

ORDINARY COUNCIL - 20 August 2026 Attachments

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From: "Robin Mark Smith" [REDACTED]
Sent: Wed, 29 Jul 2026 22:12:56 +1000
To: "Contact Us" <contactus@launceston.tas.gov.au>
Subject: QoN

Dear Sir/Madam,

Reference: Questions on Notice - Council General Meeting

Please accept my questions as follow:

Question 1: New CBD Traffic Routes

Historically, under the City Heart plan, the Paterson Street bus interchange required the introduction of an extra traffic flow direction for departing vehicle traffic (busses departing the interchange) to shortcut counterclockwise back through the inner retail CBD core against the current traffic direction on both Paterson Street and Charles Street.

Charles Street is a very successful retail strip and introducing this full cross-city two-way traffic goes against urban planning such as Gehl Architects 'Public Spaces Public Life (Launceston, Australia)' study for urban living (including pedestrians (shoppers) and cyclists) by bizarrely continuing to introduce entirely new routes for road vehicle traffic cutting a new path through the heart of the inner CBD core.

Whilst this route for busses is now no longer required, unfortunately the plan to introduce this new direction of traffic flow remains embedded as an anomaly within the City Heart Place Plan. With city-wide disruption of road construction, expense and spurious claims of enhanced experiences for pedestrians and businesses, would council consider consulting the opinion of business traders along the affected route?

Question 2: Vendor Bookings

In the year-and-a-half since the inception of the current Mobile Food Vendor (in Public Open Spaces) Policy (32-Plx-005), as at 09 July 2026:

1. How many vendors were registered to operate under the system;
2. How many bookings were made for (i) 'Eat Street' (High Street, Launceston) and (ii) remaining areas under the policy?

Thank you,
Yours faithfully,
Robin Smith

From: "Kyle Barrett" <[REDACTED]>
Sent: Thu, 30 Jul 2026 10:38:56 +1000
To: "Contact Us" <contactus@launceston.tas.gov.au>
Subject: Question - Council Meeting

Good morning,

I seek to submit the below for question at next council meeting.

What was the value of funding or inkind support provided by the City of Launceston to the recent Island Escape Festival?

Warm regards,

Kyle Barrett^[1]_{SEP}



21 July 2026

The General Manager
Launceston City Council
Launceston TAS 7250

Dear General Manager,

Request for Council Support – 25th Anniversary of Operation SLIPPER Commemorative Service

I write on behalf of RSL Tasmania to seek the support of the City of Launceston in delivering the 25th Anniversary of Operation SLIPPER Commemorative Service, to be held at the Launceston Cenotaph at 11:00 am on Sunday, 11 October 2026.

This service will commemorate Australia's military involvement in Afghanistan and will be conducted simultaneously with the national commemorative service at the Australian War Memorial in Canberra, as well as a corresponding service at the Hobart Cenotaph.

The 25th Anniversary of Operation SLIPPER provides an important opportunity for our community to recognise the service and sacrifice of the thousands of Australian Defence Force personnel who served in Afghanistan between 2001 and 2021. It is also an opportunity to honour the **41 Australian Defence Force personnel who lost their lives** and the **261 who were wounded in action**, while acknowledging the ongoing contribution and sacrifice of their families.

RSL Tasmania greatly values the longstanding support provided by the City of Launceston for significant commemorative events. We respectfully seek Council's assistance to help ensure this important occasion is conducted safely, professionally and with the dignity it deserves.

Specifically, we would appreciate Council's assistance with the provision of:

- A dais for official proceedings.
- A public address (sound) system, including microphones suitable for speeches and ceremonial proceedings.
- Chairs for veterans, official guests and community members requiring seating.
- Preparation of the event's Standard Emergency Management Plan (SEMP), including any associated event safety planning and documentation normally provided for civic commemorations.

We would welcome the opportunity to meet with the appropriate Council officers to discuss the event and coordinate the operational arrangements. Our aim is to work collaboratively with Council to deliver a respectful and successful commemoration for veterans, their families and the wider Launceston community.

RSL Tasmania 206 New Town Road, New Town Tas 7008
Phone 03 6242 8900 **Email** admin@rsltas.org.au

rsltas.org.au



Thank you for your continued support of the veteran community and for considering this request. We look forward to once again partnering with the City of Launceston for this significant national commemoration.

Yours sincerely,

John Hardy
Chief Executive Officer
RSL Tasmania

RSL Tasmania 206 New Town Road, New Town Tas 7008
Phone 03 6242 8900 **Email** admin@rsltas.org.au

rsltas.org.au



LAUNCESTON HERITAGE ADVISORY COMMITTEE MINUTES

**7 JULY 2026
Town Hall Committee Room**

City of Launceston

LAUNCESTON HERITAGE ADVISORY COMMITTEE MINUTES 7 July 2026

Meeting opened at 12:32pm

PRESENT

Committee:

Councillor Susie Cai
Rocelyn Ives
Wendy Roberts
Geoff Counsell
Dr David Beynon
Bruce Crerar
Alistair Scott
Ananda Cairns
Ian Boersma

Councillor - City of Launceston (Chair)
Community Representative
Launceston Historical Society
Community Representative
UTAS School of Architecture & Design
Community Representative
National Trust
Real Estate Institute of Tasmania
Heritage Tasmania

Guests:

Luke Smith

Arcadia Bespoke Builders

City of Launceston:

Ali Kemp
David Rao
Sophie Appleby
Ross Smith

Executive Leader Connections and Liveability
Team Leader Community Place
Place and Heritage Officer
Museum Collection Officer

APOLOGIES

Councillor Joe Pentridge
Matthew Jordan

Councillor - City of Launceston
Senior Leader Community Place and Wellbeing

City of Launceston

HERITAGE ADVISORY COMMITTEE MEETING MINUTES 7 July 2026

1. ACKNOWLEDGEMENT OF COUNTRY

Welcome to members.

4. DECLARATIONS OF INTEREST

N/A

5. CONFIRMATION OF MINUTES - 17 March 2026

Moved Ross Smith, seconded Wendy Roberts.

6. CORRESPONDENCE

Nothing to report.

7. PLACEMAKING REPORTS

7.1 Longford Academy - Heritage Skills Sponsorship

Presented by Luke Smith

Heritage Skills Sponsorship recipient Luke Smith shared his experience of attending the Longford Academy Autumn School, held from 11 to 16 May 2026. He reflected on the practical skills developed throughout the week-long course, as well as the valuable opportunities it provided for professional development and networking. Luke also discussed ways to encourage greater participation among local tradespeople and to inspire younger people to learn about heritage trades.

8. GOVERNANCE

8.1 Committee Continuity and Governance

Presented by Ali Kemp

The Executive Leader, Connections and Liveability, clarified the status of the Heritage Advisory Committee during the 2026 Council elections. It was confirmed that the committee's composition and meeting schedule would remain unchanged, with caretaker arrangements commencing on 6 September.

The committee also discussed the need to provide newly elected councillors with an induction on local heritage matters. This would support informed decision-making by ensuring councillors understand the municipality's heritage priorities, statutory responsibilities and the significance of protecting local heritage values.

8.2 Draft Terms of Reference

Presented by Sophie Appleby

The Committee finalised its feedback on the draft Terms of Reference. The discussion focused on ensuring the document accurately captures the Committee's role, scope, and operational requirements.

City of Launceston

HERITAGE ADVISORY COMMITTEE MEETING MINUTES 7 July 2026

9. HERITAGE REPORTS

9.1 Update on Heritage Review Project

Presented by Sophie Appleby

The Heritage Officer provided an update on the Heritage Review Project, noting ongoing work on heritage precinct assessments and individual property datasheets.

The Committee was informed that Council recently initiated amendments to the Tasmanian Planning Scheme for the Newstead Crescent Local Heritage Precinct on 2 April 2026 and the Mayne Street Local Heritage Precinct on 11 June 2026.

The Heritage Officer further advised that datasheets have been completed for 35 priority properties recommended for individual heritage listing. The proposed planning scheme amendment for the Local Heritage Places is scheduled to be presented to Council for consideration on 9 July 2026.

9.2 Heritage Interpretation Updates

Presented by Sophie Appleby

Heritage is undertaking multiple heritage interpretation projects, including the following:

Heritage Interpretation – Stage 2 – Cataract Gorge

The Committee noted progress on the Cataract Gorge Heritage Interpretation Plan being prepared by Supersense Studio. The Heritage Officer advised that development of the Plan is underway, with community consultation and engagement with a Council-appointed Tasmanian Aboriginal engagement specialist informing its preparation. The Plan is being developed in accordance with Council's endorsed Heritage Interpretation Framework and will include an action plan, indicative costings and concept designs to support future implementation. The completed Plan is expected to be delivered by 30 June 2027.

Make Your Mark Heritage Trail

The Heritage Officer advised that plaques for the Make Your Mark Heritage Trail were printed and prepared for installation in June 2026, while development of the accompanying booklet and website continued. The trail will feature 24 significant historic sites across the city and is scheduled to launch in the second quarter of the 2026-27 financial year.

9.3 52 Frankland Street Heritage Material Salvage

Presented by Ian Boersma

Ian Boersma provided an update on the heritage material salvaged from the site and the proposed approach to its reuse. The Committee noted the project's success in diverting significant heritage materials from landfill and recognised it as a strong example of heritage material salvage and reuse. The project involved collaboration across multiple stakeholders and highlighted the benefits of material recovery and heritage conservation practices within Tasmania.

City of Launceston

HERITAGE ADVISORY COMMITTEE MEETING MINUTES 7 July 2026

10. GENERAL BUSINESS

10.1 180 George Street - Update

Presented by Sophie Appleby

The Heritage Officer provided an update from the Planning Team regarding a recent development application affecting a property of heritage significance.

Members expressed disappointment at the demolition of a building considered to have clear heritage significance and discussed broader concerns regarding the protection of heritage places. The Committee also discussed the *Launceston Heritage Study* prepared by Paul Davies, with several members indicating their interest in reviewing the document on behalf of the Committee. The matter will be considered further at the next Committee meeting.

The Committee was further advised that the Mayor, on behalf of Council, had written to the Minister for Housing and Planning seeking reform of the local heritage listing process. The correspondence included a request for the introduction of a provisional heritage listing mechanism to provide interim protection for places and precincts while a planning scheme amendment is being considered by the Tasmanian Planning Commission.

MEETING DATES 2025

DATE	TIME	LOCATION
Tuesday 1 September	12:30 - 2:00pm	Town Hall Committee Room
Tuesday 3 November	12:30 - 2:00pm	Town Hall Committee Room

Meeting closed at 2:05pm.

ACTIONS

Task	Responsibility	Status
Heritage Review Project - ongoing project work. Ensure the Committee are informed of the work undertaken, and when Amendments are taken to Council.	Heritage Officer.	Ongoing.
Continue investigation into a Heritage Grant for heritage property owners - maintenance and repair etc.	Heritage Officer. ELT	Ongoing.
Endorsement of the Heritage Strategy.	Heritage Officer. Ali Kemp.	The Strategy has been drafted and as is awaiting ELT level approval prior to commencement of targeted community consultation.

City of Launceston

HERITAGE ADVISORY COMMITTEE MEETING MINUTES 7 July 2026

Provide a letter of support for the St John's Church Water Damage Reduction Project to All Saints Anglican Network	Heritage Officer Senior Leader	Ongoing.
Investigate a review of heritage assets to ensure they are captured in the City of Launceston's asset register	Heritage Officer	Ongoing.
Heritage Colour Schemes Brochure	Heritage Officer	For discussion at September meeting.
Priority Checklist for Heritage Listings	Heritage Officer Planning Team	For discussion at September meeting.

17. CONNECTIONS AND LIVEABILITY (INCLUDING QUEEN VICTORIA MUSEUM AND ART GALLERY)

17.1. Event Grant Assessment Panel - Terms of Reference

FILE NO: SF0984

AUTHOR: Laura Keith (Gastronomy Designation Officer)

APPROVER: Ali Kemp (Executive Leader Connections and Liveability)

DECISION STATEMENT:

To consider the approval of the Event Grant Assessment Panel - Terms of Reference.

RELEVANT LEGISLATION:

Local Government Act 1993 (Tas)

Local Government (Meeting Procedures) Regulations 2015

PREVIOUS COUNCIL CONSIDERATION:

Council Meeting – 16 April 2026 – Event Grants Program Update

The draft Terms of Reference were previously referenced in the Council Meeting held on 16 April 2026 as part of the Event Grants Program update, where Council noted that the draft Terms of Reference would be presented to a future Council Meeting for consideration and adoption.

RECOMMENDATION:

That Council:

1. approves the updated Event Grant Assessment Panel - Terms of Reference (05-Plx-018, ECM Doc Set Id 3414369) as follows:

Event Grant Assessment Panel - Terms of Reference

For governance purposes, these Event Grant Assessment Panel is established as a Special Committee of Council under section 24(1) of the *Local Government Act 1993* (Tas), however it operates as an assessment panel convened for specific funding processes rather than as a standing advisory committee.

The panel operates in accordance with the Outgoing Grants Policy and Event Grants Program Guidelines.

PURPOSE:

The Event Grants Assessment panel members provide transparent, consistent and merit-based assessment of event grant applications in accordance with the Outgoing Grants Policy and Event Grants Guidelines and make funding recommendations to Council.

City of Launceston
Council Meeting Minutes

Thursday 11 June 2026

OBJECTIVES:

The objectives of the Event Grants Assessment Panel is to:

- Assess applications against published assessment criteria and in accordance with the grant guidelines in a fair, consistent and timely manner
- Apply a proportionate, risk-based approach to assessment
- Participate in moderation processes to ensure consistency in approach to assessment.

PANEL COMPOSITION:

The Panel will comprise:

- up to three (3) Council officers with relevant expertise from across:
 - Prosperity and Innovation
 - Stakeholder Experience
 - Community Place and Community Wellbeing
- up to two (2) Councillors
- one (1) non-scoring Probity Officer

COUNCILLOR PARTICIPATION:

A pool of up to four (4) Councillors may be nominated by Council to participate in assessment panels ensuring availability where conflicts of interest arise or a Councillor is unavailable to participate in a round.

OFFICER PARTICIPATION:

Council officers will be selected based on subject matter expertise and may vary between funding rounds, based on expertise, availability and management of conflicts of interest. Officers responsible for the administration of the Event Grants Program, including the Team Leader Visitation and Events and the Partnerships & Grants Officer, do not participate as scoring panel members. These officers may provide administrative support, clarification and technical advice to the panel but must not score or influence assessment outcomes.

EXTERNAL EXPERTISE:

External expertise may be engaged where specialist knowledge is required, particularly for higher-value, higher-risk or more complex applications. External advisors may participate as scoring panel members.

PROBITY:

A non-scoring Probity Officer will oversee the assessment process to ensure compliance with governance requirements, including conflict-of-interest management and appropriate documentation.

City of Launceston
Council Meeting Minutes

Thursday 11 June 2026

TERMS OF APPOINTMENT:

Councillor members are appointed for a 12-month term. Councillor participation is determined from the approved Councillor pool, nominated and endorsed by Council.

MEETING ARRANGEMENTS:

Assessment panels are convened for each funding round and may also be convened on an ad hoc basis where required. Assessment is independently undertaken through Council's online grants management system, followed by a process to review, confirm and finalise scores and funding recommendations. Meetings may be conducted in person, online or via a hybrid format, as determined by operational requirements.

MEETING QUORUM:

A quorum for an assessment panel requires a minimum of 2 Councillors and 2 Officers. A non-scoring Probity Officer is not counted toward quorum.

HOW THE PANEL OPERATES:

Assessment Panels:

- independently assess and score applications against the published assessment criteria
- participate in a documented moderation process to ensure consistency and fairness in scoring
- make funding recommendations based on assessment outcomes, available budget and strategic alignment

Panels do not make final funding decisions. Final approval of grant funding is made by Council through formal resolution, except where delegated authority applies in accordance with the Outgoing Grants Policy.

CONFLICT OF INTEREST:

All panel members must declare any actual, potential or perceived conflict of interest prior to participating in the assessment process. Where a conflict of interest exists, the individual must not participate in any part of the assessment, scoring, moderation or discussion for the entire funding round in which the conflict arises. All conflicts of interest will be recorded and managed in accordance with Council's governance requirements.

CODE OF CONDUCT:

All panel members are required to adhere to the City of Launceston's Codes of Conduct and act in accordance with Council's organisational values. Panel members must perform their role with integrity, impartiality and accountability, ensuring public funds are assessed responsibly and transparently.

REPORTING:

Following completion of assessment and moderation, funding recommendations will be documented and submitted to Council for consideration and decision.

City of Launceston
Council Meeting Minutes

Thursday 11 June 2026

MEETING NOTICES AND RECORDS:

Meeting agendas and supporting materials will be distributed to panel members at least four (4) clear days prior to the scheduled meeting. Panel members may request items for discussion by advising the administering officer prior to the meeting, where relevant to the assessment process. Funding recommendations will be documented and maintained in accordance with Council's governance and record-keeping requirements.

ORGANISATIONAL VALUES:



Our people
matter



We care about
our community



We bring an
open mind



We go home
safe and well

WORKING WITH VULNERABLE PEOPLE (WWVP):

In accordance with the Child and Youth Safe Organisations Act 2023, regulated activities are defined as those involving direct or more than incidental contact with vulnerable people, including children aged 0 to 18 years.

- regulated Activity refers to work involving direct or sustained contact with children or vulnerable people, or where the level of contact exceeds what is considered incidental
- incidental Contact refers to interactions that occur during an activity but are not its primary purpose. However, such contact may, in some circumstances, become more than incidental

To ensure the safety of children and vulnerable members of the community, all committee members who represent the community, relevant industries, or organisations are required to hold a current Working with Vulnerable People (WWVP) check. This requirement ensures that committee members are appropriately cleared if incidental contact becomes direct or more than incidental, and ensures members can access sites or properties where a WWVP clearance is a condition of entry. Council will cover the cost of registration where a WWVP check is required.

REVIEW:

The Terms of Reference, including membership, will be reviewed at least every two years from the date of adoption of this version.

RELATED POLICIES AND PROCEDURES:

14-Plx-032	Code of Conduct for Councillors
14-Plx-033	Code of Conduct for Members of Special Committees
22-Pl-030	Code of Conduct Policy
14-Plx-029	Community Appointments to Advisory Committees Policy
14-HIPr-003	Committee Representation Details Procedure
05-Plx-026	Outgoing Grants Policy

DECISION: 11 June 2026

MOTION

Moved Councillor Lindi McMahon, seconded Councillor Andrew Palmer.

That Council:

1. approves the updated Event Grant Assessment Panel - Terms of Reference (05-Plx-018, ECM Doc Set Id 3414369) as follows:

Event Grant Assessment Panel - Terms of Reference

The City of Launceston establishes two assessment panels to support the delivery of the Event Grants Program:

- Strategic Event Grants Assessment Panel
- Responsive Event Grants Assessment Panel

These panels operate in accordance with the Outgoing Grants Policy and Event Grants Program Guidelines. Panels are convened per funding round and may also be convened as required to support the administration of the program.

For governance purposes, these Event Grant Assessment Panels are established as Special Committees of Council under section 24(1) of the *Local Government Act 1993* (Tas), however they operate as assessment panels convened for specific funding processes rather than as standing advisory committees.

PURPOSE:

The Event Grants Assessment panels independently assess applications and provide documented funding recommendations to Council.

The primary purpose of the panels is to:

- Provide transparent, consistent and merit-based assessment of event grant applications in accordance with the Outgoing Grants Policy and Event Grants Guidelines.
- Support informed Council decision-making by offering well-reasoned and evidence-based funding recommendations.

OBJECTIVES:

The objectives of the Event Grants Assessment Panels are to:

- Assess applications against published assessment criteria in a fair and timely manner
- Support a balanced and strategic investment in events across a range of event types, scales and outcomes

- Apply a proportionate, risk-based approach to assessment, reflecting the value and complexity of the funding stream
- Participate in moderation processes to ensure consistency of scoring and equitable outcomes across applications

PANEL COMPOSITION:

Assessment panels are established per funding stream, with panel composition and size proportionate to the scale, complexity, value and risk profile of the grant program. The total number of scoring panel members must not exceed six (6).

Each panel will comprise:

- Up to three (3) Council officers, selected based on relevant expertise from across:
 - Prosperity and Innovation
 - Stakeholder Experience
 - Community, Place and Wellbeing
- up to three (3) Councillors
- one (1) non-scoring Probity Officer

COUNCILLOR PARTICIPATION

A pool of up to three (3) Councillors may be nominated by Council to participate in assessment panels. Councillors will be allocated to panels per funding round, ensuring availability where conflicts of interest arise.

OFFICER PARTICIPATION

Council officers will be selected based on subject matter expertise relevant to the funding stream and may vary between funding rounds, based on expertise, availability and management of conflicts of interest. Officers responsible for the administration of the Event Grants Program, including the Team Leader Visitation and Events and the Partnerships & Grants Officer, do not participate as scoring panel members. These officers may provide administrative support, clarification and technical advice to the panel but must not score or influence assessment outcomes.

EXTERNAL EXPERTISE

External expertise may be engaged where specialist knowledge is required, particularly for higher-value, higher-risk or more complex applications. External advisors may participate as scoring panel members where appropriate, noting that the total number of scoring panel members must not exceed six (6).

PROBITY

A non-scoring Probity Officer will oversee the assessment process to ensure compliance with governance requirements, including conflict-of-interest management and appropriate documentation.

TERMS OF APPOINTMENT:

Panel members are appointed for the duration of each funding round or assessment process. Council officers are appointed through an internal nomination process, based on expertise and availability and must complete any required probity or conflict-of-interest requirements prior to participating in assessment. Councillor participation is determined from the approved Councillor pool, nominated and endorsed by council. External panel members, where engaged, will be appointed in accordance with Council's governance requirements for committee membership.

MEETING ARRANGEMENTS:

Assessment panels are convened for each funding round and may also be convened on an ad hoc basis where required. Assessment is undertaken through Council's online grants management system, followed by a moderation process to review, confirm and finalise scores and funding recommendations. Meetings may be conducted in person, online or via a hybrid format, as determined by operational requirements. For lower-value or lower-risk grants, where there is no material variation in scoring between panel members, a panel meeting may not be required. In these instances, assessment outcomes and funding recommendations may be finalised via the assessment platform, with appropriate documentation maintained in accordance with Council's governance requirements.

MEETING QUORUM:

A quorum for an assessment panel requires at least 60% of appointed scoring panel members (rounded up to the nearest whole number) to participate in the assessment process, including moderation meetings, where required. A non-scoring Probity Officer is not counted toward quorum.

HOW THE PANEL OPERATES:

Assessment Panels:

- independently assess and score applications against the published assessment criteria
- participate in a documented moderation process to ensure consistency and fairness in scoring
- develop and agree on funding recommendations based on assessment outcomes, available budget and strategic alignment

Panels do not make final funding decisions. Final approval of grant funding is made by Council through formal resolution, except where delegated authority applies in accordance with the Outgoing Grants Policy.

Where grant funding is uncommitted, withdrawn or returned, funding decisions may be approved at an Executive level, including reallocation within the program, in accordance with Council's governance framework.

CONFLICT OF INTEREST:

All panel members must declare any actual, potential or perceived conflict of interest prior to participating in the assessment process. Where a conflict of interest

exists, the individual must not participate in any part of the assessment, scoring, moderation or discussion for the entire funding round in which the conflict arises. All conflicts of interest will be recorded and managed in accordance with Council's governance requirements.

CODE OF CONDUCT

All panel members are required to adhere to the City of Launceston's Codes of Conduct and act in accordance with Council's organisational values. Panel members must perform their role with integrity, impartiality and accountability, ensuring public funds are assessed responsibly and transparently.

REPORTING

Following completion of assessment and moderation, funding recommendations will be documented and submitted to Council for consideration and decision.

MEETING NOTICES AND RECORDS:

Where a panel meeting is required, meeting agendas and supporting materials will be distributed to panel members at least four (4) clear days prior to the scheduled meeting. Panel members may request items for discussion by advising the administering officer prior to the meeting, where relevant to the assessment process.

Outcomes of panel meetings, including agreed scores and funding recommendations, will be documented and maintained in accordance with Council's governance and record-keeping requirements. Where a panel meeting is not required, assessment outcomes and funding recommendations will be finalised through the assessment platform and documented in accordance with Council's governance requirements. In all cases, funding recommendations are submitted to Council for consideration through the relevant reporting process.

RECOGNITION FOR EXTERNAL MEMBERS:

External members will be recognised on Council's website. Provisions for parking at meetings on Council premises will be provided to ensure that out of pocket costs for external committee members are minimised/eliminated. Remuneration will be considered on a case-by-case basis.

ORGANISATIONAL VALUES:



**Our people
matter**



**We care about
our community**



**We bring an
open mind**



**We go home
safe and well**

WORKING WITH VULNERABLE PEOPLE (WWVP):

In accordance with the Child and Youth Safe Organisations Act 2023, regulated activities are defined as those involving direct or more than incidental contact with vulnerable people, including children aged 0 to 18 years.

- Regulated Activity refers to work involving direct or sustained contact with children or vulnerable people, or where the level of contact exceeds what is considered incidental.
- Incidental Contact refers to interactions that occur during an activity but are not its primary purpose. However, such contact may, in some circumstances, become more than incidental.

To ensure the safety of children and vulnerable members of the community, all committee members who represent the community, relevant industries, or organisations are required to hold a current Working with Vulnerable People (WWVP) check. This requirement ensures that committee members are appropriately cleared if incidental contact becomes direct or more than incidental, and ensures members can access sites or properties where a WWVP clearance is a condition of entry. Council will cover the cost of registration where a WWVP check is required.

