation on external committees as agreed to by members
- provide advice to Council and City of Launceston officers on specific matters relating to youth
- provide advice to State and Federal Governments on specific matters relating to youth
- provide professional development opportunities for committee members.

Queen Victoria Museum and Art Gallery Governance Advisory Board (MGAB)

Consistent with the Queen Victoria Museum and Art Gallery's (QVMAG) status as a community cultural enterprise and its stated mission to be a leader in the intellectual and creative development of Launceston and Tasmania by increasing the community's enjoyment and understanding of Launceston's, and Tasmania's natural and cultural heritage, MGAB has the role, to advise

the Council, the Chief Executive Officer, and the Director Queen Victoria Museum and Art Gallery in respect of a number of matters relating to QVMAG.

The MGAB is directly accountable to the Council, which is the QVMAG's ultimate governing body and its primary purpose to:

- advise on the determination of QVMAG policies
- advise on strategic planning

- engage with management of QVMAG's annual business/enterprise planning
- review the recommendations in relation to proposed QVMAG collections acquisitions and de-accessions
- be advised on QVMAG's annual programming, marketing and promotion issues where appropriate.

Scholarships and Bursary Committee

The purpose of the City of Launceston's Scholarship and Bursary Committee is to oversee the provision of financial assistance to students to enable them to undertake further education in areas which complement the vision of the City of Launceston. The scholarship and bursaries are awarded

to students that reside in the Launceston municipality that meet the selection criteria.

The role of the Scholarship and Bursary Committee is to provide links between Council and the:

- University of Tasmania
- Public high schools within the municipality

The Scholarship and Bursary Committee also administers the Ariarne Titmus Scholarship process in partnership with Swimming Tasmania.

The panel conducted interviews with three very worthy applicants and ultimately decided on a successful candidate, Isabel Perry from the South Esk Swimming Club.

Tender Review Committee (dissolved 17 April 2025)

The Tender Review Committee had the delegated power to accept tenders in accordance with the recommendation of a Tender Evaluation Panel for:

- projects that are in the current year's budget or are carryover

projects from previous years, providing the projects are within budget allocations or conform to the exceedance criteria established in the operating procedures

- periodic supply tender lists

- preferred supplier lists or pre-qualified contractor lists.



Ariarne Titmus and the 2025 Ariarne Titmus Scholarship winner Isabel Perry.



Image credit: Richard Harmey

Transport Committee (dissolved 17 April 2025)

The Transport Committee championed and progressed the achievement of the Greater Launceston Transport Vision and Launceston Transport Strategy with a focus on our transport vision of:

- our community will have access to diverse transport choices that connect them to our places
- our focus on partnerships and innovation will promote our community's wellbeing and improve Launceston's liveability

The role of the Transport Committee is to support the

successful delivery of the Greater Launceston Transport Vision and Launceston Transport Strategy by:

- providing a communicative/consultative link between Council and relevant stakeholders
- advising and make recommendations to the Council on issues and matters relating to the transport objectives
- championing the implementation of best practice transport initiatives within the city

- reviewing and commenting on the development of government policies and legislation that have implications for key stakeholders in the municipal area and/or the northern region
- considering and making recommendations for consideration in the Council's long-term planning processes and annual planning and budget process in respect to the transport needs of the city.

Youth Advisory Group (YAG)

YAG's objectives are to:

- enable a representative group of young people to respond to and offer advice to Council, other agencies and all other levels of government on specific matters relating to youth in Launceston
- provide an avenue for young people to raise issues or make comments on matters of importance to them
- take action, where appropriate, on issues of importance and priority to young people
- ensure that young people are involved in their community's economic, social and cultural development
- positively promote youth within the municipality, especially regarding the potential value the community can gain from youth input.

YAG is a Council Committee that plays a role in empowering youth who live, study, and work in Launceston. The group acts as a link between the youth of Launceston and the City of Launceston; it provides young people with the opportunity to have their voice heard and share information directly.

Audit Panel convened under section 86 of the Local Government Act 1993 (Tas)

The Audit Panel, formerly Finance and Audit Committee, was established in 2003 to meet the requirements of the Act and operates in line with the Local Government (Audit Panels) Order 2014. The panel consists of an independent chairperson, two elected representatives and two independent members, selected through a recruitment process based on their skills and experience.

The key objectives of the Audit Panel are:

- to assist the Council in the effective conduct of its financial reporting responsibilities
- the management of risk
- maintaining a reliable system of internal controls
- facilitating the conduct of the Council's activities in an ethical and responsible manner

- review the accounting, internal control, anti-fraud, anti-corruption and risk management policies, systems and controls that the Council has in relation to safeguarding its long-term financial position.

In 2024-2025, the panel consisted of independent members Ric de Santi (Chair), Ken Clark and Kathleen Sales, and Councillors Hugh McKenzie and Tim Walker.

Municipal Emergency Management Committee convened under section 20(a) of the Emergency Management Act 2006 (Tas)

The key functions of the City of Launceston's Municipal Emergency Management Committee include:

- to promote, facilitate and advocate for continuous improvement in emergency management within the municipality including emergency planning, preparedness, response and recovery
- institute and coordinate emergency management in the Launceston municipal area

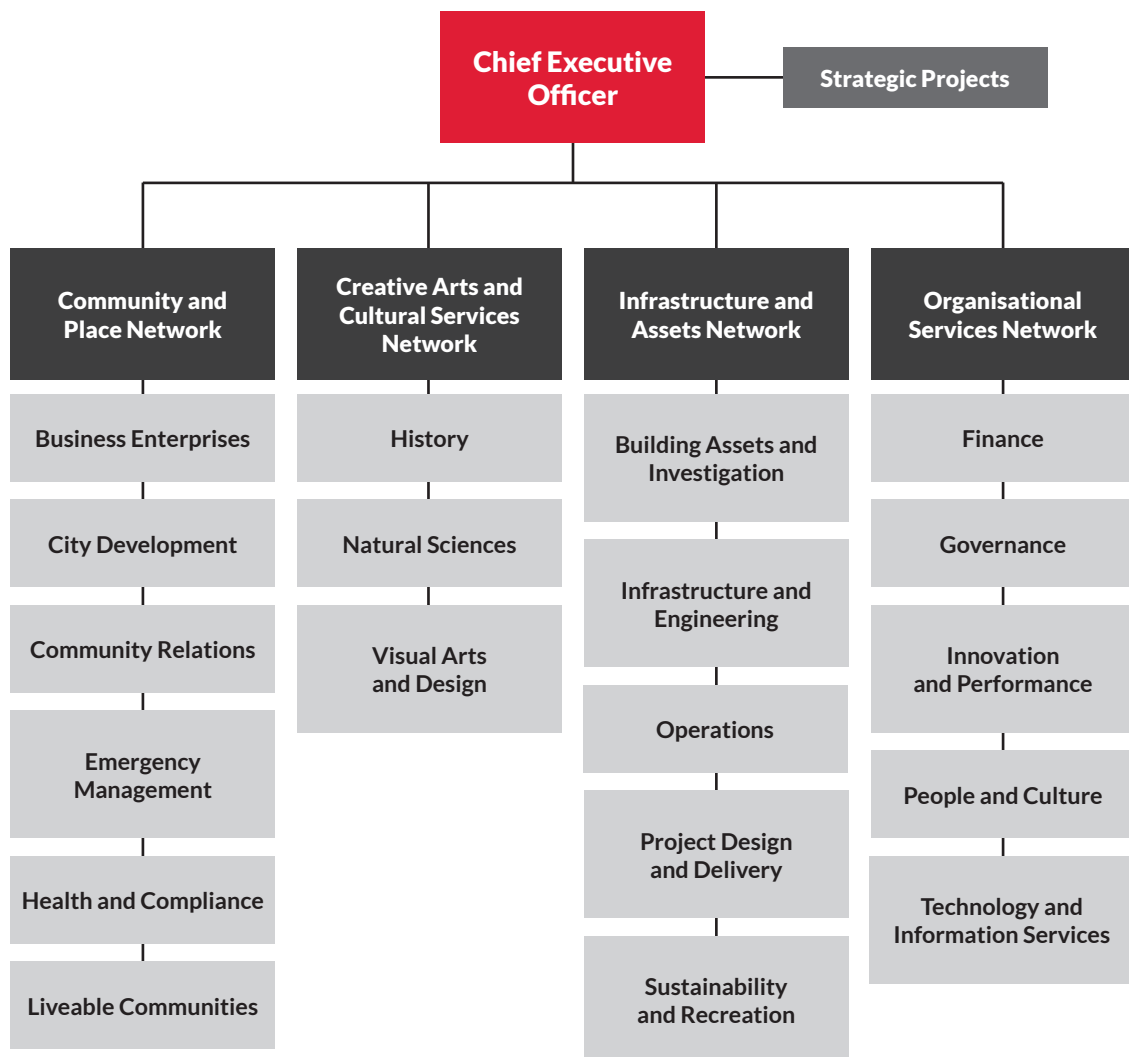
- providing a forum for liaison between organisations with emergency management responsibilities in the municipality
- report to the Regional Controller on any municipal matters that relate to the function of the regional committee
- work with stakeholders to facilitate the assessment of major risks within the Launceston municipality

- work with stakeholders to develop and implement risk treatment strategies for the Launceston municipality
- identify actions to reduce the incident and impacts of emergencies
- review the management of emergencies that have occurred in the municipality and identify and/or support opportunities for improvement.

ORGANISATIONAL STRUCTURE

From 1 July 2024 to 12 January 2025, the organisational structure comprised of four networks of teams. Each network was led by a General Manager who reported directly to the Chief Executive Officer.

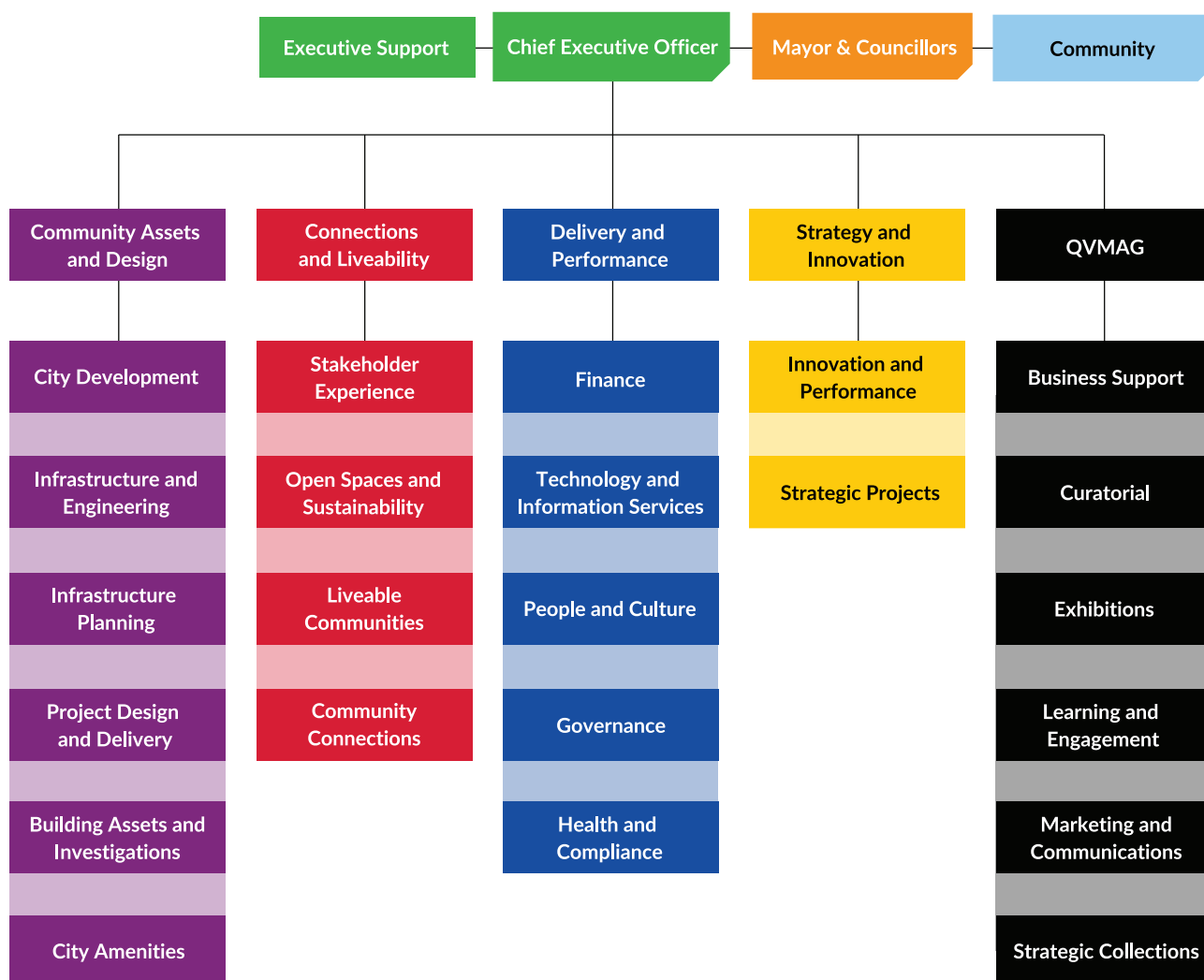
The City of Launceston organisational structure prior to 13 January 2025 is presented in the chart below.



In October 2024, a new and exciting organisational structure was proposed. Aimed at providing an enhanced leadership model for our organisation, putting some improved accountability processes and procedures in place, and ensuring the language we use for our Executive Leadership cohort was closely aligned to the services we provide, the new structure came into effect on 13 January 2025.

It comprises of five Executive Leaders, working as a team to support, guide, empower and engage with our Senior Leadership Team and our people.

The City of Launceston organisational structure that was adopted from 13 January 2025, is presented below.



Executive Leadership Team as at 30 June 2025



Sam Johnson OAM
Chief Executive Officer



Chelsea van Riet
*Executive Leader Community
Assets and Design*



Ali Kemp
*Executive Leader Connections
and Liveability*



Nathan Williams
*Executive Leader Delivery
and Performance*



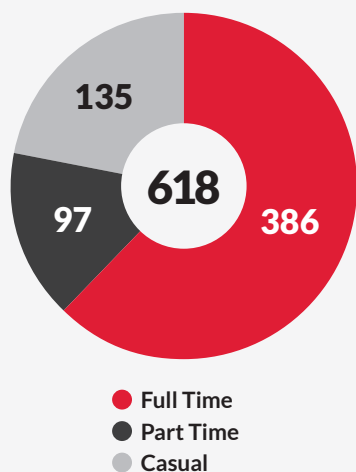
Jane Lewis
*Executive Leader Strategy
and Innovation*



Shane Fitzgerald
*Director Queen Victoria Museum
and Art Gallery*

Our people as at 30 June 2025

Current employees



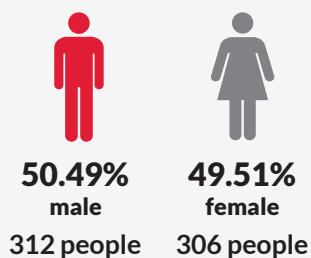
Recruitment

External appointments	24
Internal transfers	15
Internal promotion	Male 3 Female 5
Contract extension	5
Secondment appointments	4
Average recruitment time	38 working days

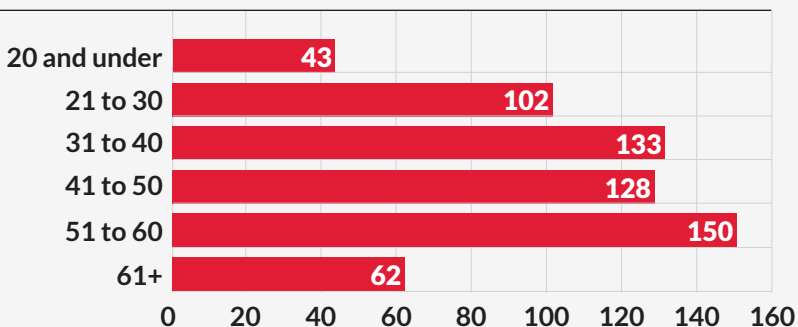
Apprentices, trainees & cadets

	2	Horticulturalist Apprentices
	1	Mechanic Apprentices
	2	Civil Construction Apprentices
	0	Engineering Apprentices

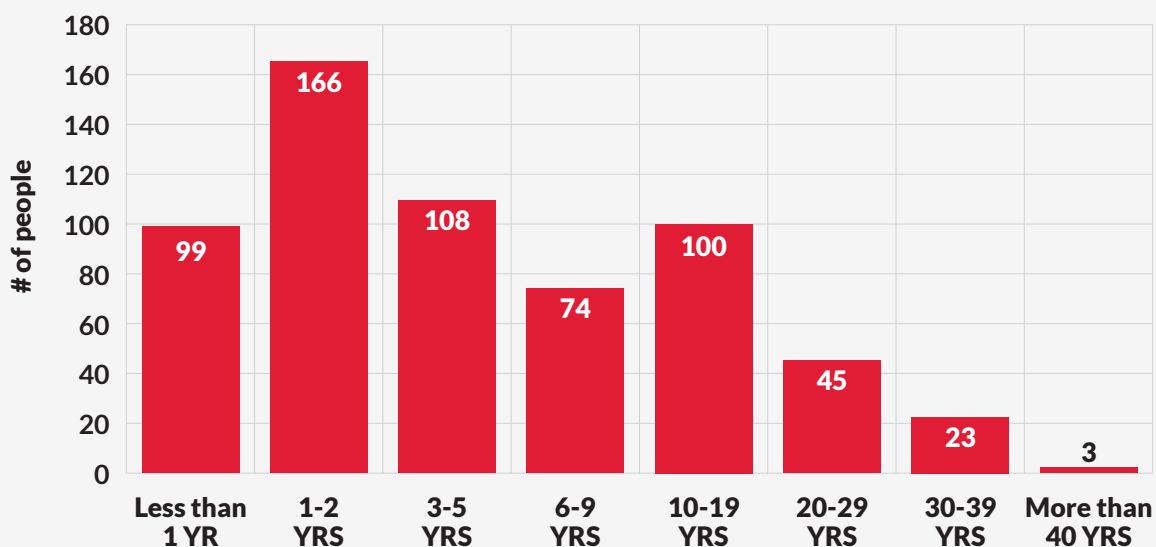
Gender balance



Age Banding

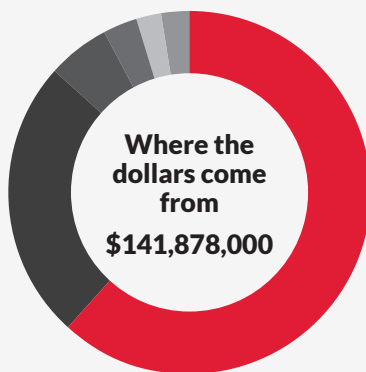
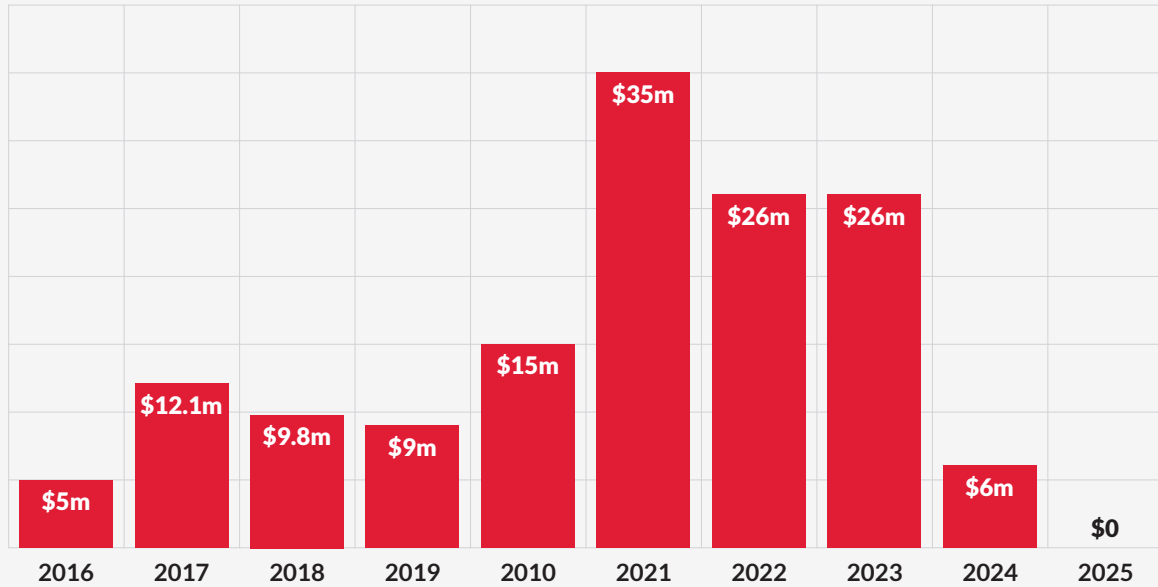


Length of service



Where our money comes from and where it goes

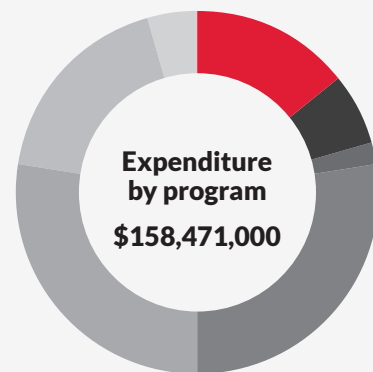
Outstanding loans



- Rates **\$87,788,000** (61.9%)
- Fees and Charges **\$35,193,000** (24.8%)
- Operational Grant Revenue and Contributions **\$8,010,000** (5.6%)
- Interest Revenue **\$4,273,000** (3.0%)
- Investment Revenue **\$3,368,000** (2.4%)
- Other Revenue **\$3,246,000** (2.3%)



- Provision of services and expenditure from continuing operations, excluding the categories below. **\$117,005,000** (73.8%)
- Finance Costs **\$808,000** (0.5%)
- Depreciation **\$27,006,000** (17.1%)
- State Government Fire Service Levy **\$9,219,000** (5.8%)
- State Government Waste Disposal Levy **\$4,102,000** (2.6%)
- Rate Remissions and Abatements **\$331,000** (0.2%)



- General and Public Services **\$23,140,000** (14.6%)
- Public Order and Safety **\$10,197,000** (6.4%)
- Health and Welfare **\$3,080,000** (2.0%)
- Housing and Community Amenities **\$43,149,000** (27.2%)
- Recreation and Culture **\$43,514,000** (27.5%)
- Roads Traffic and Parking **\$28,400,000** (17.9%)
- Other **\$6,991,000** (4.4%)

EMERGENCY MANAGEMENT

The City of Launceston's emergency management process and approach is guided by its Municipal Emergency Management Plan (Issue #18, 2024), which outlines a comprehensive framework for managing emergencies across the municipality. The City of Launceston has two substantive roles that are dedicated to the planning for emergencies within the municipality. These roles focus on supporting the community in the prevention, planning, response and recovery phases.

Emergency response

Over the past 12 months the municipality experienced several emergency incidents including:

August 2024 power outage

In August 2024, City of Launceston operations were significantly affected by a power outage that impacted multiple key sites. The affected locations included Town Hall, the Queen Victoria Museum and Art Gallery at Inveresk,

UTAS Stadium, and several car parks. In response to the outage, a dedicated team of 50 Council officers worked diligently over four days to manage the impact and ensure continuity of services and operations. One of the

most notable controls was the rescheduling of an AFL game, which was held in the afternoon instead of in the evening to mitigate the risk of further outage-related disruptions.

August / September 2024 severe weather event

Following the August power outage, Northern Tasmania experienced a severe weather event that caused extensive damage to vegetation and power infrastructure. This resulted in widespread road closures and prolonged power outages, some lasting several weeks in rural areas.

In response, the City of Launceston established a recharge centre at Lilydale Memorial Hall, offering residents a place to charge devices, enjoy a hot drink and an opportunity to

check in with other community members. Additionally, free shower and charging facilities were made available at the Launceston Leisure and Aquatic Centre to support affected community members.

Communication with rural communities was particularly challenging due to disruptions to both power and telecommunications. To support outreach, the City of Launceston engaged Rural Alive and Well, who provided direct support

to residents in Blessington and Burns Creek. Feedback from these communities highlighted strong local resilience and mutual support among residents.

This unprecedented event prompted a significant cleanup effort and significant incurred costs to Council. It also provided valuable insights and lessons that will inform future emergency response planning and continuous improvement initiatives at the City of Launceston.



Image: Flooding in the Cataract Gorge First Basin in September 2024.

Cataract Gorge fire

On 7 March 2025, a fire was reported in the Cataract Gorge. The Tasmania Fire Service attended, and over a four-day period extinguished the fire. Approximately 200m of the

track between the Alexandra Suspension Bridge and the Sentinel Lookout was impacted by the fire, which resulted in damage to bridges, elevated walkways, fences and bluestone retaining

walls. Fallen trees, landslips and rockfalls also occurred causing the track to be closed to all public access.

Emergency planning

St Patricks River District Day

Council officers held an emergency management stall at the St Patricks River District Day in March at Nunamara; one of the areas that had been affected by the severe weather event and associated power outage.

A survey was conducted and valuable conversations were held with residents regarding emergency preparedness as well as their experience of the extended power outage.

City of Launceston will continue to engage with our community and provide support to enhance individual emergency preparedness as well as promote community connection which enhances recovery from an emergency.

Emergency Management Hub

Emergency preparedness is everyone's responsibility. The City of Launceston online Emergency Management Hub (www.launceston.tas.gov.au/Emergency-Management-Hub) continues to provide a one-stop-shop for information to support community members to identify their emergency risks and make a plan. There have been a total of

6,506 of views of the Hub during this reporting period.

A physical Hub is also located in the Customer Service Centre within the Town Hall foyer. This hub is filled with brochures from various agencies including SES Tasmania, Tasmania Fire Service, Australian Red Cross as well as the City of Launceston Guide to Emergency Preparedness and Pet

Pal postcard. Over 800 resources have been collected from this Hub during the reporting period by members of our community, with the SES Flood Guides for Invermay, Newstead, City/East Launceston and Launceston/Margaret Street being particularly popular.

Incident response and evacuation centre preparedness

The City of Launceston continues to prepare for and remains equipped for responding to incidents including the management of the levee network and evacuation centres.

City of Launceston employees opt in to the Emergency Management

Team to support our community in addition to their substantive roles. Officers participated in several training sessions and two exercises to develop their readiness to undertake this role if required throughout the last financial year.

Significant work has been done to continue to develop supporting documentation, and a hub that is accessible by all employees who have emergency management roles.

Recovery

Federal inquiry into flood insurance - 2022 floods

Following a reference from the House of Representatives on 7 August 2023, the House of Representatives Standing Committee on Economics commenced an inquiry into insurers' responses to 2022 major floods claims, including for the:

- South-east Queensland and northern NSW floods of February and March 2022
- Hunter and greater Sydney floods of July 2022
- Victorian, NSW and Tasmanian floods of October 2022, and

- Central west NSW floods of November and December 2022.

The City of Launceston participated in the inquiry and submitted a report detailing the impacts of the October 2022 floods in Northern Tasmania, with a particular emphasis on the extent of flooding along the North Esk and South Esk rivers.

As a result of the inquiry, the City of Launceston continues to implement measures aimed at improving flood preparedness and resilience across the municipality.

This includes enhancing early warning systems, reviewing land use planning in flood-prone areas, upgrading critical stormwater infrastructure, and working closely with state agencies and the local community to ensure coordinated emergency responses. The city is also committed to ongoing community engagement and education to build awareness around flood risks and mitigation strategies.

Actioned community requests 2024-25



Roads and
footpaths

2,285



Parks and
recreation

1,348



Stormwater
and drainage

606



Tree
management

1,510



Parking

4,813



Environmental
health

1,153



Regulations

828



Building and
planning

1,424



Waste
management

5,204



Dogs

1,115



Nature strips

318



Graffiti

236



Cleaning

1,470



Sleeping rough

333



Toilets

624



All other requests

3,201



Image credit: Ryan Farrington

PROSPERITY



2024 National Economic Development Awards for Excellence

The City of Launceston was recognised at the 2024 National Economic Development Awards for Excellence in two categories. The awards are designed to celebrate organisations and individuals who drive sustainable growth and community prosperity across Australia.

City of Launceston's Economic Development Officer Karishma Kodavali was presented with the Economic Development Rising Star Leadership Award, which recognises emerging leaders in the economic development sector. Karishma was recognised for

her work facilitating economic development programs on behalf of the City of Launceston, including Business Connect workshops aimed at supporting the city's small business sector.

The City of Launceston also took out an award in the Economic Development Recovery & Resilience category for its Business Activity Survey, which analyses business activity in Launceston's CBD in detail.

The City of Launceston's Data Analyst Tony McDonald accepted the award on behalf of the project team.

The Business Activity Survey was launched this year, having evolved from the Council's former CBD retail shop occupancy surveys.

The new system can categorise more than 30 types of businesses and can record features like on-street dining offerings.

The data for the Business Activity Survey is captured by officers and members of Launceston Central using smartphones and uploaded to a database, allowing for real-time updates when businesses open and close.



Karishma Kodavali accepting the Economic Development Rising star award.



Tony McDonald accepting the Economic Development Recovery & Resilience award.

Images: supplied by Economic Development Australia

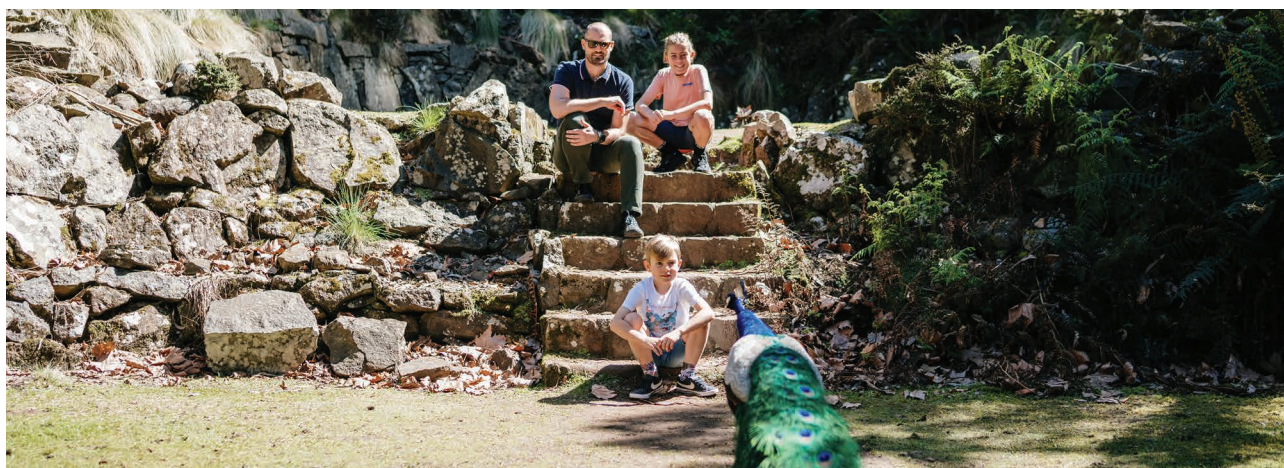


Image credit: Nick Hanson

Tourism and visitor economy

Visitor strategy

Development of the City of Launceston's Visitor Strategy 2030 progressed significantly throughout the year. Tourism contributes over \$3.2 billion annually to the Tasmanian economy, supporting more than 37,000 jobs, with Launceston positioned as a key gateway to the state's north.

In partnership with Myriad Research and local businesses, extensive research was undertaken to better understand

visitor patterns, behaviours, and experiences. Data collection included more than 1,000 in-person interviews, 300 post-visitation surveys, and feedback from digital and in-person engagement methods.

The research confirmed Launceston's strong visitor appeal, with high levels of satisfaction, longer stays, and strong intent to return. It also highlighted opportunities to improve accessibility, hospitality,

and destination awareness.

These insights provide a valuable evidence base to inform the Visitor Strategy 2030 and future decision-making aligned with the Strategic Plan 2025 - 2035. Local businesses and venues played a vital role in supporting this work, ensuring the city is well-placed to strengthen its visitor economy and enhance its reputation as a globally connected and welcoming destination.

Launceston Place Brand

The Launceston Place Brand continued to strengthen community pride and challenge outdated perceptions of Launceston, celebrating the city's unique identity and appeal to residents, visitors, employees, and investors.

Throughout the year, the brand achieved strong engagement, with the latest Launnie video generating widespread sharing and interaction across multiple

platforms. Key resources, including photography assets and hospitality maps, recorded significant downloads, reflecting high demand from both Council employees and the public.

Collaboration between the Communications and Tourism and Events Teams expanded the brand's reach, including the development of a merchandise portal and bespoke items for City Enterprises such as QVMAG, the

Visitor Information Centre, and the Leisure and Aquatic Centre. A growing library of imagery on Launnie.com.au further enhanced the brand's visual identity.

These initiatives ensure the Launceston Place Brand remains dynamic, engaging, and reflective of the city's character, supporting local businesses while appealing to broader audiences.



Image credit: Nick Hanson

Event sponsorship

The City of Launceston continued to support a vibrant calendar of community and cultural events through its Event Sponsorship programs. In 2024-2025, Council allocated over \$550,000 to 54 events, including \$15,000 towards the Cold Climate Classic, a premier social and competitive Touch Football tournament that also showcased local produce and attractions.

Council's sponsorship and support of events across the municipality in 2025-2026 reinforces Launceston's reputation as a lively events destination. Funding supports major events such as the Gilmore Cycling Classic, Effervescence Tasmania, and the Lions Club Christmas Parade, as well as smaller community celebrations including the Thai Food and Culture Festival and

Lilydale Christmas Carols. These initiatives aim to stimulate regional economic activity, enhance community inclusion, and highlight Launceston's cultural and recreational diversity.

Event facilitation

The City of Launceston's Events team continued to deliver a vibrant and diverse calendar of events throughout the year, supporting both facilitated and non-facilitated activities across the municipality. Over the reporting period, the team assisted with 78 facilitated events, including major highlights such as Festivale, 10 Days on the Island, the Launceston Running Festival,

Lighting of the Tree, SunSmart Light Show and the ANZAC Day civic service.

The team worked closely with organisers, internal departments, and external stakeholders to ensure the unique operational and logistical requirements of each event were met.

In addition to facilitated events, the team provided guidance and

resources to 67 non-facilitated events, ensuring organisers had the support needed to deliver successful community activities. These efforts reinforced Launceston's reputation as a vibrant events destination and supported community engagement, cultural celebration, and economic activity across the city.

WE ♥ LAUNNIE

launceston.tas.gov.au

Major event highlights and benefits

The City of Launceston's major events delivered significant economic, social, and community benefits throughout the year:

- **Hawthorn Football Club Partnership:**

The AFL games attracted large crowds, including 14,000+ attendees for the UTAS Stadium season opener, generating an estimated \$20 million in annual economic impact. The games supported tourism, interstate visitation and national exposure, while also promoting road safety, youth engagement, health, wellbeing and cultural inclusion.

- **McGrath Launceston Running Festival:**

With over 3,400 participants, including international athletes, the festival set new course records and enhanced Launceston's global profile as the only World Athletics Elite Label road race in the Southern Hemisphere. The event strengthened international sporting partnerships and boosted economic and tourism activity.

- **Carols by Candlelight 2024:**

Attracting over 5,000 attendees, this community

celebration showcased local talent, fostered volunteer engagement, and promoted inclusion and accessibility. Strong social media engagement amplified the event's reach, while partnerships with local businesses and community groups reinforced Launceston's cultural vibrancy and community spirit.

Together, these events reinforced Launceston's reputation as a vibrant, welcoming city, driving economic growth, tourism, and social cohesion.



