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CITY OF LAUNCESTON ANNUAL PLAN

2022/23



City of
LAUNCESTON

LAUNCESTON
Dun Dhu
Launceston
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About the Annual Plan

In addition to the operational activities undertaken by the City of Launceston, the Annual Plan 2022/23 sets out the high level actions officers will undertake to achieve the goals and strategies from the Corporate Strategic Plan 2014-2024. These 28 high level actions are considered to be of greatest significance and interest to the community and our stakeholders. Our Summary of Estimates 2022/23 is presented at the conclusion of this document, along with an explanation of public health goals and objectives.

Summarised progress for the full reporting year will be published in the City of Launceston's 2022/23 Annual Report.

How to read the Annual Plan

The seven strategic priorities, 10-year goals and focus areas presented in the Corporate Strategic Plan 2014-2024 are listed within this Annual Plan. Under this, Annual Plan Actions for the 2022/23 financial year are then grouped. Connecting our Annual Plan Actions to our Focus Areas, 10-Year Goals and Strategic Priorities allows us to demonstrate how we are working towards achieving our strategic objectives.

The actions detailed in this Annual Plan link to 17 of the 32 Focus Areas in the Corporate Strategic Plan 2014-2024. However, all of the Focus Areas will be addressed over the life of the Corporate Strategic Plan.

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



CITY OF LAUNCESTON **ANNUAL PLAN**

2022/23

Executive Summary

**To be included prior to
Council adoption in June 2022**



How we plan for the future

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

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

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

The *Local Government Act 1993* (Tas) requires the City of Launceston, in consultation with the community, to prepare a 10-year Strategic Plan that will be reviewed at least every four years. The same Act requires us to prepare an Annual Plan that is consistent with the Strategic Plan.

Our Annual Plan must state the manner in which we will meet the goals and objectives of our Strategic Plan. It must include estimates of the City of Launceston’s revenue and expenditure for the financial year. It must also include a summary of the major strategies to be used in relation to the City of Launceston’s public health goals and objectives.

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

Integrated Corporate Planning Framework





**STRATEGIC
PRIORITY 1**

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



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

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

Focus Area	Annual Plan Action/s 2022/23	Lead Network	Our Role
To develop and consistently utilise contemporary and effective community engagement processes.	<p>Through the next iteration of the Tomorrow Together program engage with our community on the following:</p> <p>Theme one: A Social, inclusive and fair City:</p> <ul style="list-style-type: none"> • Trails and Network Strategy • Northern Regional Sports Facility Plan • Urban Tree Canopy Strategy • Smart Cities Strategy • Public Open Space Strategy • City Park and Punchbowl playground renewals • Preliminary Playspace Strategy consultation <p>Theme two: A Mobile and Accessible City:</p> <ul style="list-style-type: none"> • Two-way traffic and more. <p>Launch of the new Community Engagement website.</p> <p>Implementation of compulsory “Closing the Loop” feedback on all projects.</p>	Organisational Services	Leader
To advocate and collaborate to enhance regionally significant services and infrastructure for the benefit of our communities.	Complete Regional Sports Facility Plan in conjunction with sporting clubs, the State Government, and neighbouring councils.	Infrastructure and Assets	Leader

**STRATEGIC
PRIORITY 2**

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



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

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

Focus Area	Annual Plan Action/s 2022/23	Lead Network	Our Role
To actively market the City and region and pursue investment.	Develop and Implement Smart Cities Strategy.	Organisational Services	Leader