REVIEW:

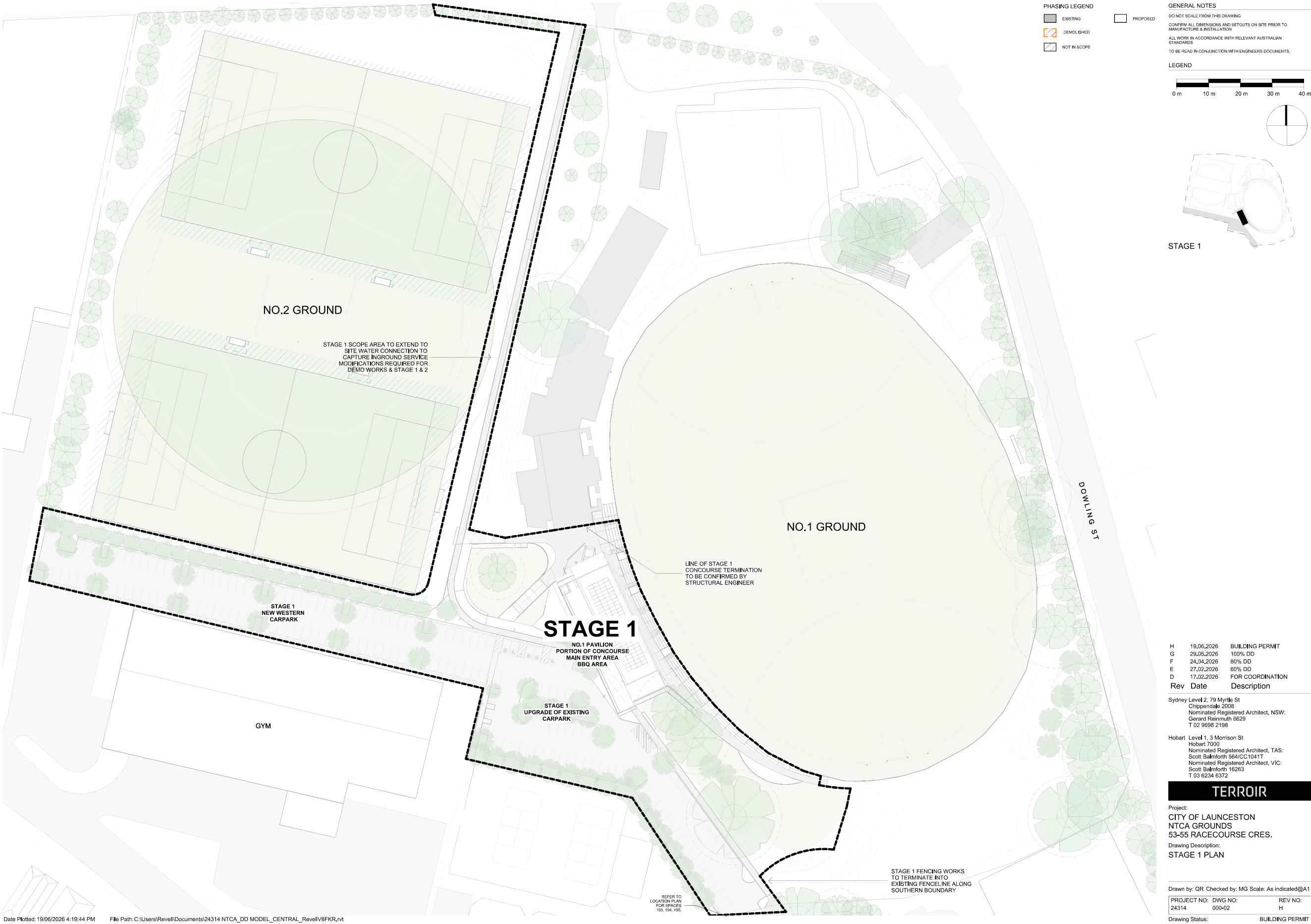
The Terms of Reference, including membership, will be reviewed at least every two years from the date of adoption of this version.

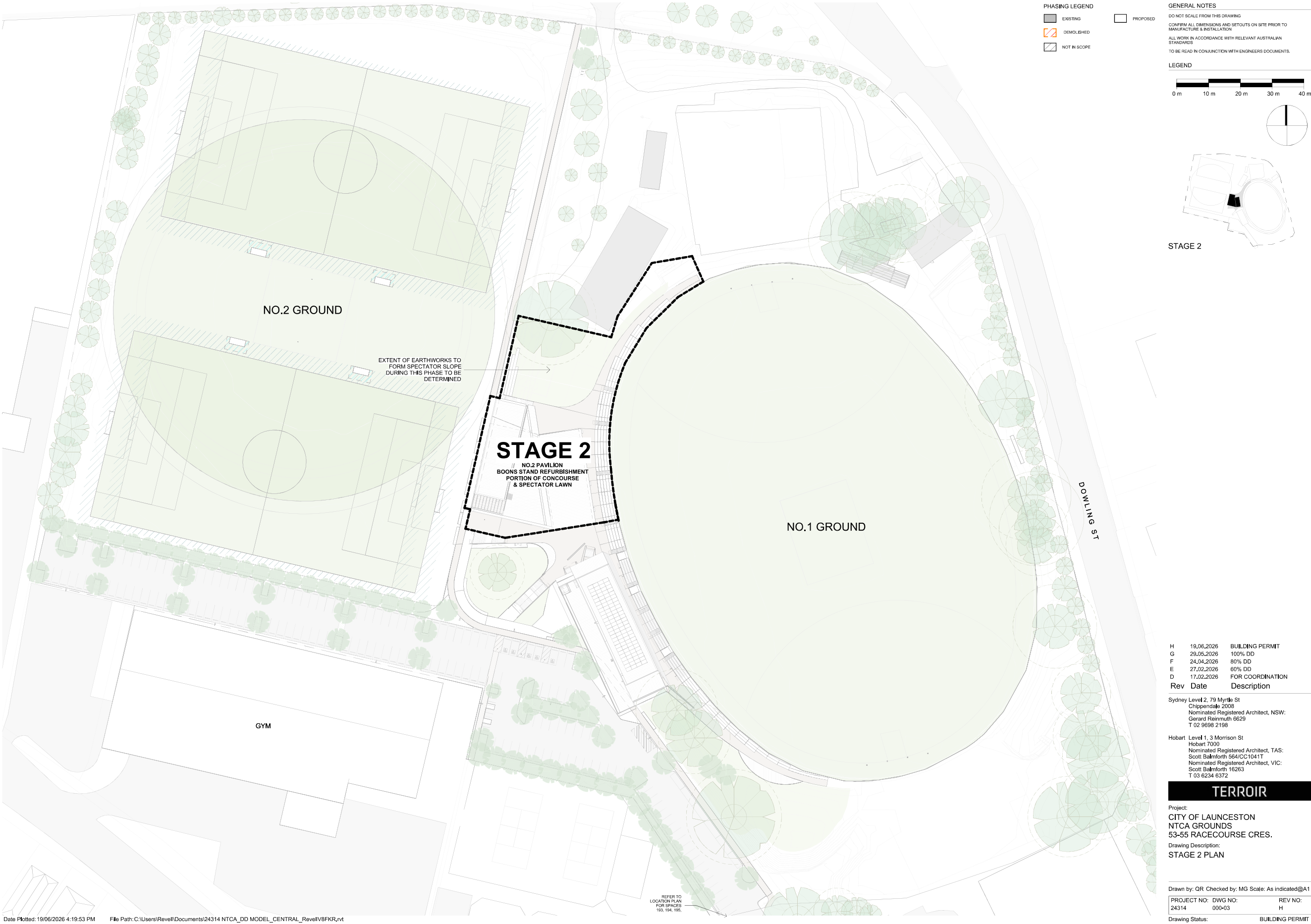
RELATED POLICIES AND PROCEDURES:

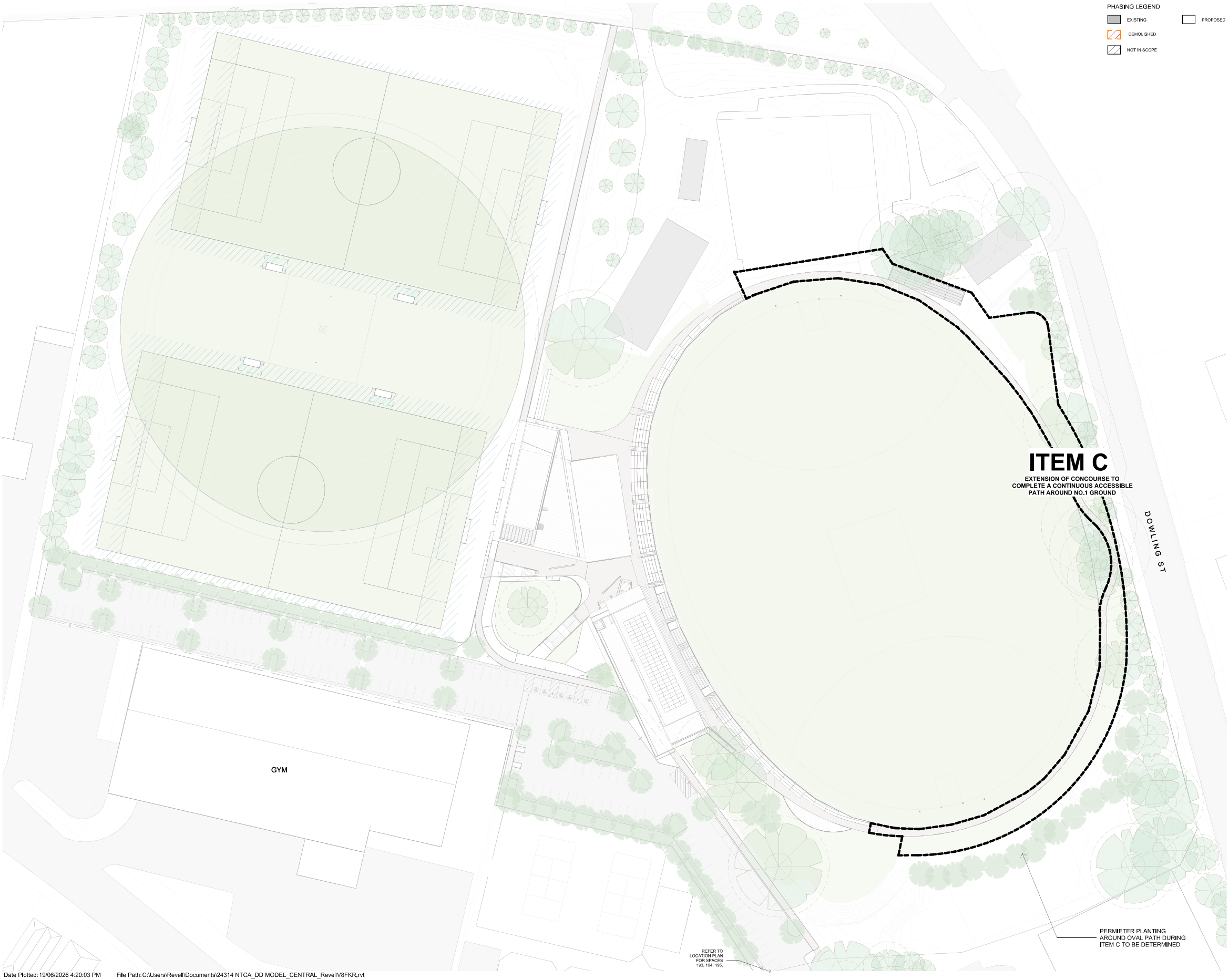
- 14-Plx-032 Code of Conduct for Councillors
- 14-Plx-033 Code of Conduct for Members of Special Committees
- 22-PI-030 Code of Conduct Policy
- 14-Plx-029 Community Appointments to Advisory Committees Policy
- 14-HIPr-003 Committee Representation Details Procedure
- 05-Plx-026 Outgoing Grants Policy

CARRIED 9:0

FOR VOTE: Mayor Matthew Garwood, Deputy Mayor Hugh McKenzie, Councillor Alan Harris, Councillor Andrew Palmer, Councillor Lindi McMahon, Councillor Susie Cai, Councillor Alex Britton, Councillor Krista Preece and Councillor Ross Marsden
AGAINST VOTE: Nil







PHASING LEGEND

- EXISTING
- DEMOLISHED
- NOT IN SCOPE

PROPOSED

GENERAL NOTES

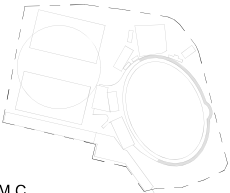
DO NOT SCALE FROM THIS DRAWING

CONFIRM ALL DIMENSIONS AND SETOUTS ON SITE PRIOR TO MANUFACTURE & INSTALLATION

ALL WORK IN ACCORDANCE WITH RELEVANT AUSTRALIAN STANDARDS

TO BE READ IN CONJUNCTION WITH ENGINEERS DOCUMENTS.

LEGEND



ITEM C

ITEM C

EXTENSION OF CONCOURSE TO
COMPLETE A CONTINUOUS ACCESSIBLE
PATH AROUND NO.1 GROUND

DOWLING ST

GYM

REFER TO
LOCATION PLAN
FOR SPACES
193, 194, 195

PERIMETER PLANTING
AROUND OVAL PATH DURING
ITEM C TO BE DETERMINED

H	19.06.2026	BUILDING PERMIT
G	29.05.2026	100% DD
F	24.04.2026	80% DD
E	27.02.2026	60% DD
D	17.02.2026	FOR COORDINATION
Rev	Date	Description

Sydney Level 2, 79 Myrtle St
Chippendale 2008
Nominated Registered Architect, NSW:
Gerard Reinmuth 6629
T 02 9698 2198

Hobart Level 1, 3 Morrison St
Hobart 7000
Nominated Registered Architect, TAS:
Scott Balmforth 564/CC1041T
Nominated Registered Architect, VIC:
Scott Balmforth 16263
T 03 6234 6372

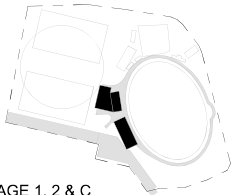
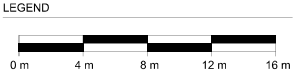
TERROIR

Project:
CITY OF LAUNCESTON
NTCA GROUNDS
53-55 RACECOURSE CRES.

Drawing Description:
ITEM C PLAN

Drawn by: QR	Checked by: MG	Scale: As indicated@A1
PROJECT NO: 24314	DWG NO: 000-04	REV NO: H
Drawing Status:	BUILDING PERMIT	

GENERAL NOTES
DO NOT SCALE FROM THIS DRAWING
CONFIRM ALL DIMENSIONS AND SETOUTS ON SITE PRIOR TO MANUFACTURE & INSTALLATION
ALL WORK IN ACCORDANCE WITH RELEVANT AUSTRALIAN STANDARDS
TO BE READ IN CONJUNCTION WITH ENGINEERS DOCUMENTS.



STAGE 1, 2 & C

PROGRAM LEGEND

SOCIAL / COMMUNITY	UMPIRES & OFFICIALS
PLAYER AMENITIES	CRICKET CENTRE
ANCILLARY / STORAGE	OUTDOOR TRAINING AREA

H	19.06.2026	BUILDING PERMIT
G	29.05.2026	100% DD
F	24.04.2026	80% DD
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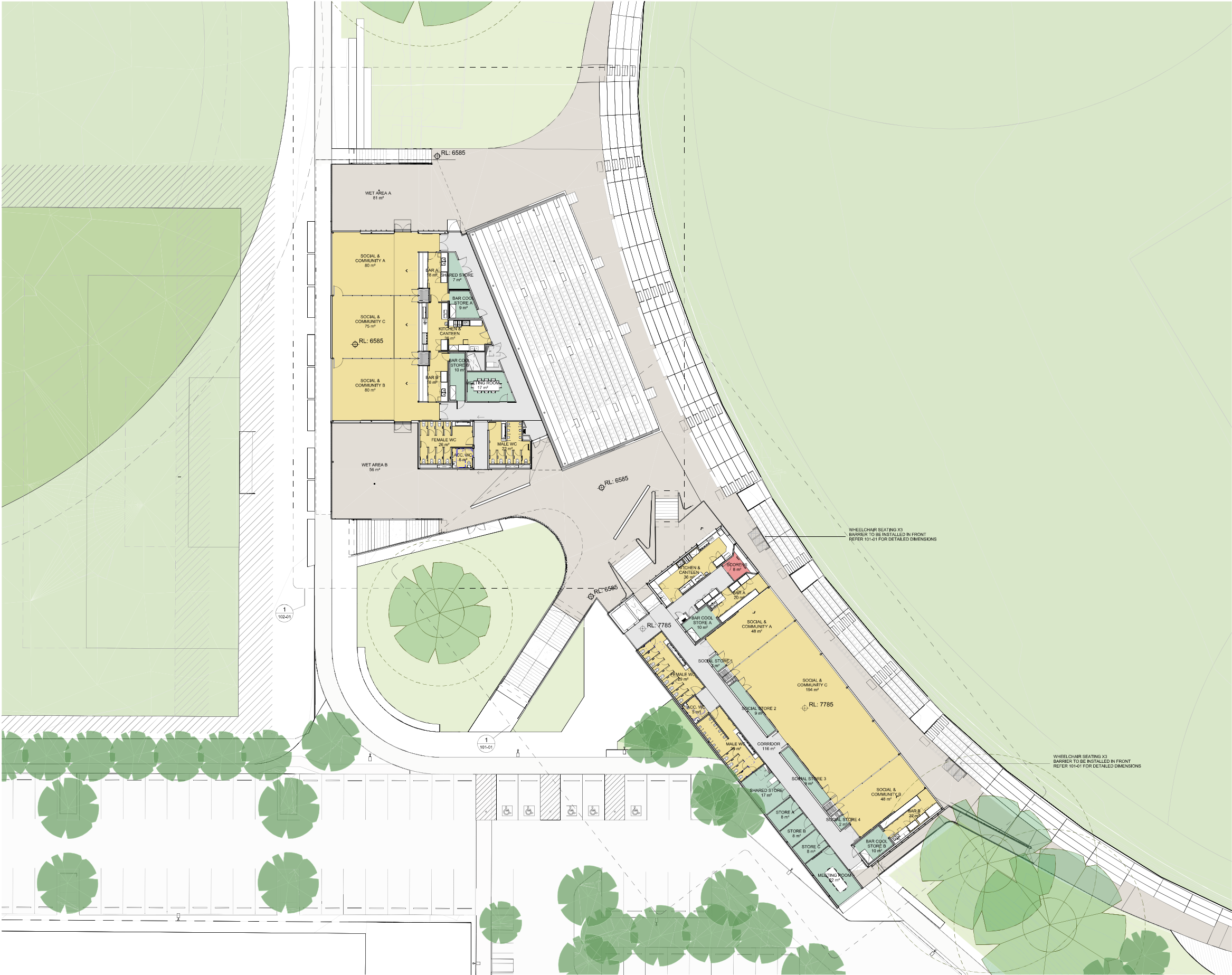
TERROIR

Project:
CITY OF LAUNCESTON
NTCA GROUNDS
53-55 RACECOURSE CRES.
Drawing Description:
PROPOSED GROUND PLAN -
PAVILIONS

Drawn by: QR	Checked by: MG	Scale: As indicated@A1
PROJECT NO: 24314	DWG NO: 100-00	REV NO: H
Drawing Status:	BUILDING PERMIT	



Date Plotted: 19/06/2026 4:20:59 PM File Path: C:\Users\Revell\Documents\24314 NTCA_DD MODEL_CENTRAL_Revell\8FKR.vrt



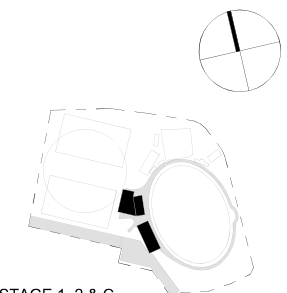
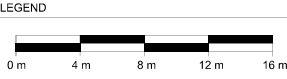
GENERAL NOTES

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STAGE 1, 2 & C

PROGRAM LEGEND

SOCIAL / COMMUNITY	UMPIRES & OFFICIALS
PLAYER AMENITIES	CRICKET CENTRE
ANCILLARY / STORAGE	OUTDOOR TRAINING AREA

Rev	Date	Description
H	19.06.2026	BUILDING PERMIT
G	29.05.2026	100% DD
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Scott Balmforth 16263
T 03 6234 6372

TERROIR

Project:
**CITY OF LAUNCESTON
NTCA GROUNDS
53-55 RACECOURSE CRES.**

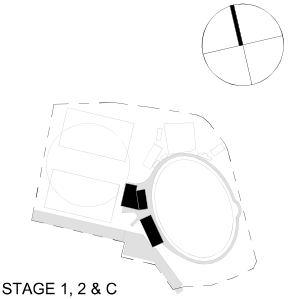
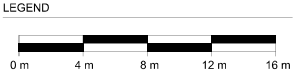
Drawing Description:
**PROPOSED LEVEL 1 PLAN -
PAVILIONS**

Drawn by: QR Checked by: MG Scale: As indicated@A1

PROJECT NO:	DWG NO:	REV NO:
24314	100-02	H

Drawing Status: BUILDING PERMIT

GENERAL NOTES
DO NOT SCALE FROM THIS DRAWING
CONFIRM ALL DIMENSIONS AND SETOUTS ON SITE PRIOR TO
MANUFACTURE & INSTALLATION
ALL WORK IN ACCORDANCE WITH RELEVANT AUSTRALIAN
STANDARDS
TO BE READ IN CONJUNCTION WITH ENGINEERS DOCUMENTS.



ROOF SAFETY ACCESS LADDER FROM LOWER ROOF
PLANE TO UPPER ROOF PLANE
ROOF SAFETY ACCESS LADDER TO BOON STAND
ROOF.
ALL EXHAUST FANS AND REPLENISH EXHAUST
SYSTEMS TO BE INSTALLED ON LOWER LEVEL ROOF
ARRANGED NORTH TO SOUTH PARALLEL WITH BACK
OF LARGER ROOF
NEW ROOF-MOUNTED 50KW PV SOLAR ARRAY
REFER TO ELECTRICAL ENGINEER
SPECIFICATIONS
EACH ROOF PLANE WITH ENCLOSED SPACES BELOW
TO BE VENTILATED IN ACCORDANCE WITH
REQUIREMENTS OF NCC CLAUSE F805(1)(C)(i).
VENTILATION OPENINGS TO BE SIZED TO PROVIDE
MINIMUM 25,000 MM2/M OF VENTILATION AT EACH OF
TWO OPPOSING ENDS

ROOF SAFETY ACCESS LADDER FROM LOWER ROOF
PLANE TO UPPER ROOF PLANE
ROOF SAFETY ACCESS LADDER TO BOON STAND
ROOF.
ALL EXHAUST FANS AND REPLENISH EXHAUST
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MINIMUM 25,000 MM2/M OF VENTILATION AT EACH OF
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SYSTEMS TO BE INSTALLED ON LOWER LEVEL ROOF
ARRANGED NORTH TO SOUTH PARALLEL WITH BACK
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NEW ROOF-MOUNTED 50KW PV SOLAR ARRAY
REFER TO ELECTRICAL ENGINEER
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VENTILATION OPENINGS TO BE SIZED TO PROVIDE
MINIMUM 25,000 MM2/M OF VENTILATION AT EACH OF
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PLANE TO UPPER ROOF PLANE
ROOF SAFETY ACCESS LADDER TO BOON STAND
ROOF.
ALL EXHAUST FANS AND REPLENISH EXHAUST
SYSTEMS TO BE INSTALLED ON LOWER LEVEL ROOF
ARRANGED NORTH TO SOUTH PARALLEL WITH BACK
OF LARGER ROOF
NEW ROOF-MOUNTED 50KW PV SOLAR ARRAY
REFER TO ELECTRICAL ENGINEER
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EACH ROOF PLANE WITH ENCLOSED SPACES BELOW
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VENTILATION OPENINGS TO BE SIZED TO PROVIDE
MINIMUM 25,000 MM2/M OF VENTILATION AT EACH OF
TWO OPPOSING ENDS

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Hobart 7000
Nominated Registered Architect, TAS:
Scott Balnforth 564/CC1041T
Nominated Registered Architect, VIC:
Scott Balnforth 16263
T 03 6234 6372

TERROIR

Project:
CITY OF LAUNCESTON
NTCA GROUNDS
53-55 RACECOURSE CRES.
Drawing Description:
PROPOSED PAVILIONS ROOF PLAN

Drawn by: QR	Checked by: MG	Scale: 1 : 200@A1
PROJECT NO: 24314	DWG NO: 100-10	REV NO: H
Drawing Status:	BUILDING PERMIT	

GENERAL NOTES
DO NOT SCALE FROM THIS DRAWING

CONFIRM ALL DIMENSIONS AND SETOUTS ON
SITE PRIOR TO MANUFACTURE & INSTALLATION

ALL WORK IN ACCORDANCE WITH RELEVANT
AUSTRALIAN STANDARDS

TO BE READ IN CONJUNCTION WITH ENGINEERS
DOCUMENTS.

LEGEND



VIEW FROM TOP OF ENTRY STAIRS ACROSS NO.1 GROUND TO HERITAGE SCOREBOARD

A	19.09.2025	FOR APPROVAL
Rev	Date	Description
Sydney Level 2, 79 Myrtle St		
Chippendale 2008		
Nominated Architect: Gerard Reinmuth 6629		
T 02 9696 2198		
F 02 9696 2353		
Hobart Level 1, 3 Morrison St		
Hobart 7000		
Nom. Architect TAS: Scott Balmforth CC1041T		
Registered Architect VIC: Scott Balmforth 16263		
T 03 6234 6372		
F 03 6231 4539		

TERROIR

Project:
CITY OF LAUNCESTON
NTCA GROUND
53-55 RACECOURSE CRES.
Drawing Description:
VISUALISATIONS

Drawn by: MG Checked by: MG Scale: @A1		
PROJECT NO:	DWG NO:	REV NO:
24314	CP2.03	A
Drawing Status:		Project Status

GENERAL NOTES
DO NOT SCALE FROM THIS DRAWING

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SITE PRIOR TO MANUFACTURE & INSTALLATION

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AUSTRALIAN STANDARDS

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DOCUMENTS.