Image credit: Melanie Kate



Image credit: Nick Hanson



Tasmanian Tourism Awards

In November 2024, the Launceston Visitor Information Centre (LVIC) was honoured with the GOLD award in the Visitor Information Services category at the Tasmanian Tourism Awards. This accolade recognised the LVIC's commitment to delivering high-quality, face-to-face visitor information and its dedication to enhancing the Tasmanian visitor experience.

The LVIC Team's expertise and collaborative approach with tourism operators set a benchmark for excellence, positioning the centre as an industry leader. As a result, the LVIC proudly represented Tasmania at the Australian Tourism Awards in Adelaide in March 2025, showcasing the exceptional standards of visitor services offered across the state.

This achievement highlighted the vital role LVIC plays in supporting visitors and promoting Tasmania's unique offerings.



Image credit: Rob Burnett



Image credit: Nick Hanson

Sustainability

In January 2022, the City of Launceston Council formally endorsed the Sustainability Action Plan 2022-2030 as the full implementation plan of the Sustainability Strategy. It sets out how we will improve environmental sustainability across the City of Launceston's operations, service delivery and assets, and how we will support and advocate for our community.

The Sustainability Action Plan has 28 targets and 139 actions across six key priority areas. Since its endorsement, eight targets have been achieved, 14 targets have actions in progress to achieve target (as per planned timeframes) and one target is behind schedule (Target 3.2 in Adaptation & Resilience) due to limited resourcing. Actions to achieve Target 3.2 will commence in 2025.

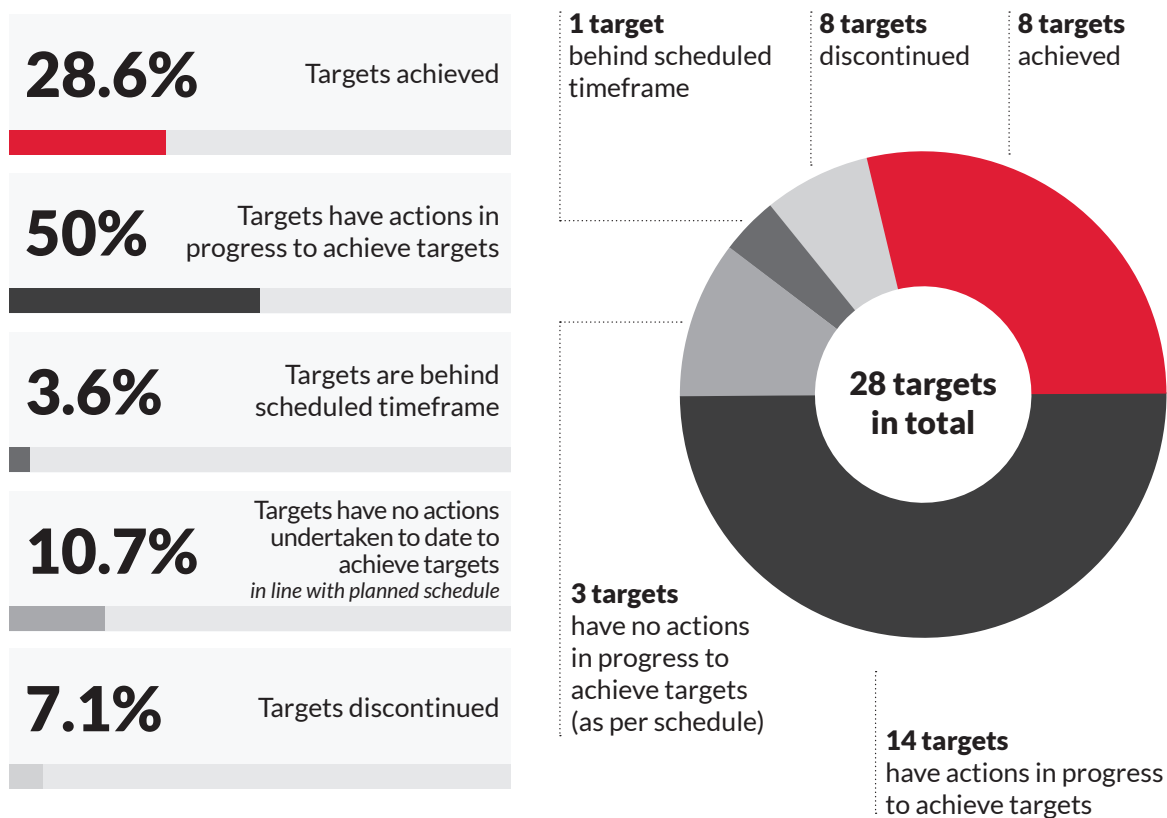
Out of 139 actions, 67 actions have been achieved (including 39 ongoing), 40 actions are in progress, 21 are yet to commence (as per planned timeframes) and two have been discontinued.

A summary of the Sustainability Action Plan's progress to date (as of January 2025) is presented below.

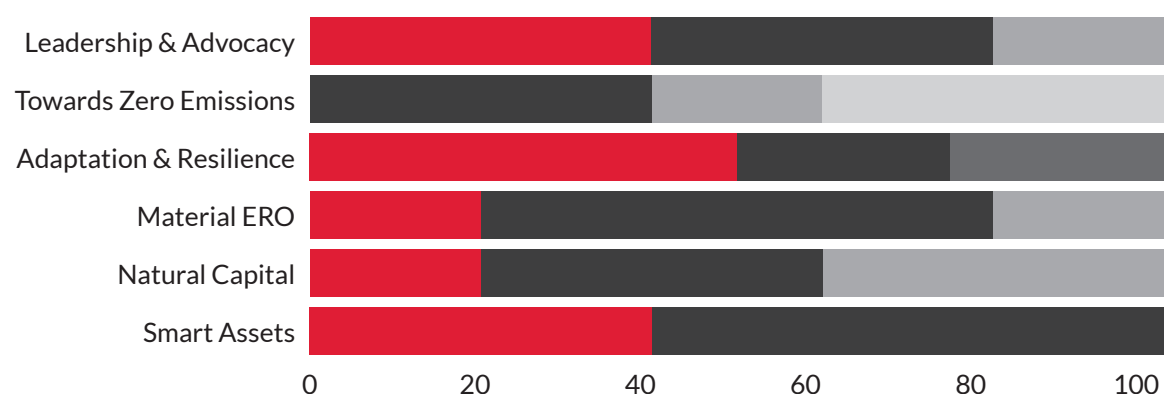
Targets

● Achieved ● In progress ● Behind ● Not yet commenced ● Discontinued

Progress to date as of Jan 2025



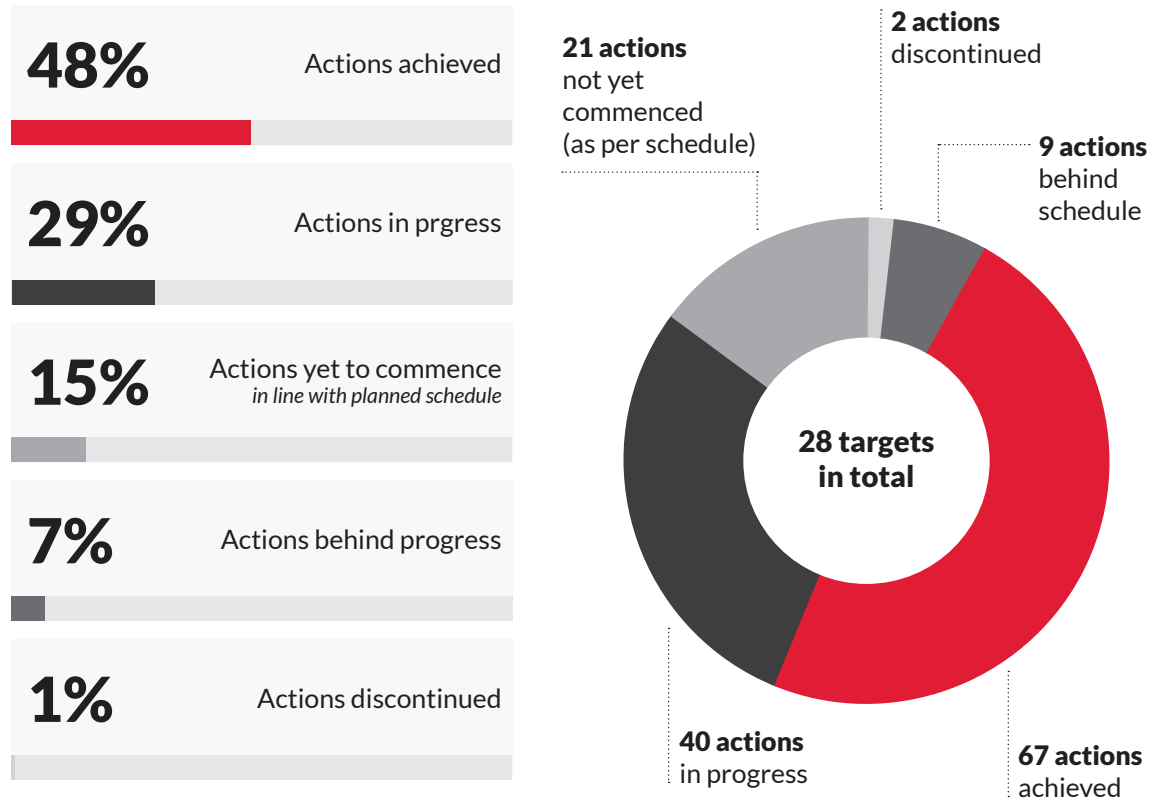
Summary of progress across all key priority area (Jan 2025)



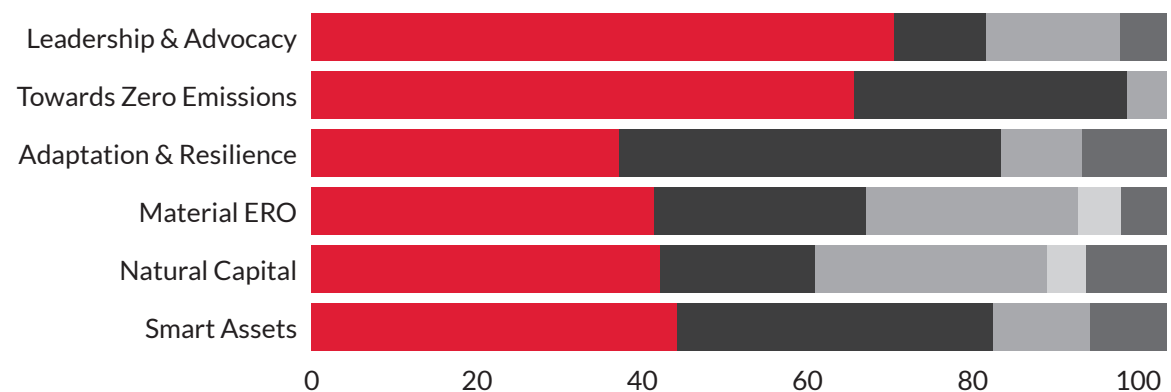
Actions

● Achieved ● In progress ● Behind ● Not yet commenced ● Discontinued

Progress to date as of Jan 2025



Summary of progress across all key priority area as of Jan 2025



Key highlights of the Sustainability Action Plan's implementation include:

In our continued transition to move to an electric fleet, five hybrid vehicles were added to our fleet. Following the successful micromobility trial at Town Hall, an electric bike and electric scooter have now been added to our fleet with additional devices to be rolled out at other sites.

The Launceston Waste Centre's organics processing facility received 12,128 tonnes of food and garden organic material which produced 2,281 tonnes of high-quality compost resulting in the avoidance of over 24,250 tonnes of greenhouse gas emissions (the equivalent of 41% of our 2018-2019 baseline emission footprint). The City of Launceston continues to receive food and garden organic material from a growing number of commercial entities and utilise our compost on our parks and reserves.

The Low Carbon Launceston engagement program continued throughout 2024-2025 with science derived targets established for the community and a draft Community Emissions Action Plan developed and released for final round of public consultation. The final plan will be presented to Council for endorsement in September 2025.

Since the commencement of the Urban Greening Implementation Plan in 2024, more than 700 trees and 7,900 plants have been planted, with an additional 1,500 plants distributed through community native plant giveaways. To support education and engagement, 11 sessions have been delivered across schools, community groups, and professional organisations. These included presentations, workshops, and events with East Tamar Primary School,

Muylatina Child and Family Centre, Riverside Primary School, Scotch Oakburn College, the Australian Garden History Society, Chamber of Commerce, Native Plant Society, Rotary and the Horticultural Society.

The Launceston's Repair Café was launched in March 2024 and promotes circular economy principles of keeping items in circulation and out of landfill. The initiative is now a permanent fixture on the calendar taking place every month. Over a period of 12 months, 484 items were brought to the Repair Café weighing 1,513 kg - the equivalent to 151 wheelie bins destined for landfill. Our first session had 11 volunteers, with 26 items brought in for repair. We now have 41 active volunteers and have had up to 72 items seen in a single session. A crop swap is now integrated into the Repair Café encouraging edible gardening and sharing of fresh produce, seeds and seedlings with excess going to the local food pantry. The Repair Café has supported local organisations

including schools, Tamar Bicycle Users Group, Permaculture Tasmania, a community pantry, a local seed library, as well a local food garden group.

Our Repair Café is a local contribution in the face of a global problem; raising awareness, connecting community and upskilling individuals one interaction at a time.

On Thursday the 12th of June, the City of Launceston's Repair Café initiative received a Waste NoT Award from Circular North. This award celebrates our commitment to a more circular future, and the community centric, local actions that make a real difference in reducing waste in the municipality. Other award winners included glass crushing on Flinders Island, school gardens and sustainable farm stays. The unique trophies were locally created in Launceston using repurposed materials: a beautiful testament to the opportunity and innovation at the heart of a circular economy.



Left to right: Rachael Koch, Jai Larkman, Hugo Taylor, Katie Barron, Matt Gordon, Fahad Al-Sohaibani and Kate Thorn

PLACE



FACILITIES

Our city is recognised for its vibrancy, which not only makes Launceston a great place to live but also presents us as a very attractive tourism and conference destination. Council owns and/or operates many notable cultural facilities including the Queen

Victoria Museum and Art Gallery, Princess Theatre, Earl Arts Centre and Albert Hall.

Council owns and operates the Launceston Leisure and Aquatic Centre, used by locals and visitors alike, as well as the University of

Tasmania Stadium, which hosts major sporting events including AFL and Big Bash League matches. From July 2025 the University of Tasmania Stadium will be transferred to Stadiums Tasmania.

Carr Villa

In 2024-2025, Carr Villa Memorial Park continued to provide high-quality cemetery and crematorium services to the Launceston community, delivering over 1,300 services including burials, cremations, chapel services, and memorial installations.

This year saw an 8% increase in revenue, driven by the introduction of Carr Villa’s first dedicated marketing plan, new

community education initiatives, and strengthened partnerships within the funeral industry. Memorial Services for Mother’s Day and Father’s Day provided meaningful opportunities for remembrance and connection.

A major capital investment was completed with the refurbishment of the site’s cremator, extending its operational life by up to 20 years. Work also progressed under the Cemetery Management

Plan, with enhancements to the 5000 standard rose gardens, irrigation systems, and native bushland care.

In June 2025, Council endorsed the Carr Villa Memorial Park Masterplan, a 50-year vision that balances the site’s long-term interment needs with environmental stewardship, cultural significance, and improved visitor experiences.

Burials	193
Cremations	412
Ash Placements/Reservations	331



Image credit: Rob Burnett

Launceston Leisure and Aquatic Centre

In 2024–2025, the Launceston Leisure and Aquatic Centre remained one of the city’s most popular community facilities, welcoming an average of 1,300 visitors each day. The centre delivered a diverse range of programs and services, including the Learn to Swim program, the popular School Super Splash and hosting the Education Department throughout the year for their school water safety programs. These programs continued to play a vital role in building water safety and confidence in the community.

LAfit’s group fitness program

also remained popular, offering a broad range of classes for all fitness levels, including pilates, yoga, strength classes, virtual cycle classes, Les Mills programs and AquaFit. Consistently high demand created the opportunity for new group fitness classes including a class called Live Well Age Well.

This year also saw key capital investments including the replacement of stationary bikes with advanced technology and the renewal of strength equipment in the gym. These upgrades improved both the quality and safety of the fitness experience

for members. Alongside these upgrades, ongoing investment in pool plant and facility maintenance ensured the Launceston Leisure and Aquatic Centre continued to provide a welcoming, modern, and inclusive environment for residents and visitors alike.

Average daily users	1300
Busiest day on average	Monday
Busiest Month	January 2025
Swim school program current number of enrolled students	2170
Enrollments compared to the previous year	3% reduction
Swim school average occupancy rate	87%
Number of group fitness sessions offered each week	90



Image credit: Nick Hanson

Queen Victoria Museum and Art Gallery

Total number of Exhibitions	28
Total number Public Programs	413
Total visitation Public Programs	16,598
Total number Education Programs	343
Total visitation Education Programs	7,575
Total number Planetarium Shows	738
Total number Education Programs	11,988
Total number Volunteers	64
Total Volunteer Hours contributed	2,655
Total Marketing and Communications reach	11,303,586
Total \$ Donations / Bequests / Grants	2,066,080
Total Enquiries / Inquiries	2,894
Total number Acquisitions	8,698
Total \$ Acquisitions	108,176
Grand Total Visitation	162,319



Image credit: Nick Hanson

Building surveying services

In 2024-2025, the Building Surveying Services Team received 267 applications across 65 areas in Northern Tasmania, with an estimated building cost of \$66.7 million. This represents a 13.6% decline in application volumes compared to 2023-2024, aligning with broader industry slowdowns observed at both state and national levels.

The highest concentration of applications was in St Leonards, Launceston, West Launceston and Perth.

Applications were submitted across nine different Councils, with the majority (57.7%) located within the Launceston municipality and a further 12% in the Meander Valley Council area.

The types of applications received were diverse, comprising of:

- 30.3% for new dwellings
- 30.3% for alterations or additions
- 25.5% for sheds, garages or carports.



Image credit: Nick Hanson

Road Safety Centre scores design excellence award

The City of Launceston's newly redeveloped Road Safety Centre was honoured with the 2025 Parks & Leisure Australia (Victorian and Tasmanian) Award of Excellence in the Playspace (>\$500K) category.

The award recognised the facility as an outstanding example of innovative design and community impact. It is a testament to the Council's commitment to delivering world-class recreational spaces that enriched the lives of residents and visitors. This recognition highlights the team's hard work, the support of the Launceston community, and the collaboration with the

Australian Government, whose \$1 million contribution through the Local Roads and Community Infrastructure Program was vital to this \$3.8 million transformation.

The Road Safety Centre — also known as 'the Bike Centre' — reopened in April after a multi-year redevelopment to address significant structural issues. The revitalised facility, located in a historic water reservoir, now features a mini road network with Launceston street names, traffic lights, accessible amenities, a site-wide mural by local artist Mel McVee, and modern features like weatherproof shelters, a bike

repair station, and a keyless online booking system.

The Parks and Leisure Australia Award acknowledged the centre's innovative design, which creates a sense of place for the community while promoting road safety education and childhood development. Competing against notable projects like Orbost's Forest Park Revitalisation in East Gippsland and Hays Paddock Playspace in Boroondara, Launceston's Road Safety Centre stood out for its ability to blend heritage charm with cutting-edge functionality.



Image credit: Nick Hanson

WE ♥ LAUNNIE

launceston.tas.gov.au

Road network

City of Launceston
maintains



773km
of road

Including



567km
of sealed road



206km
of unsealed road



252km
of roads in the
Launceston municipality
are privately maintained



City of Launceston maintains

87 bridges

Recreation and Parks Open Spaces

City of Launceston
is responsible for

269

Council owned, maintained and/or managed
parks, reserves, and conservation areas

Play spaces	71	Water fountains	6
Trees (excluding bushland)	25,989	Park furniture seats	74
Hectares of parklands	1,829	Umbrellas	12
Fences	1,359	Mobile grandstands	5
Gates	345	Bike furniture	7
Footpaths	385	Flagpoles	4
Car Parks	88	Scoreboards	4
Bridges	112	Individual sporting surfaces	90
Bollards	19	Goal posts	12
Light poles	549	Irrigation systems	59
Light structures	258	Monuments and artworks	90
Facilities	242	Interpretation signage	67
Barbecues	54		
Drink fountains	27		

Open spaces projects

City of Launceston has delivered the following open spaces projects:

- installation of the We Go Swing
- Queen Victoria Jubilee Drinking Fountain remediation including conservation and engineering assessments which guide the timeline for restoration (approaching completion)
- Cataract Gorge Lighting Design Masterplan and bollard head renewal
- First Basin waterplay renewal, carpark lighting glare shields and colour adjustment
- Cataract Walk engineering assessment, 3D scan, subsidence works, lighting and electrical upgrade, handrail upgrades, old conduit removal and bridge re-mesh
- Princes Square seating repaint and anti-graffiti
- 63 sporting facility seasonal and casual bookings
- Riverbend Park Pumptrack
- City Park emergency fence repairs
- Duck Reach Museum interpretation upgrades
- George street dining decks and planters
- city-wide barbecue renewal program
- Margaret Street and Canning Street brick sculpture repair
- Brisbane Street Mall tree replacement project (in progress)
- Seaport Bridge clean
- Mayfield Urban Greening Precinct Plan
- lighting control upgrades including Civic Square catenaries, seating and up lights, Town Hall lights, Clock Tower and Seaport Bridge
- Royal Park Irrigation Renewal
- installation of four new drinking fountains across parks and sporting facilities in partnership with TasWater
- Bushfire Fuel Reduction Program, completing 7 operation VMU burns and 1 mechanical vegetation fuel reduction
- establishment of two Fuel Modified Buffer Zones (FMBZ) and mapped future planning
- support provided for 11 public events in open spaces
- finalised an Engineers Report for the Duck Reach Walking Track and sought contractors for the works relevant to the Cataract Gorge bushfire damages.



Image credit: Nick Hanson

WE ♥ LAUNNIE

launceston.tas.gov.au

City's first pump track takes shape

The City of Launceston invited the community to come along and celebrate the official opening of the Riverbend Pump Track on 22 February 2025.

The Council invested \$500,000 in the construction of the track

which is the first of its kind in the municipality and is located between the Charles Street Bridge and the Boathouse Centre.

Pump tracks are surfaces of constantly changing elevation where bike riders can generate

speed by pumping or lifting their bikes then applying pressure as they move over undulating features called rollers, berms and jumps. The track is also open to skateboarders, rollerbladers and scooter riders.



Image credit: Rob Burnett

Placemaking

Northern Gateway

As the regional hub of Northern Tasmania, the City of Launceston secured a grant from the State Government to deliver an iconic public art gateway that provides an impactful and memorable experience for all who access or pass through Launceston's Southern Outlet.

In February, following a publicly advertised tender process, Council engaged consultants Urban Art Projects (UAP) to deliver the

project which involves, but is not limited to, conducting an artist procurement process, facilitating community consultation with shortlisted artists, liaising with the City of Launceston to select an artist, working with artists to develop their designs, and working with the selected artist to construct and install the final public artwork.

In May, the Council publicly advertised an artist Expression

of Interest and community engagement opportunity which asked the community "What does Launceston mean to you?". Following this process, an artist selection panel was formed to shortlist three artists to proceed to a concept design. The next steps for the project in the 2025-2026 financial year are to bring concept designs to a public vote.

Christmas in the City 2024

The free Lighting of the Tree event was held in the Brisbane Street Mall on the 29 November 2024, attracting thousands of visitors to the CBD.

In the weeks prior to the event, the Christmas tree and decorations were installed into the Brisbane Street Mall, as well

as new decorations and lights throughout Civic Square.

Following the event, community decorations made by the Rocherlea Shed and decorated by other community groups were placed throughout Riverbend Park and City Park. "Deck the Malls" pole surrounds, which

incorporate hundreds of children's Christmas artwork, were also well received.

More than 15 Council staff volunteered to help on the lighting of the tree night, providing points of contact, assisting mascots negotiate the area, and other events tasks.



Image credit: Nick Hanson

WE ♥ LAUNNIE

launceston.tas.gov.au

Banners and promotion

New banner systems were installed along St John Street, the Brisbane Street Mall and Civic Square. Ground access systems greatly improve the ease of banner installation and removal,

significantly reducing costs for our event and community partners to utilise the system, which in turn increases usage.

Billboard frames were also installed at Riverbend Park to

provide the city with additional infrastructure to promote events and activities.

ANZAC Day

City of Launceston maintains an ongoing relationship with Launceston RSL, providing support in the organisation of ANZAC Day services each year. In April 2025, the Place Making Team

project managed the organisation of the Dawn Service, March of Remembrance and Civic Services.

Officers stepped up to organise the Dawn and Morning Services for

ANZAC Day, including arranging furniture, invites, advertisements, permits, volunteers, additional toilet facilities, security, transport, maps, printouts, set up and pack down.



Image credit: Rob Burnett

Mobile food vendors

In October 2024, Council endorsed the reviewed Mobile Food Vendor policy. The changes to the policy reduced cost barriers for our mobile food vendors to

operate on Council land and included provisions for vendors to operate in a variety of parks and road locations.

Feedback received by vendors has been very positive, and several vendors have since applied to operate in Launceston.

Heritage List Review

City of Launceston is reviewing the municipality's local heritage list to ensure that we retain the unique look and feel of the place we call home. As Australia's third oldest major city, we hold some of our nation's most significant buildings, historical archaeology, streetscapes and planted trees. We are custodians of our past and present environment. Recognising and protecting Launceston's heritage is part of respecting and caring for the places and values of importance to our community.

The City of Launceston seeks to introduce individual properties, archaeological sites and significant trees of heritage significance to our local heritage list, in addition to amendments of existing listings. In addition, City of Launceston will include several new heritage precincts to our city, capturing groups of houses or streetscapes which are significant for their collective value.

Council endorsed Amendment PSA-LLPP0012, which was

formally approved by the Planning Commission on 12 July 2025. This amendment saw 38 new properties added to Council's local heritage listings as well as the supply of new information to support existing listings.

The new financial year will see several new amendments brought to Council for endorsement, including individual places, precincts, archaeological items and significant trees.

Heritage Strategy

A draft Heritage Strategy has been developed to guide City of Launceston towards a strategic and integrated approach to heritage management. It aligns with, and delivers on, key planning frameworks including the City of Launceston Strategic Plan, Aboriginal Partnership Plan, Greening Strategy and Cultural Strategy.

The Strategy identifies a series of opportunities with key recommendations, informed by local, national and international research and stakeholder consultation. It provides an implementation plan for how the City of Launceston will work alongside the community and heritage organisations to ensure the history of Launceston is

understood, protected, managed and celebrated, leaving a legacy for future generations to come.

The Heritage Strategy will be brought to Council in the new financial year for endorsement, following a period of consultation.

Heritage Interpretation Framework

A Heritage Interpretation Framework was developed for the City of Launceston to provide an overall approach for the development of a holistic city-wide approach to interpretation. Interpretation is a process that seeks to make the cultural significance of places and objects accessible to those encountering them in the public realm. It is a form of communication that provokes interest, reveals

meaning, engenders questions and enhances understanding through a range of expressive approaches.

The Framework is designed to serve as a foundational document which identifies key interpretive themes specific to the City of Launceston, the types of places within the municipality where interpretation might be installed and the recommended or potential media for delivering interpretation.

A Heritage Interpretation Plan for a Council-owned site(s) will be prepared in the 2025-2026 financial year, with installation planned for the 2026-2027 financial year. City of Launceston will also explore opportunities for smaller interpretation projects, serviced in-house for installation in the immediate future.

Longford Academy - Heritage Skills Sponsorship

The City of Launceston maintains a strong commitment to the development and retention of heritage trades and skills within Tasmania. As such, the City of Launceston sponsored two local Launceston tradespeople to attend the Longford Academy

Autumn School - Introduction to Practical Building Conservation (May 2025). The six-day course introduced participants to the practical aspects of building conservation. Topics covered included paint stripping, dealing with damp and extracting salts,

lime-based materials (mortars, plasters and limewashes), diagnosing timber decay and repair needs, roofing, and metals.

The City of Launceston intends to continue their support of heritage trades into the future.

Heritage Sketch!

The City of Launceston maintains an ongoing endorsement of the Heritage Sketch! competition, an art competition for school-aged students aimed at inspiring young community members in fostering an interest and appreciation of our city's heritage. Since 2014, this competition was a photography competition known as Heritage Snap. However, in 2024 the competition was widened to all art forms.

The 2024 competition theme was 'we are champions of our heritage,' with over 300 outstanding entries received from one of our community's most engaged demographics. The City of Launceston intends to continue their support of Heritage Sketch! in future years to come.



Heritage Sketch 2024 entry.
Artist: Cacia



Heritage Sketch 2024 entry.
Artist: Michayla

Caring for Heritage Grant

The City of Launceston maintains a strong commitment to the preservation of heritage within our city and seeks to support local heritage property owners who share this commitment to heritage. As such, the City of Launceston has prepared the Caring for Heritage Grant guidelines. The grant, which will be brought to Council for endorsement in the new financial year, would assist in the funding of physical conservation works, or planning for conservation works to listed heritage places within the Launceston municipality. Works may include:

- urgent stabilisation works.
- roof repairs.
- works to address leaks, water egress, damp problems, subsidence, timber rot/decay etc.
- restoration via traditional methods (i.e. lime mortar, repointing, joinery, stonemasonry, stained glass repairs, blacksmithing etc.).
- preparation of conservation management plans or funding heritage advice to guide conservation works (requiring a commitment for future physical conservation works).
- historical archaeological excavation for conservation purposes.
- significant tree care for conservation purposes.
- educational / interpretative projects related to heritage listed places.

Projects should aim to conserve heritage places and promote their appreciation within the Launceston community.

The City of Launceston is currently preparing a Council-wide grant policy and once endorsed, the Caring for Heritage Grant will be taken to Council for endorsement.

Culture and public art initiatives

Music in the Park

Running over five Sundays in January and February 2025, the free Music in the Park (in City Park) event attracted

approximately 3,900 visitors to view five bands. The City Park train operated free for families during the events which was well

utilised by many who attended. Next year will mark the 20th anniversary of the event.

Arts and Culture Grant

The City of Launceston launched an inaugural grant round targeting Arts and Cultural projects. The pilot round received an impressive level of response

from our local community. The successful applicants were awarded funding for projects being delivered in financial year 2025-2026. The projects include

community workshops, artist workshops, professional local theatre productions and free puppet shows.

Artist workshops

City of Launceston partnered with Community Housing and Van Diemen's Project to develop and deliver emerging artist workshops. Targeting early career

artists and community members, the workshops focused on building practical street art skills and basic business management skills. The workshops culminated

in revitalising a community fence, and participants were able to gain expert teaching from local professional artist and facilitator, KreamArt.

Public art

The Council has led the implementation of a variety of murals across the municipality including:

- Tasmanian artist Mel McVee was appointed to paint the Road Safety Centre mural which was a key feature of the original site prior to its recent refurbishment. Depicting a fun streetscape including some Launceston landmarks, the mural has been very popular with children and adults alike.
- Tasmanian artists Tom O'Hern and James Cowan produced two fantastic murals in

Criterion Lane. The themes of the murals include Tasmanian seascape and sealife, and Tom's well-known playful bugs.

- Tasmanian artist George Kennedy was appointed to develop murals on the George Street parklets, depicting the streetscape of the local area.
- Final steps were undertaken to develop murals on the Seaport levee wall and at the top of Howick Street.

The success of these projects has led to several business and community groups requesting

further information for developing murals at their own sites.

A significant number of murals are being planned for 2025-2026, with other major public art projects such as the Northern Gateway included in the Placemaking section of this report.

PEOPLE



COMMUNITY ENGAGEMENT

Projects we engaged on

During the 2024-2025 financial year, the Council facilitated community and stakeholder engagement across more than 15 projects. These projects covered a wide range of local priorities and opportunities, and we worked to ensure that people - whether from the broader community or specific stakeholder groups - had the chance to share their views and contribute to decisions. This feedback is vital in shaping outcomes that reflect community aspirations, support transparency, and strengthen the connection between Council and the community we serve. These projects are listed below and broken up between strategic and individual projects:

STRATEGIC PROJECTS

Annual Plan and Budget 2025-2026

Carr Villa Memorial Park Cemetery Masterplan - Rounds two and three

Child and Youth Safe Organisations Framework

Launceston Housing Plan 2025 - 2040

Mobile Vendor Policy and Guidelines

Recreation & Open Space Strategy (ROSS) - Round two

St Leonards and Waverley Neighbourhood Plan - Rounds one and two

Strategic Plan 2025 - 2035

Youth Framework Review - Round two

INDIVIDUAL PROJECTS

Business Food Waste Collection Consultation

Events Framework - Round two

George Street - Outdoor Dining Deck Trial

Northern Gateway Project - Round one

Oakden Park Playground

Severe Weather Event 2024

Projects our community were most passionate about

Of the projects listed above, the following six received particularly strong community interest and involvement, receiving the highest number of interactions and contributions within the 2024-2025 financial year.

PROJECT	Views	Visits	Visitors
Carr Villa Memorial Park Cemetery Masterplan https://tomorrowtogetherlaunceston.com.au/carr-villa-memorial-park	4,039	3,406	2,689
St Leonards and Waverley Neighbourhood Plan https://tomorrowtogetherlaunceston.com.au/st-leonards-and-waverley-neighbourhood-plan	3,675	3,024	2,158
Northern Gateway Project https://tomorrowtogetherlaunceston.com.au/launceston-northern-gateway	2,362	1,572	995
10-Year Strategic Plan https://tomorrowtogetherlaunceston.com.au/launceston-10-year-strategic-plan	1,857	1,560	1,186
Launceston's Housing Plan 2025 – 2040 https://tomorrowtogetherlaunceston.com.au/launceston-housing-plan-2025-2040	1,224	1,121	723
City Heart George Street - Outdoor Dining Deck Trial https://tomorrowtogetherlaunceston.com.au/launceston-city-heart-place-plan-2024-2029/george-street-dining-decks	1,081	880	623

How we engaged

To ensure everyone had the chance to share their views, we offered a range of engagement methods so community members and stakeholders could participate in the way that suited them best. Whether in person, online, or a combination of both, this approach helped us connect with a broader cross-section of the community and created more opportunities for diverse voices to be heard, particularly young people and other under-represented groups. Some of the methods we used included:

ENGAGEMENT METHODS	
Tomorrow Together Engagement Platform	Interactive document review tool - 'Konveio'
Onsite community pop up events	Youth Rock Challenge Event
Community workshops/presentations	Seniors Week
Online surveys	Open Day Tours
Prioritisation tool - 'Fund it'	Community information sessions
Ideas tool - 'Gather'	Internal and Stakeholder workshops

Engagement platform participation

Tomorrow Together is the City of Launceston’s dedicated online engagement platform. It’s the central place where the community can find and take part in a wide range of projects, making it easier to have a say on the things that matter most. Below are some key participation statistics during the 2024-2025 financial year.

STATS		DESCRIPTION
41,121	views	The number of times a visitor views any page on a site.
32,161	visits	The number of end-user sessions associated with a single visitor.
24,140	visitors	The number of unique public or end-users to a site. A visitor is only counted once, even if they visit a site several times in one day.
2,980	contributions	The total number of responses or feedback collected through the participation tools.

Subscribe to City of Launceston's dedicated engagement platform

Tomorrow Together

(Register | Tomorrow Together Launceston)

We currently have 4,627 community members subscribed to the Tomorrow Together platform.

Stay up to date
on the Council's
projects and
have your say:



Tomorrow Together Campaign

Significant work has been undertaken in the 2024-2025 financial year in preparation for the launch of the next Tomorrow Together campaign. Commencing in the 2025-26 financial year, this longitudinal community survey will provide insights into the experiences, priorities and perceptions of residents over time. The survey is in alignment with ‘Shaping Futures’ the City of Launceston Strategic Plan (2025–

2035), with a clear connection to the three strategic pillars, Prosperity, Place and People.