**STRATEGIC
PRIORITY 3**

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



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

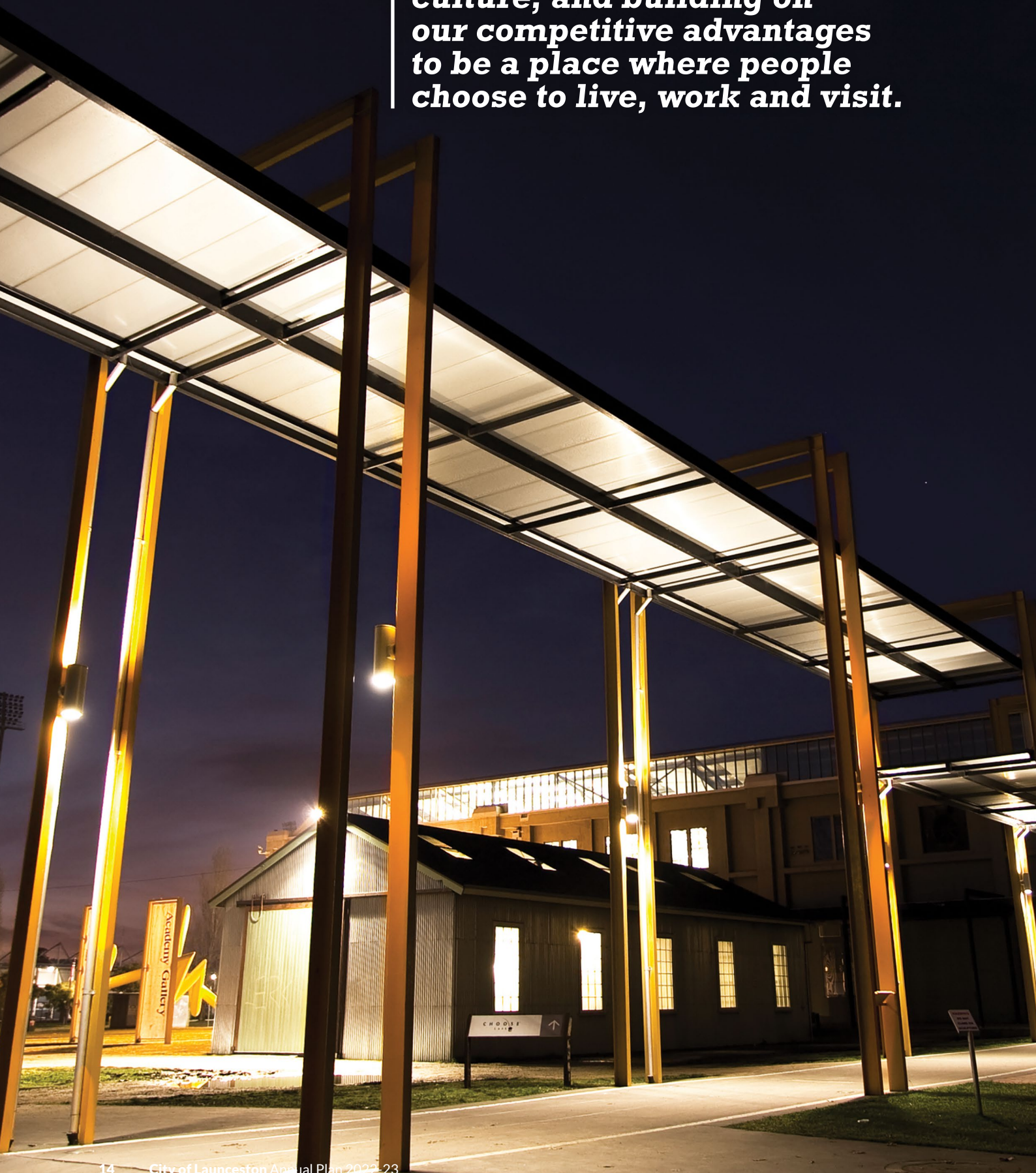
10-Year Goal: To ensure decisions are made in a transparent and accountable way, that effectively meet our statutory obligations, support quality services and underpin the long-term sustainability of our organisation.

Focus Area	Annual Plan Action/s 2022/23	Lead Network	Our Role
To fairly and equitably discharge our statutory and governance obligations.	Provide information and advice to prospective Councillor candidates and support the Tasmanian Electoral Commission in the delivery of the Local Government election.	Organisational Services	Information Provider
	Engage with the community and commence a review of the Corporate Strategic Plan.	Organisational Services	Leader
To ensure decisions are made on the basis of accurate and relevant information.	Deliver End of Term Report.	Chief Executive Officer	Leader
	Level of Service Planning Stage 1 <ul style="list-style-type: none"> Develop a project plan to document service levels, review appropriateness of services, and engage with the community around expectations. 	Organisational Services	Leader
To continually improve our service delivery via a continuous improvement mindset, pursuing efficiency gains and adopting technological and other process innovations.	Implement the Organisational Cultural Development Roadmap.	Organisational Services	Leader
	Undertake the Corporate Application Replacement Program	Organisational Services	Leader
To maintain a financially sustainable organisation.	Implement the recommendations of the UTAS Stadium Future Direction Plan.	Chief Executive Officer	Leader
	Implement recommendations of the QVMAG Futures Plan.	Chief Executive Officer	Leader

**STRATEGIC
PRIORITY**

4

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



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

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

Focus Area	Annual Plan Action/s 2022/23	Lead Network	Our Role
To promote and enhance Launceston’s rich heritage, culture and natural environment.	Launceston Heritage List Review and Precincts - continuing the review of the City of Launceston’s local heritage list as part of the final stage of this five-year project.	Community and Place	Leader
	Launceston Place Brand implementation and commencement of monitoring of usage.	Community and Place	Leader
	Continue to work with the newly formed Cultural Advisory Committee to implement the first four year action plan from the Cultural Strategy.	Community and Place	Leader
To continue to offer an attractive network of parks, open spaces and facilities throughout Launceston.	Undertake review of the City of Launceston Open Space Strategy.	Infrastructure and Assets	Leader
	Continue the Albert Hall Renewal program.	Infrastructure and Assets	Leader
	Develop and implement an improvement plan for Princess Theatre and Earl Arts Centre upgrade implementation	Infrastructure and Assets	Leader
To support the central business district (CBD) and commercial areas as activity places during day and night.	Develop and commence implementation of Stage 2 Launceston City Heart Project which includes the following key areas of investment: <ul style="list-style-type: none"> • Greening of our City • Improved public transport infrastructure • Creating greater opportunities for pedestrianisation of the CBD” 	Community and Place	Leader

**STRATEGIC
PRIORITY**

5

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

We are invested in our community’s long term health, wellbeing, safety and resilience. We want to be trusted and respected by our community.