LEGEND



VIEW FROM NO.2 GROUND TO SPECTATOR SLOPE

Rev	Date	Description
A	19/09/2025	FOR APPROVAL
Sydney Level 2, 79 Myrtle St Chippendale 2008 Nominated Architect: Gerard Reinmuth 6629 T 02 9696 2196 F 02 9696 2353		
Hobart Level 1, 3 Morrison St Hobart 7000 Nom. Architect TAS: Scott Balmforth CC1041T Registered Architect VIC: Scott Balmforth 16263 T 03 6234 6372 F 03 6231 4539		

TERROIR

Project:
CITY OF LAUNCESTON
NTCA GROUND
53-55 RACECOURSE CRES.
Drawing Description:
VISUALISATIONS

Drawn by: MG Checked by: MG Scale: @A1		
PROJECT NO: 24314	DWG NO: CP2.05	REV NO: A
Drawing Status:		Project Status

GENERAL NOTES

DO NOT SCALE FROM THIS DRAWING

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ALL WORK IN ACCORDANCE WITH RELEVANT AUSTRALIAN STANDARDS

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LEGEND



VIEW FROM NO.2 GROUND TO NO.2 PAVILION

A	19/09/2025	FOR APPROVAL
Rev	Date	Description
Sydney Level 2, 79 Myrtle St		
Chippendale 2008		
Nominated Architect: Gerard Reinmuth 6629		
T 02 9696 2196		
F 02 9696 2353		
Hobart Level 1, 3 Morrison St		
Hobart 7000		
Nom. Architect TAS: Scott Balmforth CC1041T		
Registered Architect VIC: Scott Balmforth 16263		
T 03 6234 6372		
F 03 6231 4539		

TERROIR

Project:
CITY OF LAUNCESTON
NTCA GROUND
53-55 RACECOURSE CRES.
Drawing Description:
VISUALISATIONS

Drawn by: MG Checked by: MG Scale: @A1		
PROJECT NO:	DWG NO:	REV NO:
24314	CP2.02	A
Drawing Status:		Project Status

GENERAL NOTES
DO NOT SCALE FROM THIS DRAWING

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SITE PRIOR TO MANUFACTURE & INSTALLATION

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AUSTRALIAN STANDARDS

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DOCUMENTS.

LEGEND



VIEW FROM THE BOON STAND TOWARDS CRICKET PERFORMANCE CENTRE

A	19.09.2025	FOR APPROVAL
Rev	Date	Description
Sydney Level 2, 79 Myrtle St		
Chippendale 2008		
Nominated Architect: Gerard Reinmuth 6629		
T 02 9696 2196		
F 02 9696 2353		
Hobart Level 1, 3 Morrison St		
Hobart 7000		
Nom. Architect TAS: Scott Balmforth CC1041T		
Registered Architect VIC: Scott Balmforth 16263		
T 03 6234 6372		
F 03 6231 4539		

TERROIR

Project:
CITY OF LAUNCESTON
NTCA GROUND
53-55 RACECOURSE CRES.
Drawing Description:
VISUALISATIONS

Drawn by: MG Checked by: MG Scale: @A1		
PROJECT NO:	DWG NO:	REV NO:
24314	CP2.06	A
Drawing Status:		Project Status

GENERAL NOTES
DO NOT SCALE FROM THIS DRAWING

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SITE PRIOR TO MANUFACTURE & INSTALLATION

ALL WORK IN ACCORDANCE WITH RELEVANT
AUSTRALIAN STANDARDS

TO BE READ IN CONJUNCTION WITH ENGINEERS
DOCUMENTS.

LEGEND



VIEW FROM SPECTATOR SLOPE TOWARDS THE BOON STAND AND PAVILIONS

A	19/09/2025	FOR APPROVAL
Rev	Date	Description
Sydney Level 2, 79 Myrtle St Chippendale 2008 Nominated Architect: Gerard Reinmuth 6629 T 02 9696 2196 F 02 9696 2353		
Hobart Level 1, 3 Morrison St Hobart 7000 Nom. Architect TAS: Scott Balmforth CC1041T Registered Architect VIC: Scott Balmforth 16263 T 03 6234 6372 F 03 6231 4539		

TERROIR

Project:
CITY OF LAUNCESTON
NTCA GROUND
53-55 RACECOURSE CRES.
Drawing Description:
VISUALISATIONS

Drawn by: MG Checked by: MG Scale: @A1		
PROJECT NO: 24314	DWG NO: CP2.07	REV NO: A
Drawing Status:		Project Status

GENERAL NOTES
DO NOT SCALE FROM THIS DRAWING

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SITE PRIOR TO MANUFACTURE & INSTALLATION

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AUSTRALIAN STANDARDS

TO BE READ IN CONJUNCTION WITH ENGINEERS
DOCUMENTS.

LEGEND



VIEW FROM CONCOURSE SEATING TO BOON STAND

A	19/09/2025	FOR APPROVAL
Rev	Date	Description
Sydney Level 2, 79 Myrtle St		
Chippendale 2008		
Nominated Architect: Gerard Reinmuth 6629		
T 02 9696 2198		
F 02 9696 2353		
Hobart Level 1, 3 Morrison St		
Hobart 7000		
Nom. Architect TAS: Scott Balmforth CC1041T		
Registered Architect VIC: Scott Balmforth 16263		
T 03 6234 6372		
F 03 6231 4539		

TERROIR

Project:
CITY OF LAUNCESTON
NTCA GROUND
53-55 RACECOURSE CRES.
Drawing Description:
VISUALISATIONS

Drawn by: MG Checked by: MG Scale: @A1		
PROJECT NO: 24314	DWG NO: CP2.09	REV NO: A
Drawing Status:		Project Status

Register of Interests Policy

PURPOSE

The purpose of this policy is to provide a framework for the establishment of a Register of Interests, maintained by the Chief Executive Officer (CEO), which contains details of certain interests held by each Councillor.

SCOPE

This policy applies to all Councillors.

This policy also requires the CEO to maintain the Register of Interests which is established under this policy.

POLICY

1. Introduction

- 1.1. All Councillors will have interests outside of the Council. There is nothing inappropriate about having outside interests.
- 1.2. Under the *Local Government Act 1993* (Tas) (LG Act) and the *Local Government (Code of Conduct) Order 2024* (Tas) (Code of Conduct), Councillors are only required to declare such interests if any when a conflict of interest (or in some cases, a potential or perceived conflict of interest) arises in a matter which comes before the Council (or in some cases a Council committee, special committee, controlling authority, single authority or joint authority).
- 1.3. All Councillors of the City of Launceston are committed to observing those requirements of the LG Act and Code of Conduct, as and when conflicts of interest or potential or perceived conflicts of interest arise.
- 1.4. In addition to those requirements, the Council has decided to create this policy framework whereby Councillors will also make 'standing' declarations of certain interests held by that Councillor (and certain other related persons), on an ongoing basis. That information is then included in a publicly available 'Register of Interests', maintained by the CEO.
- 1.5. This means that information regarding certain of Councillors' interests will be made publicly available, whether or not those interests ever give rise to a conflict of interest in a matter which comes before the Council.
- 1.6. Further, for completeness and added transparency, the financial and other benefits which Councillors receive by virtue of holding office as Councillors will also be recorded in the Register of Interests.
- 1.7. Council maintains the Register of Interests in good faith, in the interests of transparency. Information derived from the Register of Interests should not be published by others unless information constitutes a fair and accurate summary of the information, and it is published in the public interest and without malice.

2. Register of Interests

- 2.1. The CEO will maintain a register, to be called the 'Register of Interests', which includes the information required under this policy.
- 2.2. The CEO will make the Register of Interests publicly available for inspection on the Council website in whatever manner and format the CEO considers appropriate.
- 2.3. The Register of Interests will be divided into two parts:
 - 2.3.1. Part A, containing information regarding interests which Councillors hold by virtue of their appointment as Councillors;
 - 2.3.2. Part B, containing information regarding other interests of Councillors and Related Persons.
- 2.4. With respect to disclosures of information made by Councillors for the purpose of Part B of the Register of Interests:
 - 2.4.1. A Councillor is required only to disclose information that is known to the Councillor or ascertainable by the Councillor by the exercise of reasonable diligence;
 - 2.4.2. A Councillor is not required to disclose the actual amount or extent of a financial interest;
 - 2.4.3. A Councillor may disclose information in such a way that no distinction is made between information relating to the Councillor personally and information relating to a Related Person.

3. Part A – interests HELD by virtue of appointment as Councillor

- 3.1. The CEO will include the following information in Part A of the Register of Interests, for each Councillor:
 - 3.1.1. Allowance payable to the Councillor under the LG Act;
 - 3.1.2. Any resources, facilities and support provided to the Councillor;
 - 3.1.3. Any instance of reimbursement paid by the Council to the Councillor;
 - 3.1.4. Any instance of any other payment made by the Council to the Councillor.
- 3.2. The information recorded in this Part of the Register will be from the commencement of this policy.

4. Part B – other interests of Councillors and of related persons

- 4.1. The CEO will include the following information in Part B of the Register of Interests, for each Councillor:
- 4.1.1. Any source of income for the Councillor or any Related Person through paid employment in the preceding 6 months where the income exceeds \$10,000 in that period;
 - 4.1.2. A description of any Interest in Property held by the Councillor or any Related Person, including a description of the suburb or locality of the relevant land and the use of the land within the Launceston municipal area;
 - 4.1.3. The name of any company or other body (whether incorporated or unincorporated) in which the Councillor or a Related Person holds office whether as a director or otherwise;
 - 4.1.4. The name or description of any company, partnership, association or other body which the Councillor or a Related Person:
 - 4.1.4.1. has deposited money with, or lent money to, that has not been repaid and the amount not repaid equals or exceeds \$10,000; or
 - 4.1.4.2. holds, or has a beneficial interest in, shares in, or debentures of public or private companies where the combined total value is more than \$10,000; or
 - 4.1.4.3. holds a policy of life insurance issued by the body;
 - 4.1.5. Superannuation fund and any other funds;
 - 4.1.6. Trusts that the Councillor is a trustee or a beneficiary of (other than testamentary trusts);
 - 4.1.7. Personal debt over \$10,000 (excluding financial institutions);
 - 4.1.8. Sponsored travel or hospitality exceeding \$300 received. This does not replace the requirement to maintain the Gifts and donations register under the LG Act;
 - 4.1.9. Election campaign donations. This does not replace the requirement to maintain the Gifts and donations register under the LG Act;
 - 4.1.10. A description of any other interest of the Councillor or a Related Person which is not otherwise described above but which the Councillor:
 - 4.1.10.1. considers to be substantial; and
 - 4.1.10.2. foresees as having the potential to give rise to a conflict of interest under the LG Act or Code of Conduct at any stage.
- 4.2. Within 28 days of the adoption of this policy, each Councillor will inform the CEO of any interests of any of the kinds described in clause 4.1 held by that Councillor or a Related Person.

- 4.3. Where any new Councillor is elected to the Council they must, within 60 days of their election, inform the CEO of any interests of any of the kinds described in clause 4.1 held by that Councillor or a Related Person.
- 4.4. If, at any time during their term of office, a Councillor obtains or becomes aware of an interest of a kind described in clause 4.1 or becomes aware that a Related Person has obtained such an interest, that Councillor must inform the CEO of that interest as soon as practicable.
- 4.5. If a Councillor become aware that any information in the Register of Interests with respect to that Councillor or a Related Person is no longer correct, that Councillor must inform the CEO of this as soon as practicable (and, if relevant, provided updated information).

5. Personal Information

- 5.1. If a Councillor discloses information to the CEO in accordance with this policy, and that information constitutes personal information of the Councillor or a Related Person within the meaning of the *Personal Information Protection Act 2004* (Tas), the following applies:

- 5.1.1. The purpose for which the information is collected is to fulfil the Council's commitment to maintaining a Register of Interests in accordance with this policy;
- 5.1.2. If a Councillor discloses any information regarding a Related Person in such a way that the identity of the Related Person is apparent or is reasonably ascertainable, the Councillor will make the Related Person aware of this policy (and the Related Person may contact the CEO with any queries about this policy);
- 5.1.3. This policy is intended to be a statement of all of the matters set out in clause 1(3) of Schedule 1 to the *Personal Information Protection Act 2004* (Tas).

PRINCIPLES

The Council's Organisational Values apply to all activities.



Our people matter



**We care about our
community**



**We bring an open
mind**



**We go home safe
and well**

RELATED POLICIES & PROCEDURES

- 14-Pr-019 Register of Interests Procedure
- 14-Plx-016 Councillor's Expenses and Resources Policy
- 14-Plx-031 Acceptance of Gifts and Donations by Councillors Policy
- 14-HLPr-008 Pecuniary Interests Procedure

RELATED LEGISLATION

Local Government Act 1993 (Tas);
Local Government (Code of Conduct) Order 2024 (Tas)
Personal Information Protection Act 2004 (Tas)

REFERENCES

14-Fm-019 Councillor Register of Interests Declaration Form
14-Fm-006 Councillor Pecuniary Interest Declaration Form

DEFINITIONS

Chief Executive Officer (CEO)	The general manager of the Council.
Code of Conduct	<i>Local Government (Code of Conduct) Order 2024 (Tas).</i>
Councillors	All persons elected to the Council including, to avoid doubt, the Mayor.
Interest in Property	Any estate, interest, right or power, in law or in equity, in or over real property. This includes sole ownership, joint tenancy, tenancy in common, and equitable and/or beneficial ownership.
LG Act	<i>Local Government Act 1993 (Tas).</i>
Related Person	Related Person with respect to a Councillor means any of the following: • the Councillor's spouse/partner; • any children who are wholly or mainly dependent on the Councillor for support.
Register of Interests	The register established by this policy and referred to in clause 2.1.

REVIEW

This policy will be reviewed no more than 2 years after the date of approval (version) or more frequently, if dictated by operational demands and with Council's approval.

CITY OF LAUNCESTON - Register of Interests Policy

DOCUMENT INFORMATION

Reference number	14-Plx-042
Version	DRAFT 18/05/2026
Review	TBC
Key function	Governance
Document type	Policy
Responsible Network	Delivery and Performance
Approved by	Council
Action Officer	Team Leader Governance and Information Services
Text search key words	Councillor elected member register of interests

To be communicated to (To be identified by Approver) (Insert ✓ in relevant row)		Department/Area only
		Network via Senior Leaders and Team Leaders
	✓	Specific Areas: • Councillors
		Organisation-wide
	✓	Website
	✓	Intranet (via a link)
		External notification e.g. Department Premier and Cabinet, Director Public Health, Tasmania Police •

Hard copy distribution	N/A
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Register of Interests Procedure

PURPOSE

This procedure details the protocols for dealing with standing declarations of certain interests held by Councillors (and certain other related persons), on an ongoing basis under the Register of Interests Policy 14-Plx-042 (the Policy), namely:

- interests held by virtue of appointment as Councillors (Part A of the Register of Interests); and
- other interests of Councillors and of related persons (Part B of the Register of Interests).

This is separate from the obligations under Part 5 of the *Local Government Act 1993* (Tas) (LG Act) and the *Local Government (Code of Conduct) Order 2024* (Tas) (Code of Conduct), where Councillors are only required to declare such interests if any when a conflict of interest (or in some cases, a potential or perceived conflict of interest) arises in a matter which comes before the Council (or in some cases a Council committee, special committee, controlling authority, single authority or joint authority).

SCOPE

This procedure applies to all Councillors.

This procedure also requires the Chief Executive Officer (CEO) to maintain the 'Register of Interests'.

PROCEDURE

Councillors

Part A of the Register of Interests will be maintained and updated to reflect allowances, resources/facilities/support, reimbursement, other payments known by council).

Part B of the Register of Interests will require the completion of Councillor Register of Interests Form (14-Fm-019)

Councillors must:

- within 28 days of the initial adoption of the Policy, inform the CEO of any interests of any of the kinds described in clause 4.1 of the Policy held by that Councillor or a Related Person;
- within 60 days of their election, inform the CEO of any interests of any of the kinds described in clause 4.1 of the Policy held by that Councillor or a Related Person;
- as soon as practicable at any time during their term of office, inform the CEO where they obtain or become aware of an interest of a kind described in clause 4.1 of the Policy or becomes aware that a Related Person has obtained such an interest; and
- as soon as practicable at any time during their term of office, inform the CEO if they become aware that any information in the Register of Interests is no longer correct (and, if relevant, provided updated information).

With respect to disclosures of information made for the purpose of Part B of the Register of Interests, a Councillor:

- is required only to disclose information that is known to the Councillor or ascertainable by the Councillor by the exercise of reasonable diligence;
- is not required to disclose the actual amount or extent of a financial interest;
- may disclose information in such a way that no distinction is made between information relating to the Councillor personally and information relating to a Related Person.

If a Councillor discloses information to the CEO in accordance with this policy, and that information constitutes personal information of the Councillor or a Related Person within the meaning of the *Personal Information Protection Act 2004* (Tas), the following applies:

- The purpose for which the information is collected is to fulfil the Council's commitment to maintaining a Register of Interests in accordance with the Policy;
- If a Councillor discloses any information regarding a Related Person in such a way that the identity of the Related Person is apparent or is reasonably ascertainable, the Councillor will make the Related Person aware of the Policy (and the Related Person may contact the CEO with any queries about this policy);
- This policy is intended to be a statement of all of the matters set out in clause 1(3) of Schedule 1 to the *Personal Information Protection Act 2004* (Tas).

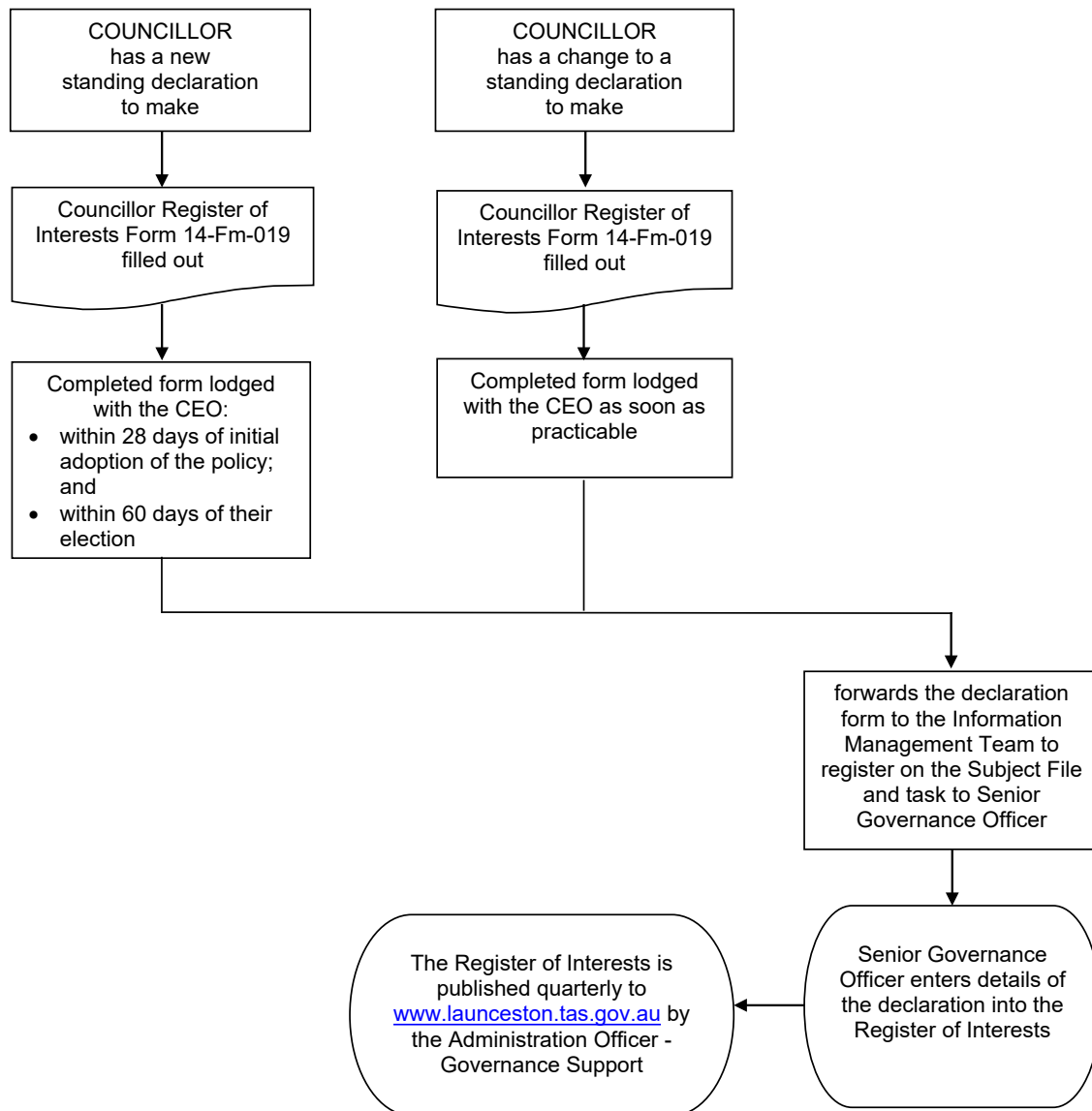
Chief Executive Officer (CEO)

The CEO will:

- maintain a register, to be called the 'Register of Interests', which includes the information required under the Policy. The Register of Interests will be divided into two parts:
 - Part A, containing information regarding interests which Councillors hold by virtue of their appointment as Councillors; and
 - Part B, containing information regarding other interests of Councillors and Related Persons.
- make the Register of Interests publicly available for inspection on the Council website in whatever manner and format the CEO considers appropriate.

The Register of Interests will be updated on the website every quarter.

PROCESS



Note: This register is separate to the register of declared pecuniary interests.

DEFINITIONS

Chief Executive Officer (CEO)	The general manager of the Council.
Code of Conduct	<i>Local Government (Code of Conduct) Order 2024 (Tas).</i>
Councillors	All persons elected to the Council including, to avoid doubt, the Mayor.
LG Act	<i>Local Government Act 1993 (Tas).</i>
Related Person	Related Person with respect to a Councillor means any of the following: • the Councillor's spouse/partner; • any children who are wholly or mainly dependent on the Councillor for support;
Register of Interests	The register established by the Register of Interests Policy 14-Plx-042 and referred to in clause 2.1 of the policy.
The Policy	14-Plx-042 Register of Interests Policy

RELATED POLICIES & PROCEDURES

14-Plx-042 Register of Interests Policy
14-Plx-031 Acceptance of Gifts and Donations by Councillors Policy
14-Plx-016 Councillor's Expenses and Resources Policy

RELATED LEGISLATION

Local Government Act 1993 (Tas);
Local Government (Code of Conduct) Order 2024 (Tas)
Personal Information Protection Act 2004 (Tas)

REFERENCES

14-Fm-019 Council Register of Interests Declaration
14-Fm-006 Councillor Pecuniary Interest Declaration

REVIEW

This procedure will be reviewed no more than 2 years after the date of approval (version) or more frequently, if dictated by operational demands.

CITY OF LAUNCESTON - Register of Interests Procedure

DOCUMENT INFORMATION

Reference number	14-Pr-019	
Version	DRAFT 18/05/2026	
Review	TBC	
Key function	Governance	
Document type	Detailed Procedure	
Responsible Network	Delivery and Performance	
Approved by	Executive Leadership Team	
Action Officer	Team Leader Governance and Information Services	
Text search key words	Councillor register of interests	
To be communicated to (To be identified by Approver) (Insert ✓ in relevant row)		Department/Area only
		Network via Senior Leaders and Team Leaders
	✓	Specific Areas: • Councillors
	✓	Organisation-wide
		Website
		Intranet (via a link)
Hard copy distribution	N/A	

NOTE: Always check to ensure you have the latest version of the document.
Printed: 14/08/2026

Document Information Page 1 of 1

Register of Interests Declaration Form

Please print

Title Given Name/s
Surname

Details of interests declared

Policy Reference	Interest	Declaration
4.1.1.	Any source of income for the Councillor or any Related Person through paid employment in the preceding 6 months where the income exceeds \$10,000 in that period.	
4.1.2.	A description of any Interest in Property held by the Councillor or any Related Person, including a description of the suburb or locality of the relevant land and the use of the land within the Launceston municipal area.	
4.1.3.	The name of any company or other body (whether incorporated or unincorporated) in which the Councillor or a Related Person holds office whether as a director or otherwise.	
4.1.4.	The name or description of any company, partnership, association or other body which the Councillor or a Related Person: 4.1.4.1 - has deposited money with, or lent money to, that has not been repaid and the amount not repaid equals or exceeds \$10,000; or 4.1.4.2 holds, or has a beneficial interest in, shares in, or debentures of public or	

Policy Reference	Interest	Declaration
	private companies where the combined total value is more than \$10,000; or 4.1.4.3 holds a policy of life insurance issued by the body.	
4.1.5	Superannuation fund and any other funds.	
4.1.6	Trusts that the Councillor is a trustee or a beneficiary of (other than testamentary trusts)	
4.1.7	Personal debt over \$10,000 (excluding financial institutions).	
4.1.8	Sponsored travel or hospitality exceeding \$300 received. This does not replace the requirement to maintain the Gifts and donations register under the LG Act.	
4.1.9	Election campaign donations. This does not replace the requirement to maintain the Gifts and donations register under the LG Act.	

Policy Reference	Interest	Declaration
4.1.10	A description of any other interest of the Councillor or a Related Person which is not otherwise described above but which the Councillor: 4.1.10.1 - considers to be substantial; and 4.1.10.2 - foresees as having the potential to give rise to a conflict of interest under the LG Act or Code of Conduct at any stage.	