Community feedback will help the Council understand how Launceston is changing over time, inform service delivery, evaluate initiatives and support strategic priorities through comprehensive community consultation. By embedding this survey into Council’s long-term planning

and reporting cycle, the City of Launceston will demonstrate national leadership in using data to gather longitudinal community insights and influence outcomes.

The key aim of this Tomorrow Together Campaign is to provide deep local data by providing granular, suburb-level insights within Launceston, to ensure we are hearing from our under-represented residents.

SUPPORTING THE COMMUNITY

Child and Youth Safe Framework

The Community Development Team continued its co-leadership role, along with the People and Culture Team, in ensuring Council's compliance with the Child and Youth Safe Organisations Framework (CYSOFF), established in response to the Royal Commission into Institutional Responses to Child Sexual Abuse.

A Statement of Commitment was adopted by Council in September 2024, with staged policy development and implementation now underway. A responsibility matrix has been developed, and

training of key workers commenced to support community reporting.

Throughout the year, Council officers engaged with local organisations, service providers and young people to strengthen child safety initiatives. This included collaboration with Laurel House's youth group (LEAPY), distribution of child safety resources and support for the state-wide "Tell Someone" campaign.

Consultation has been undertaken with child and youth-focused organisations

across sport, recreation, cultural and community sectors, and protocols are being developed to ensure the voices of victim-survivors are central to shaping Council's responses. Officers also participated in state and national forums, including the Courageous Conversations symposium, to align Council's practices with best practice standards.

External consultation on Council's Child and Youth Safe Policy commenced in April 2025 with the draft Policy being presented to Council in the new financial year.

Aboriginal Partnership Plan

During the year, the Community Development Team, with contributions from other teams such as the People and Culture Team, across the organisation progressed a number of initiatives to strengthen Council's relationships with the Tasmanian Aboriginal community. Aboriginal Cultural Awareness and Safety training was organised by the People and Culture Team and delivered to Senior Leaders, project leads and employees,

supporting a deeper understanding of Tasmanian Aboriginal history and culture. The team assumed leadership of the Aboriginal Partnership Plan, with the first annual progress report presented to Council in October 2024.

Council continued its collaboration with Tasmanian Aboriginal consultancy Milangkani to develop a whole-of-Council engagement framework, which will guide future community and

organisational partnerships and consultation. Officers also worked with Aboriginal experts, including historians and curators, to inform heritage interpretation projects and ensure Aboriginal culture and heritage are respectfully represented. Community Development Officers provided internal guidance to support best practice in Acknowledgements of Country across Council events and publications.

Homelessness

Homelessness Advisory Committee

The Homelessness Advisory Committee, chaired by Councillor Tim Walker, met multiple times during the year, providing a dedicated forum for collaboration between Council, service providers and the community. Recruitment is planned to strengthen membership and representation on the Committee. Six Homelessness Advisory Committee meetings were held in 2024-2025.

Operations

Safety remained a priority, with new procedures introduced to record and respond to staff reports of threats or abuse linked to rough sleeping. In cases where engagement with support services was unsuccessful and community safety could not be maintained, trespass orders were issued.

Officers actively supported Homelessness Week activities, including a steering committee to coordinate events such as awareness campaigns, service provider expos and community engagement activities. The City of Launceston's work in this space was recognised nationally, with contributions to the Parity magazine and participation in the Australian Housing and Urban Research Institute (AHURI) National Homelessness Conference.

Outreach

Officers worked closely with outreach services, the Northern Community Action Group (NCAG) and the 63 Network to coordinate responses and build positive relationships with service providers, businesses and community members.

Data and research

Council Officers responded to 327 customer service requests involving people experiencing homelessness during the year, representing a 44% increase from the previous year. This rise reflects stronger community awareness of reporting processes as well as ongoing housing vulnerability in the city.

Anti-poverty and food security initiatives

The City of Launceston continued its commitment to addressing poverty, homelessness and food insecurity through partnerships with community organisations and programs. Planning for Anti-Poverty Week involved collaboration with St Vincent de Paul, Salvation Army, Launceston Benevolent Society, Catholic Care, Anglicare, Shekinah House, and City Mission, culminating in an

event on 16 October 2024. The event featured a screening of the film Rosie, a city-funded lived experience video, and a panel discussion highlighting the impact of poverty on the community.

Council also supported food security initiatives through participation in the Food and Resilience Movement (FaRM) project consortium, led by the Northern Suburbs Community

House and the Starting Point Neighbourhood House. Council leased land to this project for food resilience gardens, with infrastructure and design being implemented with cross-departmental support. Funding was also provided to support the City of Gastronomy program, enabling local food security projects and initiatives to strengthen community resilience.

Launnie Connecting Community

The City of Launceston previously collaborated with Bank of I.D.E.A.S to deliver six ABCDE (asset-based community driven effort) Learning Sites and was one of the first local governments to embrace this strategy-based approach. The ABCDE Learning Sites allowed us to work with local leaders within the suburbs to identify, connect and mobilise their assets to act, make positive change and directly shape their own community's future.

Through research and reflection of the ABCDE Learning Sites, the program has evolved and the City of Launceston has developed an independent, self-governing programming model, now known as Launnie Connecting Community.

In 2024, the City of Launceston commissioned a report by

prominent researcher and anthropologist Leanne Mitchell to evaluate how our previous ABCDE Learning Sites have influenced and contributed to community wellbeing. This evaluation demonstrated the asset-based approach has made a positive contribution in building pride, encouraging participation and fostering connections in the participating communities.

Further, the research uncovered that participants valued the opportunities to build skills through local projects. They recognised impacts on confidence and looked forward to the longer-term impacts of new collaborations. Additionally, the evaluation identified themes important to participating communities including pride,

participation, connections, collaboration and skills. The community builders engaged in previous ABCDE Learning Sites are supported to sustain their initiatives through the Council's Community Continuity Plan.

Launnie Connecting Community is the evolution of the original ABCDE Learning Site program and brings people together in a local suburb or town to make meaningful change. Our Community Connector works alongside community from all walks of life to build projects in places we live. We focus on what's strong not what's wrong. The program began in Waverley in February 2025 and will continue until February 2027.



Image credit: Waverley Primary School

My Place My Future

The My Place My Future Plan continues to be a City Deal priority with a strong focus on enhancing the liveability of Launceston's Northern Suburbs. During 2024–2025, the City of Launceston worked closely with community members, partners and stakeholders to deliver a range of place-based initiatives that strengthen resilience, inclusion and local leadership. Key achievements included:

Business Connect program

– Provided targeted support to small businesses through workshops, newsletters and an online hub offering grant opportunities, business resources and event information to help local enterprises start, grow and thrive.

Celebrating community strengths

– Promoted inclusion, connection and positive community outcomes by supporting a range of cultural, heritage and place-based events including the Rocherlea Silent Disco, Science Week activities at QVMAG, Let's Fly Together community event, Seniors Week poetry events, Children's Week at Invermay Primary School, Christmas in Rocherlea, Meet at the Lake, International Women's Day at QVMAG and creative

projects such as street art workshops in Ravenswood.

Community action groups

– Continued to strengthen grassroots leadership and participation through three active action groups: Rocherlea Action Project Group, Community Together 7248 (Newnham/Mowbray/Mayfield), and Faraday Connect (Waverley/Ravenswood). These groups empower residents to design and lead projects that reflect local priorities, building stronger connected neighbourhoods.

Community Champions – In partnership with Launceston City Mission (Project North), the city contributed \$30,000 to support this three-year, \$267,000 Tasmanian Community Fund-backed initiative. The program builds local leadership capacity by equipping participants with training, skills development, resources and networks to turn their ideas into action.

Digital inclusion – Established a bi-monthly Digital Inclusion Working Group and delivered practical initiatives such as free public Wi-Fi, the rehoming of used IT equipment to five local organisations, an NBN

workshop and collaboration with WorkVentures on the Tech4Kids Project. These actions support equitable digital access and skills in the Northern Suburbs.

Food security and resilience

– Partnered with the Northern Suburbs Community Centre and Starting Point Neighbourhood House to advance the Food and Resilience Movement (FaRM) Project. The initiative secured a market garden site lease and continues to promote well-being, food security, inclusion and opportunities for social enterprise. We are also supporting a community-led exploration of a social supermarket model in Launceston.

Community safety

– Established a Road Safety Working Group and delivered an event during National Road Safety Week, engaging 100 primary school students from Waverley, Ravenswood, Invermay and St Finn Barr's. The event promoted pedestrian and passenger safety, helmet use and safe cycling, supported by partners including Project North, the Tasmanian Community Fund, Tasmania Police, RACT, AusCycle and the Tamar Bicycle Users Group.

Youth

Throughout 2024–2025, the City of Launceston's Youth Officers have significantly expanded engagement with young people through strategic partnerships, school outreach and community-led initiatives. In response to low awareness identified by officers in previous community surveys, the team prioritised visibility of

the Youth Advisory Group and Council's youth officer roles by strengthening relationships with schools, service providers and culturally diverse communities.

Key partnerships included Beacon Foundation's Polish Program, Headspace, MRC Tasmania, NOSS Disability Services and The Mish Program, enabling

tailored engagement and program delivery. A youth-identified need resulted in the procurement of durable sporting infrastructure for Coronation Park, reinforcing our commitment to youth-led solutions. Community activations such as the Riverbend Rock Challenge (250 attendees) and the Pump Track Launch (80

attendees) provided inclusive platforms for youth expression and consultation, directly informing the revision of the Youth Engagement Framework.

The Youth Engagement Survey, promoted over six weeks in early 2025, generated robust data to guide Council's future youth strategy. The Youth Advisory Group welcomed new members and has begun working on "skills for independence" initiatives. Through the Northern Youth Coordinating

Committee (NYCC), which convened six times during the year, Council supported Mental Health Week and Youth Week initiatives. A key achievement was the delivery of the Get Money Smart Youth Summit, a collaborative financial literacy workshop involving 20 young people and supported by the Youth Network of Tasmania, Financial Advice Association Australia, Bank of Us and St Lukes. Workshops on employment readiness and mental health are scheduled for the remainder of 2025.

Notably, 15-year-old Youth Advisory Group member Nastaran Jafari received a dual Youth Citizen of the Year Award, along with Jack Duncan, at the 2025 Community Recognition Awards. Nastaran was recognised for her maturity, resilience and leadership through her work with the Migrant Resource Centre, the Youth Advisory Group and her support for newly arrived migrant students at her school.



Image credit: Nick Hanson

Multicultural

The City of Launceston marked Refugee Week 2025 on 19 June with the launch of a short film highlighting the lived experiences of local residents from refugee backgrounds. Produced in collaboration with Welcome Cultural Services and the Migrant Resource Centre Tasmania, and directed by local videographer Nick Hanson, the film featured personal stories of three Launceston residents and conveyed the message, "Freedom is not just to receive, but also to give." The event

included a welcome address by Mayor Matthew Garwood and an exhibition of artwork created by participants through the Migrant Resource Centre.

Council's Community Development Team continued engagement with multicultural and refugee networks, attending refugee and asylum settlement network meetings, Network for Harmony meetings, and other statewide multicultural forums. Council supported Harmony Week 2025, including workshops with youth and a

public celebration at World Street Eats, in partnership with Welcome Cultural Services and the Migrant Resource Centre. The Community Development team also facilitated volunteer opportunities for youth from the Migrant Resource Centre at Children's Week events. Ongoing culturally and linguistically diverse (CALD) community engagement will support the development of Council's Equity and Inclusion framework and helps to strengthen connections with newly arrived Australians.

LGBTQIA+

The 2024-2025 financial year included the City of Launceston taking an active role within the LGBTQIA+ community. Officers supported LGBTQIA+ advocacy days and significant calendar dates and built relationships with stakeholders. Key action items included further developing the relationship with Working It Out and facilitating their “Language Matters” training being delivered to the Liveable Communities team.

To celebrate and raise awareness of IDAHOBIT Day (International Day Against Homophobia, Biphobia, Interphobia and Transphobia), the City of Launceston partnered with Headspace and Working it Out to run a community event in

Civic Square. The event revolved around community members taking a few minutes to assist in creating a chalk-based artwork in Civic Square. The aim was to create a large area of the pavers being coloured in pride colours, with the word IDAHOBIT at the bottom. Pride merchandise was provided by the City of Launceston and the other stakeholders shared their resources with those in attendance.

For international Pride month the City of Launceston organised banners that featured the “Intersex Inclusive Progress Pride Flag”. This initiative was facilitated to demonstrate commitment and allyship with the LGBTQIA+

community in Launceston. The banners were installed in both the Brisbane Street Mall and Quadrant Mall.

Overall, the City of Launceston has developed meaningful relationships in this space throughout the 2024-2025 financial year. Internal staff training and the support of advocacy days were important steps towards making Launceston a more inclusive and aware city.



CIVIC AFFAIRS

Citizenship

Number of ceremonies: 4

CEREMONY DATE	# NEW CITIZENS	# COUNTRIES REPRESENTED	COUNTRIES
24 Jul 2024	80	20	South Africa, United Kingdom, India, Egypt, Philippines, Nepal, Pakistan, Kuwait, Afghanistan, Iran, Brazil, Canada, USA, New Zealand, Nigeria, Vietnam, Germany, Poland, Sri Lanka and China.
12 Nov 2024	79	15	China, Thailand, Saudi Arabia, Canada, Iran, Egypt, Nepal, Afghanistan, the United Kingdom, Nigeria, New Zealand, Mexico, Spain, Vietnam, and Germany.
24 Jan 2025	77	21	India, Ethiopia, Myanmar, Eritrea, New Zealand, Canada, Poland, Mexico, Afghanistan, Vietnam, Pakistan, Nepal, Zambia, China, the Philippines, Bangladesh, Bhutan, Germany, Iran, Thailand and Nigeria.
30 Apr 2025	89	20	South Africa, the United Kingdom, India, Egypt, the Philippines, Nepal, Pakistan, Kuwait, Afghanistan, Iran, Brazil, Canada, the USA, New Zealand, Nigeria, Vietnam, Germany, Poland, Sri Lanka, and China.

Community Recognition Awards

CATEGORY	RECIPIENT
Citizen of the Year Award	David Dunn
Youth Citizens of the Year Award	Nastaran Jafari and Jack Duncan
Sports Award	Rodney Eiszele
Event of the Year	Launceston Parkrun



60th anniversary of the Sister City relationship with Ikeda, Japan

The City of Launceston welcomed a delegation of visitors from its Japanese sister city Ikeda in celebration of the 60th anniversary of the Sister City relationship.

The 11-strong delegation, led by Mayor Tomoko Takizawa and Chairperson Masumi Araki, comprised a mixture of Ikeda Councillors and executives visited our vibrant city between 9 and 12 February.

Over the past six decades, the City of Launceston and City of Ikeda have built strong bonds of friendship and regard, which is still ongoing today.

A Launceston delegation of community members and Councillors last visited Ikeda in 2017. Mayor Matthew Garwood was pleased to host the delegation to showcase some of the best

things Northern Tasmania has to offer and reflected on the 60th anniversary of sister city relations.

During their stay, the delegates visited the Cataract Gorge, Seaport, University of Tasmania Inveresk campus, as well as the City Park macaque enclosure.



Image credit: Rob Burnett

WE ♥ LAUNNIE

launceston.tas.gov.au

CITY HEART

City Heart Place Plan 2024-2029

The City Heart Place Plan was adopted by Council on 31 October 2024. The Place Plan represents the next phase of the Launceston City Heart Project and is a key part of northern Tasmanians' vision for the future of Launceston's city centre.

Focusing on the area bounded approximately by Cimitiere, Wellington, Elizabeth and Tamar Streets, and incorporating Princes Square, this project seeks to create a people-focused CBD for all seasons to support a day and night-time economy, increase dwell time, drive economic activity and foster social connection.

The Place Plan's proposals are founded in the results of Council's ongoing engagement with the community and key stakeholders from the themed engagement platform Tomorrow Together, as well as drawing on engagement undertaken during development of strategies such as the City

of Launceston Urban Greening Strategy 2023-2040 and the City of Launceston Transport Strategy 2020-2040.

The Place Plan has been formulated in recognition of lessons learnt during the previous phase of City Heart Project implementation including:

- the need to enable more granular staged rollout of infrastructure in the absence of large capital grants.
- the need to enable thematic infrastructure funding more in keeping with council's strategies and action plans and other grant mechanisms, such as funding urban greening or road safety.
- recognising the interconnected nature of many of Council's plans, which require incremental progress, testing and refinement of actions as lessons are learnt.

By charting a course from existing conditions to future desired character via 'key moves' and 'priority actions', the Place Plan provides clear direction for implementation while maintaining the flexibility required to respond to shifting contextual factors such as funding availability, newly emerging constraints and unexpected events.

Council will use the Place Plan to prioritise projects and plan for actions to build incrementally to long-term solutions. As a shared vision it will enable ongoing engagement, facilitate partnerships and enhance community 'custodianship' of outcomes.



Image credit: Nick Hanson

Tidy Towns 2025 Winner

Launceston was named the national winner of the 2025 Keep Australia Beautiful Tidy Towns Awards. Deputy Mayor Hugh McKenzie and Sustainability Team Leader Michael Attard received the award on behalf of the City of Launceston.

The City of Launceston has been working hard in the environmental sustainability space for many years and this prestigious national award recognises the many Council and community collaborations that have been occurring across Northern Tasmania.

The awards recognised innovative projects like Spring Clean Rocherlea, the Launceston Repair Cafe, our circular economy initiatives and a number of community events.



Team Leader of Sustainability, Michael Attard, and Deputy Mayor Hugh McKenzie accepting awards at the 2025 National Tidy Towns awards.

Image: supplied by Keep Australia Beautiful

PART TWO

STRATEGY AND PLANNING



Integrated Corporate Planning Framework

The City of Launceston's Integrated Corporate Planning Framework provides guidance over Council's strategic planning processes. The framework is intended to provide an integrated approach to ensure that Council's processes meet both legislative requirements per the *Local Government Act 1993 (TAS)* and our community needs. The framework is demonstrated in the diagram below.

The development and release of the Council's new Shaping Futures 10-year Strategic Plan 2025 – 2035 and organisational changes during the 2024-2025 financial year highlighted the need to update the existing planning and reporting framework.

A comprehensive review and revision process will commence in 2025-2026 to develop a new Integrated Planning and

Reporting Framework. This is key service action in the Council's Annual Plan 2025-2026 and will be informed by the Tasmanian Government's Local Government Priority Reform Program 2024 – 2026, in particular, Reform Priority 2. Driving a high performing, transparent and accountable sector.

Enablers

- work health and safety
- continuous improvement and LEAN
- Engagement Framework
- project management
- Asset Management Framework
- Integrated Planning Framework and Toolkit
- Risk Management Framework
- contractor management
- Cultural Development Roadmap
- City of Launceston values
- shared expectations and accountability
- workforce planning
- change management (people and process)



Outputs & outcomes

- key performance indicators - business outcomes and community outcomes
- Quarterly Reports
- Annual Reports
- End of Term Reports
- learning / successes
- corporate planning calendar - timelines
- workforce planning including:
 - succession
 - transition
 - talent management
 - training and development

Greater Launceston Plan

The Greater Launceston Plan (GLP) 2014 set a 20+ year vision for the sub-region that comprises the City of Launceston, George Town, Meander Valley, Northern Midlands and West Tamar municipalities.

In 2023, the Northern Tasmanian Development Corporation (NTDC), on behalf of the five participating Councils, worked with consultants from the

University of Newcastle's Institute for Regional Futures, to review the Greater Launceston Plan in light of a number of contextual changes in Tasmania.

The review was completed in September 2023 and received by the City of Launceston. The review informed the development of the City of Launceston's new Shaping Futures 10-year Strategic Plan 2025 - 2035, acknowledging the

Council's role to both Launceston and the broader region.

NTDC continues to lead the revision of the GLP in collaboration with the five participating Councils. The City of Launceston will now consider the revised Greater Launceston Plan, following the completion of foundational work.

City of Launceston Strategic Plan 2025-2035

The City of Launceston has developed a new Strategic Plan 'Shaping Futures' for the period of 2025 - 2035. This ten-year plan is a dynamic blueprint designed to shape the city's growth, innovation, and liveability over the coming years. It was approved by Council on 19 June 2025.

The Strategic Plan is the Council's roadmap for the future. The development of the Strategic Plan has been led by City of Launceston's Councillors. It captures the community's vision and sets out clear priorities to help us get there. By planning ahead, we can focus on what matters most.

Every Strategic Plan reflects changes in our community, the challenges and opportunities we face. This plan is different in another important way. In the past, our Strategic Plan included goals related to the Council's day-

to-day operations, like delivering essential services. Around 80% of what the Council does falls into this category. This time, we are taking a different approach. A separate planning process will guide how we improve our services and the organisation, allowing the Strategic Plan to focus on actions that will shape Launceston's future and enhance our quality of life.

It's important to note that even though most Council services won't be listed in the Strategic Plan, they remain a core part of what we do and will continue to be delivered.

Built around three core pillars - Prosperity, Place, and People - the Shaping Futures Strategic Plan 2025-2035 is a forward-thinking plan which is the result of extensive community input gathered through the Council's Tomorrow Together platform. It

charts a bold path for **housing, transport, sustainability, social development, and economic opportunities** to ensure Launceston continues to thrive.

The **Shaping Futures Strategic Plan 2025 - 2035** includes several game-changing objectives, such as:

- **Boosting housing supply:** Planning for 4,300 new homes by 2035 to meet demand and support population growth.
- **Becoming a national innovation hub:** Positioning Launceston as a testbed for smart city projects, future mobility solutions, and cutting-edge technology.
- **Revitalising the city centre:** Transforming Launceston's heart into a vibrant day and night destination, with more inner-city living, safer streets, and inviting public spaces.

City of Launceston Annual Plan 2024-2025

Adopted and released for the commencement of the 2024-2025 financial year, the Annual Plan sets out the high-level actions for the financial year ahead that City of Launceston officers will undertake to achieve the goals set out in the Corporate Strategic Plan 2014-2024: 2019 Review.

These high-level actions are considered to be of greatest significance and interest to the community and our stakeholders, and are based on the seven strategic priorities, 10-year goals and focus areas presented in the Corporate Strategic Plan 2014-2024: 2019 Review.

Progress on the 51 action items stated in the Annual Plan 2024-2025 is reported to Council every quarter throughout the financial year and is summarised in the corresponding Annual Report.

Figure 1: lists the Strategic Priorities as set out in the Corporate Strategic Plan 2014 - 2024: 2019 Review.

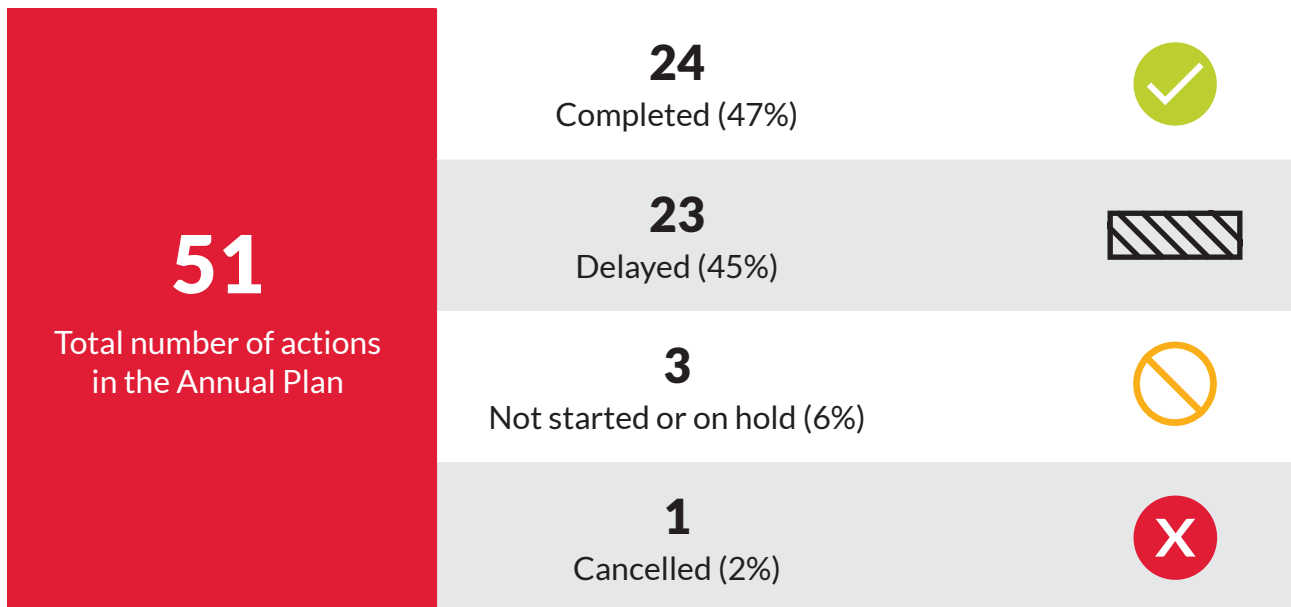
Strategic Priority 1	We Connect with our Community and our Region through meaningful engagement, cooperation and representation.
Strategic Priority 2	We Facilitate Prosperity by seeking out and responding to opportunities for growth and renewal of our regional economy.
Strategic Priority 3	We are a Progressive Leader that is accountable to our governance obligations and responsive to our community.
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.
Strategic Priority 5	We Serve and Care for our community by providing equitable and efficient services that reflects needs and expectations of our community.
Strategic Priority 6	We Protect our Environment by caring for our unique natural assets and amenity and sensitively managing future development opportunities.
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.

The following pages provide an update on the final status of Annual Plan 2024-2025 actions for the period ending 30 June 2025.

The Annual Plan 2024-2025 and its reporting takes its structure from the Corporate Strategic Plan 2014-2024: 2019 Review, therefore progress against the Annual Plan is reported in terms of the Plan's contribution to the achievement of the overarching Corporate Strategic Plan priorities.

Outcomes summary:

Final progress status for period ending 30 June 2025:



Performance and progress report

The following pages provide a summary of the status of each action from the Annual Plan as at the end of the 2024-2025 year.

The detailed final (quarter 4) Progress Report including the expanded status of each action will be tabled for noting at the Council meeting to be held on 21 August 2025.

The minutes of this meeting will be publicly available and accessible through the City of Launceston website or upon request through our Customer Service Centre.

Strategic Priority 1

We connect with our community and region

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 Areas:

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

ACTION ID	ANNUAL PLAN ACTION	STRATEGIC FOCUS AREA	PERFORMANCE OUTCOME
1.1	Develop and implement an effective advocacy strategy for the State and Federal funding that identifies the key projects for which we would seek support. Outputs: • Develop an Advocacy Strategy. • Maintain a list of priorities for the Council that aligns with our Strategic Plan and Four Year Delivery Plan.	3	
1.2	Deliver identified actions in the Northern Tasmanian Sports Facility Plan. Outputs: • Progress the masterplan for the Northern Tasmanian Cricket Precinct. • Develop an investment business case for the Northern Tasmanian Cricket Precinct. • Develop a prioritised program for the renewal of aging infrastructure. • Commence year one of a 3 year program to renew nine courts at Hobblers Bridge netball Facility - four netball courts are to be resurfaced in 2024/2025.	3	

ACTION ID	ANNUAL PLAN ACTION	STRATEGIC FOCUS AREA	PERFORMANCE OUTCOME
1.3	Continue to implement the Aboriginal Partnership Plan. Outputs: • Implement cultural awareness programs for employees. • Promote employment opportunities for Aboriginal people in local government.	1	
1.4	Continue to engage with our community on: • Our strategic community engagement program, Tomorrow Together with theme A Mobile and Accessible city. • Key projects and initiatives of community impact such as the Corporate Strategic Plan, the development of a flood strategy for Launceston and key infrastructure projects. Outputs: Feedback from community received on: • New Corporate Strategic Plan. • Launceston's Public Transport to help understand the barriers to the use of public transport. • Air quality, flood mitigation health and wellbeing to provide baseline data to enable the development of strategies, plans and projects etc. • Specific feedback relating to individual projects. Engagement activities follow City of Launceston's five community engagement principles: 1. Inclusive participation. 2. Open and transparent disclosure. 3. Engage early and on an ongoing basis with clarity and purpose. 4. Design and implementation of good quality engagement processes, tools and methods. 5. Consideration of engagement outcomes and provision of feedback.	1	
1.5	Connect with our community via storytelling to share the broader work of the Council with community. Outputs: • Rolling proactive narrative with community about what Council does beyond the traditional media releases.	1	

Strategic Priority 2

We facilitate prosperity

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 Areas:

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

ACTION ID	ANNUAL PLAN ACTION	STRATEGIC FOCUS AREA	PERFORMANCE OUTCOME
	Progress implementation of the City of Innovation Strategy.		
	Outputs:		
2.1	- Establish and communicate a clear city innovation governance structure within Council. - Review open data, assess needs and establish future direction. - Participate in tourism advertising campaigns to promote city innovation infrastructure and services (e.g. highlighting to tourists the EV Charger Network, Wayfinding Signage, or e-Scooters in Launceston).	1	
	Support activation by increasing opportunities for events for the CBD and placemaking initiatives that support activated spaces.		
	Outputs:		
2.2	- Capture actions that support the activations in the Tourism Strategy and Events Strategy. - Collaborate with Launceston Central. - Placemaking Team to consider activations that support night-time utilisation.	2	

ACTION ID	ANNUAL PLAN ACTION	STRATEGIC FOCUS AREA	PERFORMANCE OUTCOME
2.3	Implement the Economic Development Strategy. Outputs: • Deliver business support services in partnership with industry stakeholders, including facilitating business networking, clustering, and fostering collaboration, skill-building, and shared learning opportunities. • Develop a streamlined investor procedure for the City of Launceston, incorporating the creation of quarterly economic snapshots for the Local Government Area (LGA) to enhance investment facilitation in Launceston. • Continue to work in collaboration with key stakeholders in the region regarding coordination of economic development effort. • Continue to deliver the annual State of the City Report and to share findings with our business community.	2	
2.4	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. Outputs: • Review our Sister City relationships to consider the benefits for the City of Launceston and our community. • Continue to partner with State Government where relevant opportunities arise.	4	
2.5	Seek to understand community perspectives regarding opportunities to increase utilisation of public transport in the Launceston municipality and advocate to the State Government for change in the service model. Outputs: • Undertake community engagement to understand barriers to use of public transport. • Develop a vision for public transport which Council can use for advocacy and partnership with the State Government.	1	

Strategic Priority 3

We are a progressive leader

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 Areas:

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

ACTION ID	ANNUAL PLAN ACTION	STRATEGIC FOCUS AREA	PERFORMANCE OUTCOME
	Implement recommendations of the QVMAG Futures Plan.		
	Outputs:		
	Key Directions and numbering taken direct from the QVMAG Futures Plan:		
3.1	• Key Direction 1 - progress the future governance model. • Key direction 2 - lobby for increased State contribution to the funding of the QVMAG. • Key Direction 5 - continue work on scope and delivery of the Priority Projects identified in the Futures Directions Plan.	5	
3.2	Continue to work on the transfer of UTAS Stadium to Stadiums Tasmania. Outputs: • UTAS Stadium transferred to Stadiums Tasmania.	5	
3.3	Continue to explore opportunities for shared services and/or resource sharing in the local government sector. Outputs: • In line with the Local Government Review recommendations, seek to encourage and support shared services and resource sharing with adjoining Councils.	2	

ACTION ID	ANNUAL PLAN ACTION	STRATEGIC FOCUS AREA	PERFORMANCE OUTCOME
3.4	Implement the Organisational Cultural Development Roadmap. Outputs: • Continue to implement initiatives that support a values aligned culture. • Continue to invest in training and development opportunities for employees.	4	
3.5	Continue delivery of the Corporate Application Replacement Program (CARP). Outputs: • Commence second phase of CARP (Customer Experience) which includes health activities, animal registration, plumbing and building etc., property and rates and optimising data analytics.	4	
3.6	Deliver a new Corporate Strategic Plan for the next ten-year period covering 2025-2034. Outputs: • New Strategic Plan 2025-2034 for the City of Launceston adopted.	2	
3.7	Commence negotiations for the City of Launceston Enterprise Agreement. Outputs: • New Enterprise Agreement for the City of Launceston progressed.	2	
3.8	Explore and consider the need for responsible use of AI (Artificial Intelligence) and new technologies in line with City Innovation Strategy principles. Outputs: • Clear guidelines developed to support use of AI technologies for the City of Launceston.	4	

Strategic Priority 4

We value our City's unique identity

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 Areas:

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

ACTION ID	ANNUAL PLAN ACTION	STRATEGIC FOCUS AREA	PERFORMANCE OUTCOME
	Progress the Launceston City Heart Project.		
	Outputs:		
4.1	- Engage and commence development of implementation plan for traffic calming, including the introduction of two-way traffic. - Completion of place plans for City Heart. - Commence implementation of place plans.	4	
	Implement the Northern Gateway Project.		
4.2	Outputs: In partnership with Department of State Growth, deliver an entry statement at the southern outlet.	5	
	Launceston Heritage List Review and Precincts - continuing the review of the City of Launceston's local heritage list:		
4.3	- Creation of any outstanding precinct datasheets. - Review nominations and removals from within each precinct. - Initiate community consultation and activities to support community awareness and engagement.	1	
	Outputs:		
	Deliver up to 4 precincts over the financial year 2024-25.		