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

Focus Area	Annual Plan Action/s 2022/23	Lead Network	Our Role
To plan for and provide services and facilities that recognise the changing demographics and needs of our community.	Implement Council commitments from the <i>My Place My Future Plan</i> , and support State and Federal Governments on implementation of their actions.	Community and Place	Leader
To work in partnership with community organisations and other levels of government to maximise participation opportunities for vulnerable and diverse members of the community.	Continue to roll out the ABCDE Learning Sites community development program, with the Invermay learning site to commence in July 2022.	Community and Place	Leader

**STRATEGIC
PRIORITY**

6

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



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

10-Year Goal: To enhance the unique natural character, values, and amenity of our city by minimising the impacts of our organisations and our community’s activities in the environment.

Focus Area	Annual Plan Action/s 2022/23	Lead Network	Our Role
To contribute to air and river quality improvements in Launceston.	Participate and support the Tamar Estuary Management Taskforce.	Infrastructure and Assets	Service Provider Part
	Support TasWater and NRM North with the implementation of the \$157M River Health Action Plan to improve catchment management and reduce overflows from the combined system.	Infrastructure and Assets	Service Provider Part
To reduce our and the community’s impact on the natural environment.	Develop City of Launceston Sustainability Action Plan which sets out how the organisation will achieve sustainable outcomes for operations, service delivery and assets. The Sustainability Action Plan focuses on six key priority areas: <ul style="list-style-type: none"> • Leadership & Advocacy • Towards Zero Emissions • Adaption and Resilience • Material Efficiency, Recovery & Optimisation • Natural Capital • Smart Assets 	Infrastructure and Assets	Leader

**STRATEGIC
PRIORITY 7**

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



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

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

Focus Area	Annual Plan Action/s 2022/23	Lead Network	Our Role
To take a strategic approach to development sites and infrastructure investment within the municipality to maximise public benefit and encourage development and investment.	Participate in the Northern Regional Land Use Strategy Review.	Community and Place	Service Provider Part
To improve and maintain accessibility, transport options and infrastructure within the Launceston area, including its rural areas.	Continue work on St Leonards Residential Growth Strategy and Masterplan and obtain Council endorsement for a structured plan and delivery framework for development within St Leonards and the Eastern Growth Corridor.	Community and Place	Leader
	Continue work on South Prospect Residential Growth Strategy and Masterplan and initiate planning scheme amendments to facilitate development with the South Prospect Growth Corridor.	Community and Place	Leader
	Implement the Launceston Transport Strategy with the following key actions: <ul style="list-style-type: none"> • Support the new formed Transport Committee • Develop implementation plan for traffic calming in the City • Undertake the first stage of a review of speed limits • Implementing the Network Operating Plan 	Infrastructure and Assets	Leader
To ensure our suite of strategic planning initiatives are coordinated and representative of our community's needs and aspirations.	City Deal Agreement <ul style="list-style-type: none"> • Continue to work with the Commonwealth and State Governments to successfully implement all of the City of Launceston's commitments under the City Deal program to deliver a range of economic and social benefits to the City. 	Chief Executive Officer	Service Provider Part



ANNUAL PLAN STATUTORY ESTIMATES

2022/23

STATUTORY ESTIMATES

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Public Health Statement

GOALS AND OBJECTIVES

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 2022/23 the Health and Compliance department will seek to:

- Continue to improve public awareness of responsible dog ownership and our Dog Management policy.
- Help residents reduce their wood smoke impacts by providing information and education on correct wood heater operation.
- Protect public health by regulating Launceston's food businesses to make sure they are handling food safely. As part of this, we will consider establishing education forums for food businesses on best practice food handling and food safety.
- Simplify our food inspection reports to help food businesses more easily meet the requirements of the Food Standards Code.
- Reduce the incidence of preventable illnesses by providing immunisations to our community and by regulating public health risk businesses, such as tattooists and body piercers.
- Provide planning conditions on developments within the city that will maintain and improve the local amenity for residents.
- Provide advice to the community on the water quality of our recreational waterways, including the Cataract Gorge, by undertaking regular monitoring of water quality.







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