I declare that the above list includes any related person. I make this declaration after reading Council's Register of Interests Policy (14-Plx-042) which details the meaning of the terms "related persons" and "interest in property".

I permit the Chief Executive Officer (CEO) to maintain a register of interests of me and persons related to me and to use the information for the purposes specified in Council's Register of Interests Policy (14-Plx-042).

Councillor's Signature _____

Date / /

Please lodge completed form with the Chief Executive Officer within 60 days of election, or where there are changes as soon as practical

Notification received by CEO

Signed: _____

/ /

Personal Information Protection Statement

As required under the *Personal Information Protection Act 2004*

1.	Personal information is managed in accordance with the <i>Personal Information Protection Act 2004</i> (the Act) and may be accessed by the individual to whom it relates, on request to the City of Launceston.
2.	Information may be used and disclosed for other purposes permitted by the Act. Personal information may be disclosed to third parties, including other public sector bodies, agents or contractors of the City of Launceston, in accordance with our Personal Information Protection Policy (17-Plx-005) and the Act.
3.	Failure to provide this information may result in your application not being able to be accepted or processed.

CITY OF LAUNCESTON - Register of Interests Declaration Form

PURPOSE

This form is provided to assist City of Launceston Councillors comply with the requirements of the Register of Interests Policy (14-Plx-042).

SCOPE

Applies to City of Launceston Councillors.

RELATED POLICIES & PROCEDURES

- 14-Plx-042 Register of Interests Policy
- 14-Pr-019 Register of Interests Procedure
- 14-Plx-031 Acceptance of Gifts and Donations by Councillors Policy
- 14-Plx-016 Councillor's Expenses and Resources Policy

DOCUMENT INFORMATION

Reference number	14-Fm-019
Version	DRAFT 18/05/2026
Review	TBC
Key function	Governance
Document type	Form
Responsible Network	Delivery and Performance
Approved by	Chief Executive Officer
Action Officer	Team Leader Governance and Information Services
Text search key words	Register of interests declaration form Councillor Councillors

To be communicated to <i>(To be identified by Approver)</i> (Insert ✓ in relevant row)		Department/Area only
		Network via Senior Leaders or Team Leaders
	✓	Specific Areas: • Councillors • Senior Leader People Governance and Safety • Team Leader Governance and Information Services • Team Leader Executive Support • Team Leader Legal • Administration Officer - Governance Support • Executive Assistant - Councillor Rooms • Executive Assistant - Office of the Mayor
		Organisation-wide
		Website
		Intranet (via a link)
		External notification e.g. Department Premier and Cabinet, Director Public Health, Tasmania Police

Hard copy distribution	Councillor's Rooms MS Folder Administration Officer - Governance Support (Council Box) Executive Assistant - Councillor Rooms
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City of Launceston Annual Plan 2025/26 Quarter 4 Progress Report

For period 1 April 2026 - 30 June 2026

City of Launceston Annual Plan 2025/26

Quarterly Progress Report

Quarter 4: 1 April 2026 to 30 June 2026

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Strategic Annual Plan Actions	13
Key Service Annual Plan Actions	52

Report Introduction

Welcome to the City of Launceston's Quarterly Progress Report for the Quarter 4 - April to June 2026 period. As the final quarter in the Plan period, this report provides a final update on the City of Launceston's progress towards delivering the Action Items set out in our Annual Plan 2025/2026.

Progress against our Annual Plan 2025/2026 was provided quarterly over the course of the Plan period (the financial year), following the financial quarters:

Quarter 1	1 July 2025 - 30 September 2025
Quarter 2	1 October 2025 - 31 December 2025
Quarter 3	1 January 2026 - 31 March 2026
Quarter 4	1 April 2026 - 30 June 2026

Strategic Alignment

The Action Items reflected in the Annual Plan are directly linked to our three Strategic Pillars - Prosperity, Place, People, as outlined in our strategic plan *Shaping Futures: 2025 - 2035*. The alignment to these Pillars and the Annual Plans connection can be found detailed within the Annual Plan 2025/2026.

Accessing a copy of the Annual Plan

The Annual Plan 2025/2026 is available publicly on the City of Launceston website (<https://www.launceston.tas.gov.au/Council-Region/Reports-Plans-and-Strategies/Annual-Plan-and-Budget>) or a printed copy can be requested through our Customer Service Centre.

Accessing a copy of the Strategic Plan

The *Shaping Futures: 2025 - 2035* strategic plan is available publicly on the City of Launceston website (<https://www.launceston.tas.gov.au/Council-Region/Reports-Plans-and-Strategies/Strategic-Plan>) or a printed copy can be requested through our Customer Service Centre.

How to read this report

Term	Definition																																		
Action ID	This is the corresponding reference number that is allocated to an Action Item in the Annual Plan 2025/2026.																																		
Action Item	This is the overall outcome the City of Launceston aims to achieve. These projects might be due for completion by the end of the plan period (financial year 2025/2026 / by 30 June 2026) or contribute to multi-year projects that will take several years to be completed.																																		
Status	This status is representative of the overall action progress for tasks to be completed within this plan period (financial year) only. <i>For Actions that form part of a multi-year project, it is important to note that the status stated in this report refers to the project's progress within this plan period only, not the full lifespan of the project.</i> The following matrix has been used to determine the status of each Action Item: <table><tr><th rowspan="2">Area</th><th colspan="6">Status</th></tr><tr><th>On Schedule</th><th>Behind Schedule or Delayed</th><th>On Hold</th><th>Complete</th><th>Deferred - partially complete</th><th>Cancelled</th></tr><tr><td>Schedule</td><td>Up to 15% over schedule</td><td>15% - 30% over schedule</td><td>More than 30% over schedule</td><td>100% of the Outputs listed in the Annual Plan have been completed</td><td>Actions that were initially scheduled for delivery in 2025/2026 but have now been deferred to a later year - will continue in a later year</td><td>Actions that were initially scheduled for delivery in 2025/2026 but have been cancelled.</td></tr><tr><td>Issues</td><td>No technical issues outstanding</td><td>Technical issues outstanding and being resolved or non-critical technical issue outstanding with no resolution identified</td><td>Critical technical issues(s) outstanding with no resolution identified</td><td>No technical issues outstanding</td><td>Issues that cannot be resolved for completion in 2025/2026</td><td>Issues that cannot be resolved for completion in 2025/2026 or future years.</td></tr><tr><td>Risk</td><td>Project is travelling well with risks managed</td><td>Project has risk issues that could impact completion date, budget and/or project quality</td><td>Project has critical risk issues that will impact completion date, budget and/or project quality</td><td>Outputs from Annual Plan Action has been completed with risks managed</td><td>Risks may be a contributing factor to non-completion in 2025/2026</td><td>Risks may be a contributing factor to non-completion in 2025/2026</td></tr></table>	Area	Status						On Schedule	Behind Schedule or Delayed	On Hold	Complete	Deferred - partially complete	Cancelled	Schedule	Up to 15% over schedule	15% - 30% over schedule	More than 30% over schedule	100% of the Outputs listed in the Annual Plan have been completed	Actions that were initially scheduled for delivery in 2025/2026 but have now been deferred to a later year - will continue in a later year	Actions that were initially scheduled for delivery in 2025/2026 but have been cancelled.	Issues	No technical issues outstanding	Technical issues outstanding and being resolved or non-critical technical issue outstanding with no resolution identified	Critical technical issues(s) outstanding with no resolution identified	No technical issues outstanding	Issues that cannot be resolved for completion in 2025/2026	Issues that cannot be resolved for completion in 2025/2026 or future years.	Risk	Project is travelling well with risks managed	Project has risk issues that could impact completion date, budget and/or project quality	Project has critical risk issues that will impact completion date, budget and/or project quality	Outputs from Annual Plan Action has been completed with risks managed	Risks may be a contributing factor to non-completion in 2025/2026	Risks may be a contributing factor to non-completion in 2025/2026
Area	Status																																		
	On Schedule	Behind Schedule or Delayed	On Hold	Complete	Deferred - partially complete	Cancelled																													
Schedule	Up to 15% over schedule	15% - 30% over schedule	More than 30% over schedule	100% of the Outputs listed in the Annual Plan have been completed	Actions that were initially scheduled for delivery in 2025/2026 but have now been deferred to a later year - will continue in a later year	Actions that were initially scheduled for delivery in 2025/2026 but have been cancelled.																													
Issues	No technical issues outstanding	Technical issues outstanding and being resolved or non-critical technical issue outstanding with no resolution identified	Critical technical issues(s) outstanding with no resolution identified	No technical issues outstanding	Issues that cannot be resolved for completion in 2025/2026	Issues that cannot be resolved for completion in 2025/2026 or future years.																													
Risk	Project is travelling well with risks managed	Project has risk issues that could impact completion date, budget and/or project quality	Project has critical risk issues that will impact completion date, budget and/or project quality	Outputs from Annual Plan Action has been completed with risks managed	Risks may be a contributing factor to non-completion in 2025/2026	Risks may be a contributing factor to non-completion in 2025/2026																													
IMPORTANT NOTE REGARDING CHANGES TO STATUS CATEGORIES: this matrix changed in quarter three to combine the status 'Delayed' with the status 'Behind Schedule', and to separate the statuses 'Deferred' and 'Cancelled' into two separate categories.																																			

Term	Definition
Output	Outputs are the tasks or activities that the City of Launceston will aim to complete by the end of the plan period (financial year 2025/2026 / by 30 June 2026) to achieve the overarching Action Item.
Progress Comment	These comments provide an update on the progress of the <i>Outputs</i> under each Action Item. These comments focus on the work completed during the applicable reporting quarter. The previous quarter's comments will be left in the report as the plan period progresses to show the full progress throughout the year.

Action Item Progress Reporting

This section provides details on the progress of each Action Item from the Annual Plan 2025/2026 at the end of quarter 4; which marks the end of the plan period.

Performance Summary

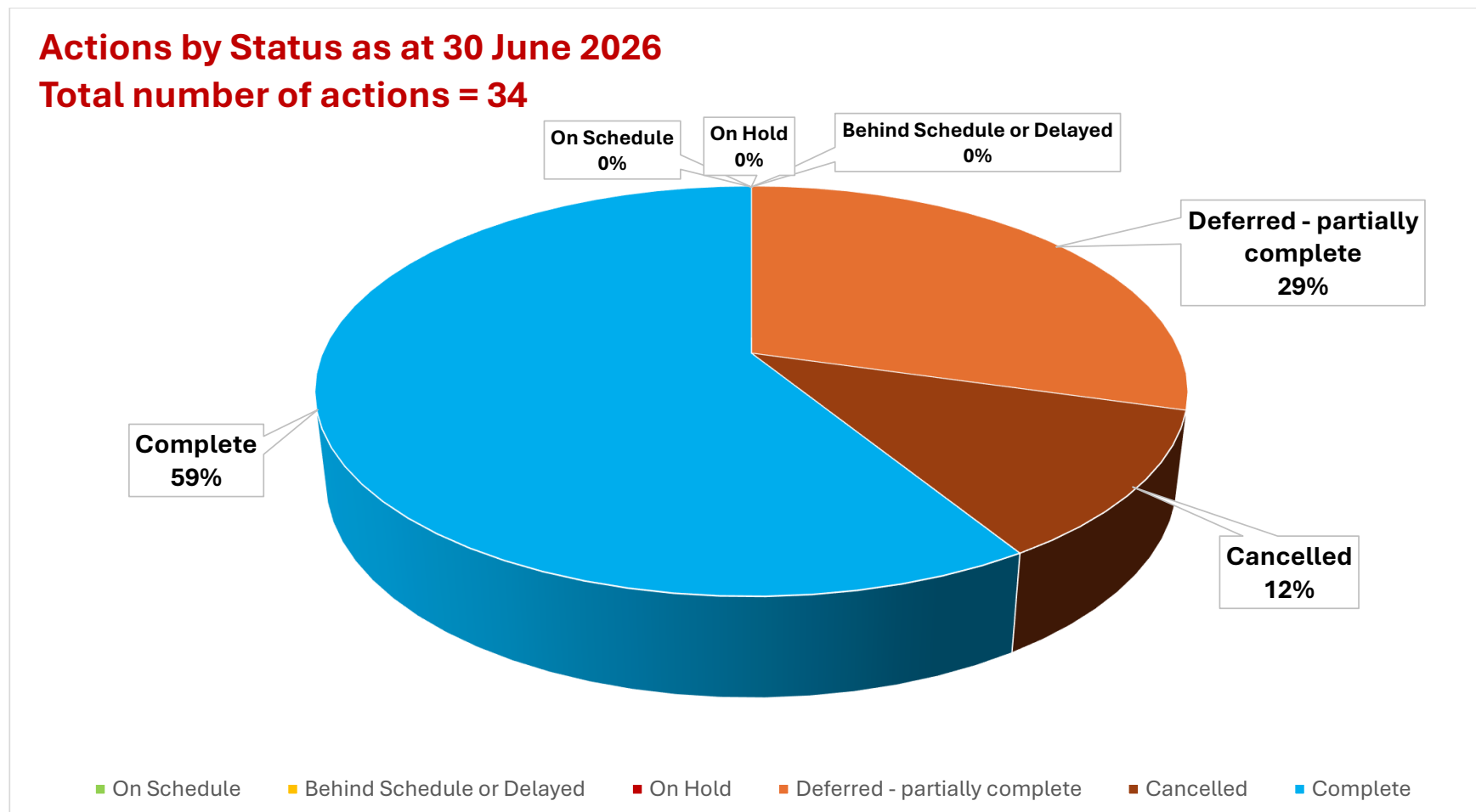
There are 34 Action Items included in the Annual Plan for the 2025/2026 financial year - 17 Strategic Actions and 17 Key Service Actions.

As at the end of the plan period, 30 June 2026, 59% or 20 Actions were complete. The remaining 41% of Actions were either deferred (10 Actions) or cancelled (4 Actions).

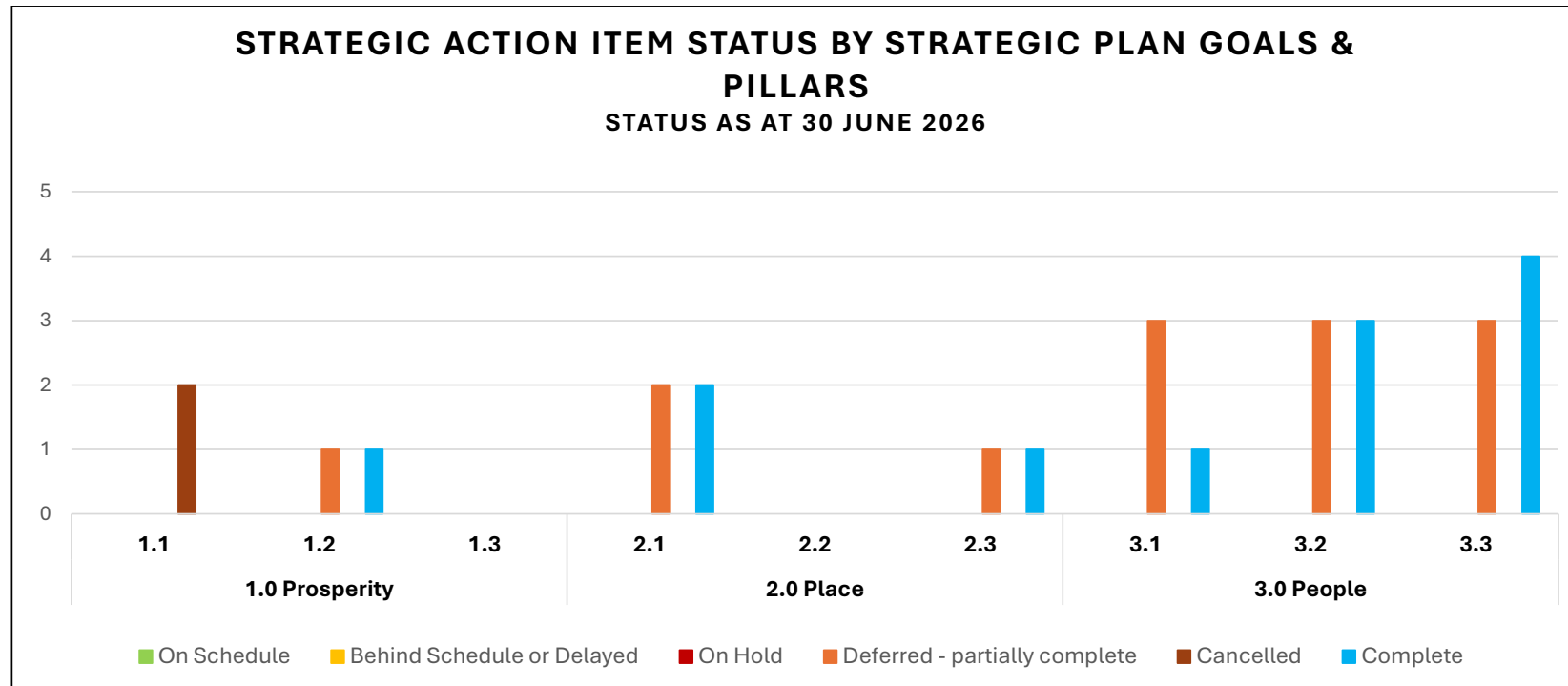
- Of the 10 Actions deferred:
 - 8 are multi-year projects where some outputs originally scheduled for delivery in 2025/26 financial year have been re-phased into future financial years within the same Four-Year Delivery Plan objective.
(Action items S6, S9, S11, S15, K1, K6, K12, and K17)
 - 2 Actions have been rescoped and extended from single-year projects to multi-year projects, where remaining outputs will continue into future financial years within the same Four-Year Delivery Plan objective.
(Action items S17 and K9)
- Of the 4 Actions cancelled:
 - 3 were cancelled due to a change in organisational priorities or focus reflecting a change in community needs.
(Action items S1, K14 and K15)
 - 1 has been cancelled due to a non-successful application for grant funding.
(Action item S2)

The two graphs on the following pages provide a summary of the performance of these Action Items at the end of quarter 4 (30 June 2026).

Graph 1: shows the number of action items in each status category at the end of the reporting quarter - collective totals incorporating both Strategic and Key Services Actions.



Graph 2: shows the status of the Strategic Action Items grouped by the Goals and Pillars from the overarching strategic plan *Shaping Futures: 2025 - 2035*. Our Strategic Actions contribute to the delivery of the goals and objectives from the strategic plan. This graph shows the Strategic Actions of our Annual Plan grouped against the strategic objectives to demonstrate their contribution to the three guiding Pillars - Prosperity, Place, People. This table does not include the Key Service Action Items.



Note: Some action items contribute to more than one Goal resulting in a total displayed in this graph that differs from the total number of Strategic Action Items. Not all Goals will have an Action Item allocated in the financial year; however, all Goals will be addressed over the 10-year Strategic Plan period.

Status Overview

This section shows the status of the Action Items at the end of each quarter over the lifespan of the plan period. Comments to support the status and provide a detailed progress update can be found in the next section of the report titled 'Detailed Progress'.

Refer to the matrix provided on page 2 under section 'How to read this report' for details on how the status has been determined.

Strategic Annual Plan Actions						
Action ID	Action Item	Lead Delivery Team	Quarter 1 status	Quarter 2 status	Quarter 3 status	Quarter 4 status
S1	Implement recommendations of the Queen Victoria Museum and Art Gallery Futures Plan.	QVMAG	Deferred	Deferred	Deferred	Cancelled <i>(Refer to reasoning and further details on pages 14-15)</i>
S2	Queen Victoria Museum Inveresk Precinct and Collection Discovery Centre Development.	QVMAG	Delayed or On Hold	On Hold	Cancelled	Cancelled <i>(Refer to reasoning and further details on pages 15-16)</i>
S3	Deliver identified actions in the Northern Tasmania Sports Facility Plan.	Connections and Liveability	On Schedule	On Schedule	On Schedule	Complete
S4	St Leonards and Waverley Neighbourhood Plan - Planning Scheme Amendment.	Community Assets and Design	On Schedule	On Schedule	On Schedule	Complete
S5	Deliver identified actions from the City of Launceston Urban Greening Implementation Plan.	Connections and Liveability	On Schedule	On Schedule	On Schedule	Complete

Action ID	Action Item	Lead Delivery Team	Quarter 1 status	Quarter 2 status	Quarter 3 status	Quarter 4 status
S6	Finalise Alanvale Neighbourhood Plan and Planning Scheme Amendment.	Community Assets and Design	On Schedule	On Schedule	On Schedule	Deferred - partially complete <i>(Refer to reasoning and further details on pages 21-23)</i>
S7	Housing Plan Implementation Projects.	Community Assets and Design	On Schedule	On Schedule	On Schedule	Complete
S8	Implement Council commitments from the My Place My Future Plan.	Connections and Liveability	On Schedule	On Schedule	On Schedule	Complete
S9	Implement actions from the Launceston City Heart Place Plan in accordance with the 5-year Implementation Plan.	Strategy and Innovation Connections and Liveability Community Assets and Design Chief Executive Office	Delayed or On Hold	Delayed	Behind Schedule or Delayed	Deferred - partially complete <i>(Refer to reasoning and further details on pages 32-38)</i>
S10	Progress the Princess Theatre and Earl Arts Centre upgrade.	Community Assets and Design	On Schedule	On Schedule	On Schedule	Complete
S11	South Prospect Neighbourhood Plan Development and Infrastructure Funding Framework.	Community Assets and Design	Behind Schedule	Behind Schedule	Behind Schedule or Delayed	Deferred - partially complete <i>(Refer to reasoning and further details on pages 40-41)</i>
S12	Redevelopment of 118-124 Brisbane Street.	Chief Executive Office	On Schedule	On Schedule	On Schedule	Complete

Action ID	Action Item	Lead Delivery Team	Quarter 1 status	Quarter 2 status	Quarter 3 status	Quarter 4 status
S13	Explore opportunities for Russells Plains relative to Council's future needs for the site.	Connections and Liveability	On Schedule	On Schedule	On Schedule	Complete
S14	Brisbane Street Mall Activation.	Connections and Liveability	Behind Schedule	Behind Schedule	On Schedule	Complete
S15	Building Heights and Massing Project - Planning Scheme Amendment.	Community Assets and Design	Behind Schedule	Behind Schedule	Behind Schedule or Delayed	Deferred - partially complete (Refer to reasoning and further details on pages 47-48)
S16	Participate in the 2025 Night-Time Economy Research.	Strategy and Innovation	Behind Schedule	Delayed	Behind Schedule or Delayed	Complete
S17	Partner with key stakeholders to deliver programs that build workforce capacity in Launceston's emerging industries.	Strategy and Innovation	Behind Schedule	Delayed	Behind Schedule or Delayed	Deferred - partially complete (Refer to reasoning and further details on pages 50-51)

Key Service Annual Plan Actions						
Action ID	Action Item	Lead Delivery Team	Quarter 1 status	Quarter 2 status	Quarter 3 status	Quarter 4 status
K1	Develop a new Integrated Planning and Reporting Framework.	Strategy and Innovation	Behind Schedule	On Hold	On Hold	Deferred - partially complete (Refer to reasoning and further details on pages 53-55)
K2	Deliver the Service Management Project.	Strategy and Innovation	On Schedule	On Schedule	On Schedule	Complete
K3	Improve asset management governance, practices and processes.	Community Assets and Design	On Schedule	On Schedule	Behind Schedule or Delayed	Complete
K4	Core Applications Transformation Program (Project Ignite phase).	Delivery and Performance	On Schedule	On Schedule	On Schedule	Complete
K5	Finalise new City of Launceston Enterprise Agreement.	Chief Executive Office Delivery and Performance	On Schedule	On Schedule	On Schedule	Complete
K6	Enhance flood intelligence capabilities and communications.	Community Assets and Design	Behind Schedule	On Schedule	Behind Schedule or Delayed	Deferred - partially complete (Refer to reasoning and further details on pages 66-67)
K7	Participate in the Northern Tasmanian Regional Land Use Strategy Review.	Community Assets and Design	On Schedule	On Schedule	On Schedule	Complete

Action ID	Action Item	Lead Delivery Team	Quarter 1 status	Quarter 2 status	Quarter 3 status	Quarter 4 status
K8	Embed the Child and Youth Safe Organisations Framework as required by the Child and Youth Safe Organisations Act 2023.	Connections and Liveability	On Schedule	On Schedule	On Schedule	Complete
K9	Review the Economic Development Strategy 2022-2026.	Strategy and Innovation	Behind Schedule	Delayed	Behind Schedule or Delayed	Deferred - partially complete (Refer to reasoning and further details on pages 70-72)
K10	Commence development of the Flood Mitigation Plan.	Community Assets and Design	Behind Schedule	On Schedule	On Schedule	Complete
K11	Develop the Waste and Resource Recovery Plan.	Strategy and Innovation	Behind Schedule	Behind Schedule	Behind Schedule or Delayed	Complete
K12	Northern Tasmania Cricket Association (NTCA) Sports Complex redevelopment.	Community Assets and Design	On Schedule	On Schedule	On Schedule	Deferred - partially complete (Refer to reasoning and further details on pages 77-79)

Action ID	Action Item	Lead Delivery Team	Quarter 1 status	Quarter 2 status	Quarter 3 status	Quarter 4 status
K13	Implement the Northern Regional Gateway Project.	Connections and Liveability	On Schedule	On Schedule	On Schedule	Complete
K14	Develop an Equity and Inclusion Plan.	Connections and Liveability	Behind Schedule	Delayed	Deferred	Cancelled (Refer to reasoning and further details on pages 81-82)
K15	Identify a partner with a sustainable business model for electric vehicle chargers.	Strategy and Innovation	Behind Schedule	On Schedule	On Schedule	Cancelled (Refer to reasoning and further details on pages 82-84)
K16	Review Youth Engagement Framework 2025 - 2028 and the 2025 - 2026 Youth Plan.	Connections and Liveability	On Schedule	On Schedule	On Hold	Complete
K17	Flood recovery focused emergency management planning.	Delivery and Performance	Behind Schedule	Behind Schedule	On Schedule	Deferred - partially complete (Refer to reasoning and further details on pages 87-88)

Detailed Progress Report

Strategic Annual Plan Actions

The projects within this category of work are projects that deliver on the long-term strategic goals set out in our 10-year strategic plan Shaping Futures: 2025 - 2035. These projects are transformational in nature with a focus on growth, innovation and emerging challenges. The alignment to our long-term objectives from our strategic plan is shown against each Action Item in this category.