ACTION ID	ANNUAL PLAN ACTION	STRATEGIC FOCUS AREA	PERFORMANCE OUTCOME
4.4	Continue to implement actions within the Cultural and Public Art Strategies. Outputs: - Identify suitable locations for activation of public art in line with the Public Art Strategy. - Investigate potential locations to support creative practices to be celebrated and activated by the community. - Develop an Arts & Culture Grant Policy with cultural outcomes established as a criteria for assessment.	1	
4.5	Finalise and commence delivery of the Recreation and Open Space Strategy. Outputs: Recreation and Open Space Strategy presented to Council and endorsed.	2	
4.6	Continue the Albert Hall Renewal program including the establishment and delivery of an operational model that will increase usage of the facility. Outputs: - Complete construction works. - Conduct a public opening. - Ensure Operator in place for the café. - Coordinate arrangements for management of the facility.	2	
4.7	Develop and commence staged implementation of an improvement plan for the for the Princess Theatre and Earl Arts Centre upgrade. This a multi-year project with main renewal works planned for 2026. Outputs: - Advocate for State and Federal Government investment in redevelopment. - Deliver conceptual design and progress development application. - Work with Theatre North to minimise construction impacts through good planning.	2	
4.8	Development of 118-124 Brisbane Street. Outputs: Continue planning for the future utilisation of the site.	4	

Strategic Priority 5

We serve and care for 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 Areas:

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

ACTION ID	ANNUAL PLAN ACTION	STRATEGIC FOCUS AREA	PERFORMANCE OUTCOME
5.1	Implement Council commitments from the My Place My Future Plan. Outputs: • Continue small business workshops within the Northern Suburbs. • Facilitate community led events within the Northern Suburbs to promote engagement and connection. • Support digital inclusion, community safety and food security projects and initiatives.	1	
5.2	Review the Access Framework. Outputs: • Complete review of the Access Framework.	3	
5.3	Implementation of outcomes from the strategic review of the ABCDE Learning Sites community development program. Outputs: • To be determined post completion of strategic review.	3	

ACTION ID	ANNUAL PLAN ACTION	STRATEGIC FOCUS AREA	PERFORMANCE OUTCOME
5.4	Continued implementation of the Homelessness Statement of Commitment (HSoC). Outputs: • Change the narrative. • Engage the community. • Facilitate cohesive services. • Strive towards prevention. • Engage in data informed decision making. • Advocate. • Ensure transparency and accountability.	3	
5.5	Develop the Community Health and Wellbeing Strategy. Outputs: • Assess and document the City of Launceston's current investments in supporting community health and wellbeing.	5	
5.6	Embed the Child and Youth Safe Organisations Framework as required by the Child and Youth Safe Organisations Act 2023. Outputs: • Review organisational policies and identify those that require updating. • Deliver training for employees.	2	
5.7	Implement Flood Intelligence System Improvements. Outputs: • Install river level and rainfall sensors. • Update flood warning plan associated with data inputs.	7	

Strategic Priority 6

We protect our environment

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 Areas:

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

ACTION ID	ANNUAL PLAN ACTION	STRATEGIC FOCUS AREA	PERFORMANCE OUTCOME
6.1	Support the Tamar Estuary Management Taskforce including supporting the implementation of the 10-year vision for the Kanamaluka/Tamar Estuary. Outputs: • Participate in working groups for the wetlands and revegetation project and the master planning project.	2	
6.2	Flood focused emergency management planning. Outputs: • Develop a Recovery Framework and supporting Action Plan in conjunction with recovery partners.	3	
6.3	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. Outputs: • City of Launceston outputs are limited to facilitation of the project as it relates to City of Launceston's land and assets.	2	
6.4	Review the future of waste management infrastructure for the Launceston municipality. Outputs: • Review future requirement of Russells Plains for landfill operations. • Conduct feasibility study on construction and diversion facility.	1	

ACTION ID	ANNUAL PLAN ACTION	STRATEGIC FOCUS AREA	PERFORMANCE OUTCOME
6.5	Scope development of Clean Air Strategy. Outputs: • Scope developed for documentation of Council's position on clear air.	2	
6.6	Implement the City of Launceston Urban Greening Implementation Plan. Outputs: • Develop and commence implementation of year one of a 4-year delivery plan, including: • Street Tree Masterplan. • Precinct Plans for high priority areas. • Car park greening.	1	
6.7	Continue to implement the City of Launceston Sustainability Action Plan. Outputs: Outputs and numbering taken direct from the Sustainability Action Plan: • 1.4 Conduct sustainability education and awareness program across Council. • 2.4/6.6 Continue upgrading of facilities to increase energy efficiencies. • 5.1 Undertake bio-condition assessment of key reserves. • 5.21 Hold a native plant giveaway to support urban forest. • 6.1 Conduct a lighting audit and replace inefficient lighting. • 6.9 As required, upgrade corporate and commercial equipment to modern energy efficient models.	1	
6.8	Ongoing implementation of the Stormwater System Management Plan. Outputs: • Adopt a Stormwater Policy for developments. • Implement Urban Waterway Health Plan. • Deliver Prospect Flood Alleviation Project.	1	
6.9	Develop the Launceston Flood Strategy. Outputs: • Endorse project scope and plan. • Consider budget implications of findings.	3	

Strategic Priority 7

We are a city planning for our future

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 Areas:

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

ACTION ID	ANNUAL PLAN ACTION	STRATEGIC FOCUS AREA	PERFORMANCE OUTCOME
7.1	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. Outputs: • Reporting on City Deal commitments delivered as required. • Consider mechanisms to support City of Launceston liaison with Commonwealth and State Governments following conclusion of the City Deal.	4	
7.2	Continue work on St Leonards Residential Growth Strategy and Masterplan. Outputs: • Work towards establishing a master plan and zoning amendment to support residential growth.	2	
7.3	Participate in the Northern Regional Land Use Strategy Review. Outputs: • Ongoing participation in the Northern Regional Land Use Strategy Review.	1	

ACTION ID	ANNUAL PLAN ACTION	STRATEGIC FOCUS AREA	PERFORMANCE OUTCOME
7.4	Complete municipality specific strategic planning projects. Outputs: • Deliver Levee Protected Areas Code. • Building Heights and Massing.	4	
7.5	Finalise the Structure Plan for Alanvale and progress appropriate rezonings. Outputs: • Structure Plan for Alanvale endorsed by Council. • Commence rezoning process.	2	
7.6	Scope approach to deliver a Housing Strategy for our municipality. Outputs: • Council commitment to adopting a Housing Strategy achieved.	2	
7.7	Develop a future operations and land development Masterplan for Carr Villa Memorial Park and related cemeteries. Outputs: • Develop a Masterplan for the future of Carr Villa and related cemeteries.	1	
7.8	Action the 2022-2025 Launceston Transport Strategy Implementation Plan. Outputs: • Deliver Transport Safety Improvement Program. • Complete gap-analysis and prioritised improvement program for intra-city cycle routes. • Deliver bus stop improvement program.	3	
7.9	Determine a project approach to clarify the vision for the future use of the Russells Plains land owned by City of Launceston and the opportunity that provides for the Northern Suburbs. Outputs: • Develop an approach to progress the establishment of a vision for the future of Russells Plains. • Prepare Project Plan to progress approach to establishing vision.	2	

Strategic Asset Management Plan

Managing community assets

Section 70B of the Act requires the Council to prepare a Strategic Asset Management Plan (SAMP) for the municipal area.

The SAMP covers almost 35,000 individual assets with a combined current replacement value of \$2.5 billion. The SAMP outlines the approach to ensure the discipline of asset management is applied across Council and the use of a continuous improvement

plan to achieve a mature state of ongoing asset management across the organisation. A key part of this work is to align the asset management objectives collectively and individually with the achievement of Council's corporate objectives.

The SAMP was adopted by Council on 27 July 2023.

An asset management health check took place in early 2025, resulting in the development of an updated project plan and objectives to achieve alignment with the applicable international standards of best practice. This revised plan is currently being implemented as part of the 2025-2026 Annual Plan.



Image credit: Nick Hanson

Long-term Financial Plan

Section 70 of the Act requires Council to prepare a Long Term Financial Plan (LTFP) for the municipal area.

City of Launceston 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 LTFP estimates the future operating revenues and expenses associated with operating

requirements, capital expenditure and asset management renewal, in support of the deliverables in the Corporate Strategic Plan. It also provides a mechanism for us to deliver asset renewal requirements as determined in the SAMP, by making provision for the estimated costs associated with our management of the assets that are considered in that plan. The LTFP can be used in support of strategic decision making, as it allows

for detailed scenario analysis to be undertaken. The SAMP provides the mechanism for the LTFP to be able to model the capital and ongoing operational cost associated with asset management, at a whole of organisation level.

The LTFP 2022-2032 was adopted by Council on 25 August 2022. An updated LTFP is expected to be adopted by Council in 2025-2026.



Image credit: Rob Burnett

Carr Villa Memorial Park Masterplan

In June 2025, the City of Launceston formally endorsed the Carr Villa Memorial Park Masterplan, establishing a clear, long-term vision for one of Tasmania's most significant and historic cemetery and crematorium sites.

For nearly 120 years, Carr Villa Memorial Park has served as Launceston's principal place of interment. The Masterplan sets a forward-thinking strategy that balances the need for future interment capacity with the preservation of the site's environmental, cultural and community values.

The plan was informed by extensive community consultation, engagement with stakeholders, and advice from experts in environmental planning

and cemetery operations. It provides a 50-year framework for sustainable development, underpinned by changing trends in cremation and memorialisation.

Key priorities include:

- Ensuring interment capacity for the next 50 years through strategic planning and monitoring of trends.
- Improving the visitor experience through new reflection spaces, accessible facilities, enhanced signage, and a dedicated area for quiet contemplation near the Children's Cemetery.
- Continuing community engagement to develop inclusive and culturally appropriate burial and ash placement options.

- Ensuring all future development is based on demonstrated need, guided by environmental assessment and Council approval.
- Strengthening the protection of native bushland through the Carr Villa Bushland Management Plan.
- Exploring partnerships to conserve heritage values and increase community understanding of death, remembrance, and environmental stewardship.

The Masterplan reaffirms Carr Villa Memorial Park's role as a place where memory, meaning, and community care come together, ensuring the site can continue to serve future generations while honouring its past.

Launceston Housing Plan 2025-2040

Guiding Launceston's housing future

The Launceston Housing Plan 2025-2040 is a bold and future-focused strategy for managing residential growth over the next 15 years. In response to growing housing pressures, and ever evolving urban landscape, this Plan sets a clear roadmap for delivering a greater diversity of homes, improving affordability, and directing growth in a way that enhances Launceston's unique character.

The Housing Plan is underpinned by four guiding principles:

1. **Strong Supply** — Increase housing variety to meet diverse community needs.
2. **Enrich Our Neighbourhoods** — Promote sustainable, high-quality housing design.
3. **Collaborate with Partners** — Work across sectors to drive innovation and investment.

4. **Align Investment with Development** — Ensure strategic infrastructure investment supports housing growth.

These guiding principles are implemented through a series of targeted actions to that will:

- **Boost housing supply** — Facilitate the development of 6,450 new dwellings over the next 15 years, balancing greenfield and infill developments.
- **Increase affordability** — Support a more diverse range of housing, including social and affordable housing, to combat growing inequality.
- **Create vibrant, connected neighbourhoods** — Encourage well-designed, sustainable housing integrated with local services and amenities.

- **Unlock underutilised land** — Identify key areas for urban renewal and medium-density housing development.
- **Foster collaboration** — Strengthen partnerships between government, developers, and community organisations to accelerate housing delivery.

On ground delivery of the vision and guiding principles of the Housing Plan are already occurring with the preparation of the St Leonards and Waverley Neighbourhood Plan and Infrastructure Funding Framework, which is the first of many proactive projects for delivering more homes in Launceston.



Image credit: Nick Hanson

PART THREE

LEGISLATIVE REQUIREMENTS



Public health activity

Section 72(1)(ab) of the Local Government Act 1993 (Tas) requires us to provide a statement of goals and objectives in relation to public health for the preceding financial year.

The City of Launceston protects and promotes the health of its residents and visitors. The Council's Health and Compliance department has statutory responsibilities under the *Public Health Act 1997 (Tas)*, *Environmental Management and Pollution Control Act 1994 (Tas)*, *Food Act 2003 (Tas)*, *Dog Control Act 2000 (Tas)* and *Local Government Act 1993 (Tas)*.

As part of the City of Launceston's public health goals and objectives, in 2024-2025 the Health and Compliance department sought to:

- Protect public health by regulating Launceston's food businesses to make sure they are handling food safely. As part of this we will inspect and educate food businesses and our community on best practice food handling and food safety.
- Reduce the incidence of preventable illnesses by:
 - Providing immunisations to our community in accordance with Council's Public Health Immunisations program.
 - Investigating cases of notifiable diseases.
 - Licencing, inspecting, and educating our public health risk businesses such as tattooists and body piercers.
- Advise the community on the water quality of our recreational waterways, including the Cataract Gorge, and undertake regular monitoring of water quality of both private water suppliers and public pools and spas.
- Provide planning and building conditions on developments within the city that ensure they meet compliance requirements, maintain and improve the local amenity for residents and enhance our environment and public health.
- Guide our community in responsible management of smoke and the related health impacts, including helping our residents reduce their wood smoke impacts by providing information on correct wood heater operation, and education on our smoke-free areas.
- Assist our community and businesses build resilience to emergency events and provide services to protect and improve public and environmental health outcomes in our recovery journey.
- Ensure event organisers provide safe events for our community by implementing public health and environmental management requirements.
- Support and educate our community and businesses and regulate their activities to ensure compliance with their environmental duties.
- Continue to improve public awareness of responsible dog ownership and our Dog Management policy.



Image credit: Melanie Kate

WE ♥ LAUNNIE

launceston.tas.gov.au

Sections 72(1)(ab) and 72(1A)(a) of the Local Government Act 1993 (Tas) requires us to state the extent to which the Council has carried out its functions under the Public Health Act 1997 and the Food Act 2003.

The Environmental Health Team carried out all of its required functions under the Public Health Act and Food Act. The extent of activities undertaken is shown in Table 1.

Table 1: Activities undertaken by the Environmental Health Team

PUBLIC HEALTH ACT 1997 (TAS)	COMMENTS
Place of assembly assessments (POA) Registration of public events which have a duration of longer than two hours with more than 1,000 people attending	10 POA licences issued including: • Junction Arts Festival • Festivale • Beerfest • Lighting of the Tree • Carols • Launceston Rodeo • Launceston Cup • A festival called Panama • Children & Families Festival • Norwood Winterfest
Public health risk activities Inspection of health risk activities including tattooing and body piercing. All premises where these activities occur, as well as the operators who carry out the health risk activity, are inspected annually	Inspections carried out: • 9 premises • 19 operators
Smoke-free areas Patrols of smoke-free areas. Areas patrolled are those declared by Council and under the <i>Public Health Act 1997 (Tas)</i>	Patrols undertaken: 27
Regulated systems Registration of cooling towers and warm water systems to reduce the risk of illnesses like legionnaires disease	Systems registered: • 5 cooling towers • 1 warm water system
Private water suppliers Those providing drinking water through a private supply (i.e. not using TasWater's reticulated drinking water network). This includes Council's Myrtle Park	Private water suppliers registered and inspected: 4
Unhealthy housing Inspection of private residences following complaints of mould or unhealthy living conditions	Unhealthy housing investigations: 24
Recreational waters – natural Recreational swimming sites tested during the summer months (December–March)	Sites sampled: • Corra Linn • Waverley Lake • St Leonards picnic ground • First Basin. Samples taken: 179
Recreational waters – Council owned pools and spas Monthly testing of the Launceston Aquatic Centre's indoor pools Summer (December–March) testing of the aquatic centre's outdoor pools, along with the Basin Pool and Lilydale Pool	Samples taken: 94

ENVIRONMENT		COMMENTS
Immunisations		
Provision of immunisations through our schools program and through our weekly clinics which align with the national immunisation schedule		Number of vaccine doses provided: 3043
Infringements		
Penalties issued to businesses that fail to register a premises where a public health risk activity occurs		Infringements issued: 0
FOOD ACT 2003 (TAS)		COMMENTS
Registered food businesses		
Registration of food businesses that occupy a fixed premises such as restaurants and cafes		Food businesses registered as of 30 June 2025: 722
Registration of temporary food business		
Registration of temporary food providers including school fairs, sporting events, festivals and markets		Temporary food businesses registered throughout Financial Year 2024-25: 141 Cancelled / refused applications throughout Financial Year 2024-25: 23
Registration of temporary food notifications		
Registration of temporary non-potentially hazardous food/drinks notifications including school fairs, sporting events, festivals and markets		Temporary food businesses registered throughout Financial Year 2024-25: 48 Cancelled / refused applications throughout Financial Year 2024-25: 4
Registration of state wide food businesses		
Registration of mobile food businesses such as food vans, trailers and stalls		Businesses registered: 113
Food complaint inspections		
Investigations of complaints made by customers about food quality or food premises hygiene which may or may not be justified		Complaints investigated: 52
Registered food business inspections		
Inspections of new food businesses, as well as unannounced and routine inspections of existing food businesses		Inspections undertaken: 490
Improvement notices		
Notices issued to food businesses to rectify food safety issues		Notices issued: 22
Prosecutions		
Court action against food businesses who have been found to be in serious breach of food safety standards		Prosecutions undertaken: 0
Prohibition orders		
Orders issued to food businesses to mitigate an identified and immediate risk to public health		Orders issued: 5
Infringement notices		
Penalties issued to food businesses for failure to comply with the Food Act 2003 (Tas) and/or the Food Standards Code		Infringements issued: 10

ENVIRONMENT	COMMENTS
Environmental pollution investigations (excluding noise) Investigations of complaints received about odour, wood smoke and dust	Investigations undertaken: 125
Noise pollution investigations Investigation of noise pollution from commercial, industrial and residential sources	Investigations undertaken: 166
Infringements Penalties issued to people or businesses under the <i>Environmental Management and Pollution Control Act 1994</i> (Tas) for: • contravening the requirements of a notice issued under the Act • causing an environmental nuisance	Infringements issued: 0
Environment protection notices and abatements <i>Environmental Management and Pollution Control Act 1994</i> (Tas) environment protection notices (EPNs) and <i>Local Government Act 1993</i> (Tas) abatements issued to people or businesses found to be causing an environmental nuisance	Notices served: EPNs: 3 Abatements: 2 NB: 60 litter complaints were received

Section 72(1A)(b) of the Act requires us to state the resources allocated to public health.

The Environmental Health Team comprises three full-time Environmental Health Officers (EHOs), two part-time EHOs, one EHO undertaking studies, one part time Environmental Officer, and a team leader. The immunisation team comprises of four part-time nurse immunisers. The team is supported by three technical/administration officers who assist with tasks including food registrations and water sampling.

During the 2024–2025 financial year the team was under resourced as we were unsuccessful in recruiting for a vacant EHO position until the end of March 2025. This team member has commenced tertiary qualifications to become a qualified EHO.

An external consultant was hired to undertake food inspections for Council. The external consultant completed 118 food inspections for Council in 2024–2025.

Section 72(1A)(c) of the Act requires us to state the extent to which its goals, objectives, policies and programs in relation to public health met the needs of persons within the municipality.

The Environmental Health Team largely met the needs of people in the municipality by carrying out the tasks shown in Table 1. The team was least able to achieve its goals related to undertaking smoke-free patrols due to staff resourcing constraints.

In addition to the items in Table 1, the team undertook the following:

- 46 requests for immunisation records/services
- 44 public health related investigations
- 81 general enquiries
- 119 inspections of food businesses not required to be inspected (notifiable only) or mobile food businesses from other municipalities

Section 72(1A)(d) of the Act requires us to include any details of the completion of any strategies (in relation to public health).

The team established of a “Boots on Ground” process in response to the August storm and power outage event, with a related risk register under development. This process identifies when the Environmental Health team need to engage with the public and businesses during emergency events, ensuring consistent decision making and application of resources.

Grants and benefits

The figures provided in this section of the Annual Report are grouped by team or function and may not match the categories used in the Financial Statements.

Community grants

Section 77(2) of the Act requires us to include the details of any grant, assistance or benefit that is not a legal entitlement to any person during the preceding financial year.

In 2024-2025, the City of Launceston funded \$78,052.00 of community grants to support community groups and our local young people to participate in state, national and international competitions and events. 21 organisations and 31 individuals and teams were assisted.

COMMUNITY GRANTS - ORGANISATIONAL PAYEE	\$
Bus Stop Films Limited	5,000.00
Cancer Council of Tasmania	5,000.00
Cancer Patients Foundation	3,750.00
Careflight Limited	3,750.00
Clifford Craig Foundation	3,750.00
Council on the Ageing Tasmania Inc	2,400.00
DadLan Limited	1,500.00
Forest Company Inc	3,750.00
Good Neighbour Council Launceston Inc	2,240.00
Karinya Young Women's Services	1,357.00
Launceston Improv Theatre Inc	3,750.00
Launceston Male Choir	3,750.00
Mainly Music (Australia) Limited	5,000.00
Northern Suburbs Community Centre Inc	3,750.00
Rotary Club of Tamar Sunrise	1,400.00
Self Help Workshop	3,450.00
Soroptimist International of Launceston	1,810.00
St Vincent de Paul Society Inc	3,750.00
Starting Point Neighbourhood House	4,970.00
Stompin Inc	3,750.00
The Listening Projects Limited	3,750.00
	71,627.00

COMMUNITY GRANTS - TEAMS/GROUPS/INDIVIDUALS PAYEE	\$
15 x \$100 and under Individual Grants	1,500.00
Basketball Tasmania Under 18 Girls Club Championship	375.00
Individual	300.00
Individual	900.00
Individual	225.00
Individual	150.00
Individual	150.00
Footlocker National Club Champions Under 14 Girls	375.00
Individual	150.00
Individual	300.00
Northern Tasmanian Junior Soccer Association	450.00
Northern Tasmanian Junior Soccer Association Under 11 and 12 Girls	450.00
Queechy High School	300.00
Tasmania Touch Football Team Under 12 Boys	300.00
Tassie Thunder Touch Football Under 14 Boys	150.00
Touch Football Team Under 14 Girls	150.00
Individual	200.00
	6,425.00



Image credit: Nick Hanson



Image credit: Cameron Jones

Events sponsorship

Events play a vital role in creating communities that are engaged, vibrant and have a strong sense of pride and community connectivity. Events deliver a range of positive impacts including economic and tourism benefits, promotion of the city’s image as a destination and they provide an opportunity to raise the city profile as a great place to live and invest in. A total of 54 events received sponsorship through the Event Sponsorship Programs in the 2024-2025 financial year and one conference event received funding through the Conference, Convention and Championship Incentives Program.

SIGNATURE SMALL EVENT SPONSORSHIP	PAYEE	\$
Harmony Day	Migrant Resource Centre (North Tas)	5,000.00
Launceston City Community Christmas	Launceston City Mission Inc	5,000.00
Remade	Interweave Arts Association Inc	5,000.00
Soggy Bottom Regatta	Rotary Club Of Youngtown	5,000.00
		20,000.00

SIGNATURE MAJOR EVENT SPONSORSHIP	PAYEE	\$
Tasmanian Open Dancesport Championship	Dancesport Tasmania	18,200.00
A Festival Called Panama	Panama Productions Pty Ltd	12,500.00
Australian Musical Theatre Festival	Australian Musical Theatre Festival Inc	16,000.00
Billy Elliot	Encore Theatre Company Inc	15,000.00
Junction Arts Festival	Junction Arts Festival	45,000.00
Kinky Boots	Encore Theatre Company Inc	15,000.00
Launceston Festivale	Launceston Festivale Committee	60,000.00
Launceston Running Festival	Richard Welch	12,000.00
		193,700.00

MAJOR EVENT SPONSORSHIP	PAYEE	\$
agriCULTURED	Food Innovation Tasmanian Ltd	20,000.00
Christmas Parade	City Of Launceston Lions Club	9,375.00
Harmony Week Launch	Multicultural Council Of Tasmania	4,698.40
Launceston City Cycling Club 2 Day Classic	Launceston City Cycling Club Inc	9,375.00
Launceston Competitions	Launceston Competitions Association Inc	6,000.00
Launceston Cup Carnival	Tasmanian Turf Club	15,000.00
Launceston International Bowls Classic	Trevallyn Bowls & Community Club	3,375.00
Launceston International Junior Event	Tennis Australia Ltd	24,000.00
Launceston Summer Series	IO Performance	6,000.00
Launceston Ukulele Jamboree	Jacqueline S Anifandis	9,375.00
TasDance	Assembly 197	9,375.00
Tasmanian Open	Golf Australia	15,000.00
The Wizard Of Oz	Launceston Musical Society Inc	7,500.00
Tour of Tasmania	AusCycling Ltd	7,500.00
		146,573.40

NEW YEARS EVE EVENT SPONSORSHIP	PAYEE	\$
BEERFEST New Years Eve	Beerfest No. 1 Pty Ltd	46,000.00
		46,000.00

SMALL EVENT SPONSORSHIP	PAYEE	\$
The Curious Incidents Of The Dog In The Night-time	Launceston Players Society Inc	3,750.00
Alive After 5	Backyard Projections	750.00
Brixhibition	Tasmanian Brick Enthusiasts Inc	5,000.00
Bus Stop Films Launceston Showcase	Bus Stop Films Ltd	5,000.00
Children's End Of Year Christmas Disco	Launceston PCYC	555.00
End Game	Three River Theatre Inc	3,750.00
Hogmanay Hootenanny	The Scotsman Music	2,445.00
Launceston Festival Of Dance	Launceston Festival Of Dance Inc	3,750.00
LGBTIQA+ Forums	Kentish Regional Clinic Inc	3,195.00
Lilydale Winter Solstice Lantern Walk	Lilydale District Progress Association	1,600.00
Mission Paws Walk	RSPCA Tasmania	3,750.00
Northern Tasmanian Croquet Easter Tournament	Northern Tasmanian Croquet Centre	750.00
Puffs Or Seven Increasingly Eventful Years At A Certain School of Magic	Dare Collective	3,750.00

SMALL EVENT SPONSORSHIP	PAYEE	\$
Croquet Tasmania	2025 Golf Croquet World Team Championships	3,000.00
Relay For Life Launceston	Cancer Council Tas Inc	5,000.00
Riverbend Blues	Dobson Guitar Services	3,000.00
Sri Lankan New Year Festival	Launceston Lions Sport Club Inc	5,000.00
St Cecilia Performance Challenge 2024	St Cecilia Productions Tasmania Inc	3,750.00
St Cecilia Performance Challenge 2025	St Cecilia Productions Tasmania Inc	1,958.40
Tasmanian Poetry Festival	Tasmanian Poetry Festival Inc	3,750.00
Women's 5km Walk/Run	Cancer Council Of Tasmania	5,636.36
World Street Eats	Social Social Pty Ltd	8,000.00
St Patricks River District Day	Community of St Patricks River District	3,750.00
		80,889.76

SPECIAL EVENT SPONSORSHIP	PAYEE	\$
Australian National Under 15 & 19 Badminton Championships	Badminton Australia Ltd	24,000.00
Cold Climate Classic Event	Touch Football Australia Ltd	15,000.00
DEKOOR (Adjacent to Tendrils)	Rooke Productions Ltd	2,963.60
		41,963.60

CONFERENCE AND BUSINESS INCENTIVES	PAYEE	\$
Symposium of Gastronomy	Tourism Northern Tasmania	2,300.00
		2,300.00

CONTRIBUTION PARTNERSHIP AGREEMENTS 2024-25	PAYEE	\$
Ten Days on the Island	Ten Days on the Island	25,000.00
		25,000.00

Other concessions and remissions

117

WASTE CONCESSIONS		\$
Pensioner Concessions		56,801.19
Residents Free Vouchers		270,153.23
Charitable Concessions		63,215.51
		390,169.93

PARKING CONCESSIONS		\$
Parking		121,022.07
		121,022.07

OTHER REMISSIONS		\$
Female Football Initiative Ground Hire Fees		2,096.36
		2,096.36

CHARITABLE CONCESSIONS WERE PROVIDED TO THE FOLLOWING ORGANISATIONS		\$
Bluegum Grounds Maintenance		1,381.30
Community Care Tasmania		664.91
Community Housing (TAS) Limited		12,318.55
Connections Op Shop Inc		466.14
Door of Hope Christian Church Inc		2,056.02
Friends Of The Library Launceston Inc		226.80
Gro Waverley		164.14
Just Cats Tasmania		128.40
Karinya Young Womens Service Inc		531.49
Kings Meadows Community Mens Shed		138.71
Launceston Benevolent Society Inc		551.55
Launceston City Mission Inc		26,491.70
Launceston Players		175.25
Launceston Vfc Services Inc		661.70
Lions Club Of Kings Meadows Inc		168.39
Litter Free Launnie		90.00
New Horizons Club Inc		56.24
Oak Possability Tasmania		1,962.19
Police & Citizens Youth Club Launceston Inc		317.82
Rotary Punchbowl Community Garden		59.68
Self Help Workplace		5,642.32
Starting Point Neighbourhood House Inc		150.76
Vietnam Veterans Association Of Australia Inc		570.80
Windermere Church Forever Inc		24.06
Worldview Centre for Intercultural Studies		83.61
		55,082.53

OTHER CONTRIBUTIONS		\$
Business Events Tasmania		25,000.00
Launceston Central Inc (Cityprom)		589,233.79
Dogs Home of Tasmania		200,508.00
Just Cats Inc		30,000.00
Launceston Flood Authority		188,168.00
Local Government Association of Tasmania		80,252.69
Northern Tasmanian Development Corp Ltd		213,307.14
NRM North		87,579.85
Tamar Region NRM		206,286.00
Theatre North		128,554.20
Tourism Northern Tasmania Inc		169,750.00
West Tamar Council		27,552.73
		1,946,192.40

REMISSIONS - RATES (CHARITABLE AND HARDSHIP CONCESSIONS) Section 129 Local Government Act 1993 (Tas)		\$
Central Business District		0.00
Fire		1,071.99
Fire Aged Care		0.00
General		326,612.65
General Aged Care		0.00
Interest		58.87
Legal		0.00
Penalty		31.59
Waste		934.94
		328,710.04

COMMUNITY LEASES		\$ APPROX.
1st Tamar Sea Scouts	78 Paterson Street, Launceston – Part of Royal Park	8,239.66
Kings Meadows Community Men's Shed	Part of 1-33 Nunamina Ave, Kings Meadows	3,709.66
East Tamar Men's Shed	Part of 308 John Lees Drive, Dilston	18,859.66
Rocherlea Scouts and NTARC	Part of 23-41 Archer Street, Rocherlea	11,659.66
Old Launcestonians Football Club	Part of 2 Invermay Road, Invermay	27,659.66
		70,128.30

Public interest disclosures

Pursuant to section 86 of the Public Interest Disclosures Act 2002 (Tas), City of Launceston makes the following report in relation to each of the matters prescribed by that Act:

MATTER	REPORT
(a) information as to how persons may obtain or access copies of the current procedures established by the public body under Part 7	Copies of the City of Launceston's Public Interest Disclosure Policy are freely available via www.launceston.tas.gov.au or by request to contactus@launceston.tas.gov.au .
(b) the number and types of disclosures made to the public body during the year and the number of those disclosures that the public body determines to be public interest disclosures	0
(c) the number of disclosures determined by the public body to be public interest disclosures that it investigated during the year	0
(d) the number and types of disclosed matters referred to the public body during the year by the Ombudsman	0
(e) the number and types of disclosed matters referred during the year by the public body to the Ombudsman to investigate	0
(f) the number and types of investigations of disclosed matters taken over by the Ombudsman from the public body during the year	0
(g) the number and types of disclosed matters that the public body has decided not to investigate during the year	0
(h) the number and types of disclosed matters that were substantiated on investigation and the action taken on completion of the investigation	0
(i) any recommendations of the Ombudsman under this Act that relate to the public body	0

Donation of Land Statement

Section 72(1)(da) of the Act requires the City of Launceston to report on any land donated by the Council during the year.

WHERE	TO WHOM	REASON	VALUE
16-30 Waverley Road, Waverley	City Edge Industrial Park Pty Ltd	Reduction in overall area of drainage and stormwater easements	\$1,950.00
2 Invermay Road, Invermay	TasNetworks	Service Easement	\$6,500.00
2 Invermay Road, Invermay	University of Tasmania	Boundary adjustment	\$35,500.00

The Council may also transfer easements to infrastructure providers from time to time for nominal consideration in relation to proposals to connect services in the City of Launceston.

WE ♥ LAUNNIE

launceston.tas.gov.au



Image credit: Nick Hanson

Enterprise Powers Statement

Section 72(1)(ca) of the Act requires us to make a statement of the activities and performance of Council in relation to any activity undertaken pursuant to section 21 as compared with its objectives for the preceding financial year. Section 21 relates to the exercise of enterprise powers.

Enterprise Tasmania Ltd

We are an initial member of Enterprise Tasmania Ltd. Enterprise Tasmania Ltd is a not-for-profit public company limited by guarantee.

The primary objectives of Enterprise Tasmania Ltd are to:

- foster and build a start-up ecosystem and entrepreneurial community within Tasmania
- promote innovation and entrepreneurship in Tasmania by assisting innovators to develop, test and commercialise their ideas
- create an entrepreneurial community in Tasmania through the provision of innovation

hubs/business workspaces and networking opportunities, including facilitated events and workshops to collaborate and share knowledge, experience and insights

- provide access for all members of the Tasmanian community to events, training and education that encourage and support innovation, entrepreneurship and commercialisation activities
- improve access for all Tasmanians to, and participation by Tasmanians in, an entrepreneurial environment that supports and fosters positive social change through innovation and collaboration; and

- doing such things as are incidental or conducive to the attainment of any or all of those purposes.

Council was represented on the board of Enterprise Tasmania Ltd by Chief Executive Officer, Sam Johnson OAM. An outline of Enterprise Tasmania Ltd projects can be found at <https://enterprise.space/> and information about their activities and performance over the past 12 months is available at <https://www.acnc.gov.au/charity/charities/4b4ea194-3aaf-e811-a961-000d3ad24182/documents/>.

TasWater

The *Water and Sewerage Corporation Act 2012* (Tas) requires the Council to form, or participate in the formation of, a proprietary company limited by shares and incorporated under the *Corporations Act 2001* (Cth). This corporation is TasWater.

The *Water and Sewerage Corporation Act 2012* (Tas) also defines the principal objectives of TasWater. These are:

- a. to efficiently provide water and sewerage functions in Tasmania
- b. to encourage water conservation, the demand management of water and the re-use of water on an economic and commercial basis
- c. to be a successful business and, to this end -
 - to operate its activities in accordance with good commercial practice; and
 - to deliver sustainable returns to its members; and
 - to deliver water and sewerage services to customers in the most cost-efficient manner.

The Council is represented on Taswater's Owners Representatives Group by the City of Launceston Mayor. Detailed performance information is available at <https://www.taswater.com.au/about-us/annual-reports>.

Northern Tasmanian Development Corporation Ltd

Council is an initial member and shareholder of Northern Tasmanian Development Corporation Ltd (NTDC).

NTDC is the Regional Development Body for Northern Tasmania tasked with growing Northern Tasmanian prosperity through: Economic development, Regional Collaboration, Advocacy and Communications. They are funded by seven northern councils: City of Launceston, Dorset, Northern Midlands, Meander Valley, West Tamar, George Town and Break O'Day.

NTDC is a not-for-profit public company limited by guarantee. The purpose of NTDC is to:

- Lead regional collaboration
- Achieve regional outcomes and strategic goals
- Advocate for Northern Tasmania
- Implement their Regional Economic Development Strategy
- Champion regional leadership and local governance
- Create an enabling environment for communities and industry development
- Understand that the community benefits from sustainable regional development.

NTDC is tasked with validating

and actioning the valuable strategic planning work that has been undertaken in recent years to underpin effective and sustainable economic transition in Northern and North-East Tasmania, whilst continuing to place the importance of education and health in our communities. This means finding ways to continually boost economic output, increase investment, create more jobs, and to raise average wage levels.

As a member council, the City of Launceston pays an annual subscription fee to NTDC. Information about NTDC's activities and performance over the past 12 months is available at www.ntdc.org.au.

Australia Pacific Airports (Launceston) Pty Ltd

The City of Launceston holds a 10% share in Australia Pacific Airports (Launceston) Pty Ltd in the form of capital notes.

The fair value of Council's investment is \$5.2m as at 30 June 2025 based on 10% of the Net Assets of the Airport at the end of

the reporting period.

These notes entitle Council to a share in the operating results of the company, on an equivalent basis to the shareholders. Councillor Hugh McKenzie is a Director and current Chairman of the Board.

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

In 2024-2025 Council received distributions of \$99,028 for its ownership stake.

Strata Scheme No. 175691, CH Smith Centre, Launceston

Council is a member of Strata Scheme No. 175691. This entity acts as the body corporate for the CH Smith Centre.

The primary objectives of Strata Scheme No. 175691 are to:

- administer, manage and improve the common property reasonably and for the benefit of the owners and occupiers of the lots; and
- maintain the service infrastructure in good and serviceable order and condition; and
- prepare and maintain a fire prevention, detection and evacuation plan; and

- prepare and maintain a building security protocol plan over the site;
- exercise its powers under the Act; and
- to enforce the by-laws; and
- to take out and maintain a policy of insurance as required under the Act and any further insurance that may be required by resolution of the lot owners; and
- to carry out other functions for the benefit of the lot owners.

Council is represented on the board of Strata Scheme No. 175691 by Team Leader Governance, Kelsey Hartland.

As a member, Council pays its share of the costs incurred by Strata Scheme No. 175691. In 2019-2020, the members of the body corporate appointed a body corporate manager to ensure the ongoing alignment of activities and performance with objectives. The members of the body corporate voted to renew the contract with Ace Body Corporate Management from the 1 July 2025 on 1 + 3 years term.

Tenders and Contracts

Contracts valued at or exceeding \$250,000 excluding GST

Regulation 30(1) of the Local Government (General) Regulations 2025 requires us to report on contracts for the supply or provision of goods or services valued at or exceeding \$250,000 excluding GST, entered into or extended in the 2024/2025 financial year:

CONTRACT DESCRIPTION	CONTRACT PERIOD	EXTENSION OPTION	TENDER (T) OR CONTRACT (C) VALUE EXCLUDING EXTENSION OPTION AND GST	SUCCESSFUL CONTRACTOR AND BUSINESS ADDRESS
CD017/2024 Lindsay Street Traffic Lights	January 2025 - April 2025	N	\$2,044,612 (T)	Crossroads Civil Contracting 73-79 Lilydale Road Rocherlea TAS 7248
CD007/2024 Alexandra Bridge Refurbishment	November 2024 - May 2025	N	\$1,348,580 (T)	Andrew Walter Constructions PO Box 5 Claremont TAS 7011
Fuel Supply	July 2024 - June 2025	Extended Annually	\$954,999(T)	Ampol Australia Petroleum Pty Ltd GPO Box 3998 Sydney NSW 2001
CD035/2024 Northern Gateway Project	April 2025 - March 2026	N	\$900,000 (T)	UAP Australia Pty Ltd 41 Hollan Street Northgate QLD 4013
CD038/2024 John Hart Conservatory Remediation	December 2024 - July 2025	N	\$786,648 (T)	Fairbrother Pty Ltd 12 Stoney Rise Road Devonport TAS 7310
CD023/2025 Albert Hall Audio Visual Refit	June 2024 - September 2025	N	\$758,791 (T)	Alive Integration Pty Ltd 44 Patriarch Drive Huntingfield TAS 7055
CD012/2024 Launceston Waste Centre Mulching of Greenwaste	September 2024 - September 2029	N	\$600,000 (T)	Fieldwicks Crushing and Screening PO Box 131 East Devonport TAS 7310
CD039/2024 Cavalry Road Reconstruction	February 2025 - May 2025	N	\$485,341 (T)	Downer EDI Works Pty Ltd PO Box 210 Claremont TAS 7011
CD040/2024 Hoblers Bridge Netball Courts	January 2025 - April 2025	N	\$466,020 (T)	GLB Constructions PO Box 164 Westbury TAS 7303

CONTRACT DESCRIPTION	CONTRACT PERIOD	EXTENSION OPTION	TENDER (T) OR CONTRACT (C) VALUE EXCLUDING EXTENSION OPTION AND GST	SUCCESSFUL CONTRACTOR AND BUSINESS ADDRESS
CD006/2024 Tasmanian Workers Commemorative Park Refurbishment	September 2024 - December 2024	N	\$450,332 (T)	GLB Constructions PO Box 164 Westbury TAS 7303
Microsoft Licencing	2024-2025	N	\$439,804 (C)	Crayon Australia Pty Ltd Level 17, 100 Arthur Street North Sydney NSW 2060
CD003/2025 QVMAG Steam Gallery Redevelopment	April 2025 - September 2025	N	\$402,943 (T)	Anstie Constructions Pty Ltd 27 Glen Dhu Street South Launceston TAS 7250
CD030/2024 Trevallyn Road Retaining Wall Rehabilitation	January 2025 - May 2025	N	\$378,995 (T)	Zanetto Civil Pty Ltd 3 Killafaddy Road St Leonards TAS 7250
Insurance Premium	2024-2025	N	\$369,306 (C)	MAV Insurance Level 11, 60 Collins Street Melbourne VIC 3000
Hino Truck	June 2025	N	\$336,553 (T)	Tassie Trucks PO Box 212 Kings Meadows TAS 7249
Hook Lift Loader	April 2025	N	\$327,530 (T)	Webster Trucks PO Box 412 Launceston TAS 7250
CD005/2025 Northern Tasmania Cricket Association Sports Complex Redevelopment Project - Architectural Services	April 2025	N	\$287,138 (T)	Terroir Pty Ltd 181 Elizabeth Street Hobart TAS 7000
CD033/2021 Northern Regional Tennis Centre Club House and Community Events Centre	May 2024 - November 2024	N	\$270,000 (T)	Fairbrother Pty Ltd 12 Stoney Rise Road, Devonport TAS 7310
Hitachi ZW 140-7 Wheel Loader	December 2024	N	\$259,005 (T)	Webster Trucks PO Box 412 Launceston TAS 7250

Section 333A of the Act provides for instances when the requirement to tender for goods or services valued at or above \$250,000 excluding GST does not apply. These instances are detailed at regulation 28 of the Local Government (General) Regulations 2025.

Regulation 30(2) requires us to report on some of these instances - specifically, when tenders have not been sought because of an emergency pursuant to regulation 28(a), and when a decision of Council has been made pursuant to regulation 28(i).

REASON FOR NOT INVITING PUBLIC TENDERS	DESCRIPTION OF GOODS OR SERVICES ACQUIRED	VALUE EXCLUDING GST	NAME OF SUPPLIER
Regulation 28(i) of the <i>Local Government (General) Regulations 2025</i> - Extenuating services	CD027/2024 St Leonards Structure Plan and Infrastructure Funding Framework	\$514,540 (T)	Mesh Liveable Urban Communities Level 2, 6 Riverside Quay Southbank VIC 3006

Contracts valued at or exceeding \$100,000 excluding GST but less than \$250,000

Regulation 30(3) of the Local Government (General) Regulations 2025 requires us to report on contracts for the supply or provision of goods or services valued at or exceeding \$100,000 excluding GST but less than \$250,000, entered into or extended in the 2024/2025 financial year:

CONTRACT DESCRIPTION	CONTRACT PERIOD	EXTENSION OPTION	TENDER (T) OR CONTRACT (C) VALUE EXCLUDING EXTENSION OPTION AND GST	SUCCESSFUL CONTRACTOR AND BUSINESS ADDRESS
Hako Truck	October 2024	N	\$249,024 (T)	Hako Australia PO Box 6426 Silverwater NSW 1811
TechOne Licence Fees	2024-2025	Extended annually	\$218,644 (T)	Technology One PO Box 96 Fortitude Valley QLD 4006
CD045/2024 Safety Upgrade Program - Lilydale Road	March 2025 - June 2025	N	\$217,551 (T)	Statewide Linemarking PO Box 303 Glenorchy TAS 7010
CD013/2024 Forster Street Cycle Path	October 2024 - December 2024	N	\$203,693 (T)	Crossroads Civil Contracting Pty Ltd 73-79 Lilydale Road Rocherlea TAS 7248
Civil works - Dogs home of Tasmania	December 2024 - June 2025	N	\$195,762 (C)	Crossroads Civil Contracting Pty Ltd 73-79 Lilydale Road Rocherlea TAS 7248
CD034/2024 Reclassification Project	October 2024 - February 2025	N	\$194,400 (C)	Mercer Consulting 100 Barangaroo Avenue Sydney NSW 2000

CONTRACT DESCRIPTION	CONTRACT PERIOD	EXTENSION OPTION	TENDER (T) OR CONTRACT (C) VALUE EXCLUDING EXTENSION OPTION AND GST	SUCCESSFUL CONTRACTOR AND BUSINESS ADDRESS
CD030/2025 Pump Track Landscape	June 2025	N	\$189,688 (C)	Matt Burgess Landscaping Pty Ltd 5 Triglia Court Legana TAS 7277
CD004/2025 Lilydale/Golconda Road Line Marking Upgrade		N	\$188,026 (C)	Statewide Linemarking PO Box 303 Glenorchy TAS 7010
Supply of Furniture and Fittings Albert Hall	June 2025	N	\$177,422 (C)	Bentley Workspaces GPO Box 139 Hobart TAS 7000
CD028/2025 Albert Hall - John Duncan Room Upgrades	June 2025 - August 2025	N	\$176,181 (C)	Darcon Constructions Pty Ltd PO Box 99 Newstead TAS 7250
Software	June 2025	N	\$170,113 (C)	Axiell Pty Ltd PO Box 1185 Carton VIC 3053
St Leonards Sport Hall	August 2024 - December 2024	N	\$165,512 (C)	Fairbrother Pty Ltd 12 Stoney Rise Road Devonport TAS 7310
MRF Gate	July 2024 - June 2025	N	\$164,064 (C)	JJ's Waste & Recycling PO Box 400 Mowbray TAS 7248
CD019/2024 Consultancy Service Panel - Hoblers Bridge to Henry Link Road	December 2024	N	\$163,405 (C)	Pitt & Sherry Pty Ltd PO Box 259 South Melbourne VIC 3205
Play equipment - Oakden Park Playground	January 2025	N	\$154,409 (C)	Proludic Pty Ltd 16-18 Tepko Road Terry Hills NSW 2084
Lilydale Road Safety Upgrade - Safety Barriers	February 2025	N	\$150,581 (C)	Geotas Pty Ltd 14 Chesterman Street Moonah TAS 7009
Isuzu Truck	November 2024	N	\$148,161 (T)	Webster Trucks PO Box 412 Launceston TAS 7250
Isuzu Truck	November 2024	N	\$148,161 (T)	Webster Trucks PO Box 412 Launceston TAS 7250

CONTRACT DESCRIPTION	CONTRACT PERIOD	EXTENSION OPTION	TENDER (T) OR CONTRACT (C) VALUE EXCLUDING EXTENSION OPTION AND GST	SUCCESSFUL CONTRACTOR AND BUSINESS ADDRESS
Isuzu Truck	November 2024	N	\$148,161 (T)	Webster Trucks PO Box 412 Launceston TAS 7250
Cataract Gorge Walkway Electrical Reticulation Renewal	May 2025 - December 2026	N	\$147,992 (C)	Cole Electrical Contractors 17 Tudor Avenue Newstead TAS 7250
Office Accommodation Review 2024	February 2024	N	\$147,900 (C)	Cumulus Studio Pty Ltd PO Box 95 North Hobart TAS 7002
Mobile Phone and Data	July 2024 - June 2025	Ongoing	\$147,751 (C)	Telstra Limited Level 41/242 Exhibition Street Melbourne VIC 3000
Punchbowl Play Space Equipment	June 2025	N	\$146,925 (C)	Lark Industries Po Box 524 Templestowe VIC 3081
QVMAG Silver Gull Deterrent System	January 2025	N	\$143,963 (C)	Pest It Pty Ltd 26 Mologa Road Heidelberg West Vic 3081
Birchalls Redevelopment	January 2025	N	\$140,700 (C)	SEMZ Property Advisory & Project management Suite 2b, Level 1, 182 Victoria Parade East Melbourne VIC 3002
Data Migration Consultancy Services	July 2024 - June 2025	N	\$140,400 (C)	Pistis Services Pty Ltd 307/55 Miller Street Pyrmont NSW 2009
Basin Security	July 2024 - June 2025	N	\$135,787 (T)	Elite Protective Services PO Box 168 Riverside TAS 7250
Autumn 2025 Burn Plan	April - May 2025	N	\$132,880 (C)	Ground Proof Mapping Pty Ltd PO Box 1027 Launceston TAS 7250
Supply of Furniture and Fittings for Albert Hall	May 2025	N	\$128,750 (C)	Allyfold 6 Malvern Street Bayswater VIC 3153
CD036/2024 Princess Theatre and Earl Arts Centre Redevelopment	February - December 2025	N	\$125,902 (T)	Fairbrother Pty Ltd 12 Stoney Rise Road Devonport TAS 7310

CONTRACT DESCRIPTION	CONTRACT PERIOD	EXTENSION OPTION	TENDER (T) OR CONTRACT (C) VALUE EXCLUDING EXTENSION OPTION AND GST	SUCCESSFUL CONTRACTOR AND BUSINESS ADDRESS
Isuzu Truck	November 2024	N	\$124,614 (T)	Webster Trucks PO Box 412 Launceston TAS 7250
RM 5010H 4wd Reel Mower	April 2025	N	\$123,136 (T)	Pellows Saws & Mowers 223 Invermay Road Invermay TAS 7250
McWilliams Exhibition Printing	March 2025	N	\$122,850 (C)	Foot & Playsted Pty Ltd PO Box 333 Launceston TAS 7250
Design and Construct Parklets	October 2024	N	\$122,295 (C)	Future Village Placemaking Pty Ltd 1/80 Cremorne Road Cremorne NSW 2090
CD049/2024 Street Tree Masterplan	February 2025 - January 2026	N	\$119,510 (C)	Good Authority Agency 20 Wells Street Newtown NSW 2042
City of Launceston 10-Year Strategic Plan	September 2025	N	\$115,000 (C)	Ethos Urban Pty Ltd Level 4, 180 George Street Sydney NSW 2000
Albert Hall Refurbishment	June 2025	N	\$114,019 (C)	Industrial Fire & Electrical Pty Ltd PO Box 41 Riverside TAS 7250
Australian Parking & Revenue	July 2024 - June 2025	Y	\$113,742 (T)	Australian Parking and Revenue Control 37 Parramatta Road Haberfield NSW 2045
Granville Street Bus Stop Upgrade	May 2025	N	\$111,150 (T)	B31 Civil 13 Richings Drive Youngtown TAS 7250
CD049/2022 Document Management System Renewal	September 2024	Y	\$107,719 (T)	Konica Minolta 4 Drake Avenue Macquarie Park NSW 2113
Bridge 654 Repairs Distillery Creek	March 2025	N	\$105,229 (C)	Tasspan Pty Ltd PO Box 225 Latrobe TAS 7307
CD039/2024 Asphalt Supply Calvery Road Reconstruction	February 2025 - May 2025	N	\$102,005 (T)	Downer EDI Works Pty Ltd PO Box 210 Claremont TAS 7315
QVMAG Gallery Lighting	August 2024	N	\$101,716 (C)	The Big Unit Trust PO Box 609 Port Melbourne VIC 3207
VMWare VSphere Foundation 8 Core	April 2024 - April 2028	N	\$100,380 (T)	Crayon Australia Level 17, 100 Arthur Street, North Sydney NSW 2060



Image credit: Rob Burnett

PART FOUR

FINANCIAL REPORT



Contents

Financial Statements

Statement of Comprehensive Income	134
Statement of Financial Position	135
Statement of Changes in Equity	136
Statement of Cash Flows	137

Notes to the Financial Report

Note 1 Overview	138
1.1 Reporting entity	138
1.2 Basis of accounting	138
1.3 Use of estimates and judgements	138
1.4 Material budget variations	140
1.5 Functions/Activities of the Council	142
Note 2 Revenue	144
2.1 Rates and charges	144
2.2 Statutory fees and fines	145
2.3 User fees	145
2.4 Grants	146
2.5 Contributions	147
2.6 Interest	148
2.7 Other income	149
2.8 Net gain/(loss) on disposal of property, infrastructure, plant and equipment	150
2.9 Investment revenue from equity investment	150
Note 3 Expenses	151
3.1 Employee benefits	151
3.2 Materials and services	151
3.3 Impairment of receivables	152
3.4 Depreciation and amortisation	153
3.5 Finance costs	154
3.6 Other expenses	154
Note 4 Current assets	155
4.1 Cash and cash equivalents	155
4.2 Trades and other receivables	156
4.3 Investments	157
4.4 Inventories	157
4.5 Assets held for sale	157
Note 5 Other investments	159
5.1 Investments in associates	159
5.2 Investment in water corporation	159

Note 6	Non-current assets	160
	6.1 Property, infrastructure, plant and equipment	160
	6.2 Queen Victoria Museum and Art Gallery	165
	6.3 Intangible assets	167
	6.4 Right-of-use assets	168
	6.5 Superannuation asset	169
Note 7	Current liabilities	170
	7.1 Trade and other payables	170
	7.2 Trust funds and deposits	170
	7.3 Provisions	171
	7.4 Lease liabilities	172
	7.5 Contract liabilities	173
Note 8	Non-current liabilities	174
	8.1 Interest-bearing loans and borrowings	174
Note 9	Other financial information	175
	9.1 Reserves	175
	9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)	177
	9.3 Reconciliation of liabilities arising from financing activities	178
	9.4 Reconciliations of cash and cash equivalents	179
	9.5 Superannuation	179
	9.6 Commitments	181
	9.7 Operating leases as lessor	182
	9.8 Contingent liabilities and contingent assets	182
	9.9 Financial instruments	182
	9.10 Fair value measurements	188
	9.11 Events occurring after balance date	193
Note 10	Other matters	195
	10.1 Related party transactions	195
	10.2 Special committees and other activities	198
	10.3 Interest in other entities	198
	10.4 Other significant accounting policies and pending accounting standards	199
	10.5 Significant business activities	201
	10.6 Management indicators	204
	Additional Council disclosures	207
	Certification of the Financial Report	207

Statement of Comprehensive Income

for the year ended 30 June 2025

	Note	Budget 2025 \$ '000	Actual 2025 \$ '000	Actual 2024 \$ '000
Income from continuing operations				
Recurrent income				
Rates and charges	2.1	88,192	87,788	84,180
Statutory fees and fines	2.2	5,408	5,818	5,712
User fees	2.3	28,704	29,375	26,238
Grants	2.4	8,472	7,512	8,278
Contributions - cash	2.5	203	498	122
Interest	2.6	5,537	4,273	5,100
Other income	2.7	2,324	3,246	4,122
Investment revenue from equity investment	5.2,2.9,5.1	3,769	3,368	3,756
		142,609	141,878	137,508
Capital income				
Capital grants received specifically for new, upgraded and renewed assets	2.4	9,248	8,313	5,168
Contributions - non-monetary assets	2.5	—	22,653	7,042
Contributions - capital cash	2.5	2,182	2,398	910
		11,430	33,364	13,120
Total income from continuing operations		154,039	175,242	150,628
Expenses from continuing operations				
Employee benefits	3.1	56,020	54,686	48,124
Materials and services	3.2	52,532	55,002	51,463
Impairment of receivables	3.3	11	2	72
Depreciation and amortisation	3.4	26,291	27,006	25,678
Finance costs	3.5	198	808	289
Net loss on disposal of property, infrastructure, plant and equipment	2.8	695	5,846	2,637
Other expenses	3.6	14,986	15,121	12,814
Total expenses from continuing operations		150,733	158,471	141,077
Result from continuing operations		3,306	16,771	9,551
Net result for the year		3,306	16,771	9,551
Other comprehensive income:				
Items that will not be reclassified subsequently to net result				
Fair value adjustments on equity investment assets	5.2,9.1	—	6,236	13,522
Net asset revaluation increment/(decrement)	9.1	—	3,363	311,713
Actuarial gain/loss on defined benefits plans		—	930	1,108
Total items which will not be reclassified subsequently to the operating result		—	10,529	326,343
Total other comprehensive income		—	10,529	326,343
Total comprehensive result		3,306	27,300	335,894

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Statement of Financial Position

as at 30 June 2025

135

	Note	2025 \$ '000	2024 \$ '000
Assets			
Current assets			
Cash and cash equivalents	4.1	49,505	28,791
Trade and other receivables	4.2	5,803	7,839
Investments	4.3	18,030	48,109
Inventories	4.4	1,220	1,148
Assets held for sale	4.5	67,837	75,793
Total current assets		142,395	161,680
Non-current assets			
Investments in associates accounted for using the equity method	5.1	5,215	3,896
Investment in water corporation	5.2	256,856	251,939
Property, infrastructure, plant and equipment	6.1	2,070,569	2,029,978
Intangible assets	6.3	3,557	4,087
Right-of-use assets	6.4	30	112
QVMAG collection	6.2	204,998	204,860
Superannuation asset	6.5	3,561	2,964
Total non-current assets		2,544,786	2,497,836
Total assets		2,687,181	2,659,516
Liabilities			
Current liabilities			
Trade and other payables	7.1	15,381	9,216
Trust funds and deposits	7.2	4,020	3,419
Lease liabilities	7.4	32	85
Contract liabilities	7.5	951	1,405
Provisions	7.3	6,725	7,116
Interest-bearing loans and borrowings	8.1	–	6,000
Total current liabilities		27,109	27,241
Non-current liabilities			
Provisions	7.3	21,053	20,524
Lease liabilities	7.4	–	32
Total non-current liabilities		21,053	20,556
Total liabilities		48,162	47,797
Net assets		2,639,019	2,611,719
Equity			
Accumulated surplus		1,219,128	1,201,178
Reserves	9.1	1,419,891	1,410,541
Total Equity		2,639,019	2,611,719

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity for the year ended 30 June 2025

	Note	Accumulated surplus \$ '000	Asset revaluation reserves \$ '000	Fair value reserve \$ '000	Other reserves \$ '000	Total equity \$ '000
2025						
Balance at beginning of the financial year		1,201,178	1,380,967	2,727	26,847	2,611,719
Net result for the year		17,020	—	—	(249)	16,771
Other comprehensive income						
Fair value adjustments on equity investment assets	5.2,5.1	—	—	6,236	—	6,236
Net asset revaluation increment/(decrement)	9.1	—	3,363	—	—	3,363
Actuarial gain/loss on defined benefits plans	6.5,9.5	930	—	—	—	930
Other comprehensive income		930	3,363	6,236	—	10,529
Total comprehensive income		17,950	3,363	6,236	(249)	27,300
Balance at end of the financial year		1,219,128	1,384,330	8,963	26,598	2,639,019
2024						
Balance at beginning of the financial year		1,189,686	1,069,254	(10,795)	27,680	2,275,825
Net result for the year		10,384	—	—	(833)	9,551
Other comprehensive income						
Fair value adjustments on equity investment assets	5.2,5.1	—	—	13,522	—	13,522
Net asset revaluation increment/(decrement)	9.1	—	311,713	—	—	311,713
Actuarial gain/loss on defined benefits plans	6.5,9.5	1,108	—	—	—	1,108
Other comprehensive income		1,108	311,713	13,522	—	326,343
Total comprehensive income		11,492	311,713	13,522	(833)	335,894
Balance at end of the financial year		1,201,178	1,380,967	2,727	26,847	2,611,719

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

for the year ended 30 June 2025

137

		2025	2024
		Inflows/ (Outflows)	Inflows/ (Outflows)
	Note	\$ '000	\$ '000
Cash flows from operating activities			
Rates and charges		87,171	83,447
Statutory fees and fines		5,818	5,712
Fees and charges (including GST)		32,913	27,783
Grants and contributions – revenue		7,549	8,279
Contributions (including GST)		538	122
Interest received		4,273	4,990
Rents (including of GST)		1,149	1,174
Other receipts (including of GST)		4,699	2,793
Net GST refund/payment		5,795	6,128
Provision of goods and services (including GST)		(54,373)	(57,803)
Payments to employees		(54,578)	(47,286)
Interest paid		(85)	(229)
Other payments		(5,456)	–
State Government fire service and waste levy		(13,321)	(11,145)
Net cash provided by/(used in) operating activities		22,092	23,965
Cash flows from investing activities			
Capital works		(39,424)	(31,617)
Transfers (to) from Investments		30,079	7,537
Proceeds from sale of property, infrastructure, plant and equipment		427	226
Capital grants (including of GST)		10,257	5,593
Investment revenue		3,368	3,756
Net cash provided by/(used in) investing activities		4,707	(14,505)
Cash flows from financing activities			
Repayment of interest bearing loans and borrowings		(6,000)	(20,000)
Repayment of lease liabilities		(85)	(74)
Net cash flow provided by/(used in) financing activities	9.3	(6,085)	(20,074)
Net Increase (decrease) in cash and cash equivalents		20,714	(10,614)
Cash and cash equivalents at the beginning of the financial year		28,791	39,405
Cash and cash equivalents at the end of the financial year	9.4	49,505	28,791

The above statement of cash flows should be read in conjunction with the accompanying notes.

Notes to the Financial Report

for the year ended 30 June 2025

Note 1. Overview

1.1 Reporting entity

(a) The Launceston City Council was established on 30 October 1852 and is a body corporate with perpetual succession and a common seal.

Council's main office is located at 18-28 St John Street, Launceston

(b) The purpose of the Council is to:

- provide for health, safety and welfare of the community;
- to represent and promote the interests of the community;
- provide for the peace, order and good government in the municipality.

1.2 Basis of accounting

These financial statements are a general purpose financial report that consists of a Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, Statement of Cash Flows, and notes accompanying these financial statements.

The general purpose financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, and the *Local Government Act 1993 (LGA1993) (as amended)*. Council has determined that it does not have profit generation as a prime objective.

Consequently, where appropriate, Council has elected to apply options and exemptions within accounting standards that are applicable to not-for-profit entities.

This financial report has been prepared on the accrual and going concern basis.

All amounts are presented in Australian dollars and unless stated, have been rounded to the nearest thousand dollars.

This financial report has been prepared under the historical cost convention, except where specifically stated in notes 4.5, 5.1, 5.2, 6.1, 6.2, 7.3, 7.4, 8.1 and 10.4 (d).

Unless otherwise stated, all material accounting policy information is consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

All entities controlled by Council that have material assets or liabilities, such as Special Committees of Management, have been included in this financial report. All transactions between these entities and Council have been eliminated in full.

1.3 Use of estimates and judgements

Judgements and Assumptions

In the application of Australian Accounting Standards, Council is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Council has made no assumptions concerning the future that may cause a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. Judgements made by Council that have significant effects on the financial report are disclosed in the relevant notes as follows:

Employee entitlements

Assumptions are utilised in the determination of Council's employee entitlement provisions. These assumptions are discussed in note 7.3(a).

Note 1. Overview (continued)

Defined benefit superannuation fund obligations

Actuarial assumptions are utilised in the determination of Council's defined benefit superannuation fund obligations. These assumptions are discussed in note 9.5.

Fair value of property, infrastructure, plant & equipment

Assumptions and judgements are utilised in determining the fair value of Council's property, plant and equipment including useful lives and depreciation rates. These assumptions are discussed in note 6.1.

The QVMAG collection (Note 6.2) is also measured at fair value.

Equity Investments

Assumptions utilised in the determination of Council's valuation of its equity investments are discussed in note 5.

Landfill Restoration Obligations

Assumptions and judgements are utilised in determining the value of Council's obligations to rehabilitate the landfill and clay quarry at the Launceston Waste Centre. These are discussed in note 7.3(b).

Notes to the Financial Report

for the year ended 30 June 2025

Note 1. Overview (continued)

1.4 Material budget variations

<u>Revenues</u>	Budget \$'000	Actual \$'000	Variance \$'000	Variance % (positive is favourable)
Rates and Charges	88,192	87,788	(404)	-0.5%
Variance not material.				
Statutory Fees and Fines	5,408	5,818	410	7.6%
Parking infringement revenue is down by approximately \$184,000 which is mainly due to staff shortages and a delay in the implementation of planned number plate scanning and recognition technology. This is offset by increases in fees for planning, certificates, building fees, permit fees and dog fees of approximately \$600,000. Some of these positive variances are due to some large-scale developments which have occurred within the municipality this year.				
User Fees	28,704	29,375	671	2.3%
Due to the delay in transfer of University of Tasmania Stadiums to Stadiums Tasmania, Council has received some unbudgeted income associated with this facility.				
Waste charges at the Launceston Waste Centre have seen a negative variance to budget for their entry fees however there has been an increase associated with the collection of the State Government Waste Levy which increased in the schedule of fees and charges from \$10.50 to \$22.05. Additionally, the Launceston waste centre has seen an increase in income which comes from royalties on the gas extracted at the site, this has come from the system being expanded in the second half of the year to cover additional cells.				
Other higher positive variances in revenue have been seen within:				
- Cemetery fees which has come partly from a temporary increase in services to North West Tasmania due to a cremator failure in the area, along with an increase in community programs. - QVMAG Bookshop which has experienced an increase in revenue due to a number of merchandising and publication opportunities made available during the year.				
Grants - Operational	8,472	7,512	(960)	-11.3%
At the end of the 2023/24 financial year the financial assistance grant funds for 2024/25 were prepaid to council at 85% of the funds, this has resulted in less than budgeted funds being received during 2024/25. In conjunction with this reduction in funds the 2025/26 grant funds were prepaid at the end of 2024/25 financial year, however at only 50% of the funds. This has resulted in an overall variance to budget.				
Contributions - Cash	203	498	295	145.2%
TasWater undertook a true-up of funding provided compared to expenditure for the combined system assets. This has resulted in an unbudgeted refund to Council for the 2024 and 2023 financial years.				
Interest	5,537	4,273	(1,264)	-22.8%
Council has had an increase in spending which has reduced the cash balance resulting in reduced interest revenue. Changes to the Official Cash Rate during the year did align with Council's budget assumptions.				
Other Income	2,324	3,246	922	39.6%
A higher level of volunteers at the Queen Victoria Museum and Art Gallery within the natural sciences and history areas have resulted in significant unbudgeted income.				
Investment Revenue	3,769	3,368	(401)	-10.6%
In addition to lower cash balances for the year, interest rates have dropped earlier than forecast which has seen lower interest returns on Council's investment portfolio.				
<u>Capital Income</u>				
Capital Grants	9,248	8,313	(935)	-10.1%
Some grant funds were received during the financial year, however as the work had not been undertaken the funds were transferred to the liability account for grants received in advance which have resulted in a variance between budget and actuals.				

Note 1. Overview (continued)

Contributions Non-Monetary	-	22,653	22,653	100.0%
Recognition of assets received by Council throughout the year are unbudgeted. Additionally, a large number of assets which were taken on by Council as part of a road asset exchange with Department of State Growth are included as part of this variance.				
Contributions Capital Cash	2,182	2,398	216	-9.9%
Public open space contributions associated with development applications have been received during the year, these are not budgeted for.				
Expenses	Budget	Actual	Variance	Variance
	\$'000	\$'000	\$'000	%
				(positive is favourable)
Employee Benefits	56,020	54,686	1,334	2.4%
Favourable variances in employee benefits are generally caused by vacancies across the organisation, with challenges within the labour market continuing to be experienced. There has been a small increase in full time equivalent positions from 473 in 2024 to 477 in 2025.				
Materials and Services	52,532	55,002	(2,470)	-4.7%
Debt collection costs have increased due to a change in our collection process, resulting in an increase in infringements being referred to Monetary Penalties Enforcement Services (MPES). Expert advice costs have increased due to the engagement of external providers to support recruitment for executive and senior leadership roles, along with other roles requiring specialist experience and knowledge. There have also been costs associated with the delivery of specialist advice on major organisational projects, including the new Strategic Plan, industrial agreements, policy development, and governance reviews. Other costs have continued to escalate due to inflationary factors across:				
• Electricity charges • Water charges - both fixed and volumetric • Gas charges • General contract payments for materials and services.				
Impairment of Receivables	11	2	9	181.8%
Variance not material.				
Depreciation	26,291	27,006	(715)	-2.7%
Unfavourable variance is largely due to higher than budgeted amortisation charge on the assets associated with the rehabilitation of the Launceston Waste Centre.				
Finance Costs	198	808	(610)	-307.7%
Unfavourable variance is largely due to higher than budgeted unwinding of the landfill restoration liability for the Launceston Waste Centre.				
Net Gain/ (Loss) on Disposal	695	5,846	(5,151)	-741.2%
Road assets disposed from assets held for sale as part of the road asset exchange with Department of State Growth are included as part of the value of asset loss on disposal. This is an unbudgeted disposal loss. Additionally, a number of assets have experienced early failure and have resulted in assets being disposed prior to the end of their effective lives, these projects include Reseal on Lilydale Road, Cavalry Road Reconstruction, Upper York Street Reconstruction, Home Point Pontoon and Naval Scouts Pontoon.				
Other Expenses	14,986	15,121	(135)	-0.9%
Variance not material.				

Notes to the Financial Report

for the year ended 30 June 2025

Note 1. Overview (continued)

1.5 Functions/Activities of the Council

1.5a Revenue, expenditure and assets attributable to each function

	Grants \$ '000	Other \$ '000	Total revenue \$ '000	Total ex- penditure \$ '000	Surplus / (deficit) \$ '000	Assets \$ '000
GENERAL PUBLIC SERVICES						
2024 - 2025	1,563	80,487	82,050	(23,140)	58,910	478,079
2023 - 2024	2,099	77,525	79,624	(19,501)	60,123	474,286
PUBLIC ORDER & SAFETY						
2024 - 2025	—	9,526	9,526	(10,197)	(671)	1,526
2023 - 2024	—	9,454	9,454	(9,819)	(365)	1,503
HEALTH						
2024 - 2025	—	291	291	(1,549)	(1,258)	—
2023 - 2024	—	308	308	(1,384)	(1,076)	—
WELFARE						
2024 - 2025	3	70	73	(1,531)	(1,458)	1,703
2023 - 2024	3	—	3	(1,428)	(1,425)	1,696
HOUSING & COMMUNITY AMENITIES						
2024 - 2025	1,105	26,130	27,235	(43,149)	(15,914)	362,054
2023 - 2024	747	25,210	25,957	(38,554)	(12,597)	375,384
RECREATION & CULTURE						
2024 - 2025	8,129	13,040	21,169	(43,514)	(22,345)	597,538
2023 - 2024	4,774	11,174	15,948	(41,727)	(25,779)	570,370
ROADS & TRAFFIC						
2024 - 2025	4,920	29,576	34,496	(28,400)	6,096	1,246,281
2023 - 2024	5,703	13,096	18,799	(22,607)	(3,808)	1,236,277
OTHER						
2024 - 2025	105	297	402	(6,991)	(6,589)	—
2023 - 2024	120	415	535	(6,057)	(5,522)	—
Total						
2024 - 2025	15,825	159,417	175,242	(158,471)	16,771	2,687,181
2023 - 2024	13,446	137,182	150,628	(141,077)	9,551	2,659,516

Note 1. Overview (continued)

	2025 \$ '000	2024 \$ '000
1.5b Reconciliation of assets		
Current assets	142,395	161,680
Non-current assets	2,544,786	2,497,836
	2,687,181	2,659,516

1.5c Analysis of Council results by program

General Public Service

Management of the administrative and financial operation of the Council organisation including elected representatives.

Public Order and Safety

Supervision of various by-laws, animal control and public nuisances. The collection of the fire levy on behalf of and paid to the State Fire Commission.

Health

Administration of health legislation on behalf of the State Government including food handling control and public health issues. Provision of immunisation services.

Welfare

Assistance, education and consultation activities connected with community support, care and development.

Housing and Community amenities

Provision of building and development approval services including the maintenance of the planning scheme. Solid waste services including garbage collection and disposal. The provision of street lighting. Maintenance of a range of public buildings and facilities including cemeteries. Maintenance of the stormwater drainage network including flood mitigation works. Provision of street cleaning services.

Recreation and Culture

Maintenance of parks and reserves, sports grounds, playgrounds, swimming pools, halls and related recreational facilities. Funding of Queen Victoria Museum and Art Gallery, University of Tasmania Stadium and the Princess Theatre.

Roads and Traffic

Construction and maintenance of roads, footpaths and bridges. Operation of parking facilities including off street car parks and on street metered spaces.

Other

A range of services and facilities including the provision of economic development and promotional services.

Notes to the Financial Report

for the year ended 30 June 2025

Note 2. Revenue

	2025 \$ '000	2024 \$ '000
2.1 Rates and charges		
Council uses Assessed Annual Value as the basis of valuation of all properties within the municipality. The assessed annual value of a property is its assessed rental value.		
Valuation and Rating		
Gross Assessed Annual Value of the City	1,136,671	910,146
Rates		
	Cents /\$AAV	Cents /\$AAV
General Rate - Residential	5.1441	6.1721
General Rate - Commercial	6.6079	7.3587
General Rate - CBD Variation	6.9681	8.0842
General Rate - Industrial	5.9474	6.8145
General Rate - Public Purpose	5.8701	7.3572
General Rate - Primary Production	4.8112	5.8539
General Rate - Sporting and Recreation	5.4756	7.3832
General Rate - Quarrying and Mining	3.5544	5.3303
General Rate - Vacant Land	4.0103	5.7790
Service Rates		
Fire Protection - Urban	0.9548	1.1795
Fire Protection - Rural	0.2279	0.0300
Fire Protection - Lilydale District	0.2481	0.3100
	\$	\$
General Charge (Fixed Amount)	340.90	326.80
Minimum Rates apply:-		
Fire Levy	49.00	48.00
Service Charges		
	\$ Range	\$ Range
Waste Management - on bin size	170.00-368.00	170.00 - 368.00
	\$	\$
Waste Levy	22.05	10.50
Rating Revenue		
General Rates		
General Charge	12,524	11,918
General Rate - CBD Variation	154	295
General Rate - Residential	35,886	34,159
General Rate - Commercial	12,258	11,852
General Rate - Industrial	3,815	3,631
General Rate - Public Purpose	3,814	3,626
General Rate - Primary Production	1,189	1,118
General Rate - Quarrying and Mining	8	8
General Rate - Sporting and Recreation	296	290
General Rate - Vacant Land	613	598
Fire Protection	9,223	9,105
Waste management	8,008	7,580
Total rates and charges	87,788	84,180

The date of the latest general revaluation of land for rating purposes within the municipality was 2023/2024, and the valuation was first applied in the rating year commencing 1 July 2024.