Figure 1: shows a summary of our strategic plan Shaping Future: 2025 - 2035 showing the Pillars, Goals, and Objectives.

OUR VISION: Launceston: A city of history, innovation and opportunity.			
SHAPING FUTURES	PILLAR 1 PROSPERITY	Goal 1.1. Launceston is a premier visitor destination, celebrated for its natural beauty, creative and historic city centre, welcoming community, and rich food culture. 1.1(a) Grow and celebrate our identity as a UNESCO Creative City of Gastronomy. 1.1(b) Enhance Launceston's reputation nationally and internationally as a leading host city for events and festivals, while leveraging our history and natural beauty to encourage extended and expanded stays. 1.1(c) Expand Launceston's position as an arts and cultural hub by providing an environment for creative industries to thrive.	Goal 1.2. Launceston's economy is resilient and sustainable, with significant growth in its gross regional product (GRP) through a diverse economic base supported by a skilled workforce, enabling business environment, and facilitation of investment opportunities. 1.2(a) Capitalise on our competitive advantages by focusing on key sectors including food and agricultural innovation, research & development, advanced manufacturing, healthcare and circular economy initiatives. 1.2(b) Position Launceston as a business-friendly city that attracts & nurtures entrepreneurs, startups, and microbusinesses. 1.2(c) Advocate and collaborate with the State Government, education institutions, industry partners and non-profits to support improvements in adult literacy (including digital literacy) and to support skills development in key sectors.
	PILLAR 2 PLACE	Goal 2.1. Plan for current and medium-term housing and infrastructure needs while maintaining a focus on a longer-term growth projection of 100,000 residents. 2.1(a) Facilitate an increase in housing supply to meet current demand and align with planned growth, aiming and planning for 4,300 new homes in priority development and infill areas by 2035. 2.1(b) Enable and encourage delivery of medium density houses in and around activity centres and transport corridors, and more diverse, sustainable and energy efficient housing. 2.1(c) Proactively address affordability, homelessness and housing insecurity.	Goal 2.2. Launceston's transport system connects communities, reduces car dependency in activity centres and corridors, and promotes active transport options. 2.2(a) Partner with the state government and local councils to expand access to reliable and frequent public transport services in and around Launceston. 2.2(b) Work with partners to enable convenient daily travel by supporting public transport and investing in key road infrastructure between Launceston and rural and regional communities and surrounding facilities (e.g. Launceston Airport, Bell Bay). 2.2(c) Develop a safe, pleasant and connected walking and active transportation network that is integrated with the transport system, across Launceston's urban footprint.
	PILLAR 3 PEOPLE	Goal 3.1. Community members have access to green, diverse, and inclusive open spaces and facilities enabling them to lead active lives, enjoy nature, and connect with others. 3.1(a) Enhance community members' access to climate-change resilient lead, well-maintained, inclusive public open spaces, prioritising areas with low wellbeing measures. 3.1(b) Leverage Launceston's network of waterways by rehabilitating and connecting riparian corridors, connecting them with the public open spaces network and supporting improvements to the Kanamaluka/Tamar Estuary and surrounding precinct. 3.1(c) Ensure neighbourhoods are well-served through community activity hubs that are accessible and inclusive, provide a range of amenities, create opportunities for a diverse range of community activities and support Launceston's diverse cultural, economic, and age groups.	Goal 3.2. Participation in cultural and recreational activities is widespread across the community and promotes health and wellbeing at all ages while bridging social, cultural and geographical gaps. 3.2(a) Achieve an improvement in health and wellbeing through addressing barriers to inclusion and promotion of physical and social activity such as community arts, sports and recreation. 3.2(b) Broaden and increase participation in arts, cultural, and community events to foster community identity, leadership and capacity building, resilience, pride & a sense of belonging. 3.2(c) Leverage the City of Gastronomy designation to foster a sense of shared identity, enhance understanding of cultural diversity, promote grassroots food culture, and enhance food security.
Goal 1.3. Launceston's attractive employment opportunities, enviable lifestyle and our reputation as a forward-thinking city make it the destination of choice for professionals, entrepreneurs and innovators. 1.3(a) Position Launceston as a national testbed for urban innovation (e.g., pilot smart city projects, future mobility solutions, and climate-adaptive urbanism). 1.3(b) Attract and retain young professionals (25-34 year-olds) to Launceston. 1.3(c) Establish Launceston as a national leader in sustainability through our achievements in circular economy innovation and reducing greenhouse gas emissions.			
Goal 2.3. Launceston's community is connected to our Aboriginal and built heritage, while growing a city of the future. 2.3(a) Encourage and facilitate recognition of Aboriginal cultural heritage as a means of retaining a sense of place and connection to Country. 2.3(b) Ensure that significant heritage elements are respected while addressing the future housing, commerce and recreational needs of the community. 2.3(c) Implement planning guidelines (particularly within the CBD) to encourage adaptive reuse of heritage buildings, and infill development that promotes our city's built-heritage character.			
Goal 3.3. As northern Tasmania's cultural and commercial centre, Launceston's historic city heart is buzzing with activity throughout the day and into the night. 3.3(a) Intensify baseline activity in the city centre by facilitating an increase in inner-city living and working. 3.3(b) Implement bold initiatives that increase nighttime activity, optimise dwell time, maximise appeal to locals and visitors, and add to the City's vibrancy and safety. 3.3(c) Create a walkable centre and optimise the use of public space by reducing car dominance and expanding opportunities for greening and alternative forms of transport.			

Action ID: S1	Action Item: Implement recommendations of the Queen Victoria Museum and Art Gallery Futures Plan.				
Is this Action a multi-year project?	Yes	Duration of project:	5 years	Current year of project:	Year 1
Lead Delivery Team:	Connections and Liveability (previously Queen Victoria Museum and Art Gallery Team)		Strategic Alignment:		1.1(c)
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026 (by quarter)					
Quarter 1 (July - September)	Quarter 2 (October - December)		Quarter 3 (January - March)		Quarter 4 (April - June)
Deferred	Deferred		Deferred		Cancelled
Progress Comments by Action Item Outputs:					
Output 1: Major initiatives to advance planning towards the Priority Projects of the Queen Victoria Museum and Art Gallery (QVMAG) Futures Plan, including: 1. Expanded Art Gallery at Royal Park 2. Centre for Aboriginal Science and Education					
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:		Quarter 3 Progress Comment:		Quarter 4 Progress Comment:
Deferred: projects not scoped or budgeted for.	Deferred: No changes since the first quarter. Project actions not scoped or budgeted for.		Deferred: project will not progress at this time pending further advice.		Cancelled: this output is no longer a corporate priority.
Output 2: Complete QVMAG's transition in governance to a Company Limited by Guarantee by December 2025 through completion of the following stages: 1. Drafting of a company constitution. 2. Endorsement of the constitution by Council. 3. Establishment of interim Board of Directors. 4. Submission of constitution and Board to Australian Securities and Investments Commission. 5. Application for tax concession status to ATO. 6. Establish a long-term skills-based Board and negotiate a Service Level Agreement with the City of Launceston.					
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:		Quarter 3 Progress Comment:		Quarter 4 Progress Comment:

Delayed due to staff vacancies. Work on this output will commence again in quarter 2.	Project has not commenced. Postponed pending further legal and industry advice.		Deferred: project will not progress at this time pending further advice.
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Action ID: S2	Action Item: Queen Victoria Museum Inveresk Precinct and Collection Discovery Centre Development.		
Is this Action a multi-year project?	Yes	Duration of project:	5-10 years
		Current year of project:	Year 1
Lead Delivery Team:	Connections and Liveability (previously Queen Victoria Museum and Art Gallery Team)	Strategic Alignment:	1.1(c)
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026			
Quarter 1 (July - September)	Quarter 2 (October - December)	Quarter 3 (January - March)	Quarter 4 (April - June)
Delayed or On Hold	On Hold	Cancelled	Cancelled
Progress Comments by Action Item Outputs:			
Output 1: Submissions by mid to late 2025 of a major grant application to the Federal Regional Precincts and Partnerships Program (rPPP) for funds to support scoping and master planning of the Inveresk Precinct and Collection Discover Centre.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Regional Precincts and Partnerships Program (RPPP) grant application currently being prepared by consultant.	Regional Precincts and Partnerships Program (rPPP) grant funding is on pause. Awaiting reopening for submission.	RPPP funding has not been offered again.	Submission was completed but RPPP funding has not been offered again.
Output 2: Project Plan to have 3 interlinked elements: 1. Master planning for the heritage listed Inveresk Precinct adjacent to the QV Museum and University Tasmania (UTAS).			

2. Master planning for a new Collection Discovery Centre (CDC) that will house Queen Victoria Museum and Art Gallery (QVMAG) collection in museum-standard conditions in a non-flood prone location. 3. Planning for audit and relocation of the extensive QVMAG collection to the CDC.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
No progress on this output this quarter. The progress of this output is pending the grant outcome from output 1 above.	Regional Precincts and Partnerships Program (rPPP) grant funding is on pause. Awaiting reopening for submission.	RPPP funding has not been offered again.	Submission was completed but RPPP funding has not been offered again.
Output 3: If grant is successful, begin scoping and master planning in late 2025 to early 2026.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
No progress on this output this quarter. The progress of this output is pending the grant outcome from output 1 above.	Regional Precincts and Partnerships Program (rPPP) grant funding is on pause. Awaiting reopening for submission.	RPPP funding has not been offered again.	Submission was completed but RPPP funding has not been offered again.

Action ID: S3	Action Item: Deliver identified actions in the Northern Tasmania Sports Facility Plan.				
Is this Action a multi-year project?	Yes	Duration of project:	10 years	Current year of project:	Year 3
Lead Delivery Team:	Connections and Liveability		Strategic Alignment:	3.2(a)	
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026					
Quarter 1 (July - September)	Quarter 2 (October - December)		Quarter 3 (January - March)		Quarter 4 (April - June)
On Schedule	On Schedule		On Schedule		Complete
Progress Comments by Action Item Outputs:					

Output 1:

Identify recommendations from the Northern Tasmania Sports Facility Plan that require short and medium term (5-10 years) action and work with Councillors to prioritise.

Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Master planning of the NTCA is complete. The St Leonards Sports Complex has been recognised as the next opportunity for a master plan and alignment with the St Leonards / Waverley Neighborhood Growth Plan.	At the October Council meeting the next stage of work was endorsed for the Northern Tasmania Cricket Association (NTCA) Sports Complex redevelopment. Councillors voted to proceed with detailed design, the submission of a Development Application, and continued advocacy for funding to deliver a modern, accessible, and inclusive NTCA sporting precinct.	Detailed design underway for NTCA, led by the City of Launceston City Infrastructure Team.	Complete – ongoing or long-term actions incorporated into Recreation and Open Space Plan.

Output 2:

Develop an implementation plan and allocate resources.

Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Implementation Plan has been completed.	Complete as per the previous quarter.	Complete as per the previous quarter.	Complete.

Output 3:

Implement the plan.

Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
The Recreation & Parks Team have been working with clubs to prioritise needs, aligning with both the Northern Sports Plan and Council priorities.	The Recreation and Parks Team have been prioritising actions to implement actions that align with Council priorities and relevance to the broader Northern Tasmania Sports Plan including supporting clubs with priority and manageable day-to-day upgrades and in	The Community Place Team have been supporting clubs with grant applications through the most recent State Government Active Tasmania Infrastructure Grants.	Complete – ongoing or long-term actions incorporated into Recreation and Open Space Plan.

	prioritising future works through recent budget bids and grant applications (where applicable).		
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Action ID: S4	Action Item: St Leonards and Waverly Neighbourhood Plan - Planning Scheme Amendment.							
Is this Action a multi-year project?		Yes	Duration of project:		3 years	Current year of project:		Year 2
Lead Delivery Team:		Community Assets and Design			Strategic Alignment:		2.1(a)	
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026								
Quarter 1 (July - September)		Quarter 2 (October - December)		Quarter 3 (January - March)		Quarter 4 (April - June)		
On Schedule		On Schedule		On Schedule		Complete		
Progress Comments by Action Item Outputs:								
Output 1: Prepare required planning scheme amendment application to implement the St Leonards and Waverly Neighbourhood Plan and Infrastructure Funding Framework.								
Quarter 1 Progress Comment:		Quarter 2 Progress Comment:		Quarter 3 Progress Comment:		Quarter 4 Progress Comment:		
The Neighbourhood Plan and Infrastructure Funding Framework project deliverables have been finalised as of the end of September. The Council report is being prepared with a recommendation for adoption of the Neighbourhood Plan and Infrastructure Funding Framework at the Council Meeting on 23 October 2025.		The St Leonards and Waverley Neighborhood Plan and Infrastructure Funding Framework was adopted by Council at its Meeting on 23 October 2025. A website has been created to promote the St Leonards and Waverley area – www.stleonardsandwaverley.com.au .		The post-completion report for the project has been approved by the Federal Government and the final payment received under the Housing Support Program Stream 1 Grant. Planning Scheme Amendment progressing through internal and external review processes.		The St Leonards and Waverley Neighborhood Plan and Infrastructure Funding Framework was adopted by Council at its meeting on 23 October 2025. Preparation of planning scheme amendment, including specific area plan, is still progressing and will seek Council initiation in September		

Planning scheme amendment documentation will be prepared following Council adoption and will then be brought to Council for initiation in sequence.	A post-completion report has been sent to the Federal Government to confirm finalisation of the co-funded project. Planning scheme amendment documentation is being prepared.		2026. Additional implementation work was required to support the planning scheme amendment and will continue to be progressed into the new financial year.
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Action ID: S5	Action Item: Deliver identified actions from the City of Launceston Urban Greening Implementation Plan.		
Is this Action a multi-year project?	Yes	Duration of project:	17 years
		Current year of project:	Year 2
Lead Delivery Team:	Connections and Liveability	Strategic Alignment:	3.1(a)
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026			
Quarter 1 (July - September)	Quarter 2 (October - December)	Quarter 3 (January - March)	Quarter 4 (April - June)
On Schedule	On Schedule	On Schedule	Complete
Progress Comments by Action Item Outputs:			
Output 1: Deliver the Street Tree Masterplan.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
On schedule. Stage 2 of Street Tree Masterplan- Precinct Research and Development has been completed.	On schedule. 50% of the draft Masterplan is complete, including preliminary tree selections. Internal engagement and feedback	On schedule. 100% of the draft Masterplan is completed. Masterplan to be publicly exhibited prior to council endorsement in	The 100% Draft Street Tree Masterplan has been completed and shared with Councillors for information ahead of public exhibition. Final engagement has been deferred due to

	on the draft is underway.	quarter 4.	competing organisational engagement priorities. Following public exhibition, community feedback will be reviewed and addressed prior to the Final Street Tree Masterplan is presented to Council for endorsement in quarter 1 of the 2026/27 financial year.
Output 2: Resource and begin implementation of the Street Tree Masterplan.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
On schedule. 1. Implementation of Greening underway in Priority Suburb One (Mayfield), including street tree plantings and greening of Urban Open Spaces. 2. Greening of Torrens Street Park is complete. 3. Urban Greening Precinct Plan is currently in the research stage for Priority Suburb 2 (Newnham). 4. Urban Greening Implementation Plan item action item 'O-16: Complete Newnham plantings (vicinity of Vermeer, Goya, Monet, Picasso, Van Gogh etc.) is complete.	On schedule. The second year of greening in Priority Suburb One (Mayfield) has been completed, delivering 380 new street trees. The Urban Greening Precinct Plan for Priority Suburb Two (Newnham) is now 70% complete, with planning underway for the planting of 1,000 trees in Newnham in the 2026/2027 financial year.	On schedule. 1. Planning for third year of tree planting in Mayfield complete, with planting to begin in quarter 4. Tree order placed. 2. The Urban Greening Precinct Plan for Priority Suburb Two (Newnham) is now 100% completed. Request for tender has been issued for planting 1000 trees in Newnham appointing contractors for Newnham Urban Greening. 3. Planning underway for 'Priority Precinct Greening Incentive Program' to increase canopy cover on private land, including 2000 trees available for private land planting per year. 4. Planning underway for 'Adopt	Project will continue into the new financial year as a multi-year project per overall project timeline. As at the end of this plan period: 1. Request for tender for planting street trees in Newnham has closed, and the contractor will be appointed in quarter 1 of 2026/27, with planting scheduled for July-October 2026. 2. Priority Precinct Greening incentive program continues to be developed and is expected to be launched in quarter 1 of 2026/27. 3. Planning continues for 'Adopt-A-Tree' program, with the program expected to be launched in quarter 1 of

		a Tree' program to assist with planting programs in non-priority areas of the local government area.	2026/27.
Output 3: Continue implementation of specialised asset management software for tree assets.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
On hold. Research into options is complete, with a preferred application identified. Progress is now on hold until Project Ignite* is finalised. <i>(*refer to the section on action item K4 in this report for progress on the Project Ignite action).</i>	On schedule. A Forestree (a tree management software) subscription has been purchased, and initial training is completed. Trialing is now underway to use the software for planning and managing street tree planting in Newnham.	On schedule. Over 2000 trees have been planned using Forestree software. Trialing software for tracking tree planting and maintenance will begin quarter 4.	Complete. Key members of Greenspace and Precinct Services have received initial training in the use of Forestree, and will be trialing software for tree planting commencing quarter 1 of 2026/27.

Action ID S6:	Action Item: Finalise Alanvale Neighbourhood Plan and Planning Scheme Amendment.				
Is this Action a multi-year project?	Yes	Duration of project:	3 years	Current year of project:	Year 2
Lead Delivery Team:	Community Assets and Design			Strategic Alignment:	2.1(a)
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026					
Quarter 1 (July - September)	Quarter 2 (October - December)		Quarter 3 (January - March)		Quarter 4 (April - June)
On Schedule	On Schedule		On Schedule		Deferred - partially complete

Progress Comments by Action Item Outputs:			
Output 1: Finalise Alanvale Neighbourhood Plan and seek endorsement from Councillors.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Several consultants have been engaged to prepare technical inputs to assist with guiding the direction of the Alanvale Neighbourhood Plan. After a competitive tender process MESH Planning have been formally engaged to consolidate the findings of the technical inputs and prepare the overall Alanvale Neighbourhood Plan. Anticipated delivery of a draft Neighbourhood Plan for community consultation is December 2025.	Key technical inputs, including economic needs, social infrastructure needs, visual impact analysis, and heritage impact assessments have been completed and integrated into the draft Neighbourhood Plan. Further technical inputs are being progressed and will be integrated into the draft Plan in early 2026. A draft Alanvale Neighbourhood Plan was prepared and delivered by MESH Planning in December 2025 for early internal consultation with key landowners and State agencies. Broader community consultation is anticipated to be undertaken in early 2026.	Further technical inputs were identified during the internal review process as required to address several concerns within the Neighbourhood Plan area. These inputs have commenced and include stormwater analysis, traffic impact assessment, and Aboriginal heritage investigations. Findings will be integrated into the draft Neighbourhood Plan to ensure best practice outcomes can be achieved. Conversations with Building Tasmania (formerly Department of State Growth) and TasWater ongoing. Broader community consultation is anticipated to be undertaken in mid-2026.	A finalised draft Alanvale Neighbourhood Plan was unanimously endorsed for community consultation by Council at the 28 May 2026 meeting. Community consultation commenced on 30 May 2026 and ran through to 28 June 2026. The consultation period was supported by area mail outs, social media posts, a dedicated webpage, and a drop-in session in Newnham. Due to the delays with internal review and agreement prior to seeking endorsement for community consultation, the Neighbourhood Plan finalisation and seeking Council adoption was not sought in 2025/26 financial year. It is now anticipated that finalisation, adoption and initiation of the planning scheme amendment will be undertaken during the 2026/27 financial year.

Output 2:

Prepare Planning Scheme Amendment to implement Neighbourhood Plan into Launceston Local Provisions Schedule.

Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
No progress has been made on this output as a finalised Alanvale Neighbourhood Plan is required before further work can commence. A Planning Scheme Amendment will be prepared in the 2026/27 financial year, following finalisation of the Neighbourhood Plan in 2025/26 financial year.	No change since the last quarter. No progress has been made on this output as a finalised Alanvale Neighbourhood Plan is required before further work can commence. A Planning Scheme Amendment will be prepared in the 2026/2027 financial year, following finalisation of the Neighbourhood Plan in 2025/2026 financial year.	No change since the last quarter. No progress has been made on this output as a finalised Alanvale Neighbourhood Plan is required before further work can commence. A Planning Scheme Amendment will be prepared in the 2026/2027 financial year, following finalisation of the Neighbourhood Plan.	No progress has been made on this output as a finalised Alanvale Neighbourhood Plan is required before further work can commence. A Planning Scheme Amendment and supporting planning provisions will be prepared in the 2026/27 financial year, in parallel with the finalisation of the Neighbourhood Plan, to streamline the delivery and implementation.

Action ID: S7	Action Item: Housing Plan Implementation Projects.				
Is this Action a multi-year project?	Yes	Duration of project:	15 years	Current year of project:	Year 1
Lead Delivery Team:	Community Assets and Design		Strategic Alignment:	2.1(a)	
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026					
Quarter 1 (July - September)	Quarter 2 (October - December)	Quarter 3 (January - March)	Quarter 4 (April - June)		
On Schedule	On Schedule	On Schedule	Complete		
Progress Comments by Action Item Outputs:					
Output 1: Finalise and implement Alanvale Neighbourhood Plan and commence planning scheme amendment.					

Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Formal commencement of the project has begun with the engagement of several consultants to prepare technical inputs, with consultant MESH Planning to consolidate and deliver the overall Alanvale Neighbourhood Plan. Anticipated delivery of the draft Neighbourhood Plan by end of December 2025. Community consultation to follow in early 2026.	Several technical inputs have been completed and recommendations integrated into the Neighbourhood Plan. The draft Alanvale Neighbourhood Plan was prepared and delivered in December 2025. Community consultation is anticipated to commence in early 2026.	Further technical inputs were identified as required during the internal review process and are currently underway. Findings will be integrated into the draft Neighbourhood Plan to ensure best practice outcomes can be achieved. Community consultation is now anticipated to be undertaken in mid-2026.	Deferred: A finalised draft Alanvale Neighbourhood Plan was unanimously endorsed for community consultation by Council at the 28 May Meeting. Community consultation commenced on 30 May and will run through to 28 June. The consultation period was supported by area mail outs, social media posts, a dedicated webpage, and a drop-in session in Newnham. Due to the delays with internal review and agreement prior to seeking endorsement for community consultation, the Neighbourhood Plan finalisation and seeking Council adoption will run slightly overtime into July/August 2026. A Planning Scheme Amendment and supporting planning provisions will be prepared in the 2026/27 financial year, following finalisation of the Neighbourhood Plan.
Output 2: Prepare a Launceston Retail Strategy for Launceston's CBD and activity centres.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Output not progressing this Plan period. Reason: Funding to commence the	As per previous quarter comment, this output is not progressing this Plan period.	As per quarter 1 comment, this output is not progressing this plan period.	Deferred: This output did not progress this financial year as the funding needed to commence the

project for this output was not granted for the 2025/26 financial year and has been deferred. Project funding will be sought for this project to commence in the 2026/27 financial year.			project was not granted for the 2025/26 financial year. Project funding is now confirmed and will commence in the 2026/27 financial year.
Output 3: Finalise and implement St Leonards and Waverley Neighbourhood Plan and associated Infrastructure Funding Framework.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
The St Leonards and Waverley Neighbourhood Plan and Infrastructure Funding Framework is in the final phase of completion with some minor changes to be made to the consultation draft. Adoption of the Neighbourhood Plan will be sought by Council in October 2025. Following adoption, a planning scheme amendment will be prepared to implement the recommendations of the Neighbourhood Plan.	The St Leonards and Waverley Neighbourhood Plan and Infrastructure Funding Framework were adopted by Council at its meeting on 23 October 2025.	Planning Scheme Amendment progressing through internal and external review processes.	Complete: The St Leonards and Waverley Neighbourhood Plan and Infrastructure Funding Framework was adopted by Council at its Meeting on 23 October 2025. Preparation of planning scheme amendment, including specific area plan, is still progressing and will seek Council initiation in August 2026. Additional implementation work was required to support the planning scheme amendment and will continue to progress into the new financial year.
Output 4: Commence preparation of South Prospect Neighbourhood Plan and associated Infrastructure Funding Framework.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Investigations to reconcile key issues at a State and Federal level are progressing. The commencement of the South Prospect Neighbourhood Plan project cannot commence until	The procurement process for a lead consultant and sub-consultant team to prepare a Neighbourhood Plan and Infrastructure Funding Framework for South Prospect has	South Prospect Working Group meeting was held on 10 February 2026. Future meetings to be scheduled as required. Conversations with the Office of the	Deferred: A second South Prospect Working Group meeting was held on 19 May 2026 to discuss progression by Council and the revocation process for a road through Kate

key issues are reconciled. Working group meetings with Council and State Government have been organised throughout 2025. The Strategic Land Use Planning Team was created in quarter 4 of the 2024/25 financial year. Once the team is appropriately resourced, additional strategic land use capacity will be allocated.	not commenced pending reconciliation of the key issues at a State and Federal level. Conversations are ongoing. Recruitment has been successful, and a new Senior Strategic Land Use Planner will commence in January 2026. Resources will be allocated to ensure projects are delivered in sequence.	Coordinator-General to discuss an approval process to address the natural values are progressing. Pathway forward firming up.	Reed Nature Reserve. An environmental consultant has been engaged to review the current status of the natural values assessment undertaken thus far and provide an approvals pathway to support the development of the Neighbourhood Plan. This work is critical to fully understand the natural value implications for development in South Prospect.
Output 5: Prepare 'key sites' review of the Launceston CBD and activity centres.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Initial identification of key sites has begun internally and will be used to investigate opportunities for residential and mixed-use developments. Property owner consultation and feasibility analysis will form part of this project and will be undertaken over the remaining quarters of this financial year. This work will provide some background input into future neighbourhood and corridor plans.	Key sites within the Margaret Street and Wellington Street Corridors will be used to investigate barriers to residential development. Project scopes have been prepared, with further property owner consultation and feasibility analysis work to be undertaken in the first half of 2026. This work will provide background input into zoning investigations and corridor plans to commence in the 2026/2027 financial year.	Project scope refined to focus on the Margaret Street corridor as this will be the first high-density area reviewed and investigated in 2026/2027 financial year. Request for quotation documents sent out to planning consultants on 12 March 2026 for the preparation of barriers to development investigation to support the future Margaret Street corridor precinct planning. Formal commencement of the successful consultant will occur in mid-April 2026.	Complete: Two projects were completed to support the investigation of key sites within Launceston – user-maintained roads project and barriers to developments investigations within the Margaret Street corridor. User-maintained roads investigated key user-maintained roads and private lanes with the potential for higher density residential developments if improved to an acceptable Council standard. Based on the findings, a project plan will now be prepared to implement the findings. Barriers to Development explored the reasons why historically

			identified key sites within Margaret Street had not been developed into their highest and best uses. This included feasibility testing, current market trends, and property owner consultation. The investigation suggested interventions council could use to guide a positive shift in development of this area that could be rolled out in other key development areas of the city. Based on the recommended interventions, Council officers will consider how these can be integrated into future projects.
Output 6: Establish half-yearly Housing Forums with developers, key landowners and community housing providers.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
The first Housing Forum is proposed to be undertaken in November 2025, and will include a presentation to developers, key landowners and community housing providers with opportunities for a robust Q&A session. The next forum will take place in the first half of 2026.	The Housing Forum was held on 19 November 2025 at the Albert Hall. More than 60 developers, State agency representatives, community housing providers, and industry professionals attended. Direct feedback on Council's strategic direction and services and the Launceston development housing market was received on the day. The next forum is anticipated to be undertaken in 2026.	Housing Forum to be undertaken on a yearly basis to ensure efficient time and resources are spent to deliver key Council updates and initiatives to the development industry. Next housing forum to be held in November 2026.	Complete: The Housing Forum is to be undertaken on a yearly basis to ensure efficient time and resources are spent to deliver key Council updates and initiatives to the development industry. The next Housing Forum is to be held in October 2026.