Note 2. Revenue (continued)

Accounting policy

Council recognises revenue from rates and annual charges for the amount it is expected to be entitled to at the beginning of the rating period to which they relate, or when the charge has been applied. Rates and charges in advance are recognised as a financial liability until the beginning of the rating period to which they relate.

	2025 \$ '000	2024 \$ '000
2.2 Statutory fees and fines		
Infringements and costs	2,043	1,825
Regulatory fees	3,025	2,983
Regulatory services	609	496
Permits and registrations	141	408
Total statutory fees and fines	5,818	5,712

Accounting policy

Fees and fines (including parking fees and fines) are recognised when or as the performance obligation is completed, or when the taxable event has been applied and Council has an unconditional right to receive payment.

	2025 \$ '000	2024 \$ '000
2.3 User fees		
Sport and leisure facilities	4,870	4,940
Parking fees and charges	7,096	6,619
Waste charges	12,258	10,634
Health fees	32	30
Cemetery fees and charges	1,639	1,537
Trading revenue	2,549	1,812
Venue hire	7	10
Commissions	924	656
Total user fees	29,375	26,238

User fees by timing of revenue recognition

User fees recognised over time	5,091	4,937
User fees recognised at a point in time	24,284	21,301
Total user fees	29,375	26,238

Accounting Policy

Council recognises revenue from user fees and charges when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

Licences granted by Council are all either short-term or low value and all revenue is recognised at the time that the licence is granted rather than the term of the licence.

Notes to the Financial Report for the year ended 30 June 2025

Note 2. Revenue (continued)

	2025 \$ '000	2024 \$ '000
2.4 Grants		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	10,827	9,075
State funded grants	4,998	4,371
Totals	15,825	13,446
(a) Grants - recurrent		
Commonwealth grants		
Financial assistance grants - general purpose	1,251	1,597
Financial assistance grants - roads	2,407	3,153
Roads	327	208
Parks	—	13
Other	215	74
State grants		
Roads	306	358
Drainage and flood mitigation	651	643
Museum	1,870	1,820
Other	485	412
Total recurrent grants	7,512	8,278
(b) Capital grants received specifically for new, upgraded and renewed assets		
Commonwealth grants		
Roads	1,329	2,157
Sporting facilities	1,040	80
Parks	771	792
Other	3,487	1,000
State grants		
Roads	746	22
Sporting facilities	—	867
Parks	140	150
Drainage and flood mitigation	—	100
Museum	800	—
Total capital grants	8,313	5,168
Timing of revenue recognition		
Grants recognised over time	8,655	6,605
Grants recognised at a point in time	7,170	6,841
Total Grants	15,825	13,446
(c) Unspent grants and contributions		
Balance of unspent funds at 1 July	1,405	1,890
Add funds not recognised as revenue in the current year	951	605
Less funds received in prior years but recognised as revenue in the current year	(1,405)	(1,090)
Balance of unspent funds at 30 June	951	1,405
Total unspent funds held as a contract liability	951	1,405

Accounting policy

Note 2. Revenue (continued)

Council recognises untied grant revenue and those without performance obligations when received. In cases where there is an enforceable agreement which contains sufficiently specific performance obligations, revenue is recognised as or when control of each performance obligations is satisfied. (i.e. when it transfers control of a product or provides a service.) A contract liability is recognised for unspent funds received in advance and then recognised as income as obligations are fulfilled.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control. Within grant agreements there may be some performance obligations where control transfers at a point in time and others which have a continuous transfer of control over the life of the contract. Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

If the transaction is a transfer of a financial asset to enable Council to acquire or construct a recognisable non-financial asset to be controlled by Council (i.e. an in-substance acquisition of a non-financial asset), a contract liability is recognised for the excess of the fair value of the transfer over any related amounts recognised and revenue as the unspent funds are expended at the point in time at which required performance obligations are completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred, since this is deemed to be the most appropriate measure of the completeness of the construction project as there is no profit margin. For the acquisitions of assets, revenue is recognised when the asset is acquired and controlled by the Council.

In both years the Commonwealth has made early payment of the first two quarterly instalments of untied Financial Assistance Grants for the following year. In the 2024/25 reporting year the Commonwealth paid 50% of the 2024/25 Financial Assistance Grant in advance (2023/24 85%). Financial Assistance Grants are general grants and do not have sufficient specific performance obligations. As a result, they are recognised as income when received.

	2025 \$ '000	2024 \$ '000
2.5 Contributions		
(a) Cash contributions		
Drainage and flood mitigation	315	—
Museum	180	71
Other	3	51
Total	498	122
(b) Non-monetary assets and capital cash contributions		
Non-monetary asset contributions		
Roads	20,684	4,662
Parks	733	30
Drainage and flood mitigation	624	2,235
Other	524	—
Museum	88	115
Capital cash contributions		
Capital cash contributions - sporting facilities	2,210	727
Capital cash contributions - parks	188	131
Capital cash contributions - drainage and flood mitigation	—	41
Capital cash contributions - museum	—	11
Total	25,051	7,952
Total contributions	25,549	8,074

Accounting policy

Council recognises contributions without performance obligations when received. In cases where the contributions are for a specific purpose to acquire or construct a recognisable non-financial asset, a liability is recognised for funds received in advance and income recognised as obligations are fulfilled.

Notes to the Financial Report for the year ended 30 June 2025

Note 2. Revenue (continued)

	2025 \$ '000	2024 \$ '000
2.6 Interest		
Interest on financial assets	1,966	2,930
Interest on rates	411	372
Interest on cash and cash equivalents	1,764	1,688
Net interest on defined benefit asset	132	110
Total interest	4,273	5,100

Accounting policy

Interest is recognised progressively as it is earned.

	2025 \$ '000	2024 \$ '000
2.7 Other income		
Rental income	1,149	1,174
Sponsorship	309	394
Donations	22	39
Recycling	120	125
Volunteer services	594	92
Bequests	174	155
Insurance settlements	2	1,109
Utilities recovery	229	179
Cost recoveries	326	355
Other	321	500
Total other income	3,246	4,122

Accounting policy

Rental income

Rents are recognised as revenue when the payment is due. Rental payments received in advance are recognised as a payable until they are due.

Sponsorship income

Sponsorship income is recognised upon issue of an invoice.

Donations

Donations revenue is recognised as received.

Recycling income

Recycling income is recognised upon issue of an invoice.

Volunteer services

Council recognises the inflow of resources in the form of volunteer services where the fair value of those services can be reliably measured and Council would have purchased those services if they had not been donated.

Bequests

Bequest revenue is recognised as received.

Other

Other income is recognised either as received or on the issue of an invoice.

Note 2. Revenue

	2025 \$ '000	2024 \$ '000
2.8 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Property, infrastructure, plant and equipment		
Proceeds of sale	427	227
Written down value of non-current assets disposed	(5,157)	(2,864)
Written down value of held for sale assets disposed	(1,116)	—
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(5,846)	(2,637)

Accounting policy

Gains and losses on asset disposals

The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

	2025 \$ '000	2024 \$ '000
2.9 Investment revenue from equity investment		
Dividend revenue received from water corporation	3,269	3,269
Distribution revenue received from Australia Pacific Airports (Launceston)	99	487
Total investment revenue	3,368	3,756

Accounting policy

Investment revenue

Dividend and distribution revenue is recognised when Council's right to receive payment is established and it can be reliably measured.

Notes to the Financial Report

for the year ended 30 June 2025

Note 3. Expenses

	2025 \$ '000	2024 \$ '000
3.1 Employee benefits		
Wages and salaries	42,980	39,727
Workers compensation insurance	1,104	228
Payroll tax	3,481	2,570
Superannuation and retiring allowance	6,652	6,205
Redundancy	249	—
Fringe benefits tax	59	83
Other	1,086	1,026
	55,611	49,839
Less amounts capitalised	(925)	(1,715)
Total employee benefits	54,686	48,124

Accounting policy

Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in asset or an increase of a liability has arisen that can be measured reliably.

Employee benefits include, where applicable, entitlements to wages and salaries, annual leave, sick leave, long service leave, superannuation and any other post-employment benefits.

	2025 \$ '000	2024 \$ '000
3.2 Materials and services		
Contract payments	26,637	24,693
Utilities		
Street lighting	855	1,165
Gas	256	143
Electricity	1,392	1,197
Water fixed - charges	1,090	938
Water - volumetric charges	517	427
Combined service charge (TasWater including TERHAP contribution)	6,758	6,211
Kerbside collection	7,667	8,046
Rent external	5	—
Land tax	852	837
Contributions		
LGAT	80	78
CBD promotional	589	564
Regional cooperation	704	615
Community assistance grants	311	264
Events funding	553	717
Provision of services	154	377
Administrative		
Administration	1,179	839
Advertising and promotion	147	163
Computers and communication	554	525
Expert advice	1,451	851
Insurance (exc. workers compensation)	1,479	1,311
Maintenance	308	235

Note 3. Expenses (continued)

	2025 \$ '000	2024 \$ '000
Payment and debt collection	615	516
Postage printing and stationery	330	315
Motor vehicle expenses	519	436
Total materials and services	55,002	51,463

Accounting policy

Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in asset or an increase of a liability has arisen that can be measured reliably.

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

	2025 \$ '000	2024 \$ '000
--	-----------------	-----------------

3.3 Impairment of receivables

Parking fine debtors	2	53
Other debtors	–	19
Total impairment of receivables	2	72

Accounting policy

Expenses are recognised when Council has determined there to be an increase in the credit risk of a financial asset since initial recognition. Council's policy and events giving rise to impairment losses are disclosed in note 4.2.

Notes to the Financial Report for the year ended 30 June 2025

Note 3. Expenses (continued)

	2025 \$ '000	2024 \$ '000
3.4 Depreciation and amortisation		
<i>Property</i>		
Buildings	4,242	4,411
	<u>4,242</u>	<u>4,411</u>
<i>Plant and equipment</i>		
Plant, machinery and equipment	3,657	3,751
	<u>3,657</u>	<u>3,751</u>
<i>Infrastructure</i>		
Roads	11,488	10,826
Drainage	2,339	2,231
Parks and recreation	1,431	1,459
Flood protection	582	552
Refuse disposal	985	940
Landfill restoration obligation	1,874	1,011
	<u>18,699</u>	<u>17,019</u>
<i>Intangible assets</i>		
Intangible assets	326	415
<i>Right-of-use of assets</i>		
Right-of-use of assets	82	82
	<u>408</u>	<u>497</u>
Total	<u>27,006</u>	<u>25,678</u>

Accounting policy

Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in asset or an increase of a liability has arisen that can be measured reliably.

Buildings, land improvements, plant and equipment, infrastructure and other assets having limited useful lives are systematically depreciated over their useful lives to Council in a manner which reflects consumption of the service potential embodied in those assets.

Right-of-use assets are amortised over the lease term.

Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually.

Depreciation and amortisation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and remaining values and a separate depreciation rate is determined for each component.

Land and road earthwork assets are not depreciated on the basis that they are assessed as not having a limited useful life. The museum collection is not depreciated - see note 6.2.

Straight line depreciation is charged based on the residual useful life as determined each year.

Major depreciation and amortisation periods used are listed below and are consistent with the prior year unless stated:

	2025 Period	2024 Period
Buildings		
freehold buildings	30 - 250 years	30 - 250 years
leasehold buildings	30 - 250 years	30 - 250 years
structures	30 - 250 years	30 - 250 years
Plant and Equipment		

Note 3. Expenses (continued)

buildings plant	5- 40 years	5- 40 years
light vehicles	4 - 5 years	4 - 5 years
major plant	5 - 30 years	5 - 30 years
minor plant	3 - 20 years	3 - 20 years
computer equipment	3 - 10 years	3 - 10 years
furniture and equipment	4 - 50 years	4 - 50 years
Stormwater and Drainage	80 - 150 years	80 - 150 years
Stormwater and drainage pump stations	10 - 50 years	10 - 50 years
Roads		
local road pavements	150 years	150 years
arterial road pavements	125 years	125 years
roads sealed surfaces	20 - 40 years	20 - 40 years
roads unsealed surfaces	10 years	10 years
road substructure	300 years	300 years
roads infrastructure	30 - 100 years	30 - 100 years
road kerb and channel	150 years	150 years
Bridges	25 - 100 years	25 - 100 years
Other Infrastructure		
footpaths and cycleways	40 - 80 years	40 - 80 years
Refuse Disposal		
Waste Centre Clay Liner	60 - 100 years	60 - 100 years
Future Landfill Restoration Costs	3 - 30 years	3 - 30 years
Waste Centre Other	10 - 30 years	10 - 30 years
Parks, open space and streetscapes	10 - 150 years	10 - 150 years
Infrastructure	100 - 200 years	100 - 200 years
Plant	20 years	20 years
Intangible assets		
Data Systems	3 - 10 years	3 - 10 years
Plans and Strategies	10 - 15 years	10 - 15 years
Right-of-use of assets	Lease Term	Lease Term

Notes to the Financial Report

for the year ended 30 June 2025

Note 3. Expenses (continued)

	2025 \$ '000	2024 \$ '000
3.5 Finance costs		
Finance costs		
Interest - Borrowings	84	229
Unwinding of landfill restoration liability	723	58
Interest - lease liabilities	1	2
Total	808	289
Total finance costs	808	289

Accounting policy

Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in asset or an increase of a liability has arisen that can be measured reliably.

Finance costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine the borrowing costs to be capitalised. No borrowing costs were capitalised during the period.

Finance costs include interest on borrowings, leases and unwinding of discounts.

	2025 \$ '000	2024 \$ '000
3.6 Other expenses		
External auditors' remuneration (Tasmanian Audit Office)		
Auditing of the financial Statements	100	78
Other Audit Services	13	14
Internal auditors' remuneration (internal audit services - Crowe Horwath)	59	33
Audit panel sitting fees	9	13
Councillors' allowances	648	640
Election expenses	46	271
Volunteer services	594	92
Fire levy paid to state fire service	9,219	8,978
Waste disposal levy paid to state government	4,102	2,167
Remissions and abatements	331	430
Change in landfill restoration provision	—	98
Total other expenses	15,121	12,814

Accounting policy

Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in an asset, or an increase of a liability has arisen that can be measured reliably.

Note 4. Current assets

	Note	2025 \$ '000	2024 \$ '000
4.1 Cash and cash equivalents			
Current			
Cash on hand		29	29
Cash at bank trading		1,851	3,917
At call investments		47,598	24,820
Special committees		27	25
Total current cash and cash equivalents		49,505	28,791
Council's cash and cash equivalents are subject to a number of external restrictions and internal commitments that limit amounts available for discretionary or future use. These include:			
Restricted funds			
Trust funds and deposits	7.2	4,020	3,419
Contract liabilities - grants in advance	2.4	951	1,405
Equity trusts and bequests		3,083	2,913
		8,054	7,737
Internal committed funds			
Other reserves	9.1	26,598	26,847
Landfill restoration provision	7.3	19,992	19,624
Employee provisions	7.3	7,696	8,016
Committed funds		62,340	62,224
Total uncommitted cash and cash equivalents		(12,835)	(33,433)
Total Investments	4.3	18,030	48,109
Total uncommitted funds		5,195	14,676

Accounting policy

Cash and cash equivalents

For the purposes of the Statement of Cash Flows, cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less.

Restricted and internally committed funds include:

- Trust funds and deposits represents prepaid income and other refundable amounts held in trust by Council for completion of specific purposes.
- Contract liabilities - grants in advance, represents grant funding received in advance until specific performance obligations required under funding arrangements are completed.
- Equity trusts and bequests represent amounts bequeathed to Council for expenditure on specific purposes.
- Landfill restoration liability balance represents funds set aside for Council to meet rehabilitation obligations.
- Employee provisions, represent monies set aside to meet employee provision obligations.

Notes to the Financial Report

for the year ended 30 June 2025

Note 4. Current assets (continued)

	2025 \$ '000	2024 \$ '000
4.2 Trades and other receivables		
Current		
Rates debtors	1,985	1,699
Parking infringement debtors	1,500	1,464
Net GST receivable	–	1,038
Other debtors	3,074	4,411
<i>Provisions for doubtful debts</i>		
Provision for expected credit loss - other debtors	(145)	(151)
Provision for expected credit loss - parking infringements	(611)	(622)
Total current trade and other receivables	5,803	7,839
Total trade and other receivables	5,803	7,839
Reconciliation of movement in expected credit loss		
Carrying amount at 1 July	773	782
Amounts written off during the year	(80)	(81)
Movement in provision	63	72
Carrying amount at 30 June	756	773

For ageing analysis of the financial assets, refer to note 9.7(b)

Accounting policy

Trade and other receivables

Trade receivables that do not contain a significant financing component are measured at cost, which represents their transaction value.

Impairment

Impairment is recognised on an expected credit loss (ECL) basis. When determining whether the credit risk has increased significantly since initial recognition, and when estimating the ECL, Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience, an informed credit assessment and forward-looking information. Council has established a provision matrix to facilitate the impairment assessment.

Rate Debtors

For rate debtors, Council takes the view that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Sundry debtors

Sundry debtors are assessed for impairment on an individual basis.

Infringement and statutory charges debtors

Infringement and statutory charges debtors are impaired using an aging matrix.

Write off of debts

Council writes off receivables when there is information indicating that there is no realistic prospect of recovery.

Note 4. Current assets (continued)

	2025 \$ '000	2024 \$ '000
--	-----------------	-----------------

4.3 Investments

Current

Term deposits - more than 3 months

	18,030	48,109
Total current investments	18,030	48,109

Accounting policy

Investments

Term deposits with maturities beyond 90 days at the time of investment are measured at principal and interest on an accrual basis.

	2025 \$ '000	2024 \$ '000
--	-----------------	-----------------

4.4 Inventories

Current

Inventories held for distribution

	951	901
Inventories held for sale	269	247
Total current inventories	1,220	1,148

Accounting policy

Inventories

Inventories held for distribution are measured at cost adjusted when applicable for any loss of service potential.

Inventories held for sale are measured at the lower of cost and net realisable value.

Where inventories are acquired at no cost, or for nominal consideration, the cost shall be the current replacement cost as at the date of acquisition.

	2025 \$ '000	2024 \$ '000
--	-----------------	-----------------

4.5 Assets held for sale

Current

Carrying value

	67,837	75,793
Total assets held for sale	67,837	75,793

University of Tasmania Stadium

Council endorsed the transfer of University of Tasmania Stadium and associated land and assets at 2 Invermay Road at its meeting on 8 February 2024, subject to a terms sheet being negotiated with Stadiums Tasmania. At the council meeting of 14 November 2024 an amendment was made to the area to be transferred to Stadiums Tasmania with the area to be transfer to be in line with the boundary fence of University of Tasmania Stadium. This has resulted in assets to the value of \$6,840,058 being transferring back to their applicable non-current asset classes and the held for sale value of the remaining assets reducing to \$61,836,589. The transfer is expected to be finalised within the 2025/2026 financial year.

Notes to the Financial Report
for the year ended 30 June 2025

Note 4. Current assets (continued)

Brisbane Street Property

Council continues to own property and land at 118-122 and 124 Brisbane Street, with all associated assets still being classified as held for sale assets. The development process regarding the site is ongoing, with a contract for the sale of the site being terminated in May 2024. However, Council has not made any alteration to the formal Council decision on 1 June 2023 to dispose of both properties. The held for sale value of these assets is \$6,000,000

Road assets

The exchange of road assets with Department of State Growth was finalised on 18 September 2024. The asset value of \$1,116,284 has now been disposed from the assets held for sale value.

Accounting policy

Assets held for sale

A non-current asset held for sale (including disposal groups) is measured at the lower of its carrying amount or fair value less costs to sell, and is not subject to depreciation.

Non-current assets, disposal groups and related liabilities are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use.

This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

Note 5. Other investments

	2025 \$ '000	2024 \$ '000
--	-----------------	-----------------

5.1 Investments in associates

Investments in associates and joint arrangements accounted for by the equity method are:

Launceston Airport	5,215	3,896
Total investments in associates and joint arrangements	5,215	3,896

Launceston Airport

In 1998 council received treasury approval to invest in the Launceston Airport.

Council has elected under AASB 9 Financial Instruments to irrevocably classify this equity investment as designated at fair value through other comprehensive income.

Subsequent changes in fair value on designated investments in equity instruments are recognised in other comprehensive income (for fair value reserve, refer note 9.1) and not reclassified through comprehensive income when derecognised.

Distribution and other revenues associated with the equity investments are recognised in comprehensive income when the right of payment has been established and it can be reliably measured.

Opening balance	3,896	2,980
Change in fair value of investment	1,319	916
Total investment in Launceston Airport	5,215	3,896

Accounting policy

Council's investment in associates is accounted for by the equity method as Council has the ability to influence rather than control the operations of the entities. The investment is initially recorded at the cost of acquisition and adjusted thereafter for post-acquisition changes in Council's share of the net assets of the entities. Council's share of the financial result of the entities is recognised in the Statement of Comprehensive Income.

	2025 \$ '000	2024 \$ '000
--	-----------------	-----------------

5.2 Investment in water corporation

Opening balance	251,939	239,333
Change in fair value of investment	4,917	12,606
Total Investment in water corporation	256,856	251,939

Council has derived returns from the water corporation as disclosed at note 2.9.

Accounting policy

Equity Investment

Council's investment in TasWater is defined by statute under the Water and Sewerage Corporations Act (Tas) 2012. Council has elected under AASB 9 *Financial Instruments* to irrevocably classify this equity investment as designated at fair value through other comprehensive income.

Subsequent changes in fair value on designated investments in equity instruments are recognised in other comprehensive income (for fair value reserve, refer note 9.1) and not reclassified through comprehensive income when derecognised.

Fair value was determined by using Council's ownership interest against the water corporation's net asset value at balance date. At 30 June 2025, Council holds 13.32% (2024 13.32%) ownership interest in TasWater which is based on Schedule 2 of the Corporation's Constitution.

Notes to the Financial Report

for the year ended 30 June 2025

Note 6. Non-current assets

	2025 \$ '000	2024 \$ '000
6.1 Property, infrastructure, plant and equipment		
Summary		
at cost	97,288	82,943
Less accumulated depreciation	(43,768)	(39,951)
	53,520	42,992
at fair value as at 30 June	2,857,903	2,757,021
Less accumulated depreciation	(840,854)	(770,035)
	2,017,049	1,986,986
Total	2,070,569	2,029,978
(a) Property		
Land		
at fair value as at 30 June	207,335	202,721
	207,335	202,721
Land under roads		
at fair value as at 30 June	420,411	416,243
	420,411	416,243
Total land	627,746	618,964
Buildings		
at fair value as at 30 June	354,024	336,375
Less accumulated depreciation	(163,002)	(152,943)
	191,022	183,432
Total buildings	191,022	183,432
Total property	818,768	802,396
(b) Plant and equipment		
Plant, machinery and equipment		
at cost	50,980	47,861
Less accumulated depreciation	(27,711)	(25,767)
	23,269	22,094
Total plant and equipment	23,269	22,094
(c) Infrastructure		
Roads		
at fair value as at 30 June	1,370,230	1,297,502
Less accumulated depreciation	(522,478)	(469,261)
	847,752	828,241

Note 6. Non-current assets (continued)

	2025 \$ '000	2024 \$ '000
Drainage		
at fair value as at 30 June	291,217	304,146
Less accumulated depreciation	(100,261)	(101,600)
	190,956	202,546
Parks and Recreation		
at fair value as at 30 June	72,494	59,037
Less accumulated depreciation	(21,751)	(16,178)
	50,743	42,859
Flood Protection		
at fair value as at 30 June	69,835	69,142
Less accumulated depreciation	(15,608)	(13,461)
	54,227	55,681
Refuse Disposal		
at fair value as at 30 June	72,357	71,855
Less accumulated depreciation	(17,754)	(16,592)
	54,603	55,263
Landfill Restoration Obligation		
at cost	18,325	18,588
Less accumulated depreciation	(16,057)	(14,184)
	2,268	4,404
Total infrastructure	1,200,549	1,188,994
Other		
(d) Works in progress		
Buildings	21,554	9,515
Roads	1,741	2,869
Land	—	123
Plant, machinery and equipment	303	482
Drainage	311	448
Parks and recreation	3,628	2,653
Flood protection	93	56
Refuse disposal	353	348
Total works in progress	27,983	16,494
Total property, infrastructure, plant and equipment	2,070,569	2,029,978

Notes to the Financial Report for the year ended 30 June 2025

Note 6. Non-current assets (continued)

2025	as at 30/06/24		Asset class movements					as at 30/06/25	
	Balance at beginning of financial year \$ '000	Acquisition of assets \$ '000	Revaluation increments \$ '000	Revaluation decrements \$ '000	Depreciation and amortisation \$ '000	Written down value of disposals \$ '000	Transfers \$ '000	Balance at end of financial year \$ '000	
Property, infrastructure, plant and equipment									
Reconciliation of property, infrastructure, plant and equipment									
Property									
Land	202,721	435	1,199	-	-	-	2,980	207,335	
Land under roads	416,243	4,891	-	-	-	(723)	-	420,411	
Total land	618,964	5,326	1,199	-	-	(723)	2,980	627,746	
Buildings	183,432	524	5,816	-	(4,242)	(224)	5,716	191,022	
Total buildings	183,432	524	5,816	-	(4,242)	(224)	5,716	191,022	
Total property	802,396	5,850	7,015	-	(4,242)	(947)	8,696	818,768	
Plant and equipment									
Plant, machinery and equipment	22,094	-	-	-	(3,657)	(351)	5,183	23,269	
Total plant and equipment	22,094	-	-	-	(3,657)	(351)	5,183	23,269	
Infrastructure									
Roads	828,241	15,793	5,150	-	(11,488)	(3,498)	13,554	847,752	
Drainage	202,546	624	-	(10,849)	(2,339)	(142)	1,116	190,956	
Parks and recreation	42,859	298	2,784	-	(1,431)	(157)	6,390	50,743	
Flood protection	55,681	-	-	(872)	(582)	-	-	54,227	
Refuse disposal	55,263	-	135	-	(985)	(61)	251	54,603	
Landfill restoration obligation	4,404	-	-	-	(1,874)	-	(262)	2,268	
Total infrastructure	1,188,994	16,715	8,069	(11,721)	(18,699)	(3,858)	21,049	1,200,549	
Works in progress									
Buildings	9,515	17,696	-	-	-	-	(5,657)	21,554	
Roads	2,869	11,817	-	-	-	-	(12,945)	1,741	
Land	123	(123)	-	-	-	-	-	-	
Plant Machinery and Equipment	482	4,226	-	-	-	-	(4,405)	303	
Drainage	448	215	-	-	-	-	(352)	311	
Parks and Recreation	2,653	5,716	-	-	-	-	(4,741)	3,628	
Flood Protection	56	37	-	-	-	-	-	93	
Refuse Disposal	348	256	-	-	-	-	(251)	353	
Total works in progress	16,494	39,840	-	-	-	-	(28,351)	27,983	
Total property, infrastructure, plant and equipment	2,029,978	62,405	15,084	(11,721)	(26,598)	(5,156)	6,577	2,070,569	

Notes to the Financial Report for the year ended 30 June 2025

Note 6. Non-current assets (continued)

	as at 30/06/23		Asset class movements					as at 30/06/24	
	Balance at beginning of financial year \$ '000	Acquisition of assets \$ '000	Revaluation increments \$ '000	Revaluation decrements \$ '000	Depreciation and amortisation \$ '000	Written down value of disposals \$ '000	Transfers \$ '000	Balance at end of financial year \$ '000	
2024									
Reconciliation of property, infrastructure, plant and equipment									
Property									
Land	209,297	–	397	–	–	(417)	(6,556)	202,721	
Land under roads	146,462	456	269,388	–	–	(87)	24	416,243	
Total land	355,759	456	269,785	–	–	(504)	(6,532)	618,964	
Buildings	220,749	–	9,041	–	(4,411)	(136)	(41,811)	183,432	
Total buildings	220,749	–	9,041	–	(4,411)	(136)	(41,811)	183,432	
Total property	576,508	456	278,826	–	(4,411)	(640)	(48,343)	802,396	
Plant and equipment									
Plant, machinery and equipment	24,968	–	–	–	(3,751)	(213)	1,090	22,094	
Total plant and equipment	24,968	–	–	–	(3,751)	(213)	1,090	22,094	
Infrastructure									
Roads	805,582	4,206	23,498	–	(10,826)	(1,261)	7,042	828,241	
Drainage	197,023	2,236	5,268	–	(2,231)	(60)	310	202,546	
Parks and recreation	53,984	–	841	–	(1,459)	(70)	(10,437)	42,859	
Flood protection	53,820	–	1,637	–	(552)	(620)	1,396	55,681	
Refuse disposal	53,939	–	1,643	–	(940)	–	621	55,263	
Landfill restoration obligation	5,012	403	–	–	(1,011)	–	–	4,404	
Total infrastructure	1,169,360	6,845	32,887	–	(17,019)	(2,011)	(1,068)	1,188,994	
Works in progress									
Buildings	3,098	10,324	–	–	–	–	(3,907)	9,515	
Roads	1,361	9,351	–	–	–	–	(7,843)	2,869	
Land	93	30	–	–	–	–	–	123	
Land Under Roads	18	6	–	–	–	–	(24)	–	
Plant Machinery and Equipment	516	2,781	–	–	–	–	(2,815)	482	
Drainage	985	799	–	–	–	–	(1,336)	448	
Parks and Recreation	2,624	2,444	–	–	–	–	(2,415)	2,653	
Flood Protection	152	1,299	–	–	–	–	(1,395)	56	
Refuse Disposal	295	674	–	–	–	–	(621)	348	
Total works in progress	9,142	27,708	–	–	–	–	(20,356)	16,494	
Total property, infrastructure, plant and equipment	1,779,978	35,009	311,713	–	(25,181)	(2,864)	(68,677)	2,029,978	

Notes to the Financial Report for the year ended 30 June 2025

Note 6. Non-current assets (continued)

Accounting policy

Recognition and measurement of assets

Acquisitions of assets are initially recorded at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition.

Property, plant and equipment and infrastructure received in the form of contributions, are recognised as assets and revenues at fair value by Council valuation where that value exceeds the recognition thresholds for the respective asset class. Fair value is the price that would be received to sell the asset in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction and direct labour incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

The following classes of assets have been recognised. In accordance with Council's policy, the thresholds detailed below are minimum thresholds and not all assets are recognised at these limits. Recognition of assets within an applicable asset class, unless otherwise stated, are consistent with the prior year:

	Threshold \$ '000
Land	
Land	5
Land under roads	0
Buildings	
Buildings	0
Plant and Equipment	
Plant, machinery and equipment	0
Infrastructure	
Roads	
Road pavements and seals	5
Road substructure	5
Road kerb, channel and minor culverts	5
Bridges	
Bridges deck	10
Bridges substructure	5
Drainage	10
Refuse Disposal	10
Landfill Restoration Obligation	10
Flood Protection	1
Parks and Recreation	5
Museum collection	5

Revaluation

Council has adopted the following valuation bases for its non-current assets:

Land	Fair Value
Buildings	Fair Value
Plant and equipment	Cost
Roads	Fair Value
Drainage	Fair Value
Refuse Disposal	Fair Value
Landfill Restoration Obligation	Cost
Flood Protection	Fair Value

Note 6. Non-current assets (continued)

Parks and Recreation

Fair Value

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value in accordance with AASB 116 Property, Plant & Equipment and AASB 13 Fair Value Measurement.

At balance date, Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset class materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date the class of asset was revalued.

In addition, Council undertakes a formal revaluation of land, land under roads, buildings, and infrastructure assets on a regular basis to ensure valuations represent fair value. The valuation is performed either by experienced Council officers or independent experts.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense.

Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation surplus for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

Impairment losses are recognised in the statement of comprehensive income under other expenses.

Reversals of impairment losses are recognised in the statement of comprehensive income under other revenue.

Land under roads

Council recognises land under roads at fair value.

	2025 \$ '000	2024 \$ '000
6.2 Queen Victoria Museum and Art Gallery		
Opening Balance (excluding WIP)	204,830	204,570
Additions	—	145
Contributions Non Monetary Assets	88	115
Work in Progress	80	30
Closing Balance	204,998	204,860
Closing Balance (excluding WIP)	204,918	204,830

The independent valuation of the Queen Victoria Museum and Art Gallery collection, by Simon Storey FAVAA of Simon Storey Valuations was completed during the financial year to 30 June 2021. The next valuation of the collection is due during the financial year ended 30 June 2026.

This amount has been disclosed as a separate asset class in the Statement of Financial Position.

Accounting policy

Museum Collection

The Museum collection assets have been assessed to have indefinite lives. These heritage and cultural assets are stored, managed, displayed, repaired and restored in ways that will maintain their cultural or heritage value over time.

Notes to the Financial Report

for the year ended 30 June 2025

Note 6. Non-current assets (continued)

	2025 \$ '000	2024 \$ '000
Where conservation, restoration and preservation activities demonstrate that an asset will be maintained for an indefinite period, these items are considered to have indefinite useful lives and therefore not subject to depreciation. Revaluations will be made with sufficient regularity to maintain the collection at fair value.		
Significant additions to the collection between revaluations are brought to account at curators valuation. Significance is defined at a threshold value of \$5,000. Additions below this amount are brought to account on revaluation of the whole collection.		
Results from Museum Operations		
Revenue		
Fees and Charges	927	605
State Government Operations Grant	1,870	1,820
Other Grants	—	—
Bequests and Donations	196	194
Interest	87	92
Other Income	707	167
Total	3,787	2,878
Expenses		
Provision of Services	8,478	7,487
Bequest Expenditure	2	—
Depreciation	1,263	1,135
Full Cost Attribution	400	388
Total	10,143	9,010
Operating Surplus / (Deficit)	(6,356)	(6,132)
Add Collection Contributions	88	115
Add Capital Grants and Contributions	800	11
Add Gain (Loss) on Disposal	(6)	—
Surplus / (Deficit)	(5,474)	(6,006)

Note 6. Non-current assets (continued)

	2025 \$ '000	2024 \$ '000
6.3 Intangible assets		
Data Systems	2,643	2,865
Plans and Strategies	823	914
Work in Progress	91	308
Total intangible assets	3,557	4,087

	Data Systems \$ '000	Plans and Strategies \$ '000	Municipal Valuations \$ '000	WIP \$ '000	Total \$ '000
Gross Carrying Amount					
Balance at 1 July 2023	7,224	2,028	614	705	10,571
Additions	—	—	—	623	623
Transfers out of WIP	1,020	—	—	(1,020)	—
Balance at 30 June 2024	8,244	2,028	614	308	11,194
Additions	—	—	—	485	485
Transfers out of WIP	13	—	—	(702)	(689)
Disposals	(13)	—	(614)	—	(627)
Balance at 30 June 2025	8,244	2,028	—	91	10,363
Accumulated amortisation and impairment					
Balance at 1 July 2023	5,107	1,015	570	—	6,692
Amortisation expense	272	99	44	—	415
Balance at 30 June 2024	5,379	1,114	614	—	7,107
Amortisation expense	235	91	—	—	326
Disposals	(13)	—	(614)	—	(627)
Balance at 30 June 2025	5,601	1,205	—	—	6,806
Net book value at 30 June 2024	2,865	914	—	308	4,087
Net book value at 30 June 2025	2,643	823	—	91	3,557

Accounting policy

Intangible assets

Intangible assets with finite lives that are acquired separately are carried at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is recognised on a straight-line basis over their estimated useful lives. The estimated useful life and amortisation method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis.

Intangible assets with indefinite useful lives that are acquired separately are carried at cost less accumulated impairment losses.

In accordance with Council's policy, the threshold limits applied when recognising intangible assets is \$1,000 to \$10,000 and is consistent with the prior year.

Notes to the Financial Report for the year ended 30 June 2025

Note 6. Non-current assets (continued)

The estimated useful lives for current and comparative periods are as follows:

Data systems	3 - 10 years
Plans and strategies	10 - 15 years

	Property \$ '000	Total \$ '000
6.4 Right-of-use assets		
a) Right-of-use assets		
2025		
Opening Balance at 1 July 2024	112	112
Additions	—	—
Disposals	—	—
Amortisation expense	(82)	(82)
Balance at 30 June 2025	30	30
2024		
Opening Balance at 1 July 2023	194	194
Additions	—	—
Disposals	—	—
Amortisation expense	(82)	(82)
Balance at 30 June 2024	112	112

Accounting policy

Leases - Council as Lessee

In contracts where Council is a lessee, Council recognises a right-of-use asset and a lease liability at the commencement date of the lease, unless the short-term or low-value exemption is applied. Refer to note 7.4 for details on accounting policy of lease liability.

A right-of-use asset is initially measured at cost comprising the initial measurement of the lease liability adjusted for any lease payments made before the commencement date (reduced by lease incentives received), plus initial direct costs incurred in obtaining the lease and an estimate of costs to be incurred in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease. All right-of-use assets are measured as described in the accounting policy for property, infrastructure, plant and equipment in Note 6.1. Also, Council applies AASB 136 Impairment of Assets to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the aforesaid note.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Council expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

Note 6. Non-current assets (continued)

	2025 \$ '000	2024 \$ '000
6.5 Superannuation asset		
Superannuation - Fair value of plan assets	43,589	45,243
Superannuation - Less present value of defined benefit obligation	(40,028)	(42,279)
Total Superannuation	3,561	2,964

Refer to Note 9.5 for more details about Superannuation assets.

Notes to the Financial Report

for the year ended 30 June 2025

Note 7. Current liabilities

	2025 \$ '000	2024 \$ '000
7.1 Trade and other payables		
Current		
Trade payables	5,273	2,591
Accrued expenses	10,108	6,625
Total current trade and other payables	15,381	9,216

Accounting policy

Trade and other payables

Liabilities are recognised for amounts to be paid in the future for goods and services provided to Council as at balance date. General Creditors are unsecured, not subject to interest charges and are normally settled on invoice terms.

For ageing analysis of trade and other payables, refer to note 9.7.

	2025 \$ '000	2024 \$ '000
7.2 Trust funds and deposits		
Current		
Refundable deposits	871	832
Pre paid income	618	554
Rates paid in advance	2,530	2,025
Conditional museum funding	1	8
Total current trust funds and deposits	4,020	3,419

Accounting policy

Refundable Deposits

Amounts received as refundable deposits controlled by Council are recognised as Trust funds until they are returned or forfeited.

Rates Paid in Advance

Rates paid in advance represents amounts received by Council prior to the commencement of the rating period. Revenue is recognised by council at the beginning of the rating period to which the advance payment relates.

Pre Paid Income

Pre paid income represents amounts received by Council prior to the commencement of the charging period. Revenue is recognised by council at the beginning of the charging period to which the advance payment relates, or when the service has been provided.

Note 7. Current liabilities (continued)

	Annual leave \$ '000	Long service leave \$ '000	Accrued time \$ '000	Landfill restoration \$ '000	Total \$ '000
7.3 Provisions					
2025					
Balance at the beginning of the financial year	3,048	4,873	95	19,624	27,640
Additional provisions	3,583	361	198	—	4,142
Amounts used	(3,525)	(644)	(203)	—	(4,372)
Unwinding of discount	—	—	—	723	723
Repricing of rehabilitation asset	—	—	—	—	—
Repriced liability adjusted to other income	—	—	—	(92)	(92)
Repriced liability adjusted against asset	—	—	—	(263)	(263)
Rehabilitation works carried out	—	—	—	—	—
Balance at the end of the financial year	3,106	4,590	90	19,992	27,778
Current	3,106	3,508	90	21	6,725
Non-current	—	1,082	—	19,971	21,053
Total	3,106	4,590	90	19,992	27,778
2024					
Balance at the beginning of the financial year	2,763	4,861	86	20,653	28,363
Additional provisions	3,416	775	182	—	4,373
Amounts used	(3,131)	(763)	(173)	—	(4,067)
Unwinding of discount	—	—	—	58	58
Repricing of rehabilitation asset	—	—	—	98	98
Repriced liability adjusted to other income	—	—	—	(96)	(96)
Repriced liability adjusted against asset	—	—	—	403	403
Rehabilitation works carried out	—	—	—	(1,492)	(1,492)
Balance at the end of the financial year	3,048	4,873	95	19,624	27,640
Current	3,048	3,954	95	19	7,116
Non-current	—	919	—	19,605	20,524
Total	3,048	4,873	95	19,624	27,640

Notes to the Financial Report for the year ended 30 June 2025

Note 7. Current liabilities (continued)

	2025 \$ '000	2024 \$ '000
(a) Employee benefits		
The following assumptions were adopted in measuring the present value of employee benefits:		
Increase in employee costs	4.00%	3.50%
Discount rates	3.33%	4.18%
Employee Numbers - Full time equivalents	477	473

Accounting policy

(a) Employee benefits

i) Short term obligations

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accrued time expected to be wholly settled within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accrued time are recognised in the provision for employee benefits.

ii) Other long term employee benefit obligations

The liability for long service leave which is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method.

Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

The obligations are presented as current liabilities in the statement of financial position if the entity does not have an unconditional right to defer settlement for at least twelve months after the reporting date, regardless of when the actual settlement is expected to occur.

iii) Personal Leave

No accrual is made for personal leave as Council experience indicates that, on average, personal leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. Council does not make payment for untaken personal leave.

Superannuation

iv) Defined benefit plans

See note 6.5

v) Defined contribution plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

(b) Landfill restoration

Accounting policy

Landfill Restoration Obligation

The Council operates a refuse disposal area (Launceston Waste Centre) which imposes obligations for rehabilitation in the future.

Provision is made for rehabilitation costs to be incurred in future years by estimating the future costs based on current legislative requirements. This future cost is discounted back to present value at balance date. At each balance date the discounting is unwound as a finance cost.

Each year at the balance date the liability is reassessed to ensure the provision represents an accurate reflection of the future costs. Where there is an asset value available an adjustment is made against the asset, otherwise the adjustment is expensed.

Council does not expect to receive reimbursement from a third party.

Note 7. Current liabilities (continued)

	2025 \$ '000	2024 \$ '000
Key assumptions:		
Expected Lives - Years	1 to 55	1 to 56
Discount Rate	3.27% to 4.95%	4.06% to 4.67%
Inflation Rate	3.66%	4.06%

7.4 Lease liabilities

Current

Lease liabilities	32	85
Total current lease liabilities	32	85

Non-current

Lease liabilities	–	32
Total non-current lease liabilities	–	32

Lease liabilities are secured by the related underlying assets. Future minimum lease payments were as follows:

	Minimum lease payments due						
	Within 1 Year \$ '000	1-2 Years \$ '000	2-3 Years \$ '000	3-4 Years \$ '000	4-5 Years \$ '000	After 5 Years \$ '000	Total \$ '000
As at 30 June 2025							
Lease payments	32	–	–	–	–	–	32
Finance charges	–	–	–	–	–	–	–
Net present value	32	–	–	–	–	–	32
As at 30 June 2024							
Lease payments	86	32	–	–	–	–	118
Finance charges	(1)	–	–	–	–	–	(1)
Net present value	85	32	–	–	–	–	117

Accounting policy

Leases - Council as Lessee

The lease liability is measured at the present value of outstanding payments that are not paid at balance date, discounted by using the rate implicit in the lease. Where this cannot be readily determined then Council's incremental borrowing rate for a similar term with similar security is used.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases i.e. leases with a lease term of 12 months or less and leases of low-value assets i.e., when the value of the leased asset when new is \$10,000 or less. Council recognises the lease payments associated with these leases as expense on a straight-line basis over the lease term.

Notes to the Financial Report

for the year ended 30 June 2025

Note 7. Current liabilities (continued)

	2025 \$ '000	2024 \$ '000
--	-----------------	-----------------

7.5 Contract liabilities

Current

Grants received in advance	951	1,405
Total current contract liabilities	951	1,405

Accounting policy

Council recognised the following contract liabilities with customers:

Grants received in advance

These amounts are grants for roads and community infrastructure which are yet to be completed.

Upfront Payments

Upfront payments of funding are recognised as a contract liability until performance obligations in accordance with *AASB 15 Revenue from Contracts With Customers* are satisfied and recognition criteria are met.

Revenue recognised that was included in the contract liability balance at the beginning of the period

Local Roads and Community Infrastructure	227	1,080
Other State Grants	1,178	—
Private Contribution	—	10
	1,405	1,090

Note 8. Non-current liabilities

	2025 \$ '000	2024 \$ '000
8.1 Interest-bearing loans and borrowings		
Current		
Borrowings - secured	—	6,000
	—	6,000
Total	—	6,000
a) The maturity profile for Council's borrowings is:		
Not later than one year	—	6,000
Total	—	6,000

Accounting policy

Interest bearing liabilities

The borrowing capacity of Council is limited by the Local Government Act 1993.

Interest bearing liabilities are initially recognised at fair value, net of transaction costs incurred. Subsequent to initial recognition these liabilities are measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the Statement of Comprehensive Income over the period of the liability using the effective interest method.

Borrowings are secured by way of mortgages over the general rates of the Council.

Interest is expensed as it accrues and no interest has been capitalised during the current or comparative reporting period. There have been no defaults or breaches of the loan agreement during the period.

Notes to the Financial Report

for the year ended 30 June 2025

Note 9. Other financial information

	Balance at beginning of reporting year \$ '000	Increment \$ '000	Decrement \$ '000	Balance at end of reporting year \$ '000
9.1 Reserves				
(a) Asset revaluation reserves				
2025				
Property & Infrastructure	1,380,967	3,363	–	1,384,330
Total asset revaluation reserves	1,380,967	3,363	–	1,384,330
2024				
Property & Infrastructure	1,069,254	311,713	–	1,380,967
Total asset revaluation reserves	1,069,254	311,713	–	1,380,967

The asset revaluation reserve was established to capture the movements in asset valuations upon the periodic revaluation of Council's assets.

	Balance at beginning of reporting year \$ '000	Increment \$ '000	Decrement \$ '000	Balance at end of reporting year \$ '000
(b) Fair value reserve				
2025				
Equity Investment assets				
Investment in water corporation	(1,168)	4,916	–	3,748
Investment in Launceston Airport	3,896	1,320	–	5,216
Total fair value reserve	2,728	6,236	–	8,964
2024				
Equity Investment assets				
Investment in water corporation	(13,774)	12,606	–	(1,168)
Investment in Launceston Airport	2,980	916	–	3,896
Total fair value reserve	(10,794)	13,522	–	2,728

Council has to designate its investment in Taswater and Launceston Airport as equity investments at fair value through other comprehensive income. Subsequent changes in fair value are reflected in the reserve and will not be reclassified through comprehensive income when derecognised.

Note 9. Other financial information (continued)

	Balance at beginning of reporting year \$ '000	Net Surplus \$ '000	Balance at end of reporting year \$ '000
(c) Other reserves			
2025			
CBD reserve	(612)	(435)	(1,047)
Public open space	698	188	886
Self insurance	4,190	195	4,385
Special committees	33	1	34
Waste centre rehabilitation	19,625	(368)	19,257
Trusts and bequests - parks	34	1	35
Trusts and bequests - museum	2,879	169	3,048
Total Other reserves	26,847	(249)	26,598
2024			
CBD reserve	(343)	(269)	(612)
Public open space	609	89	698
Self insurance	3,995	195	4,190
Special committees	32	1	33
Waste centre rehabilitation	20,653	(1,028)	19,625
Trusts and bequests - parks	33	1	34
Trusts and bequests - museum	2,701	178	2,879
Total Other reserves	27,680	(833)	26,847

CBD reserve

The CBD reserve recognises Council's annual contribution to Launceston Central Marketing. This has been previously levied by an additional rate to CBD Commercial Properties, however this rate has been phased out and from 2025/2026 will be funded from general rates.

Public open space

The public open space reserve was established to control contribution received from developers under section 117 of the *Local Government (Building and Miscellaneous Provisions) Act 1993*. These funds are held for future acquisition or improvements of land for public open space.

Self insurance

The self insurance reserve was established to hold funds to cover for the self insurance portion of Council's insurance policies. Funds will be utilised to cover the excess on claims due to the high excess level Council has chosen to adopt.

Special committees

Funds are held on behalf of a small number of special committees, relating to Council owned halls, listed at Note 10.2.

Waste centre rehabilitation

The waste centre rehabilitation reserve was established to make provision for the rehabilitation and aftercare of the landfill cells at the Launceston Waste Centre as per the requirements under Council's Environmental Protection Notice 7175/3 issued by the Environment Protection Authority Tasmania.

Trusts and bequests

The trusts and bequests reserves have been established to hold funds which have been bequeathed to Council for specific expenditure purposes.

	2025 \$ '000	2024 \$ '000
Total reserves	1,419,891	1,410,541

Notes to the Financial Report

for the year ended 30 June 2025

Note 9. Other financial information (continued)

	2025 \$ '000	2024 \$ '000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Result from continuing operations	16,771	9,551
Depreciation/amortisation	26,924	25,596
Depreciation of right-of-use assets	82	82
Profit/(loss) on disposal of property, infrastructure, plant and equipment	5,846	2,637
Impairment losses	2	—
Actuarial gain/loss on defined benefits plans	930	—
Contributions - non-monetary assets	(22,653)	(7,042)
Capital grants received specifically for new, upgraded and renewed assets	(8,313)	(5,594)
Contributions - capital cash	(2,398)	—
Investment revenue from Taswater	(3,368)	(3,756)
Allowance for impaired debts	(18)	(9)
Lease movements	85	74
Lease interest	—	2
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	2,052	769
(Increase)/decrease in inventories	(72)	(81)
Increase/(decrease) in other assets	(597)	—
Increase/(decrease) in trade and other payables	6,681	2,036
Increase/(decrease) in provisions	(230)	728
Provision for Rehabilitation Movements	368	(1,028)
Net cash provided by/(used in) operating activities	22,092	23,965

9.3 Reconciliation of liabilities arising from financing activities

Liabilities arising from financing activities are liabilities for which cash flows were, or future cash flows will be, classified in the Statement of Cash Flows as cash flows from financing activities.

	Interest-bearing loans and borrowings \$ '000	Lease liabilities \$ '000
2025		
Balance as at 1 July 2024	6,000	117
Non cash movements in liability	—	(8)
Changes from financing cash flows:		
Cash repayments	(6,000)	(77)
Balance as at 30 June 2025	—	32
2024		
Balance as at 1 July 2023	26,000	197
Non cash movements in liability	—	(6)
Changes from financing cash flows:		
Cash repayments	(20,000)	(74)
Balance as at 30 June 2024	6,000	117

Note 9. Other financial information (continued)

	Note	2025 \$ '000	2024 \$ '000
9.4 Reconciliations of cash and cash equivalents			
Cash	4.1	1,907	3,971
Short Term Investments		47,598	24,820
		49,505	28,791

Excludes any cash held in Term Deposits with an investment period of 3 months or greater, detailed in Note 4.3

9.5 Superannuation

City of Launceston Defined Benefits - Sub Fund of CareSuper

The members of the City of Launceston defined benefits fund and related assets are a division of CareSuper on a "successor fund" basis.

	2025 \$ '000	2024 \$ '000
The Council has taken up an Asset /(Liability) of :	3,561	2,964

Accounting Policy

Superannuation Liability

During the year the Council made the required superannuation contributions for all eligible employees to an appropriate complying superannuation fund as required by the Superannuation Guarantee (Administration) Act 1992.

Accumulation Funds

New employees are able to join an accumulation fund of their choice. Employees who are members of the defined benefits fund are able to transfer to a complying accumulation fund. The default offering for Council employees is provided by CareSuper.

Defined Benefit Funds

The Council contributes, in respect of its eligible employees, to the City of Launceston Defined Benefits Division which was established for employees of the Council. It includes a small number of former employees of the Council that transferred to TasWater. The fund is closed to new entrants.

The details of the actuarial review are:

In respect of the excess of benefit liabilities over assets in the Fund, the Council does not have any immediate requirement to fund the shortfall and continues to fund at the level of contributions assessed by the Scheme's actuary as being required to meet the long term requirements of the Fund.

The calculation of the liability is based on an actuarial review for the purpose of AASB 119 Employee Benefits performed by Michael Berg FIAA on behalf of Deloitte, as at 30 June 2025.

The amount taken up as an employee benefit obligation is made up as follows:

	2025 \$ '000	2024 \$ '000
Balance sheet calculation		
Fair value of plan assets	43,589	45,243
Less present value of defined benefit obligation	(40,028)	(42,279)
Asset / (liability) recognised	3,561	2,964

Notes to the Financial Report

for the year ended 30 June 2025

Note 9. Other financial information (continued)

	2025 \$ '000	2024 \$ '000
Defined benefit obligation		
Reconciliation of obligation		
Present value of defined benefit obligation - 1 July	42,279	43,778
Current service cost	1,220	1,381
Interest cost	1,624	1,644
Member contributions and transfers from other funds	528	519
Actuarial (gains)/ losses due to changes in financial assumptions	98	(51)
Actuarial (gains)/losses due to changes in experience	464	1,786
Benefits and tax paid	(6,184)	(6,778)
Present value of defined benefit obligation - 30 June	40,029	42,279
Assets		
Reconciliation of assets		
Fair value of plan - 1 July	45,243	46,057
Expected return on plan assets	1,756	1,754
Actuarial gains/ (losses)	1,129	2,507
Employer contributions	642	721
Member contributions and transfers from other funds	1,003	981
Benefits and tax paid	(6,184)	(6,777)
Fair value of defined benefit obligation - 30 June	43,589	45,243
Expense recognised in operating surplus		
Current service cost	1,220	1,381
Interest cost	1,624	1,644
Expected return on plan assets	(1,756)	(1,754)
Superannuation expense	1,088	1,271
Expense recognised in other comprehensive income		
Actuarial gains/(losses)	930	1,108
	930	1,108

The Plan is a division of the "profit for members" superannuation scheme known as CareSuper ("the Scheme") and the Trustee of the Scheme is CareSuper Pty Ltd.

The Scheme and the Plan are subject to the requirements of the Superannuation Industry (Supervision) Act 1992 and related regulations. Under this legislation, the Trustee is required to measure the value of the assets of the Plan against the total members' vested entitlements and to take action if a shortfall in the value of the assets emerges. Such action could include actuarial management of the Plan, including an increase to the amount of employer contributions.

Members of the Fund are entitled to receive lump sum benefits on leaving service due to retirement, death, total and permanent disablement and resignation. The most recent actuarial investigation into the Fund in accordance with the Superannuation Industry (Supervision) Act was carried out by Michael Berg of Deloitte as at 30 June 2023.

The actuary recommended that the Employer contribute at the rate of 11% of salaries. The funding method used to make the contribution recommendation was the "aggregate funding method". The economic assumptions used in the investigation were:

Rate of investment return:	4.50%	4.50%
Rate of inflationary salary increases:	3.50%	3.50%

Method of determining expected return on plan assets

The expected return on assets assumption is determined by weighting the expected long-term return for each asset class by the expected long term allocation of assets to each asset class. Returns are net of investment tax and investment fees.

Note 9. Other financial information (continued)

	2025 \$ '000	2024 \$ '000
Actual return on plan assets		
Present value of defined benefit obligation at end of year	40,028	42,279
Fair value of Plan assets at end of year	(43,589)	(45,243)
(Surplus)/deficit in plan	(3,561)	(2,964)
Experience adjustments - plan liabilities	(464)	(1,786)
Experience adjustments - plan assets	1,129	2,507
Actual return on fund assets	2,886	4,261
Principal assumptions		
Discount rate p.a.	4.21%	4.31%
Salary increases	4.00%	3.50%

Expected contributions

If the Council follows the recommendations in the actuarial report, the expected contributions to the Fund for the year ending 30 June 2025 are as follows:

Expected member contributions (for defined benefits only)	608	721
Expected member contributions (incl. deemed member contributions)	427	471

Sensitivity analysis

The table below shows how the net liability on the Statement of Financial Position would have been affected by changes in the key actuarial assumptions.

Assumption	Change in assumption	Movement in net liability \$'000	
Discount Rate	Increase by: 1% p.a.	Decrease by:	242
Discount Rate	Decrease by: 1% p.a.	Increase by:	717
Salary Growth Rate	Increase by: 1% p.a.	Decrease by:	712
Salary Growth Rate	Decrease by: 1% p.a.	Increase by:	244

Notes to the Financial Report

for the year ended 30 June 2025

Note 9. Other financial information (continued)

	2025 \$ '000	2024 \$ '000
9.6 Commitments		
Capital expenditure commitments		
Buildings	1,604	12,328
Plant and equipment	2,453	1,876
Roads	289	202
Drainage	117	101
Refuse	165	184
Flood	48	—
Parks	1,591	2,867
Intangible assets	33	360
Total Capital expenditure commitments	6,300	17,918
Operational Commitments		
Buildings	813	604
Plant and equipment	244	96
Roads	104	397
Drainage	2	4
Refuse	208	35
Flood	23	50
Parks	520	358
Other	665	590
Total Operational Commitments	2,579	2,134
Total Commitments	8,879	20,052

All capital and operational commitments at the reporting date are expected to be settled within the next 12 months.

Amounts disclosed for both capital and operational commitments are exclusive of GST.

Note 9. Other financial information (continued)

9.7 Operating leases as lessor

Council is a lessor and enters into agreements with a number of lessees. These include commercial and non-commercial agreements.

Where leases are non-commercial agreements, these are generally with not for profit, such as sporting organisations. In these cases subsidised or peppercorn rents are charged because Council recognises part of its role is community service and community support. In these situations, Where relevant Council records lease revenue on an accruals basis and records the associated properties as part of land and buildings within property, plant and equipment. Buildings are recognised at depreciated replacement cost.

Where leases are commercial agreements, the properties are held for the dominant purpose of enhancing council's operating programs and facilities, Council records lease revenue on an accruals basis and records the associated properties as part of land and buildings within property, plant and equipment. Buildings are recognised at depreciated replacement cost.

9.8 Contingent liabilities and contingent assets

At the reporting date of 30 June 2025 council had no contingent liabilities or assets that would materially affect any of the amounts or disclosure in these accounts.

9.9 Financial instruments

Managing financial risk

Council has exposure to the following risks from its use of financial instruments:

- (a) Interest rate risk
- (b) Credit risk
- (c) Liquidity risk; and
- (d) Market risk.

The Chief Executive Officer has overall responsibility for the establishment and oversight of Council's risk management framework. Risk management policies are established to identify and analyse risks faced by Council, to set appropriate risk limits and controls, and to monitor risks and adherence to limits.

(a) Interest Rate Risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Interest rate risk arises from interest bearing financial assets and liabilities that we use. Non derivative interest bearing assets are predominantly short term liquid assets. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk.

Our loan borrowings are sourced from TASCORP in accordance with State Government requirements. Finance leases with the property owner. We manage interest rate risk on our net debt portfolio by:

- ensuring access to diverse sources of funding;
- reducing risks of refinancing by managing in accordance with target maturity profiles; and
- setting prudential limits on interest repayments as a percentage of rate revenue.

We manage the interest rate exposure on our debt portfolio by appropriate budgeting strategies and obtaining approval for borrowings from the Department of Treasury and Finance each year.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1993. We manage interest rate risk by adopting an investment policy that ensures:

- conformity with State and Federal regulations and standards,
- appropriate liquidity,
- diversification by financial institution,
- monitoring of return on investment,
- benchmarking of returns and comparison with budget.

Notes to the Financial Report for the year ended 30 June 2025

Note 9. Other financial information (continued)

Maturity will be staggered to provide for interest rate variations and to minimise interest rate risk.

	Weighted average interest rate	Floating interest rate \$ '000	Fixed interest maturing in			Non- interest bearing \$ '000	Total \$ '000
			1 year or less \$ '000	Over 1 to 5 years \$ '000	More than 5 years \$ '000		
2025							
Financial assets							
Cash and cash equivalents	4.26%	49,505	—	—	—	—	49,505
Investments	4.52%	—	18,030	—	—	—	18,030
Trade and other receivables	0.00%	—	—	—	—	5,803	5,803
Equity Investments		—	—	—	—	262,071	262,071
Total financial assets		49,505	18,030	—	—	267,874	335,409
Financial liabilities							
Trade and other payables		—	—	—	—	15,381	15,381
Trust funds and deposits		—	—	—	—	4,020	4,020
Interest-bearing loans and borrowings	0.00%	—	—	—	—	—	—
Total financial liabilities		—	—	—	—	19,401	19,401
Net financial assets (liabilities)		49,505	18,030	—	—	248,473	316,008
2024							
Financial assets							
Cash and cash equivalents	4.02%	28,791	—	—	—	—	28,791
Investments	4.84%	—	48,109	—	—	—	48,109
Trade and other receivables	0.00%	—	—	—	—	7,839	7,839
Equity Investments		—	—	—	—	255,835	255,835
Total financial assets		28,791	48,109	—	—	263,674	340,574
Financial liabilities							
Trade and other payables		—	—	—	—	9,216	9,216
Trust funds and deposits		—	—	—	—	3,419	3,419
Interest-bearing loans and borrowings	1.57%	—	6,000	—	—	—	6,000
Total financial liabilities		—	6,000	—	—	12,635	18,635
Net financial assets (liabilities)		28,791	42,109	—	—	251,039	321,939

(b) Credit risk

Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in our Statement of Financial Position. To help manage this risk:

- we have a policy for establishing credit limits for the entities we deal with;
- we may require collateral where appropriate; and
- we only invest surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

Credit risk arises from Council's financial assets, which comprise cash and cash equivalents, and trade and other receivables. Council's exposure to credit risk arises from potential default of the counterparty, with a maximum exposure equal to the carrying amount of these instruments. Exposure at balance date is addressed in each applicable policy note. Council generally trades with recognised, creditworthy third parties, and as such collateral is generally not requested, nor is it Council's policy to securitise its trade and other receivables.

It is Council's policy that some customers who wish to trade on credit terms are subject to credit verification procedures including an assessment of their credit rating, financial position, past experience and industry reputation.

Note 9. Other financial information (continued)

In addition, receivable balance are monitored on an ongoing basis with the result that Council's exposure to bad debts is not significant.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is represented by the carrying amount of those assets as indicated in the Statement of Financial Position.

Council may also be subject to credit risk for transactions which are not included in the Statement of Financial Position, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in note 9.8.

Credit quality of contractual financial assets that are neither past due nor impaired

	Financial Institutions (minimum A credit rating) \$ '000	Government agencies (AA credit rating) \$ '000	Other Unrated \$ '000	Total \$ '000
2025				
Cash and cash equivalents	49,505	—	—	49,505
Trade and other receivables	—	—	5,803	5,803
Investments and other financial assets	18,030	256,856	5,215	280,101
Total contractual financial assets	67,535	256,856	11,018	335,409
2024				
Cash and cash equivalents	28,791	—	—	28,791
Trade and other receivables	—	—	7,839	7,839
Investments and other financial assets	48,109	251,939	3,895	303,943
Total contractual financial assets	76,900	251,939	11,734	340,573
			2025 \$ '000	2024 \$ '000

Ageing of trade and other receivables

At balance date other debtors representing financial assets were past due but not impaired. The ageing of the Council's Trade and Other Receivables was:

Current (not yet due)	2,434	4,337
Past due by up to 30 days	322	503
Past due between 31 and 90 days	841	288
Past due by more than 90 days	2,962	3,484
Total trade and other receivables	6,559	8,612

Ageing of individually impaired trade and other receivables

At balance date, other debtors representing financial assets with a nominal value of \$145,403 (2023-24: \$151,182) were impaired. The amount of the provision raised against these debtors was \$145,403 (2023-24: \$151,182). The individually impaired debtors relate to general and sundry debtors and have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

	2025 \$ '000	2024 \$ '000
The ageing of trade and other receivables that have been individually determined as impaired at reporting date was:		
Post due over 90 days	756	773
Total trade and other receivables	756	773

Notes to the Financial Report

for the year ended 30 June 2025

Note 9. Other financial information (continued)

(c) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements:

- we will not have sufficient funds to settle a transaction on the date;
- we will be forced to sell financial assets at a value which is less than what they are worth; or
- we may be unable to settle or recover a financial assets at all.

To help reduce these risks we:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk. The table below lists the contractual maturities for non-lease Financial Liabilities. For lease liabilities refer to note 7.4.

These amounts represent the discounted cash flow payments (ie principal only).

Financial liabilities

	6 mths or less \$ '000	6-12 months \$ '000	1 - 2 years \$ '000	> 5 years \$ '000	2 - 5 years \$ '000	Contracted cash flow \$ '000	Carrying amount \$ '000
2025							
Trade and other payables	15,381	—	—	—	—	15,381	15,381
Trust funds and deposits	4,020	—	—	—	—	4,020	4,020
Interest-bearing loans and borrowings	—	—	—	—	—	—	—
Total financial liabilities	19,401	—	—	—	—	19,401	19,401
2024							
Trade and other payables	9,216	—	—	—	—	9,216	9,216
Trust funds and deposits	3,419	—	—	—	—	3,419	3,419
Interest-bearing loans and borrowings	—	6,000	—	—	—	6,000	6,000
Total financial liabilities	12,635	6,000	—	—	—	18,635	18,635

Note 9. Other financial information (continued)

(d) Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. Council's exposures to market risk are primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk. Refer to the previous Interest Rate risk discussion for details on market risk exposures.

Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Council believes the following movements are 'reasonably possible' over the next 12 months.

The table below discloses the impact on net operating result and equity for each category of financial instruments held by Council at year-end, if the above movements were to occur.

Cash investments and loans payable are fixed interest.

		Interest rate risk -1% -100 basis points		Interest rate risk +1% +100 basis points	
	\$ '000	Profit \$ '000	Equity \$ '000	Profit \$ '000	Equity \$ '000
2025					
Financial assets:					
Cash and cash equivalents	49,505	(495)	—	495	—
Investments	18,030	(180)	—	180	—
Financial liabilities:					
Interest-bearing loans and borrowings	—	—	—	—	—
2024					
Financial assets:					
Cash and cash equivalents	28,791	(288)	—	288	—
Investments	48,109	(481)	—	481	—
Financial liabilities:					
Interest-bearing loans and borrowings	6,000	60	—	(60)	—

Notes to the Financial Report

for the year ended 30 June 2025

Note 9. Other financial information (continued)

	Total carrying amount as per the Statement of Financial Position 2025 \$ '000	Total carrying amount as per the Statement of Financial Position 2024 \$ '000	Aggregate net fair value 2025 \$ '000	Aggregate net fair value 2024 \$ '000
Financial instruments				
<i>Financial assets</i>				
Cash and cash equivalents	49,505	28,791	49,505	28,791
Other financial assets	18,030	48,109	18,030	48,109
Trade and other receivables	5,803	7,839	5,803	7,839
Investment in water corporation	262,071	255,835	262,071	255,835
Total financial assets	335,409	340,574	335,409	340,574
<i>Financial liabilities</i>				
Trade and other payables	15,381	9,216	15,381	9,216
Trust funds and deposits	4,020	3,419	4,020	3,419
Interest-bearing loans and borrowings	—	6,000	—	5,815
Total financial liabilities	19,401	18,635	19,401	18,450

Note 9. Other financial information (continued)

9.10 Fair value measurements

Council measures and recognises the following assets at fair value on a recurring basis:

- Equity Investments
Property, infrastructure, plant and equipment
- Land
 - Land Under Roads
 - Buildings
 - Roads, including footpaths and cycleways
 - Drainage
 - Parks and Recreation
 - Flood Protection
 - Refuse Disposal
 - QVMAG Collection

Council also has assets measured at fair value on a non-recurring basis as a result of being reclassified as assets held for sale. These are disclosed in note 4.5.

a) Fair Value Hierarchy

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a level in the fair value hierarchy as follows:

- | | |
|----------|--|
| Level 1: | Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date. |
| Level 2: | Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly. |
| Level 3: | Unobservable inputs for the asset or liability. |

The table below shows the assigned level for each asset and liability held at fair value by the Council. The table presents the Council's assets and liabilities measured and recognised at fair value at 30 June 2025.

The fair values of the assets are determined using valuation techniques which maximise the use of observable data, where it is available, and minimise the use of entity specific estimates. If one or more of the significant inputs is not based on observable market data, the asset is included in level 3. This is the case for Council infrastructure assets, which are of a specialist nature for which there is no active market for similar or identical assets. These assets are valued using a combination of observable and unobservable inputs.

Assets held for sale disclosed in Note 4.5 includes \$1,498,195 of plant and equipment held at cost as at 30th June 2025 (\$1,546,216 as at 30th June 2024). This amount is not disclosed in the tables below.

Notes to the Financial Report for the year ended 30 June 2025

Note 9. Other financial information (continued)

	Note	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Total \$ '000
As at 30 June 2025					
Recurring fair value measurements					
Equity Investments	5.2	—	—	262,071	262,071
Land	6.1	—	207,335	—	207,335
Land under roads	6.1	—	420,411	—	420,411
Buildings	6.1	—	191,022	—	191,022
Roads, Including Footpaths	6.1	—	—	847,752	847,752
Drainage	6.1	—	—	190,956	190,956
Parks and Recreation	6.1	—	—	50,743	50,743
Flood Protection	6.1	—	—	54,227	54,227
Refuse Disposal	6.1	—	—	54,603	54,603
QVMAG Collection	6.2	—	204,918	—	204,918
		—	1,023,686	1,460,352	2,484,038
Non-recurring fair value measurements					
Assets held for sale	4.5	6,000	49,079	11,259	66,338
		6,000	49,079	11,259	66,338
As at 30 June 2024					
Recurring fair value measurements					
Equity Investments	5.2	—	—	255,835	255,835
Land	6.1	—	202,721	—	202,721
Land under roads	6.1	—	416,243	—	416,243
Buildings	6.1	—	183,432	—	183,432
Roads, Including Footpaths	6.1	—	—	828,241	828,241
Drainage	6.1	—	—	202,546	202,546
Parks and Recreation	6.1	—	—	42,859	42,859
Flood Protection	6.1	—	—	55,681	55,681
Refuse Disposal	6.1	—	—	55,263	55,263
QVMAG Collection	6.2	—	204,830	—	204,830
		—	1,007,226	1,440,425	2,447,651
Non-recurring fair value measurements					
Assets held for sale	4.5	7,116	52,949	14,181	74,246
		7,116	52,949	14,181	74,246

Transfers between levels of the hierarchy

Council's policy is to recognise transfers in and out of the fair value hierarchy levels as at the end of the reporting period.

There were no transfers between hierarchies in the reporting year.

(b) Highest and best use

AASB 13 *Fair Value Measurement*, requires the fair value of non-financial assets to be calculated based on their "highest and best use". At the reporting date all assets at fair value are utilised at their highest and best use as public assets.

(c) Valuation techniques and significant inputs used to derive fair values

Level 2 Measurements (recurring and non-recurring)

Level 2 assets are measured at independent valuation.