Output 7:

Establish quarterly internal Council Housing Delivery Committee to discuss and address delivery of new dwellings in Launceston.

Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
The first quarterly Council Housing Delivery Committee meeting took place on the 29 September 2025, with key internal stakeholders in attendance seeking opportunities and constraints for housing delivery in Launceston. This first meeting considered Council owned sites in and around the Launceston CBD within the context of providing social/affordable housing opportunities. The next meeting will be undertaken in December 2025.	The second quarterly Council Housing Delivery Committee meeting took place on 23 December 2025, with key internal stakeholders in attendance. This meeting explored user-maintained roads and the opportunities and constraints for increased dwelling densities in appropriate areas.	The third quarterly Council Housing Delivery Committee meeting took place on 30 March 2026, with key internal stakeholders in attendance. This meeting explored draft medium density guidelines and proposed changes to residential standards for high density developments by the State Government.	Complete: The fourth quarterly Council Housing Delivery Committee meeting took place on 30 June 2026, with key internal stakeholders in attendance. This meeting considered an overview of the findings from the user-maintained roads and barriers to development projects undertaken by the Strategic Land Use and Infrastructure Planning team. Stakeholders also received an overview of the draft Housing Dashboard.

Action ID: S8	Action Item: Implement Council commitments from the My Place My Future Plan.				
Is this Action a multi-year project?	Yes	Duration of project:	17 years	Current year of project:	Year 7
Lead Delivery Team:	Connections and Liveability			Strategic Alignment:	1.2(b), 3.2(b), and 3.2(c)
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026					
Quarter 1 (July - September)	Quarter 2 (October - December)	Quarter 3 (January - March)		Quarter 4 (April - June)	
On Schedule	On Schedule	On Schedule		Complete	
Progress Comments by Action Item Outputs:					

Output 1:

Work with community action groups to facilitate at least 4-5 community-led events with a total participation of 1000 people.

Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
The Northern Suburbs Community Action Groups met in July, August and September. Progressing with events to be held in quarter 2. Officers participated in the Torrens Park Mayfield community planting day on 20 August (12 community members + 20 school children from East Tamar Primary School). Officers also helped facilitate Hargrave Crescent Reserve community celebration BBQ on 25 September (approximately 40 people in attendance including TasTafe students, community members and East Tamar Primary students).	• <i>Let's Fly Together</i>, a community-led event held on 12 October with approximately 350 people attending. • <i>Children's Week Event</i> at East Tamar Primary School which was attended by 250 children and parents. • <i>Children's Week in Civic Square</i> attended by the 4 primary schools, as well as the Commissioner for Children & Young People. There were approximately 100 children and teachers in attendance. • <i>Spring Clean Ravenswood</i> held on 31 October was an overwhelming success with over 150 vehicle deliveries, 13.6 tonnes of general waste, 646 tyres, 58 mattresses, 2.2 tonnes of scrap metal and a full trailer of e-waste. • <i>Christmas in Waverley</i> was scheduled for 28 November but unfortunately did not take place due to poor weather. • <i>Christmas in Rocherlea</i> held on 5 December (for the fourth consecutive year) with approximately 300 people in	The Community Champions Network of Action Groups met in February and March. They continue to progress project plans for future community-led events in the Northern Suburbs. Seed Library launched at Starting Point Neighbourhood House on 16 March 2026 (8 attendees).	The community-led Road Safety Working Group delivered the Let's Talk Road Safety Event on 20 May 2026, with over 120 students and teachers from Ravenswood, Waverley, Invermay and St Finn Barrs Primary Schools. Our partners included Tas Police, RACT, AusBike, TBUG, BusSAFE, SnagChat, and City Mission with coverage on both WIN and Channel 7 News Tasmania. Total participation = 1,358

	attendance featured Vanuatu Singers, Ukulele Jamboree, free BBQ, children's activities, and Santa!		
Output 2: Facilitate: - at least 3 small business workshops or events in the Northern Suburbs. - the Digital Inclusion Working Group and aim to have 3 collaborative projects. - activities supporting National Road Safety Week 2025, with schools in the Northern Suburbs.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
- Collaborating with Business Tasmania to hold 2 small business workshops in quarter 2. - Digital Inclusion Working Group progressing with bi-monthly meetings. - Road Safety Working Group progressing with bi-monthly meetings. Hosted the Commissioner for Children & Young People with 4 primary schools in the Northern Suburbs in September.	<i>Creating Stores Customers Love</i> – Small Business Workshops held on 21 October at Town Hall (35 in attendance) and 28 October at the Mowbray Golf Club (17 in attendance). - Briefing Paper prepared for the Executive Leadership Team in relation to the <i>Tech4Kids Project</i> where City of Launceston end of life laptops could be donated. - Road Safety Working Group meetings progressing into 2026.	- Attended the Business Tasmania Digital Event and Launch of new website on 23 February 2026. - Facilitated the Digital Inclusion Working Group on 4 February 2026. - Facilitated Road Safety Working Group meetings on 26 February and 26 March 2026 in preparation for Road Safety Week event on 20 May 2026, involving four primary schools from the Northern Suburbs.	- Shared Business Tasmania Fuel Cost Impact Events. - Attended the round table with NBN Co CEO on 13 April 2026. Facilitated the Digital Inclusion Working Group on 6 May 2026. - Successfully facilitated the Let's Talk Road Safety Event during National Road Safety Week on 20 May 2026, involving students from four Northern Suburbs primary schools. Submitted application for Community Road Safety Grant on 28 May 2026, so this program can continue for a further three years.
Output 3: Secure grant funding to facilitate "Community Champions" capacity-building program in partnership with City Mission. Aim for 30 participants year one.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
The Community Champions program	The Community Champions program	The Community Champions program	The Community Champions program

of capacity-building workshops began this quarter and included two elements: The Healthy & Connected Communities program (Aug/Sept) guided participants through identifying local needs, building partnerships, securing and sustaining funding, applying evidence, and sharing successes to foster stronger, healthier communities. Twelve participants successfully completed the six-week program. The Amplify Your Impact workshop, held on 23 September, equipped 25 participants with the tools, confidence, and language to craft compelling community stories that capture attention, change perspectives, and inspire action.	of capacity-building workshops continued with <i>Create Your Story</i>, a 5-week program on developing a story and creating a podcast delivered in October-November 2025 (10 participants).	of capacity-building workshops continued with the Healthy Funding Workshop on 18 March 2026 (6 participants).	of capacity-building workshops continued with: • Square Space training held on 10 April 2026, with 5 people attending. • Results Based Accountability training with the Jeder Institute on 22 April 2026, with 6 people attending. • Stories through the Lens videography training with Praxis Media on 26 May 2026, with 6 people attending. Total participation = 70
Output 4: Implement and monitor food security projects in collaboration with the FaRM community group.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Working closely with the FaRM (food and resilience movement) project as they progress to have water connected on site. Fence is currently being completed. Planting to start early September. Also working with the social supermarket project in Launceston.	Attended the National Food Forum on 9 December 2025. Continued to support the FaRM project with plans for a community event to be held in early 2026.	The FaRM Project has been liaising with TasWater to secure the establishment of a water connection at 18-26 Brussels Street, Mowbray. In March, TasWater contacted Council to request that the three titles be consolidated into a single title, noting that their internal policy does not permit water connections	TasWater progressed without consolidating titles. Water to be connected before 30 June 2026. Recruitment to new Gastronomy role will support outcomes and Community Wellbeing teamwork continue to work closely with community groups supporting food security.

		across multiple titles. Council officers are preparing to lodge a Development Application for subdivision, including a Bushfire Management Plan and Surveyor's plan, to enable a permit to be issued. Consolidation of titles will then be processed through Land Titles Office.	
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Action ID: S9	Action Item: Implement actions from the Launceston City Heart Place Plan in accordance with the 5-year Implementation Plan.				
Is this Action a multi-year project?	Yes	Duration of project:	5 years	Current year of project:	Year 1
Lead Delivery Team:	Connections and Liveability, Chief Executive Office, Strategy and Innovation, and Community Assets and Design.		Strategic Alignment:	3.1(a), 3.1(b), 3.1(c), 3.2(a), 3.2(b), 3.2(c), 3.3(a), 3.3(b), and 3.3(c)	
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026					
Quarter 1 (July - September)	Quarter 2 (October - December)		Quarter 3 (January - March)		Quarter 4 (April - June)
Delayed or On Hold	Delayed		Behind Schedule or Delayed		Deferred - partially complete
Progress Comments by Action Item Outputs:					
Output 1: Key Activities from the City Heart Place Plan for this year include: 1. Two-way streets: Re-route A3; initiate Two-way Streets Strategy; Planning for trial lane narrowing on Paterson (St John to George) and George (Paterson to Brisbane), Planning for Brisbane Street bus stop temporary improvements. 2. Charles Street South of York: Planning for streetscape improvements towards Launceston General Hospital.					

3. Princess Theatre public realm: Commence construction of external improvements; planning stage for streetscape improvements west to the Avenue.
4. Retail Mix Study: Commence planning for study.
5. Business Improvement Districts: Planning phase.
6. Intuitive wayfinding (includes amenity lighting): Planning, concept and detailed design phases.
7. On-street events space (Cameron Street): Feasibility study, infrastructure needs analysis
8. Greening (street trees): Wellington Street tree pits engagement, design and construction phases; Cameron Street Stage 2 planning phase.
9. City of Gastronomy: Explore opportunities to partner, advocate or lead initiatives which support Launceston's identity as a City of Gastronomy.
10. Elizabeth Street food trucks trial: Engagement and investigation phase.
11. Parking: Engage with key stakeholders to finalise an approach to parking management within the City Heart to align with the strategic objectives.

Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Project planning on 5 out of the 11 sub-projects has been delayed due to staff vacancies.	Substantial progress has been made on projects where staff resources are available. Recruitment for key roles is underway.	Key Economic Development and Gastronomy positions have been successfully filled, enabling three projects previously on hold to progress next quarter. Changes relating to the CBD Bus Interchange Project have delayed two projects.	All milestones have been completed for five of the eleven City Heart projects. The need to prioritise the CBD Bus Interchange caused deferral of three projects. Another two projects were deferred due to role vacancies. The Wellington Street component of the greening project (S9-8) was discontinued following advice from the Department of State Growth that it was outside current support parameters, however milestones for the Cameron Street component have been completed.
1. Two-way streets: Re-route A3; initiate Two-way Streets Strategy; Planning for trial lane narrowing on Paterson (St John to George) and George (Paterson to Brisbane), Planning	1. On schedule: Planning for the Two-way Streets project has commenced, with consultant GHD updating traffic modelling with the criticality/staging of each stage of	1. Delayed: Planning for two-way streets has been put on hold pending the decision on the CBD Bus Interchange, expected in October. As an interim, design work is	1. Deferred: Planning for two-way streets is still on hold pending the decision on the CBD Bus Interchange site. The site options analysis is underway with assessments completed and a request for quote for

for Brisbane Street bus stop temporary improvements. On track: Planning for the Two-way Streets project has commenced, with consultant GHD updating traffic modelling, while Pitt & Sherry have been engaged to undertake an options assessment for the bus interchange, which will guide the street design. Additional tasks to support the bus interchange planning are being scoped currently. Design work is planned for the Paterson and George Street trial narrowing and Brisbane Street bus stop upgrades, with this project likely to be completed in quarter 4.	the project to be advised before the end of the year. Pitt & Sherry have been engaged to undertake an options assessment for the bus interchange, with stakeholder engagement being completed prior to the provision of the final report before the end of the year. Geografia has been engaged to undertake an economic assessment of the existing bus interchange with the report expected by early March 2026. Design work is planned for the Paterson and George Street trial narrowing and Brisbane Street bus stop upgrades, with this project likely to be completed in quarter 4.	continuing on an upgrade of Cimitiere Street, identified as a prerequisite for any two-way street works. The Cimitiere Street upgrade can be constructed in isolation and will include rerouting of the A3. GHD will commence design work in quarter 4. Trial lane narrowing on Paterson Street and George Street has been deferred until further clarity is available on the CBD Bus Interchange, similarly the same for the Brisbane Street bus stops.	concept designs issued this month (June). The outcome of the options assessment will be taken to Council in late 2026 to select the preferred site. The Cimitiere Street upgrade is continuing, with traffic modelling completed and design work by GHD due to start this month (June).
2. Charles Street South of York: Planning for streetscape improvements towards Launceston General Hospital. Deferred: S9-2 Charles Street South of York - The Planning Stage will be deferred to a future year to allow another more urgent City Heart project relating to redevelopment of the city centre bus interchange to be brought forward to this financial year.	2. Deferred: Charles Street South of York - The Planning Stage will be deferred to a future year to allow another more urgent City Heart project relating to redevelopment of the city centre bus interchange to be brought forward to this financial year.	2. Deferred: Charles Street South of York - The Planning Stage will be deferred to a future year to allow another more urgent City Heart project relating to redevelopment of the city centre bus interchange to be brought forward to this financial year.	2. Deferred: Charles Street South of York - The Planning Stage will be deferred to a future year to allow another more urgent City Heart project relating to redevelopment of the city centre bus interchange to be brought forward to this financial year.
3. Princess Theatre public realm: Commence construction of	3. On schedule: Planning for the Princess Theatre	3. On schedule: Preliminary design information is	3. Complete: Conceptual design is at 90%

external improvements; planning stage for streetscape improvements west to the Avenue. On track: Planning for the public realm works has begun with a design brief provided to the lead designer.	public realm works has begun with a design brief provided to the lead designer. We are now in the final stages of procurement for the design services.	nearing completion including heritage assessment, traffic analysis and analysis swept path movements. These foundation reports will inform early general arrangement diagrams required to progress to conceptual materials. Internal stakeholder engagement has begun.	completion. Design materials were workshopped with Council in May. Design work will mature towards completion in September 2026 to enable budget consideration for construction in the following financial year of 2027/28.
4. Retail Mix Study: Commence planning for study. Delayed: On hold pending recruitment of Economic Development Officer.	4. Delayed: The Retail Mix Study is on hold pending recruitment of an Economic Development Officer.	4. Behind Schedule: This output activity has resumed and planning for this study has commenced.	4. Complete: Project planning has been undertaken and scoping complete. Request for quotation issued to shortlisted consultants. Commencing study in financial year 2026/27.
5. Business Improvement Districts: Planning phase. Delayed: On hold pending recruitment of Economic Development Officer.	5. Delayed: On hold pending recruitment of Economic Development Officer.	5. Delayed: Economic Development recruitment was completed in quarter 3, with team members commencing in quarter 4. The output will be reviewed and a project plan prepared in quarter 4 (May 2026).	5. Complete: Project planning has been undertaken and the recommended direction presented to the City Heart Portfolio Steering Group.
6. Intuitive wayfinding (includes amenity lighting): Planning, concept and detailed design phases. Delayed: Delayed due to resource constraints as a result of the vacant urban designer role.	6. Delayed: Intuitive wayfinding output is delayed due to resource constraints as a result of the vacant Urban Designer role. 'Princess to Princes Night-Time Gallery' is at delivery stage with installation expected March 2026.	6. Delayed: Intuitive wayfinding output is delayed due to resource constraints as a result of the vacant Urban Designer role.	6. Deferred: A consultant brief has been prepared and will be issued in the new financial year.

7. On-street events space (Cameron Street): Feasibility study, infrastructure needs analysis. On schedule: Draft Events Framework is out for final consultation before Council endorsement. Consultation has commenced and a consultant has been engaged to progress the feasibility and infrastructure needs analysis.	7. On schedule: Events Framework endorsed 11 Dec 2025. On-street events space (Cameron Street) - A project team has been established and has commenced the initial stage of the project which includes internal consultation with the Infrastructure and Engineering Team, Project Design and Delivery Team and Livability Communities Teams with the Strategy and Innovation Team as project managers.	7. Behind schedule: On-street events space (Cameron Street) - The project team is still in consultation with the Infrastructure and Engineering teams given recent changes to the scope of the Bus Interchange Project and is seeking agreement on alternative sites.	7. Deferred: Milestone near completion. A Councillor workshop is scheduled early August to present the findings.
8. Greening (street trees): Wellington Street tree pits engagement, design and construction phases; Cameron Street Stage 2 planning phase. On schedule: A project plan has been completed to scope the Wellington Street Tree Pits, and initial research commenced. Project plan complete for Cameron Street planning phase, with internal stakeholder engagement in progress.	8. Greening (street trees): Delayed: Wellington Street: Project delayed while seeking clarification from Department of State Growth (DSG) regarding replacement of trees in existing pits. DSG has indicated they will not support tree planting in this location. On schedule: Cameron Street: The Request for Tender for Cameron Street greening is complete and will be released in January to engage a consultant team for design works. Design works are estimated to be completed by December 2026 and will include Civic Spine placemaking	Delayed: Wellington Street: Project will not be progressing due to Department of State Growth indicating they will not support replacement of trees in existing tree pits. Delayed: Cameron Street: Cameron Street Greening stage 1 Installation of a mid-block crossing on Cameron Street, between Tamar Street and George Street, with the inclusion of street trees is Project is complete. Tactical greening of Cameron Street stage 1 is complete. The request for tender for Cameron Street Greening is progressing. Request for tender is to be	Wellington Street: Cancelled. Project will not be progressing due to the Department of State Growth not supporting tree replacements at this stage. Cameron Street: Complete. Request for tender for Cameron Street Greening is currently being advertised, with consultant team to be appointed to the project in quarter 1 of 2026/27 financial year. Project brief is as per previous quarter 2 and quarter 3 comments.

	objectives and coordinate with the Intuitive Wayfinding Plan. The design package will include: • Street tree avenue • Tactical greening • Footpath widening • Gateway treatment • Mid-block crossings • Heritage interpretation • Cycleway design.	advertised in April 2026, and consultant team will be awarded in July 2026. The design package is now estimated to be completed by June 2027. Scope is as per quarter two progress comments but now includes an additional option in concept design stage to explore an option for Cameron Street to be able to accommodate markets and events.	
9. City of Gastronomy: Explore opportunities to partner, advocate or lead initiatives which support Launceston's identity as a City of Gastronomy. On schedule: Recruitment for a gastronomy officer to help elevate the gastronomy designation in Launceston to partner, advocate and lead initiatives to support our designation is in progress. Liaison with various community partners has commenced including FaRM, NTG, Social Supermarket, and OzHarvest. Gastronomy is included as a key pillar in the new Events Framework.	9. On Schedule: A National Food Policy Forum organised by the National Food Network (Sustain) was held in Launceston on December 9 2025. Meeting held with Gastronomy Northern Tasmania. Executive Leader Connections and Liveability will be on an organising committee.	9. On Schedule: Successful recruitment of Gastronomy Designation Officer.	9. Complete: Partnered with Gastronomy Northern Tasmania (GNT) on 2026 Gastronomy Forum. Establishment of a new Gastronomy role has enabled Council to lead initiatives. Plan currently in development.

10. Elizabeth Street food trucks trial: Engagement and investigation phase. Delayed: Delayed due to resource constraints as a result of the vacant urban designer role. Project is currently being scoped.	10. Delayed: The Elizabeth Street food truck trial is delayed due to resource constraints as a result of the vacant Urban Designer role and extenuating circumstances. Project is currently being scoped.	10. On Schedule: The scope of this Annual plan action has changed to Prince's Square Activation. Project planning is well underway with Landscaping enhancements expected to start in quarter 4.	10. Complete: The scope of this Annual Plan action has changed to Prince's Square Activation. Landscaping enhancements commenced in quarter 4.
11. Parking: Engage with key stakeholders to finalise an approach to parking management within the City Heart to align with the strategic objectives. On schedule. - Stakeholder engagement complete. - Next steps identified. - Finalise approach to parking management in summary report.	11. On schedule: Internal engagement between the Parking Team and Transport Team has been conducted to identify enforcement constraints and potential future capital works required from the Parking Team to support City Heart. Parking utilisation data (% occupancy) shared with Transport Team by Parking Team. Project identified as a major operational bid. The next step is a literature review of parking policies and best practices.	11. Deferred: Deferred to be completed in financial year 2026/2027. Resources have not been available to progress literature review due to a vacancy in the Traffic Engineer role, recruitment is ongoing. The role is expected to be filled by early May 2026.	11. Deferred: Deferred to be completed in financial year 2026/27. Resources have not been available to progress literature review due to a vacancy in the Traffic Engineer role, recruitment is ongoing. The new Traffic Engineer will start in August 2026.

Action ID: S10	Action Item: Progress the Princess Theatre and Earl Arts Centre upgrade.				
Is this Action a multi-year project?	Yes	Duration of project:	2 years	Current year of project:	Year 1
Lead Delivery Team:	Community Assets and Design			Strategic Alignment:	3.3(a)
Status:					

Overall status of this Action for the plan period 1 July 2025 - 30 June 2026			
Quarter 1 (July - September)	Quarter 2 (October - December)	Quarter 3 (January - March)	Quarter 4 (April - June)
On Schedule	On Schedule	On Schedule	Complete
Progress Comments by Action Item Outputs:			
Output 1: Building construction timeframe confirmed for both sites.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
The documentation to enable the Main Works Proposal was completed on 10 September 2025. We are expecting the Main Works Proposal to be considered by Council at the 13 November 2025 meeting, this will clearly identify construction timeframes.	Construction timeframes have been defined through the Main Works Proposal submission. The schedule identifies the project completion and handover to occur mid-August 2027. Please note, this date is not the expected reopening date, there will be other works required to have the theatres ready for reopening. The reopening is scheduled for late 2027 to early 2028.	Construction timeframes have been defined through the Main Works Proposal submission. There has been no shift since the quarter 2 update.	This output is complete; future program refinement will be required given Council approved scope changes.
Output 2: Construction commenced across the sites.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Construction has not commenced. Construction is scheduled to start January 2026. This start date is contingent on the award of the construction contract at the 13 November 2025 Council meeting.	Construction has not commenced. Construction is scheduled to start January 2026.	Construction activities have commenced across both sites.	Construction activities have commenced across both sites.

Action ID: S11	Action Item: South Prospect Neighbourhood Plan Development and Infrastructure Funding Framework.		
Is this Action a multi-year project?	Yes	Duration of project:	4+ years
		Current year of project:	Year 1
Lead Delivery Team:	Community Assets and Design	Strategic Alignment:	2.1(a)
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026			
Quarter 1 (July - September)	Quarter 2 (October - December)	Quarter 3 (January - March)	Quarter 4 (April - June)
Behind Schedule	Behind Schedule	Behind Schedule or Delayed	Deferred - partially complete
Progress Comments by Action Item Outputs:			
Output 1: Procure and engage lead consultant and sub-consultant team.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Investigations to reconcile key issues at a State and Federal level are progressing. The commencement of the South Prospect Neighbourhood Plan project cannot commence until key issues are reconciled. Working group meetings with Council and State Government have been organised throughout 2025. The procurement process for a lead consultant and sub-consultant team has not commenced.	The procurement process for a lead consultant and sub-consultant team has not commenced pending reconciliation of the key issues at a State and Federal level. Conversations are ongoing.	The procurement process for a lead consultant and sub-consultant team has not commenced pending reconciliation of the key issues at a State and Federal level.	The procurement process for a lead consultant and sub-consultant team has not commenced pending reconciliation of the key issues at a State and Federal level. Notwithstanding, an environmental consultant has been engaged to assist with addressing some of the Federal level related issues with development in South Prospect.