Level 3 Measurements (recurring and non-recurring)

Note 9. Other financial information (continued)

Level 3 assets are measured at their replacement cost. Inputs used are cost of materials, cost of labour and other intangible costs.

Equity Investments

Refer to Note 5 for details of valuation techniques used to derive fair values.

Land

Land fair values are measured at the Valuer General's valuation effective 1 July 2023. Since that date to ensure the current values represent fair value, the Valuer General's indices have been applied during the 2024/25 financial year. The indices applied for the period up to 30 June 2025 are based on the land class.

The next full valuation is planned for 2029/30 with an effective date of 1 July 2029.

In addition, there are four (4) land assets which Council owns that sit within the West Tamar Municipality. These assets have been revalued in line with adjustment factors provided by the Office of the Valuer General for 2024/25.

Launceston Class	2020/21	2021/22	2022/23	2023/24	2024/25
Residential	35%	60%	100%	full reval	0%
Commercial	30%	60%	85%	full reval	0%
Industrial	30%	60%	85%	full reval	0%
Primary Production	25%	60%	100%	full reval	0%
Community Services	30%	60%	85%	full reval	0%
Other	30%	60%	85%	full reval	0%
West Tamar Class					
Residential	50%	full reval	25%	30%	0%
Commercial	40%	full reval	10%	10%	25%
Industrial	40%	full reval	10%	10%	25%
Primary	75%	full reval	35%	35%	35%
Community	40%	full reval	10%	10%	25%
Other	40%	full reval	10%	10%	25%

Land Under Roads

The value of the Land Under Road network at 30 June 2024 is based on valuation data determined by the Valuer-General. The valuation approach uses adjusted land values and areas for all properties within the municipality depending upon its classification and then applying a discount appropriate to the respective classification. This adjustment is an unobservable input in the valuation. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$0.44 and \$260.73 per square metre.

Buildings

The fair value of buildings were determined by qualified independent valuers from LG Valuation Services Pty Ltd effective 30 June 2022. Since that date to ensure the current values represent fair value, Council have applied an index of 8.28% as at 1 May 2023 using the Rawlinson's Building Price Index for the period 1 July 2022 to 31 March 2023, an index of 5.55% as at 1 May 2024 using the Rawlinson's Building Price Index for the period 1 April 2023 to 31 March 2024, and an index of 3.30% as at 1 June 2025 using the Rawlinson's Building Price Index for the period 1 April 2024 to 31 March 2025. The next full valuation is planned for the 2027/28 financial year. Where there is a market for Council building assets, fair value has been derived from the sales prices of comparable properties after adjusting for differences in key attributes such as property size.

Where Council buildings are of a specialist nature and there is no active market for the assets, fair value has been determined on the basis of replacement with a new asset having similar service potential. The gross current values have been derived by our appointed valuers from appropriate costing guides. The overall replacement cost is considered to be a "Greenfield" assessment.

In determining the level of accumulated depreciation the asset has been disaggregated into significant components which exhibit useful lives. Allowance has been made for the typical asset life cycle and renewal treatments of each component, residual value at the time the asset is considered to be no longer available for use.

QVMAG Collection

Notes to the Financial Report for the year ended 30 June 2025

Note 9. Other financial information (continued)

The museum collection is independently valued at replacement cost. The independent valuation of the Queen Victoria Museum and Art Gallery collection, by Simon Storey FAVAA of Simon Storey Valuations was completed during the financial year to 30 June 2021. The next full valuation is planned for the 2025/26 financial year.

Infrastructure assets

All Council infrastructure assets were fair valued using written down current replacement cost. This valuation comprises the asset's current replacement cost (CRC) less accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset. Council first determined the gross cost of replacing the full service potential of the asset and then adjusted this amount to take account of the expired service potential of the asset.

CRC was measured by reference to the lowest cost at which the gross future economic benefits of the asset could currently be obtained in the normal course of business. The resulting valuation reflects the cost of replacing the existing economic benefits based on an efficient set of modern equivalent assets to achieve the required level of service output.

The unit rates (labour and materials) and quantities applied to determine the CRC of an asset or asset component were based on a "Greenfield" assumption meaning that the CRC was determined as the full cost of replacement with a new asset including components that may not need to be replaced, such as earthworks.

The level of accumulated depreciation for infrastructure assets was determined based on the age of the asset and the useful life adopted by Council for the asset type. Estimated useful lives and residual values are disclosed in Note 3.4.

The calculation of CRC involves a number of inputs that require judgement and are therefore classed as unobservable. While these judgements are made by qualified and experienced staff, different judgements could result in a different valuation. The table at (d) below summarises the effect that changes in the most significant unobservable inputs would have on the valuation.

The methods for calculating CRC are described under individual asset categories below.

Roads and Bridges (including footpaths)

Council categorises its road infrastructure into urban and rural roads, then further sub-categorises these into sealed and unsealed roads and then into road function of arterial, industrial, collector, local, and minor. All road segments are then componentised into compacted sub-grade, pavement, sub-pavement and seal (where applicable). Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment. Council also assumes a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials.

Council categorises its bridges based on construction material. Bridge assets are componentised into superstructure, substructure and timber deck (where applicable). The valuation is based on advice provided by external bridge asset management experts.

A full revaluation of Road & Bridge assets was undertaken by internal council experts effective 1 June 2025. The next full valuation is planned for the 2027/2028 financial year.

CRC of roads is based on the road area multiplied by a unit price; the unit price being an estimate of labour and material inputs, services costs, and overhead allocations. All valuations are based on construction being outsourced, with most unit rates for the calculation of CRC being based on the average of current periodic supply contract rates.

Residual values are disclosed in Note 3.4.

Drainage

A full revaluation of drainage assets was undertaken by internal council experts effective 1 June 2025. The next full valuation is planned for the 2027/2028 financial year.

Consistent with roads, Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment and that a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials. CRC is based on the unit price for the component type. For pipes, the unit price is multiplied by the asset's length. The unit price for pipes is based on the asset location and construction material as well as the depth the pipe is laid.

Flood Protection

A full revaluation of flood protections assets was undertaken by internal council experts effective 1 June 2025. The next full valuation is planned for the 2027/2028 financial year.

Note 9. Other financial information (continued)

CRC of flood protection assets is based on assets type and construction material. For levee assets, the unit price is multiplied by the asset's length. The unit rates for levee assets are based on the construction material and height.

Refuse Disposal

A full revaluation of refuse assets was undertaken by internal council experts effective 1 May 2023. Since that date to ensure the current values represent fair value, Council have applied an index of 3.1% as at 1 May 2024 using the Annual Hobart CPI for the March 2024 quarter, and an index of 1.4% as at 1 June 2025 using the Annual Hobart CPI for the March 2025 quarter. The next full valuation is planned for the 2025/26 financial year.

Parks

A full revaluation of parks assets was undertaken by internal council experts effective 1 June 2025. The next full valuation is planned for the 2027/2028 financial year.

(d) Unobservable inputs and sensitivities

Asset / liability category*	Carrying amount (at fair value)	Valuation Technique	Key unobservable inputs *	Effect of Change on Fair Value
Equity Investments	\$262,070,843	% of net assets	Value of net assets	Value will increase or decrease as the value of the invested companies moves.
Buildings	\$191,022,432	Market Valuation	Movements in market value	Value will increase or decrease with movements in market values
Roads	\$847,752,183	Input costs per m2	Input Costs	Value will increase or decrease with movements in input costs
Drainage	\$190,956,419	Replacement cost	Individual costs of replacement	Value will increase or decrease with movements in replacement cost inputs
Parks and Recreation	\$50,743,327	Replacement cost	Individual costs of replacement	Value will increase or decrease with movements in replacement cost inputs
Flood Protection	\$54,227,373	Replacement cost	Individual costs of replacement	Value will increase or decrease with movements in replacement cost inputs
Refuse Disposal	\$54,603,111	Replacement cost	Individual costs of replacement	Value will increase or decrease with movements in replacement cost inputs

(e) Changes in recurring level 3 fair value measurements

	2025 \$ '000	2024 \$ '000
Balance at beginning of reporting period	1,440,424	1,406,660
Gain/loss recognised in comprehensive income	(16,826)	(16,007)
Gain/loss recognised in other comprehensive income- Equity Investments	2,584	46,408
Acquisitions	16,715	6,441
Disposals	(3,858)	(2,010)
Transfers into level 3	21,313	13,113
Transfers out of level 3	—	(14,181)
Closing balance	1,460,352	1,440,424

Notes to the Financial Report for the year ended 30 June 2025

Note 9. Other financial information (continued)

(f) Valuation processes

Council's current policy for the valuation of property, infrastructure, plant and equipment, equity investments and investment property (recurring fair value measurements) is set out in notes 5.1 and 6.1 respectively.

Non-recurring fair value measurements are made at the point of reclassification by a registered valuer.

The asset valuation is based on the asset replacement cost at the end of its useful life. The asset replacement cost is defined as the total project cost of the asset, which includes design, project management and construction costs including supply of all materials.

Valuations have been prepared with consideration of the current cost of delivering infrastructure projects, contractor rates, modern renewal / rehabilitation practice, asset componentisation and benchmarked rates. Except where stated below all valuations are performed utilising the Council's staff. The method of valuation is reviewed annually.

Asset Group	Basis of Valuation
Drainage	- Rates per metre for various diameters of pipelines and include house connections and fittings allowance - Rates vary depending on whether beneath private or public land. - Manholes. identify number and allow for an average size - "Chamber Manholes". identify number and allow for an average size - Gully pits. identify number and allow for connections - No allowance for kerb adaptors or connections to kerbs
Roads	- Pavement (road sub base and base) m2 - Kerb and Channel in metres left and right - Road surface m2 - Footpath m2 left and right - Verge (includes guide posts, table drains, bollards as a count and guardrails in linear metres). - Street Light Poles valued individually (LCC's poles – those with only a light, as distinct from Aurora's – those with wires and a light).
Bridges	- Bridge – type includes timber, concrete and steel – for vehicles and or pedestrians in m2. - Culvert – includes box culverts in m2 or reinforced concrete pipe in diameter size and location.
Buildings	- Independent market valuation.
Parks and Recreation	- Improved grounds m2 - Trees are based on a standard unit price - Fencing is valued based on a linear metre on material type - Furniture and fittings are based total number across facilities - Under surface based on m2 - Playgrounds based on components and type of system
Museum Collection	- Independent expert valuation.

(g) Assets and liabilities not measured at fair value but for which fair value is disclosed

Council has assets and liabilities which are not measured at fair value, but for which fair values are disclosed in other notes.

Council borrowings are measured at amortised cost with interest recognised in comprehensive income when incurred. The fair value of borrowings disclosed in this note is provided by Tascorp (level 2).

The carrying amounts of trade receivables and trade payables are assumed to approximate their fair values due to their short-term nature (Level 2).

9.11 Events occurring after balance date

Between the end of the reporting period and the date the financial statements were authorised for issue, the settlement of the transfer of assets to Stadiums Tasmania has occurred (effective 17 July 2025). This event was expected however the timing of the final settlement was uncertain as at the end of the reporting period. The value of the assets to be transferred are reflected in note 4.5 Assets held for sale and equate to a total value of \$61,836,589. As this event occurred after the reporting period it has therefore not been adjusted in the carrying amounts reported in the financial statements.

Notes to the Financial Report for the year ended 30 June 2025

Note 10. Other matters

10.1 Related party transactions

Accounting Standards Disclosures

AASB 124 Related Party Disclosures

AASB 124 requires the disclosure of related party relationships, transactions and outstanding balances, including commitments.

Related Parties

The Council's Related Parties are those that it controls or can exert significant influence over.

For the reporting year Council has no Related Parties that it controls or can exert significant influence over.

Key Management Personnel

Key Management Personnel are those who, directly or indirectly, have authority for planning, directing and controlling the activities of the Council.

The Council has interpreted the definition of Key Management Personnel to include the Mayor, Deputy Mayor, Councillors, General Manager (CEO) and the Executive Leadership Team.

Local Government Act Disclosures

Councillor's Disclosure

Pecuniary Interests

Councillors are required to disclose pecuniary interests in matters which come before the Council. In addition, under section 84(2) of the Local Government Act 1993, the Council is required to "specify any interests as notified to the General Manager of any Councillor in respect of any body or organisation with which the Council has major financial dealings."

Allowances

Section 72(1)(cb) of the Local Government Act 1993 requires a statement of the total allowances and expenses paid to the Mayor, Deputy Mayor and Councillors.

Remuneration of Senior Officers

Section 72(1)(cd) of the Local Government Act 1993, requires the Council to report the total annual remuneration paid to employees who hold positions designated by the Council as senior positions. The Council has determined that senior positions comprise General Manager and Executive positions.

	2025 \$ '000	2024 \$ '000
Key Management Personnel Compensation		
Councillors		
Short Term Benefits (Allowances)	648	640
Short Term Benefits (Expenses)	16	16
	664	657
	-	-
Long Term Benefits	664	657

Notes to the Financial Report for the year ended 30 June 2025

Note 10. Other matters (continued)

Senior Officers

	2025		2024	
	Number of Employees		Number of Employees	
	Actual	Annualised	Actual	Annualised
Remuneration				
\$0 - \$20,000	-	-	1	-
\$20,001 - \$40,000	1	-	2	-
\$40,001 - \$60,000	1	-	-	-
\$60,001 - \$80,000	2	-	1	-
\$80,001 - \$100,000	2	-	-	-
\$100,001 - \$120,000	1	-	1	-
\$120,001 - \$140,000	-	-	1	-
\$140,001 - \$160,000	-	-	1	-
\$160,001 - \$180,000	-	-	-	-
\$180,001 - \$200,000	-	-	-	-
\$200,001 - \$220,000	-	-	1	2
\$220,001 - \$240,000	-	-	1	1
\$240,001 - \$260,000	-	3	1	2
\$260,001 - \$280,000	1	-	1	-
\$280,001 - \$300,000	2	4	-	1
\$300,001 - \$320,000	-	-	-	1
\$320,001 - \$340,000	1	1	-	-
Total	11	8	11	7

During the reporting year some executive roles were filled in an acting capacity which has resulted in a variance between the actual staff and the annualised amounts.

Also during the reporting year the roles of Chief Infrastructure Officer and Chief Financial Officer were removed to the Executive Leadership Team, however reflect in the above numbers due to the timing of this change.

Note 10. Other matters (continued)

Transactions with related parties

	2025 \$ '000	2024 \$ '000
Short term benefits	1,396	1,449
Long term benefits	(77)	15
Post employment benefits	227	210
Termination benefits	363	28
Total	1,909	1,702

Related Party Transactions

Sales of goods and services	329	14
Purchase of goods and services	153	512
Total	482	526

Loans to key management personnel	–	–
Outstanding balances owed by key management personnel	13	–

Sales of Goods and Services

The Council provided goods and services to organisations that Key Management Personnel or their close associates have significant influence or control over during the reporting year. Sales totalled \$328,968 (2023/24 \$14,243). These transactions were at arms length and on normal commercial terms.

Purchase of Goods and Services

The Council purchased goods and services from organisations that Key Management Personnel or their close associates have significant influence or control over during the reporting year. Purchases totalled \$152,510 (2023/24 \$511,708). These transactions were at arms length and on normal commercial terms or through open tender.

Ordinary Citizen Transactions

The City of Launceston enters into transactions with Key Management Personnel and their Related Parties within a normal customer relationship i.e. payments of rates, dog registration and the use of facilities such as car parks. These transactions are at arms length on terms and conditions no more favourable than those available to the broader community. These transactions are not included in these disclosures.

Notes to the Financial Report

for the year ended 30 June 2025

Note 10. Other matters (continued)

	2025 \$ '000	2024 \$ '000
10.2 Special committees and other activities		
Committee Name		
Dilston Hall	8	8
Lebrina Progress Association	19	16
Balance - 30 June	27	26
Summary of Special Committees		
Balance 1 July	26	25
Receipts	1	2
Expenses	-	(2)
Balance - 30 June	27	26

	2025 \$ '000	2024 \$ '000
--	-----------------	-----------------

10.3 Interest in other entities

Launceston Flood Authority

This is a Single Authority set up under section 30 of the Local Government Act 1993.

This Authority was formed by Council resolution on 1 September 2008 and was established by gazettal on 10 September 2008. The authority was established to "...perform all tasks necessary for the construction and maintenance of flood levees, to initiate and manage effective emergency management procedures and to take all necessary measures, so as to address the flood risk to the 'flood risk area'".

The Authority is 100% owned by Council and holds no assets in its own name.

Revenue and Expenses

Revenue

State Government Grants	651	643
Launceston City Council	188	182
Other Income	33	46
Total Revenue	872	871

Expenses

Operations Costs	548	364
Depreciation	656	622
Total Expenses	1,204	986

Operating Surplus / (Deficit)	(332)	(115)
--------------------------------------	--------------	--------------

Loss on disposal of fixed assets	-	(675)
Surplus / (Deficit)	(332)	(790)

Note 10. Other matters (continued)

10.4 Other significant accounting policies and pending accounting standards

(a) Taxation

Council is exempt from all forms of taxation except Fringe Benefits Tax, Payroll Tax and the Goods and Services Tax.

Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the Statement of Cash Flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(b) Impairment of non-financial assets

At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the Statement of Other Comprehensive Income, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation reserve in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset. For non-cash generating assets of Council such as roads, drains, public buildings and the like, value in use is represented by the deprival value of the asset approximated by its written down replacement cost.

(c) Allocation between current and non-current

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next twelve months, being Council's operational cycle, or if Council does not have an unconditional right to defer settlement of a liability for at least 12 months after the reporting date.

(d) Financial guarantees

Financial guarantee contracts are recognised as a liability at the time the guarantee is issued. The liability is initially measured at fair value, and if there is material increase in the likelihood that the guarantee may have to be exercised, at the higher of the amount determined in accordance with AASB 137 Provisions, Contingent Liabilities and Contingent Assets and the amount initially recognised less cumulative amortisation, where appropriate. In the determination of fair value, consideration is given to factors including the probability of default by the guaranteed party and the likely loss to Council in the event of default.

At the reporting date Council had no financial guarantee contracts.

(e) Contingent assets, contingent liabilities and commitments

Contingent assets and contingent liabilities are not recognised in the Statement of Financial Position, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Statement of Financial Position. Commitments are disclosed at their nominal value inclusive of the GST payable.

At the reporting date Council had no contingent assets or liabilities.

(f) Budget

The estimated revenue and expense amounts in the Statement of Other Comprehensive Income represent revised budget amounts and are not audited.

(g) Adoption of new and amended accounting standards

In the current year, Council has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to its operations and effective for the current annual reporting period.

(h) Pending Accounting Standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council assesses the impact of these new standards. As at 30 June 2025 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2025 that are expected to impact Council.

Notes to the Financial Report
for the year ended 30 June 2025

Note 10. Other matters (continued)

In September 2024 the Australian Accounting Standards Board (AASB) issued two Australian Sustainability Reporting Standards (ASRS). This followed Commonwealth legislation establishing Australia's sustainability reporting framework. Relevant entities will be required to undertake mandatory reporting of climate-related disclosures in future financial years. Public sector application issues remain under consideration and Council will continue to monitor developments and potential implications for future financial years.

Note 10. Other matters (continued)

	Off Street Parking 2025 \$ '000	Off Street Parking 2024 \$ '000	Launceston Aquatic 2025 \$ '000	Launceston Aquatic 2024 \$ '000	LA fit 2025 \$ '000	LA fit 2024 \$ '000	Building Surveying and Certification 2025 \$ '000	Building Surveying and Certification 2024 \$ '000
10.5 Significant business activities								
The operating capital and competitive neutrality costs of the Council's significant business activities:								
<i>Revenue</i>								
User Changes	3,678	3,590	4,453	3,632	1,265	1,517	473	582
Total revenue	3,678	3,590	4,453	3,632	1,265	1,517	473	582
<i>Expenditure</i>								
<i>Direct</i>								
Employee costs	198	175	2,459	2,470	545	507	422	427
Materials and Contacts	149	187	949	904	107	101	24	27
Utilities	92	47	453	467	24	24	—	—
<i>Indirect</i>								
Engineering and administration	594	604	345	382	62	58	—	—
Total expenses	1,033	1,013	4,206	4,223	738	690	446	454
<i>Notional cost of free services received</i>								
<i>Capital costs</i>								
Depreciation and amortisation	513	480	1,143	1,075	24	7	7	7
Opportunity cost of capital	2,735	2,701	2,009	1,985	11	3	3	3
Total capital costs	3,248	3,181	3,152	3,060	35	10	10	10
<i>Competitive neutrality adjustments</i>								
Rates and land tax	160	156	93	91	7	7	—	—
Full Cost Attribution	234	212	83	81	86	84	83	84
	394	368	176	172	93	91	83	84

Notes to the Financial Report for the year ended 30 June 2025

Note 10. Other matters (continued)

	Off Street Parking 2025 \$ '000	Off Street Parking 2024 \$ '000	Launceston Aquatic 2025 \$ '000	Launceston Aquatic 2024 \$ '000	LA fit 2025 \$ '000	LA fit 2024 \$ '000	Building Surveying and Certification 2025 \$ '000	Building Surveying and Certification 2024 \$ '000
<i>Calculated surplus/(deficit)</i>	(997)	(972)	(3,081)	(3,823)	399	726	(66)	34
Tax equivalent rate	30.00%	30.00%	30.00%	30.00%	30.00%	30.00%	30.00%	30.00%
Taxation equivalent	521	519	—	—	123	219	—	11
Competitive neutrality costs	915	887	176	172	216	310	83	95
Net Result Surplus / (Deficit)	(1,518)	(1,491)	(3,081)	(3,823)	276	507	(66)	23

Accounting policy

Significant business activities

Competition Policy Compliance

Section 84(2)(da) of the Local Government Act 1993 requires the Council's financial statements to contain a statement of the "operating, capital and competitive neutrality costs" in respect of each significant business activity.

The Act also requires specific disclosure of 'significant business activities'.

The Tasmanian Government guidelines for Significant Business identifies a Business Activity as one that operates in a competitive market.

Determining factors on whether the Council activity is significant include, but are not limited to:

- The relevant market
- The size of the local government activity compared to the whole market
- The competitive impact of the Council's activity in the market.

Significant Business Activities

The Council conducted a review during the year to identify any significant business activities.

The activities disclosed below have been identified as Significant Business Activities.

The following items have been disclosed:

Labour Costs

Labour costs have been discounted by a factor of 18.62% for the variance between private and public sector average weekly ordinary time earnings. Superannuation costs have been adjusted to the 11.5% Superannuation Guarantee Levy.

Full Cost Attribution

Note 10. Other matters (continued)

Service costs applied to all the Council's operations in respect of internal services provided (e.g. accounting and computer support).

Competitive Neutrality Costs

Notional charges for expenses not normally incurred by Councils (e.g. council rates). As these costs are not actually incurred, the Council's "General Public Services" function has been credited with collection of these notional items.

Notional Income Tax

Notional income tax has been applied at the rate of 30% against accounting profit (excluding abnormal asset valuation adjustments) for significant business activities. The amounts are notional only as the entity is exempt from income tax.

Capital Costs

Depreciation has been allocated to functional areas within the operating statement. The notional opportunity cost of capital employed in respect of the function has been noted at the foot of the statement for significant business activities. It has been calculated by applying a rate of 5% to net assets employed.

Notes to the Financial Report for the year ended 30 June 2025

Note 10. Other matters (continued)

10.6 Management indicators

	Benchmark	2025	2024	2023	2022
(a) Underlying surplus or deficit					
Net result for the year		16,771	9,551	4,103	17,186
Less non-operating income					
FAG in Advance - Current Year		(2,799)	(4,534)	(5,283)	(3,485)
FAG in Advance - Prior Year		4,534	5,283	3,485	2,353
Grants for New or Upgraded Assets		(3,672)	(8,753)	(8,522)	(17,260)
Grants for Renewal of Assets		(29,692)	(4,367)	(2,859)	(2,261)
Bequests		(174)	(155)	(141)	(121)
Add non-operational expenses					
Unscheduled Loss on Disposal of Fixed Assets		4,216	1,218	2,742	2,352
Covid 19 Pandemic Costs		—	—	120	283
Flood Recovery		—	—	1,411	—
Tamar Estuary River Health Action Plan Contribution		5,000	4,500	1,500	—
Impairment Loss		2	72	—	—
Emergency Repairs of Private Infrastructure		—	937	—	—
Underlying surplus/deficit		(5,814)	3,752	(3,444)	(953)

The intent of the underlying result is to show the outcome of a Council's normal or usual day to day operations.

Council returned an underlying deficit of \$5.814m, against an initial unamended budgeted underlying deficit approved by Council in June 2024 of \$0.621m.

Council's contribution to the Tamar Estuary River Health Action Plan of \$5.0m, has been excluded from this result along with a number of other variations, as outlined above.

Council continues to see favourable results within user fees and statutory fees, however we have seen a slower than budgeted growth in rates for the year. Interest from both cash and investments has been unfavourable due to an increase in spending resulting in reduced cash and investment balances, and the Official Cash Rate decreased earlier than forecast. Materials & Services showed a significant unfavourable variance to budget though, as Council deals with ongoing inflationary pressures and unexpected costs which arise during the course of the year. A detailed analysis of material budget variations can be found at Note 1.4.

The Total Comprehensive Result was a surplus of \$16.771m

	Benchmark	2025	2024	2023	2022
(b) Underlying surplus ratio					
Underlying surplus or deficit		(5,814)	3,752	(3,444)	(953)
Recurrent income*		143,439	138,102	129,468	118,168
Underlying surplus ratio %	0%	(4.05)%	2.72%	(2.66)%	(0.81)%

This ratio serves as an overall measure of financial operating effectiveness.

Recurrent income growth is strong, however many items of Council expenditure have increased in cost as outlined throughout this report. Council has a benchmark of greater than 0% in its Long Term Financial Plan, with an ideal Underlying Surplus annually of \$1m.

Note 10. Other matters (continued)

	Benchmark	2025	2024	2023	2022
(c) Net financial liabilities					
Liquid assets		73,338	84,739	100,884	86,293
less:					
total liabilities		(48,162)	(47,797)	(66,483)	(64,038)
Net financial liabilities		25,176	36,942	34,401	22,255

This measure shows whether Council's total liabilities can be met by its liquid assets. An excess of total liabilities over liquid assets means that, if all liabilities fell due at once, additional revenue would be needed to fund the shortfall.

Council retains a strong balance sheet and liquidity position. Council remains in position to be able to meet ongoing liabilities as they fall due, through recurrent operational income. However, Council has significant obligations for future asset renewals that need to be provided for. During the year, Council paid back \$6m in loans. Council has no loans as the end of 2024/25.

	Benchmark	2025	2024	2023	2022
(d) Net financial liabilities ratio					
Net financial liabilities		25,176	36,942	34,401	22,255
Recurrent income*		141,878	138,102	129,468	118,168
Net financial liabilities ratio %	0% - (50%)	17.74%	26.75%	26.57%	18.83%

This ratio indicates the net financial obligations of Council compared to its recurrent income.

Council retains a strong balance sheet and liquidity position. Council remains in position to be able to meet ongoing liabilities as they fall due, through recurrent operational income. However, Council has significant obligations for future asset renewals that need to be provided for.

	Benchmark	2025	2024	2023	2022
(e) Asset consumption ratio					
An asset consumption ratio has been calculated in relation to each asset class required to be included in the long-term strategic asset management plan of Council.					
<i>Buildings</i>					
Fair value (Carrying amount)		191,022	183,432	220,749	210,410
Current replacement cost (Gross)		354,024	336,375	376,986	350,987
Asset consumption ratio %	>60%	53.96%	54.53%	58.56%	59.95%
<i>Transport infrastructure</i>					
Fair value (Carrying amount)		847,752	828,241	805,582	757,410
Current replacement cost (Gross)		1,370,230	1,297,502	1,254,533	1,167,957
Asset consumption ratio %	>60%	61.87%	63.83%	64.21%	64.85%
<i>Drainage</i>					
Fair value (Carrying amount)		190,956	202,546	197,023	184,240
Current replacement cost (Gross)		291,217	304,146	293,405	272,406
Asset consumption ratio %	>60%	65.57%	66.60%	67.15%	67.63%

This ratio indicates the level of service potential available in Council's existing asset base.

Notes to the Financial Report

for the year ended 30 June 2025

Note 10. Other matters (continued)

Given the age profile of Launceston as a city and many of Council's assets, it is expected that Council will be near the stipulated benchmark for this ratio. An increase in funding for Council's Buildings assets is noted in the Asset Funding Renewal ratio from 2022/2023 and 2023/2024, this highlights the emphasis placed on ensuring this asset class is fit for purpose. Council is constantly reviewing asset data and ensuring levels of service are in line with the adopted Strategic Asset Management Plan.

	Benchmark	2025	2024	2023	2022
(f) Asset renewal funding ratio					
An asset renewal funding ratio has been calculated in relation to each asset class required to be included in the long-term strategic asset management plan of Council.					
Buildings					
Projected capital funding outlays**		31,692	34,002	19,672	10,257
Projected capital expenditure funding***		31,692	34,002	19,672	10,257
Asset renewal funding ratio %	90-100%	100.00%	100.00%	100.00%	100.00%
Transport Infrastructure					
Projected capital funding outlays**		87,330	85,380	72,855	75,180
Projected capital expenditure funding***		87,330	85,380	72,855	75,180
Asset renewal funding ratio %	90-100%	100.00%	100.00%	100.00%	100.00%
Drainage					
Fair value (Carrying amount)		1,500	1,500	1,625	1,525
Current replacement cost (Gross)		1,500	1,500	1,625	1,525
Asset renewal funding ratio %	90-100%	100.00%	100.00%	100.00%	100.00%

** Current value of projected capital funding outlays for an asset identified in Council's long-term financial plan.

*** Value of projected capital expenditure funding for an asset identified in Council's long-term strategic asset management plan.

This ratio measures Council's capacity to fund future asset replacement requirements. Council annually reviews both its Long Term Financial Plan and Strategic Asset Management Plan. There is a high degree of coordination between the two, to ensure consistency of information and that the funding requirements as identified in the Strategic Asset Management Plan can be accommodated within the Long Term Financial Plan. Council seeks to fully fund renewal of all assets which are identified for renewal in its Strategic Asset Management Plan.

	Benchmark	2025	2024	2023	2022
(g) Asset sustainability ratio					
Capex on replacement/renewal of existing assets		22,973	18,508	10,668	12,337
Annual depreciation expense		27,006	25,678	26,978	24,940
Asset sustainability ratio %	100%	85.07%	72.08%	39.54%	49.47%

This ratio calculates the extent to which Council is maintaining operating capacity through renewal of their existing asset base.

Council seeks to strike a balance between the need to renew and replace its existing infrastructure and assets, while catering for community needs and expectations that new infrastructure and assets be provided as the municipality continues to grow and diversify. Many capital projects undertaken are a hybrid of renewal/replacement and new works.

Note 10. Other matters (continued)

	Capital renewal expenditure \$ '000	Capital new /upgrade expenditure \$ '000	Total Capital Expenditure \$ '000
2025			
Land	—	—	—
Buildings	3,983	8,277	12,260
Transport Infrastructure	10,271	2,638	12,909
Stormwater and Drainage	124	59	183
Plant	1,796	540	2,336
Other	6,799	5,186	11,985
Total	22,973	16,700	39,673
2024			
Land	—	37	37
Buildings	3,038	5,060	8,098
Transport Infrastructure	7,167	579	7,746
Stormwater and Drainage	1,182	477	1,659
Plant	624	215	839
Other	6,497	3,601	10,098
Total	18,508	9,969	28,477

Through the Strategic Asset Management Plan, Council develops its annual capital works program to ensure that decisions are data driven and well informed, but also in line with community expectations. Council continues each year to see a significant increase in capital expenditure from prior years, a testament to the number of projects and works which are ongoing within the City of Launceston.

Some significant projects undertaken during the year include; the Albert Hall Upgrade and Refurbishment, the Churchill Park Facilities Upgrades, Tennis Centre Upgrades, Road Safety Centre refurbishments, Alexandra Suspension Bridge renewal works, Invermay Road/Lindsay Street Traffic Signals, Hoblers Bridge Netball Court renewals and the new Pump Track at Riverbend Park.

Notes to the Financial Report

for the year ended 30 June 2025

Certification of the Financial Report

The financial report presents fairly the financial position of the City of Launceston as at 30 June 2025 and the results of its operations and cash flows for the year then ended, in accordance with the *Local Government Act 1993* (as amended), Australian Accounting Standards and other authoritative pronouncements issued by the Australian Accounting Standards Board.



Jane Lewis

Acting Chief Executive Officer

Date: 26 September 2025

Independent Auditor's Report

To the Councillors of Launceston City Council

Report on the Audit of the Financial Report

Opinion

I have audited the financial report of Launceston City Council (Council), and its subsidiaries (the Group), which comprises the consolidated statement of financial position as at 30 June 2025 and consolidated statements of comprehensive income, changes in equity and cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, other explanatory notes and the statement of certification signed by the Chief Executive Officer.

In my opinion, the accompanying financial report:

- (a) presents fairly, in all material respects, the Group's financial position as at 30 June 2025 and its financial performance and its cash flows for the year then ended
- (b) is in accordance with the *Local Government Act 1993* and Australian Accounting Standards.

Basis for Opinion

I conducted the audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. I am independent of the Group in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code.

The *Audit Act 2008* further promotes the independence of the Auditor-General. The Auditor-General is the auditor of all Tasmanian public sector entities and can only be removed by Parliament. The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

My audit responsibility does not extend to the budget figures included in the financial report, the asset renewal funding ratio disclosed in note 10.6, nor the Significant Business Activities disclosed in note 10.5 to the financial report and accordingly, I express no opinion on them.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. These matters were addressed in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Why this matter is considered to be one of the most significant matters in the audit	Audit procedures to address the matter included
Valuation of property and infrastructure assets <i>Refer to notes 6.1, 9.1 and 9.10</i>	
At 30 June 2025, Council’s assets including land, land under roads, buildings, and infrastructure assets, such as roads, drainage, parks and recreation, flood protection, and refuse disposal assets were valued at fair value totalling \$2.02 billion. The fair values of these assets are based on market value or current replacement cost. Council undertakes formal revaluations on a regular basis to ensure valuations represent fair value. In between valuations, Council considers the application of indexation to ensure the carrying values reflect fair values. During 2024-25, Council undertook a full revaluation of roads, drainage, parks and recreation, and flood protection assets. Indexation was applied to land, buildings, and refuse disposal assets. The valuations were determined by experts and are highly dependent upon a range of assumptions and estimated unit rates.	Reliance on controls - Ensuring asset valuations are conducted by appropriately qualified and experienced valuers. - Evaluating management’s oversight of the valuation process and assessment of valuation results. Substantive audit procedures - Assessing the scope, expertise and independence of experts involved in the valuations. - Evaluating the appropriateness of the valuation methodology applied to determine fair values. - Critically assessed assumptions and other key inputs into the valuation model. - Testing, on a sample basis, the mathematical accuracy of the valuation model calculations. - Evaluating indexation applied to assets between formal valuations. - Evaluating the adequacy of disclosures made in the financial report, including those regarding key assumptions used.

Responsibilities of the Chief Executive Officer for the Financial Report

The Chief Executive Officer is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Local Government Act 1993* and for such internal control as determined necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Chief Executive Officer is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Council is to be dissolved by an Act of Parliament or the Councillors intend to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive Officer.
- Conclude on the appropriateness of the Chief Executive Officer's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusion is based on the audit evidence obtained up to

the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. I am responsible for the direction, supervision and performance of the Group audit. I remain solely responsible for my audit opinion.

I communicate with the Chief Executive Officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the Chief Executive Officer, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

A handwritten signature in black ink, appearing to read 'DBond', with a stylized flourish at the end.

David Bond
Assistant Auditor-General
Delegate of the Auditor-General

29 September 2025
Hobart



City of
LAUNCESTON