Output 2:

Prepare South Prospect Neighbourhood Plan and Infrastructure Funding Framework.

Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
The Strategic Land Use Planning Team was created in quarter 4 2025. Once the team is appropriately resourced, additional strategic land use capacity will be allocated to ensure Housing Plan Implementation Projects and neighbourhood planning can be delivered.	Recruitment has been successful, and a new Senior Strategic Land Use Planner will commence in January 2026. Resourcing will be allocated to ensure projects are delivered in sequence. It is anticipated that the project will recommence in quarter 3.	South Prospect Working Group meeting held on 10 February 2026. Future meetings to be scheduled as required. Conversations with the Office of the Coordinator-General to discuss an approval process to address the natural values are progressing. Pathway forward firming up.	A second South Prospect Working Group meeting was held on 19 May 2026 to discuss progression by Council and the revocation process for a road through Kate Reed Nature Reserve. An environmental consultant, has been engaged to review the status of the natural values assessment undertaken thus far and provide an approvals pathway to support the development of the Neighbourhood Plan. This work is critical to fully understand the natural value implications for development in South Prospect.

Action ID: S12	Action Item: Redevelopment of 118-124 Brisbane Street.		
Is this Action a multi-year project?	Yes	Duration of project:	5 years
		Current year of project:	Year 2
Lead Delivery Team:	Chief Executive Office	Strategic Alignment:	3.3(a)
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026			
Quarter 1 (July - September)	Quarter 2 (October - December)	Quarter 3 (January - March)	Quarter 4 (April - June)
On Schedule	On Schedule	On Schedule	Complete

Output 1: Finalise stage 3 – pre-design.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Developers have presented their proposals; these were then shortlisted and from that S Group and Tas City Build Consortium have been selected as the preferred developer.	Output completed in quarter 1.	Output completed in quarter 1.	Output completed in quarter 1.
Output 2: Complete stage 4 – design development and approvals.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
The Term Sheet has been negotiated with the preferred developer. This is now waiting to be signed so that work can progress.	The Term Sheet was signed off in September and contract negotiations were undertaken through October and November. The contract was signed by the Chief Executive Officer and developer, Birchalls Build Co (BBC) in December 2025.	The project is on schedule and progressing towards Financial Close which is required by 16 October 2026. The Development Application has been approved, and BBC are now approaching financiers. The building permit is expected to be lodged in June 2026.	Actions required for this Annual Plan period have been completed ensuring that this multi-year project is on schedule and progressing towards Financial Close, which is required by 16 October 2026. Detailed design has been progressed through June to enable lodgement of building permit at end of June 2026.
Output 3: Initiate stage 5 – project construction and contract management.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
This stage has not yet commenced and is not expected to commence until 2026.	This stage has not yet commenced and is not expected to commence until 2026.	This stage has not yet commenced and is not expected to commence until later in 2026.	Stage 5 initiated, however project construction has not yet commenced and is planned to commence later in 2026 as part of works in financial year 2026/27 as

			per overall multi-year project timeline.
Action ID: S13	Action Item: Explore opportunities for Russells Plains relative to Council's future needs for the site.		
Is this Action a multi-year project?	Yes	Duration of project:	2 years
		Current year of project:	Year 1
Lead Delivery Team:	Strategy and Innovation (previously Connections and Liveability)		Strategic Alignment: 2.3(a)
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026			
Quarter 1 (July - September)	Quarter 2 (October - December)	Quarter 3 (January - March)	Quarter 4 (April - June)
On Schedule	On Schedule	On Schedule	Complete
Progress Comments by Action Item Outputs:			
Output 1: Ascertain if land is required for future City of Launceston landfilling operations.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Received external report that has indicated that the site is problematic for landfilling. Plan workshop with Councilors. Will proceed to general council meeting to approve strategic land use investigation for the site.	Officers held a workshop with Councilors this quarter. The item will proceed to a general council meeting in quarter 3 to seek approval of the strategic land use investigation for the site.	A recent land opportunity has developed that has a bearing on the use of the site for landfilling that requires a suitability report due in quarter 4. The item will proceed to a general council meeting in quarter 4 to seek approval of the strategic land use investigation for the site.	The landfill feasibility report for Russells Plains highlights that the land is not ideal for future landfill development as suitable sites within the land parcel are disconnected. This was workshopped with Councilors and noted by Councilors in the Council meeting on 28 May 2026.
Output 2: Assess what the land is suitable for under current planning scheme criteria.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:

Future work in collaboration with Strategy and Innovation Team.	No progress since last quarter. This output is still planned for future work in collaboration with the Strategy and Innovation Team.	Future work in collaboration with greater Strategy and Innovation Team. The land is currently zoned agricultural. After the Sustainability Team closes out the Notice of Motion in quarter 4, the Property Team will then progress as to what the strategic land use/uses could be for this land.	At the 28 May 2026 Council meeting, Councillors noted that 126-128 Russells Plains Road, Rocherlea will form part of the Strategic Land and Property Review (The Review), and its future use will be considered as part of that process to determine its highest and best use. The Review will consider current zoning land use and future status land uses.
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Output 3:

Establish current market value of the land.

Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Completed – received independent land evaluation \$4.5M.	Completed in quarter 1.	Completed in quarter 1.	Completed in quarter 1.

Output 4:

Create buffer areas for current landfill.

Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Future work in collaboration with Strategy and Innovation Team.	No progress since last quarter. This output is still planned for future work in collaboration with the Strategy and Innovation Team.	A recent private land acquisition/swap opportunity has developed that has a bearing on where the buffer area may be. There is a report due at the end of April 2026 as to the suitability of this land for landfilling practices.	To be completed as part of Strategic Land and Property Review and the recent land swap opportunity.

Output 5:

Protect natural values and wildlife habitats.

Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Future work in collaboration with	This will be determined as land use	This will be determined as land use	To be completed as part of Strategic

Strategy and Innovation Team.	options become clear.	options become clear.	Land and Property Review and the recent land swap opportunity.
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Action ID: S14	Action Item: Brisbane Street Mall Activation.							
Is this Action a multi-year project?		No	Duration of project:		1 year	Current year of project:		Year 1
Lead Delivery Team:		Connections and Liveability			Strategic Alignment:		3.3(b)	
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026								
Quarter 1 (July - September)		Quarter 2 (October - December)		Quarter 3 (January - March)		Quarter 4 (April - June)		
Behind Schedule		Behind Schedule		On Schedule		Complete		
Progress Comments by Action Item Outputs:								
Output 1: Calendar of events scheduled.								
Quarter 1 Progress Comment:		Quarter 2 Progress Comment:		Quarter 3 Progress Comment:		Quarter 4 Progress Comment:		
Brisbane Street Mall is one of several planned locations for the City of Launceston’s inaugural street art festival. An additional music series is being scoped to expand the current Music in the Park series into ‘music in the malls’.		The lighting of the Christmas Tree event was a success on 29 November. The <i>Love Local Festive Fun Day</i> on 13 December was run by Launceston Central. Brisbane Street Mall is a planned site for upcoming <i>Thoroughfare</i> (Street Art Festival) to be held on 28 March 2026.		Brisbane Street Mall was host to <i>Thoroughfare</i> on 28 March 2026. It was a successful event during which businesses reported increased traffic with approximately 10,000 attendees estimated across the day. Further programming deferred pending further collaboration with Launceston Central.		Thoroughfare delivered. Numerous activations by Launceston Central planned. ROAM light and sound activation planned for July. Active Launceston sessions scheduled for Spring (October-November 2026) and Summer (January - February 2027). Active weekly for a period of seven		

			weeks.
Output 2: Equipment roster and storage space assigned for Activation events.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Delayed due to staff vacancies. Work on this output will commence again in quarter 2.	Investigations are underway to procure and install a storage space in the Civic Square vicinity to provide internal and external access to event equipment to be used within the municipality, specifically the CBD.	Further investigation required.	Storage requirements currently being met.
Output 3: Expressions of interest process for winter festival or similar.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
A Draft Events Framework is out for final consultation before Council endorsement. Work is underway to develop a two-step expression of interest process to identify a new winter festival, inviting creative proposals that activate the city at night, celebrate Launceston's brand, and drive winter visitation and economic uplift. Shortlisted proponents will then be asked to provide detailed costed proposals.	In October, Council endorsed funding for Island Escape through the Special Event Sponsorship Program. Island Escape is a new winter festival, scheduled to be delivered in July 2026, aimed at strengthening Launceston's off-season events calendar and supporting increased winter visitation. Since endorsement, Council officers have continued to work closely with the event organisers through event facilitation support, including early planning discussions, site considerations and operational guidance. The Visitation Team is also actively working to uplift the event's	A program of activity is being developed for the CBD activation area during the upcoming July 2026 school holidays.	ROAM, which will occur in July 2026, is a new city activation designed to draw people into the CBD by creating a connected trail of live music, lighting and performance that encourages movement between Inveresk and key hospitality precincts. It aims to boost visitation, support local artists and businesses, and strengthen the evening economy by linking major event audiences from UTAS Stadium and Inveresk with a vibrant and walkable city centre experience.

	broader impact, with a focus on identifying opportunities to expand the local and visitor offerings beyond the planned core event program.		
Output 4: Art box or display case installed.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Research has been undertaken with other organisations and municipalities to inform best practice for an outdoor gallery space. A request for quote has been developed and is currently advertised for contractors to design and construct 2 art boxes. Due to infrastructure constraints within Brisbane Street Mall, we expect a pilot series of exhibitions to be installed in quarter 4 within Civic Square.	A contractor has been engaged to design City of Launceston Art Boxes. We are expecting the technical drawings to be received in late quarter 3.	Technical design for an art box have been completed and approved.	The art box is currently being fabricated with estimated completion August 2026. Discussions regarding curation of the art box are under way with QVMAG and UTAS Architecture/ Art School.

Action ID: S15	Action Item: Building Heights and Massing Project - Planning Scheme Amendment.		
Is this Action a multi-year project?	Yes	Duration of project:	3 years
		Current year of project:	Year 2
Lead Delivery Team:	Community Assets and Design		Strategic Alignment:
			2.3(a)
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026			
Quarter 1	Quarter 2	Quarter 3	Quarter 4

(July - September)	(October - December)	(January - March)	(April - June)
Behind Schedule	Behind Schedule	Behind Schedule or Delayed	Deferred - partially complete
Progress Comments by Action Item Outputs:			
Output 1: Prepare draft Planning Scheme Amendment to introduce new Central Area Specific Plan into the Launceston Local Provisions Schedule.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Draft Specific Area Plan has been prepared. The Strategic Land Use Planning Team was created in quarter 4 of 2025. Once the team is appropriately resourced, this project will progress to informal community and stakeholder engagement prior to initiation of the planning scheme amendment.	Internal engagement with the project working group took place this quarter. Additionally, recruitment has been successful for a new Senior Strategic Land Use Planner who will commence in January 2026. Resourcing will be allocated to ensure projects are delivered in sequence.	Project currently under review to determine appropriate timeline for delivery due resourcing constraints and realigned priorities.	Due to undulating resourcing constraints and higher priority projects taking precedence, a full-time resource for the management project was not available. With the confirmation of the project schedule for financial year 2026/27 for the Strategic Land Use and Infrastructure Planning Team, and the recruitment of a new Senior Strategic Land Use Planner (now totaling two senior planners), resources will be dedicated accordingly to move the proposed Specific Area Plan to council initiation.

Action ID: S16	Action Item: Participate in the 2025 Night-Time Economy Research.					
Is this Action a multi-year project?		No	Duration of project:	1 year	Current year of project:	Year 1
Lead Delivery Team:	Strategy and Innovation			Strategic Alignment:	3.3(a)	
Status:						

Overall status of this Action for the plan period 1 July 2025 - 30 June 2026			
Quarter 1 (July - September)	Quarter 2 (October - December)	Quarter 3 (January - March)	Quarter 4 (April - June)
Behind Schedule	Delayed	Behind Schedule or Delayed	Complete
Progress Comments by Action Item Outputs:			
Output 1: Completion of the 2025 Night-Time Economy Research.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
The 2025 Night-Time Economy Research is complete.	The 2025 Night-Time Economy Research is complete.	The 2025 Night-Time Economy Research is complete.	The 2025 Night-Time Economy Research is complete.
Output 2: Presentation of findings to council and stakeholders.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Analysis of the findings and presentations to Council and stakeholders is on hold due to resource constraints as a result of the vacant economic development role. Recruitment will commence in quarter 2.	Recruitment commenced at the end of quarter 2 for economic development resources. Analysis of the findings will commence in quarter 3 with presentations to Council and stakeholders to follow.	Economic development recruitment was completed in quarter 3 and team members will commence in quarter 4. Analysis of the findings will commence in quarter 3 and information disseminated to the Council and stakeholders as required.	Findings presented to Council Stakeholders, action complete.
Output 3: Integration of insights into Launceston's operational plans to enhance the city's night-time vibrancy and economic growth.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
On hold due to economic development resource constraints. Consideration will be given to insights during the development of	Insights will be incorporated into operational planning and associated actions during quarter 3.	Insights will be incorporated into operational planning and associated actions during quarter 4.	Complete – Insights will be integrated into economic development initiatives as well as participation in future Night-Time

the Four Year Delivery Plan.			Economy Research.
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Action ID: S17	Action Item: Partner with key stakeholders to deliver programs that build workforce capacity in Launceston's emerging industries.				
Is this Action a multi-year project?	No	Duration of project:	1 year	Current year of project:	Year 1
Lead Delivery Team:	Strategy and Innovation			Strategic Alignment:	1.2(c)
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026					
Quarter 1 (July - September)	Quarter 2 (October - December)	Quarter 3 (January - March)		Quarter 4 (April - June)	
Behind Schedule	Delayed	Behind Schedule or Delayed		Deferred - partially complete	
Progress Comments by Action Item Outputs:					
Output 1: Develop training program resources and schedule.					
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:		Quarter 4 Progress Comment:	
On hold due to resource constraints as a result of the vacant economic development role. Recruitment will commence in quarter 2.	Recruitment commenced at the end of quarter 2. Action will resume when recruitment is complete and onboarding commenced.	This Action has been on hold due economic development vacancies. Recruitment was completed in quarter 3 and team members will commence in quarter 4. The feasibility of delivering this output in quarter 4 will be reviewed as the new team is onboarded in quarter 4.		Deferred - will be informed by the economic development planning taking place from June to December 2026. Progress will be reported to Councillors as a non-Annual Plan actions in the Quarterly Network Reporting (<i>Four-Year Delivery Plan reference 1.2(b)-1 action 1</i>).	
Output 2: Delivery of 2 industry-specific training programs with several participants.					

Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
On hold due to resource constraints as a result of the vacant economic development role. Recruitment will commence in quarter 2.	Recruitment commenced at the end of quarter 2. Action will resume when recruitment is complete and onboarding commenced.	The feasibility of delivering this output in quarter 4 will be reviewed as the new team is onboarded in quarter 4.	Deferred - will be informed by the economic development planning in the first half of financial year 2026/27 including engagement with businesses to develop business friendly council initiatives. Progress will be reported to Councillors as a non-Annual Plan actions in the Quarterly Network Reporting (<i>Four-Year Delivery Plan</i> reference 1.2(b)-1 action 1).
Output 3: Hosting of a careers forum engaging participants and industry representatives.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
On hold due to resource constraints as a result of the vacant economic development role. Recruitment will commence in quarter 2.	Recruitment commenced at the end of quarter 2. Action will resume when recruitment is complete and onboarding commenced.	The feasibility of delivering this output in quarter 4 will be reviewed as the new team is onboarded in quarter 4.	Deferred, will be informed by the economic development planning in the first half of financial year 2026/27 including engagement with businesses to develop business friendly council initiatives.
Output 4: Published report on workforce needs and skills gaps in emerging industries by Quarter 4 2025.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
On hold due to resource constraints as a result of the vacant economic development role. Recruitment will commence in quarter 2.	The output is scheduled for completion in quarter 4.	The feasibility of delivering this output in quarter 4 will be reviewed as the new team is onboarded in quarter 4.	Deferred - will be informed by the economic development planning in the first half of financial year 2026/27 including retail mix study and Employee Lands work.

Key Service Annual Plan Actions

The projects within this category of work are projects that deliver key services to our community that focus on operational activities such as maintenance, community events and services, and the internal processes required to carry out these activities.

Figure 2: shows the City of Launceston organisational vision and purpose.



Action ID: K1	Action Item: Develop a new Integrated Planning and Reporting Framework.				
Is this Action a multi-year project?		Yes	Duration of project:	2 years	Current year of project: Year 1
Lead Delivery Team:		Strategy and Innovation			
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026					
Quarter 1 (July - September)	Quarter 2 (October - December)		Quarter 3 (January - March)		Quarter 4 (April - June)
Behind Schedule	On Hold		On Hold		Deferred - partially complete
Progress Comments by Action Item Outputs:					
Output 1: Undertake a review and analysis of existing Integrated Corporate Planning Framework to align with the new Strategic Plan.					
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:		Quarter 3 Progress Comment:		Quarter 4 Progress Comment:
Initial scoping has commenced to develop a project plan and allocate resources to undertake this task Recruitment for a Team Leader Performance & Planning and a second Corporate Planning Officer will commence in quarter 2.	Initial scoping is complete. Works to progress the development of the project plan are on hold pending the recruitment of a Team Leader and additional Corporate Planning staff. Recruitment of these roles has opened.		No progress has been made during quarter 3. Progress is still on hold pending the recruitment of a Team Leader and additional Corporate Planning staff. Recruitment of these roles has opened and will progress in quarter 4.		This quarter the team revisited the initial scoping of this action to align requirements to the new organisational structure and Four-Year Delivery Plan development. Ongoing recruitment of a Team Leader and additional Corporate Planning staff have meant progress could not proceed as initially planned. The outputs of this action are deferred to the upcoming financial year 2026/27 and will be incorporated into the business-as-usual activities of the Corporate Planning and Performance Team.

			Updates on the progress will be shared with Councillors via the Strategy and Innovation quarterly network reports.
Output 2: Establish organisational needs and available solutions.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Initial scoping has commenced to develop a project plan and allocate resources to undertake this task. Action K1 aligns with reform priority 2 in the Tasmanian Government Local Government Priority Reform Program 2024-2026. The Action will progress as per Councils needs and adjusted (if needed) when the Tasmanian Government guidelines are released.	Initial scoping is complete. Works to progress the development of the project plan are on hold pending the recruitment of a Team Leader and additional Corporate Planning staff. Recruitment of these roles has opened.	No progress has been made during quarter 3. Progress is still on hold pending the recruitment of a Team Leader and additional Corporate Planning staff. Recruitment of these roles has opened and will progress in quarter 4.	Ongoing recruitment of a Team Leader and additional Corporate Planning staff have meant progress could not proceed as initially planned. The outputs of this action are deferred to the upcoming financial year 2026/27 and will be incorporated into the business-as-usual activities of the Corporate Planning and Performance Team. Updates on the progress will be shared with Councillors via the Strategy and Innovation quarterly network reports.
Output 3: New Integrated Planning and Reporting Framework endorsed by leadership teams.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
No progress on this output this quarter as this task is scheduled to occur in quarter 3 or 4.	No progress on this output this quarter as this task is scheduled to occur in quarter 3 or 4.	No progress has been made during quarter 3. Progress is still on hold pending the recruitment of a Team Leader and additional Corporate Planning staff. Recruitment of these roles has opened and will progress in	Ongoing recruitment of a Team Leader and additional Corporate Planning staff have meant progress could not proceed as initially planned. The outputs of this action are

		quarter 4.	deferred to the upcoming financial year 2026/27 and will be incorporated into the business-as-usual activities of the Corporate Planning and Performance Team. Updates on the progress will be shared with Councillors via the Strategy and Innovation quarterly network reports.
Output 4: Initial setup and integration of software, processes and training.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Interim solutions are being investigated as part of the initial scoping that has commenced this quarter. Software solutions, processes and training will be influenced by the progression of the corporate applications transformation program (Project Ignite). Integration with this project, along with other allied projects, will be considered during the scoping and planning phase.	As detailed in the quarter 1 comment, software solutions are being aligned with the corporate applications transformation program (Project Ignite). The Corporate Planning Team will continue to work with the Project Ignite Team to develop and embed corporate planning solutions and processes into our software for future planning cycles.	The Corporate Planning and Performance Team will continue to work with the Project Ignite Team to develop and embed corporate planning solutions into our software for future planning cycles as the Project Ignite project progresses. Work on the Tech1 Project Lifecycle Management module will begin in June 2026.	Ongoing recruitment of a Team Leader and additional Corporate Planning staff have meant progress could not proceed as initially planned. The outputs of this action are deferred to the upcoming financial year 2026/27 and will be incorporated into the business-as-usual activities of the Corporate Planning and Performance Team. Updates on the progress will be shared with Councillors via the Strategy and Innovation quarterly network reports.

Action ID: K2	Action Item: Deliver the Service Management Project.					
Is this Action a multi-year project?	No	Duration of project:	1 year	Current year of project:	Year 1	
Lead Delivery Team:	Strategy and Innovation					
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026						
Quarter 1 (July - September)	Quarter 2 (October - December)		Quarter 3 (January - March)		Quarter 4 (April - June)	
On Schedule	On Schedule		On Schedule		Complete	
Progress Comments by Action Item Outputs:						
Output 1: Establish Project Reference Group.						
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:		Quarter 3 Progress Comment:		Quarter 4 Progress Comment:	
And The project reference group has been established with a representative from each Network.	The Project Reference Group remains active and meets as required to support the Project Team and Sponsor in making well-informed decisions.		The Project Reference Group continues to support the Project Team and Sponsor as required. No material changes occurred during the reporting period.		The Project Reference Group will continue to support the Project Team until the outputs of the Service Management Project are embedded into business-as-usual activities. Progress will continue under the Annual Plan 2026/27 Action Item K11.	
Output 2: Develop a new Service Management Framework.						
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:		Quarter 3 Progress Comment:		Quarter 4 Progress Comment:	
A draft service management framework has been prepared and	The Service Management Framework is being refined to suit		In quarter 3, the Executive Leadership Team approved a		A Service Management Framework has been endorsed and will guide	

will be refined alongside the development of the service catalogue to enable the supply of essential data that the framework will rely on.	organisational needs.	modified methodology that extends the project into financial year 2026/27 that includes an interim Service Catalogue drafted in financial year 2025/26 and further work to identify sub-services, levels of service and budget and Project Ignite alignment in financial year 2026/27. The development of the modified framework will be prepared in alignment with the updated Service Management Policy.	the effective implementation of the Service Management Policy.
Output 3: Establish the service catalogue structure for data collection.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
The structure and template for collecting data to develop the service profiles and ultimately the service catalogue has been developed. The data collection is scheduled to occur in quarter 2.	Data collection has been completed. The Service Catalogue and Profile templates will be refined in quarter 3 to suit organisational needs.	The interim Service Catalogue format and content has been prepared and circulated to Senior Leadership Team for comment.	The Service Catalogue structure has been established. City of Launceston's June 2026 Service Catalogue is anticipated to be published to the community in July 2026. This first version includes service purpose, outcomes and activities, excluding corporate services, which currently include purpose only. Work will continue in financial year 2026/27 to expand the Service Catalogue to include levels of service, performance measures and cost.

Output 4: Define services using a consistent format.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Internal workshops are scheduled with 'Service Managers' for quarter 2 to capture data that will enable services to be defined.	Services have been defined using a consistent template. Standardisation of language and other refinements are to occur in quarter 3.	Publication of the consolidated interim Service Catalogue is scheduled for the end of the financial year.	Services have been defined in a consistent format in the June 2026 Service Catalogue, which is anticipated to be published to the community in July 2026.
Output 5: Complete at least 60% of service profiles for the defined services, including service levels.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
No progress on this output as work is scheduled to occur in quarter 2.	Service Profiles have been completed for 100% of the defined services. These will be updated on completion of refinement works for outputs 3 and 4, where we are expecting to measure at least 60% of service levels.	Consistent with the modified methodology, measurement of service levels has been deferred to next financial year to include sub-service identification and enable integration of service management into the new corporate application (Project Ignite).	Remaining service profiles have been deferred to 2026/27. A project plan has been completed for financial year 2026/27, outlining the tasks required to complete remaining service profiles. This will help ensure levels of service and performance reporting are captured consistently and accurately across each profile.
Output 6: Understand the costs associated with each of the defined services.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
No progress on this output as work is scheduled to occur in quarters 2 and 3.	The costs for each defined service have been completed. Work to refine the data collection process will be completed in quarters 3 and 4.	Work to fully understand and allocate service costs has been programmed to financial year 2026/27 to include sub-service identification and support integration with the new financial system being implemented as part of	Cost reporting has been deferred to 2026/27. A project plan has been completed for financial year 2026/27, including inter-project dependencies with the implementation of the new financial system to support easy, reliable and

		Project Ignite.	accurate service cost reporting.
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Action ID: K3	Action Item: Improve asset management governance, practices and processes.						
Is this Action a multi-year project?		No	Duration of project:	1 year	Current year of project:	Year 1	
Lead Delivery Team:		Strategy and Innovation (previously Community Assets and Design)					
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026							
Quarter 1 (July - September)		Quarter 2 (October - December)		Quarter 3 (January - March)		Quarter 4 (April - June)	
On Schedule		On Schedule		Behind Schedule or Delayed		Complete	
Progress Comments by Action Item Outputs:							
Output 1: Create Asset Management Framework (AMF) and establish governance structures in line with ISO 55000.							
Quarter 1 Progress Comment:		Quarter 2 Progress Comment:		Quarter 3 Progress Comment:		Quarter 4 Progress Comment:	
Asset Management Steering Committee reestablished. Asset Management Governance Framework Updated and approved. Requirements for additional documentation being scoped.		Asset Management Governance Framework noted by Audit Panel. Requirements for additional documentation are still being considered.		Asset Management Governance Framework updated to reflect Project Shape changes. Requirements for additional documentation are still being considered.		Requirements for additional documentation are still being considered and will be progressed as part of business-as-usual through the Asset Management Steering Committee, led by the Asset Strategy Team.	
Output 2: Define roles and responsibilities for all aspects of the asset lifecycle (renewal, upgrade, operations, maintenance, and disposal) and information management.							
Quarter 1 Progress Comment:		Quarter 2 Progress Comment:		Quarter 3 Progress Comment:		Quarter 4 Progress Comment:	

No progress against this output for this quarter as the tasks for this output are scheduled to commence in quarter 2.	No progress against this output for this quarter. As a result of Project Shape all asset management roles and responsibilities will be remapped to the new structure in quarter 3.	Process has commenced; however, the Project Shape changes have resulted in additional questions about roles and responsibilities that are still being considered.	Recruitment activities have impacted significant progress in this matter following Project Shape changes. Roles and responsibilities will be considered as part of business-as-usual through the Asset Management Steering Committee, led by the Asset Strategy Team.
Output 3: Consider resourcing and update position descriptions accordingly.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
No progress against this output for this quarter as the tasks for this output are scheduled to commence in quarter 3.	No progress against this output for this quarter as the tasks for this output are scheduled to commence in quarter 3 and are now linked to Project Shape.	No progress against this output for this quarter.	Project Shape has significantly improved resourcing in the Asset Strategy space through the creation of the dedicated team. In June, minor changes to the team structure were approved as a trial arrangement by the Executive Leadership Team to further improve resourcing. Additional consideration to resourcing, roles and responsibilities will be considered as part of business-as-usual through the Asset Management Steering Committee, led by the Asset Strategy Team.
Output 4: Create revised Asset Management Plan template.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Information gathering has commenced. The majority of the	Creation of a revised template has commenced and will be finalised in	Revised template has been developed and will be tested	Revised template has been developed and used through the

tasks are scheduled to commence in quarter 2.	quarter 3.	through the IPWEA (Institute of Public Works Engineering Australia) Professional Certificate Training (see output 6).	Institute of Public Works Engineering Australia (IPWEA) Professional Certificate Training to develop 11 asset management plans. This will now transition to business-as-usual through the Asset Management Steering Committee, led by the Asset Strategy Team.
Output 5: Develop Asset Data and Information Standards and create an Asset Information Improvement Plan.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Information gathering has commenced. The majority of the tasks are scheduled to commence in quarters 2 and 3.	Information gathering is continuing. The majority of this output will be dictated by the requirements for Project Ignite and will progress in quarter 3.	Minimal progress has been made regarding this, however mapping existing asset data to the new Project Ignite requirements has commenced.	Needs in this space will be considered following Project Ignite implementation as part of business-as-usual through the Asset Management Steering Committee, led by the Asset Strategy Team.
Output 6: Implement training for relevant personnel.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Discussions commenced with potential training partners. Training to be scheduled for quarter 2.	Discussions with training partners and the Organisational Development Team have suggested a different approach to initially planned. Training needs will be mapped against roles and responsibilities (Output 2) with consideration of Project Shape and further developed and delivered in quarters 3 and 4.	Training approach has been endorsed by the Asset Management Steering Committee. 11 staff have been enrolled in a Professional Certificate of Asset Management Planning via the Institute of Public Works Engineers Australasia (IPWEA), to be completed in quarter 4. Asset Management Fundamentals training will be developed and	11 staff have completed a Professional Certificate of Asset Management Planning via the IPWEA in quarter 4, and a further eight have been enrolled in the course to commence in August 2026. Three team members are completing the IPWEA Integrating Asset Management and Governance Course in June and October 2026,

		delivered in quarter 4.	and two team members are completing the Professional Certificate in Infrastructure Financial Management to commence in August 2026. Asset Management Fundamentals training will be developed and delivered in financial year 2026/27 alongside other training needs.
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Action ID: K4	Action Item: Core Applications Transformation Program (Project Ignite phase).				
Is this Action a multi-year project?		Yes	Duration of project:	6 years	Current year of project: Year 3
Lead Delivery Team:	Delivery and Performance				
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026					
Quarter 1 (July - September)	Quarter 2 (October - December)	Quarter 3 (January - March)		Quarter 4 (April - June)	
On Schedule	On Schedule	On Schedule		Complete	
Progress Comments by Action Item Outputs:					
Output 1: Undertake procurement process.					
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:		Quarter 4 Progress Comment:	
Project Ignite began the procurement process in July 2025, issuing a non-public tender to pre-selected vendors with a	On consideration and evaluation of the Tender criteria, a tender report recommendation was presented to the Council for decision in	The contract has been signed with the successful vendor completing the procurement process.		100% of the planned outputs for this financial year have been completed. As a planned multi-year project, the	

demonstrated Local Government ERP (Enterprise Resource Planning) solution. Conforming responses were received by all invited Tenderers. The evaluation of written submissions was completed by the Tender Panel in August.	December 2025. Council approved the tender report at the 11 December 2025 meeting, therefore completing the procurement process.		project continues next year with a planned completion date of mid-to-late 2028.
Output 2: Receive and assess demonstrations from vendors.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
In September, Tenderers presented solutions over 3 days. Feedback from key stakeholders was gathered to guide the Tender Panel's final evaluation before reference checks and due diligence begins next quarter.	Tenderer demonstrations were completed in September. Assessment of the Tender submissions was completed during quarter 2, with reference checking and due diligence completed as part of tender process.	n/a - already completed.	n/a - already completed.
Output 3: Begin implementation with successful vendor.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Not started. Dependency – outcome of procurement process.	Not started. Dependency – outcome of procurement process. Will commence in quarter 3.	Project initiation has commenced with the vendor. The Project Team and Change Advisory Board have both been established, noting recruitment is underway for newly created Project Team positions.	Recruitment for Project Team continues. Design verification workshops have been completed in line with project timeframes. The project is now commencing training in preparation for data migration tasks.

Action ID: K5	Action Item: Finalise new City of Launceston Enterprise Agreement.				
Is this Action a multi-year project?		No	Duration of project:	1 year	Current year of project: Year 1
Lead Delivery Team:	Chief Executive Office, and Delivery and Performance				
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026					
Quarter 1 (July - September)	Quarter 2 (October - December)	Quarter 3 (January - March)	Quarter 4 (April - June)		
On Schedule	On Schedule	On Schedule	Complete		
Progress Comments by Action Item Outputs:					
Output 1: Finalise preparation ready to commence negotiations by 30 July 2025 including: 1. Employee engagement and consultation through meetings with teams and online survey. 2. Engagement with Executive Leadership Team, Senior Leadership Team and the JCC (Joint Consultative Committee) regarding new Classification Structure. 3. Draft combined Agreement prepared. 4. Draft "What's New, What's Changed" document prepared. 5. Agenda and meeting minutes templates prepared. 6. Meetings scheduled.					
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:		
Complete – All listed activities for this output have been completed.	Complete – All listed activities for this output have been completed. In quarter 1.	Complete – All listed activities for this output have been completed in quarter 1.	Complete – All listed activities for this output have been completed in quarter 1.		
Output 2: Bargaining commencement by 30 August 2025.					
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:		
Complete – This output has been completed.	Complete – This output has been completed in quarter 1.	Complete – This output has been completed in quarter 1.	Complete – This output has been completed in quarter 1.		

Output 3: Development of Agreement by 28 February 2026.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
On Schedule – Bargaining meetings are progressing as planned and on schedule.	On Schedule – bargaining meetings are progressing as planned and on schedule.	Complete.	Complete – This output has been completed in quarter 3.
Output 4: Employees to vote on the Agreement by 28 April 2026.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
On Schedule – process is progressing as planned and on schedule.	On Schedule – process is progressing as planned and on schedule.	Complete – successful vote held 16-18 March 2026.	Complete – successful vote held 16-18 March 2026.
Output 5: Fair Work approval of the Agreement by 20 May 2026.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
On Schedule – process is progressing as planned and on schedule.	On Schedule – process is progressing as planned and on schedule.	On Schedule – Application for approval lodged with Fair Work Commission on 25 March 2026.	Completed.
Output 6: Implement the Agreement including new processes, policies, procedures, classification structure.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
No progress on this output this quarter. This will occur once the above outputs are complete.	No progress on this output this quarter. This will occur once the above outputs are complete.	On Schedule – Implementation preparation underway.	Complete – Implementation preparation completed in June, on schedule to ensure the agreement can take effect in July.

Action ID: K6	Action Item: Enhance flood intelligence capabilities and communications.							
Is this Action a multi-year project?		Yes	Duration of project:		2 Years	Current year of project:		Year 2
Lead Delivery Team:		Community Assets and Design						
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026								
Quarter 1 (July - September)		Quarter 2 (October - December)		Quarter 3 (January - March)		Quarter 4 (April - June)		
Behind Schedule		On Schedule		Behind Schedule or Delayed		Deferred - partially complete		
Progress Comments by Action Item Outputs:								
Output 1: Commission a new intelligence system for flood emergency management use.								
Quarter 1 Progress Comment:		Quarter 2 Progress Comment:		Quarter 3 Progress Comment:		Quarter 4 Progress Comment:		
Peer review assessment of the North Esk catchment has been completed. Installation of CCTV stationary cameras (1) and pan-tilt-zoom cameras (6) have been installed. The Corra Linn rating curve review is currently underway with the consultant appointed.		The North Esk rating curve review continues – with the aim of finalising the review by the end of February 2026. The procurement process for a Flood Intelligence system is in its final stages with the preferred supplier to be announced over coming weeks. Project is currently on track.		The North Esk rating curve review requires an extension due to the absence of recent flood events, which has prevented the consultant from undertaking the necessary river flow observations and analysis. Disaster Ready Fund grant variation submitted. Consultant appointed and flood intelligence system development has commenced. Data sharing and initial design are underway.		Completion of the North Esk catchment investigation (Corra Linn rating curve review) has been delayed due to the absence of recent flood events. This has prevented the consultant from undertaking the necessary river flow observations and analysis. Development of the flood intelligence system has progressed, and Council will receive this in quarter 1 of financial year 2026/27.		

Output 2: Scope the design and features of an external dashboard, considering community needs and the City of Launceston's role in emergencies.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
The scoping phase is nearing completion, with a preferred forecasting system soon to be appointed. The application will have an external facing element supporting community resilience.	Consultant about to be appointed. On track.	Consultant appointed, initial design considerations are underway, with further consultation and refinement scheduled to occur in quarter 4 as system development progresses.	Scoping has been completed. The flood intelligence system is now undergoing refinement following a June 2026 workshop with Council officers.
Output 3: Launch the external dashboard, ensuring it provides accessible and accurate flood-related information.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
The scoping phase is nearing completion, with a preferred forecasting system soon to be appointed. The application will have an external facing element supporting community resilience.	Consultant about to be appointed. On track.	Consultant appointed, initial design considerations are underway, with further consultation and refinement scheduled to occur in quarter 4 as system development progresses.	The public facing website is planned for launch in quarter 2 of financial year 2026/27.

Action ID: K7	Action Item: Participate in the Northern Tasmanian Regional Land Use Strategy Review.				
Is this Action a multi-year project?		Yes	Duration of project:	3 years	Current year of project: Year 2
Lead Delivery Team:	Community Assets and Design				
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026					
Quarter 1 (July - September)	Quarter 2 (October - December)		Quarter 3 (January - March)		Quarter 4 (April - June)

On Schedule	On Schedule	On Schedule	Complete
Progress Comments by Action Item Outputs:			
Output 1: Active participation on the regional planning group to position Launceston to be a successful regional city.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Regional Strategic Directions approved by Steering Committee. Community engagement on State of Play Report and Regional Strategic Directions is scheduled for quarter 2. The City of Launceston is now the Chair of the Regional Planners Group (RPG). The role is to support collaborative decision-making, reporting to the Northern Tasmanian Regional Land Use Strategy (NTRLUS) Steering Committee on behalf of the RPG and work closely with Northern Tasmania Development Corporation (NTDC) to ensure effective governance of the NTRLUS Project.	Community engagement on State of Play Report and Regional Strategic Directions underway on Shaping Tasmania website - Northern Region Shaping Tasmania Regional Land Use Strategies Reviews. Funding confirmed from the State Government on 3 December 2025 for northern region to prepare the NTRLUS by 30 June 2026. Request for Quote has been released by NTDC to engage a lead consultant. Engagement of preferred consultant to occur in January 2026. Regional Planners Group meetings will occur fortnightly between January and June 2026 to meet the Minister's timeframe.	Community engagement on State of Play Report and Regional Strategic Directions was completed in March 2026. The Infrastructure Audit (as part of Phase 2) was also completed in March 2026. Both elements will be key inputs into the drafting process of the new NTRLUS. Following a procurement process, MESH Planning was formally engaged and approved by the Steering Committee in January 2026. Inception and commencement of the drafting NTRLUS was undertaken on 18 February 2026. Terms of Reference for governance of the NTRLUS Working Group (formerly RPG) were agreed to on 10 March 2026 by the Steering Committee with NTDC taking over the Chair of the NTRLUS Working Group and one representative from each Council and state agency permitted to attend and provide feedback. The working group will continue to	The working group has continued to meet on a regular basis to provide input into the NTRLUS draft process, with a growth framework agreed to by the Steering Committee (Steer Co.) on 30 April 2026. Following a draft NTRLUS document was delivered to the working group over May for review and feedback. Significant concerns were raised regarding various elements of the Strategy, specifically the extent of the urban growth boundary (UGB) and proposed growth narrative. These concerns, along with several options for progression of the drafting, were presented to the Steer Co. on 3 June for consideration and decision. The Steer Co. agreed that further work be undertaken by the consultant to revise the settlement framework and better reflect council growth expectations. To support this position, the Steer Co. has requested an extension of

		meet on a fortnightly basis until delivery on the final draft NTRLUS in June 2026.	time to the Minister for an additional month to complete the work necessary. Delivery of the draft NTRLUS to the Minister is now anticipated by July 2026.
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Action ID: K8	Action Item: Embed the Child and Youth Safe Organisations Framework as required by the <i>Child and Youth Safe Organisations Act 2023</i> .							
Is this Action a multi-year project?		Yes	Duration of project:		5 years	Current year of project:		Year 2
Lead Delivery Team:		Connections and Liveability						
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026								
Quarter 1 (July - September)		Quarter 2 (October - December)		Quarter 3 (January - March)		Quarter 4 (April - June)		
On Schedule		On Schedule		On Schedule		Complete		
Progress Comments by Action Item Outputs:								
Output 1: Adoption of Child Safe Policy for the City of Launceston Council.								
Quarter 1 Progress Comment:		Quarter 2 Progress Comment:		Quarter 3 Progress Comment:		Quarter 4 Progress Comment:		
The Policy has been to Council workshop for discussion and feedback. The Policy will go to Council meeting in quarter 2.		Complete. Policy was adopted at 13 November 2025 meeting.		Complete.		Complete - Policy was adopted at 13 November 2025 meeting.		
Output 2: Undertake advocacy and information program to support sporting and cultural organisations to become child and youth safe.								
Quarter 1 Progress Comment:		Quarter 2 Progress Comment:		Quarter 3 Progress Comment:		Quarter 4 Progress Comment:		

Officers have completed a survey of organisations involved with children and young people to understand gaps and information needs around the child and youth safe organisations framework. The findings will inform future information sharing with these organisations.	No further progress.	Information programs in development and currently being scheduled.	Complete – Survey completed and information sessions developed, promoted and delivered. Good engagement from both Sports and Cultural organisations.
Output 3: Establish reference group and design process for a Victim Survivor Memorial.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Not yet commenced. Scheduled to commence following adoption of the Child and Youth Safe Policy.	No further progress.	Investigation complete – an appetite to progress this project has not been identified.	Investigation complete – an appetite to progress this project has not been identified.

Action ID: K9	Action Item: Review the Economic Development Strategy 2022-2026.				
Is this Action a multi-year project?		No	Duration of project:	1 year	Current year of project: Year 1
Lead Delivery Team:	Strategy and Innovation				
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026					
Quarter 1 (July - September)	Quarter 2 (October - December)	Quarter 3 (January - March)		Quarter 4 (April - June)	
Behind Schedule	Delayed	Behind Schedule or Delayed		Deferred - partially complete	
Progress Comments by Action Item Outputs:					

Output 1: Complete review of existing Economic Development Strategy 2022-2026.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
On hold due to resource constraints as a result of the vacant economic development role. Recruitment will commence in quarter 2.	Economic development recruitment commenced at the end of quarter 2. Timelines and deliverables will be reassessed in quarter 3.	Economic Development recruitment was completed in quarter 3, with team members commencing in quarter 4. Timelines and deliverables will be reassessed in early quarter 4. The scope of the review may be adjusted to reflect the availability of updated Census data in 2027.	Completed - Internal review of the existing strategy has been completed.
Output 2: Conduct stakeholder workshops and community survey, with findings document.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
On hold due to resource constraints as a result of the vacant economic development role. Recruitment will commence in quarter 2.	Economic development recruitment commenced at the end of quarter 2. Timelines and deliverables will be reassessed in quarter 3.	Economic Development recruitment was completed in quarter 3, with team members commencing in quarter 4. Timelines and deliverables will be reassessed in early quarter 4, including the sequencing of stakeholder workshops and the community survey.	Deferred - This work will be conducted in the first half of financial year 2026/27. Progress will be reported to Councillors as a non-Annual Plan actions in the Quarterly Network Reporting (<i>Four-Year Delivery Plan reference 1.2(b)-1 action 1</i>).
Output 3: Develop an Economic Development Plan aligned with Launceston's Strategic Plan.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
On hold due to resource constraints as a result of the vacant economic development role. Recruitment will commence in quarter 2.	Economic development recruitment commenced at the end of quarter 2. Timelines and deliverables will be reassessed in quarter 3.	Economic Development recruitment was completed in quarter 3, with team members commencing in quarter 4. Timelines and deliverables will be reassessed in early quarter 4.	Deferred - Operational economic development plan will be developed in the first half of financial year 2026/27, informed by identified actions to carry through from the

		As it is unlikely this output will be complete in quarter 4, an operational plan will be developed, informed by identified actions to carry through from the Economic Development Strategy and Councils Strategic Plan.	Economic Development Strategy and Councils Strategic Plan. Progress will be reported to Councillors as a non-Annual Plan actions in the Quarterly Network Reporting (<i>Four-Year Delivery Plan reference 1.2(b)-1 action 1</i>).
Output 4: Identify and engage with regional and state-level partners to support economic development initiatives, formalizing collaborative efforts.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
On hold due to resource constraints as a result of the vacant economic development role. Recruitment will commence in quarter 2.	Economic development recruitment commenced at the end of quarter 2. Timelines and deliverables will be reassessed in quarter 3.	As economic development recruitment was complete in quarter 3, critical issues will be identified and addressed as a priority in quarter 4.	Completed – Meetings held with key stakeholders to inform project scope as well as other work in this space. Key partners are in the final stages of their strategies that can inform City of Launceston's new Economic Development Plan.
Output 5: Establish measurable key performance indicators to track the success of the plan and report initial performance.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
On hold due to resource constraints as a result of the vacant economic development role. Recruitment will commence in quarter 2.	Economic development recruitment commenced at the end of quarter 2. Timelines and deliverables will be reassessed in quarter 3.	As economic development recruitment was complete in quarter 3, economic metrics and key performance indicators to inform the future plan will be reviewed in quarter 4.	Deferred - will be identified as part of the plan development in the first half of financial year 2026/27. Progress will be reported to Councillors as a non-Annual Plan actions in the Quarterly Network Reporting (<i>Four-Year Delivery Plan reference 1.2(b)-1 action 1</i>).

Action ID: K10	Action Item: Commence development of the Flood Mitigation Plan.							
Is this Action a multi-year project?		Yes	Duration of project:		3 years	Current year of project:		Year 1
Lead Delivery Team:		Community Assets and Design						
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026								
Quarter 1 (July - September)		Quarter 2 (October - December)		Quarter 3 (January - March)		Quarter 4 (April - June)		
Behind Schedule		On Schedule		On Schedule		Complete		
Progress Comments by Action Item Outputs:								
Output 1: Develop a detailed project plan.								
Quarter 1 Progress Comment:		Quarter 2 Progress Comment:		Quarter 3 Progress Comment:		Quarter 4 Progress Comment:		
Recruitment is currently being finalised. Once this is completed the project will formally commence.		The Flood Mitigation Advisor commenced in September 2025. The draft project plan is expected in early 2026.		The draft Flood Mitigation Plan has been developed and is in review. The Implementation Plan has been approved by National Emergency Management Agency (NEMA), for confirmation of Disaster Ready Fund grant funding for the project.		The Disaster Ready Fund Round 3 Grant Deed: DRFR300013 Launceston Flood Mitigation Plan has been accepted and executed under Council seal. Council has received the first installment payment under the deed. The project's governance and planning documents are developed. The Program Charter and Steering Committee Terms of Reference are ready for Executive Leadership Team endorsement and report to Council.		

Output 2: Design and finalise a community engagement scope and program.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Recruitment is currently being finalised. Once this is completed the project will formally commence.	The community engagement scope and program will form part of the project plan (output 1).	The community engagement scope and program have been drafted as part of the project plan, which is in review (output 1).	The Stakeholder and Community Engagement Plan is developed including supporting arrangements to establish working groups for structured engagement with key agencies and stakeholders across the whole-of-catchment. These documents are ready for Steering Committee endorsement, Executive Leadership Team review and report to Council.
Output 3: Commence baseline studies including confirmation of climate impacts, and determine risk tolerance, providing a solid foundation for informed decision-making future planning.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Recruitment is currently being finalised. Once this is completed the project will formally commence.	Will form part of the scoping once the project plan is completed (output 1).	Will form part of the scoping once the project plan is finalised (output 1).	Scoping for baseline and priority technical studies is underway and aligned with the milestones of the National Emergency Management Agency's endorsed Implementation Plan. The Steering Committee will endorse the scope before proceeding to procurement.

Action ID: K11	Action Item: Develop the Waste and Resource Recovery Plan.				
Is this Action a multi-year project?		Yes	Duration of project:	2 years	Current year of project: Year 1
Lead Delivery Team:	Strategy and Innovation (<i>previously Connections and Liveability</i>)				
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026					
Quarter 1 (July - September)	Quarter 2 (October - December)	Quarter 3 (January - March)	Quarter 4 (April - June)		
Behind Schedule	Behind Schedule	Behind Schedule or Delayed	Complete		
Progress Comments by Action Item Outputs:					
Output 1: Develop draft Waste and Resource Recovery Plan.					
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:		
Draft Plan in progress. The themes have been agreed at team level. These are: 1. Education 2. Expand FOGO 3. Compulsory FOGO 4. Kerbside waste bin frequency 5. Diversion facility.	Team exploring options for delivery internal vs external. Continuing to workshop options as a team.	The team has decided to complete the plan internally aligning recovery rates with federal and national targets. Several internal inputs are well progressed. The extent of the operational plan is being assessed with consideration to the State Governments Tasmanian Waste and Resource Recovery Strategy 2023-2026 which is in its final year of implementation.	Scope has been refined to deliver a high-level guidance document outlining the current position and identifying key opportunities to support the City of Launceston in achieving established national, state and regional material recovery targets. The document will focus on: 1. Education 2. Expand FOGO 3. Compulsory FOGO 4. Kerbside waste bin frequency 5. Recovery facility 6. Recycling contamination		

			This roadmap will also inform future funding and capital project bids and align with relevant national and Tasmanian waste and resource recovery strategies. City of Launceston waste and resource recovery data analysis is complete. Delivery will proceed as a non-Annual Plan action, with progress reported quarterly through network reports.
Output 2: Community engagement carried out on draft plan.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
To be done when draft plan is completed.	There has been some community feedback via our Tomorrow Together platform on themes within draft plan.	The level of engagement will be assessed during quarter 4.	Completed community engagement feedback for FOGO/green bin collections and weekly versus fortnightly kerbside collections. Further engagement will be undertaken as part of delivering the focus areas, with outcomes included in the associated reports.
Output 3: Finalise plan for endorsement.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Future work before July 2026.	Future work before July 2026.	Future work before July 2026.	Further to the update provided at Output 1, the requirements of this project have been rescoped as additional requirements were identified throughout the baseline works completed this year. These findings will inform business-as-

			usual activities in 2026/27 to produce a suite of documents per the Output 1 comment. Progress on these items will be delivered to Councillors via a combination of reporting for the Annual Plan 2026/27 progress reports on action item S18 and S19, as well as the Strategy and Innovation Quarterly Network Reports in 2026/27.
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Action ID: K12	Action Item: Northern Tasmania Cricket Association (NTCA) Sports Complex redevelopment.				
Is this Action a multi-year project?		Yes	Duration of project:	5-20 years	Current year of project: Year 1
Lead Delivery Team:	Community Assets and Design				
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026					
Quarter 1 (July - September)	Quarter 2 (October - December)		Quarter 3 (January - March)		Quarter 4 (April - June)
On Schedule	On Schedule		On Schedule		Deferred - partially complete
Progress Comments by Action Item Outputs:					
Output 1: Stage 2A: Production of a project management plan including stakeholder identification, governance framework, communications plan and risk management plan by 15 February 2025.					
Quarter 1 Progress Comment:		Quarter 2 Progress Comment:		Quarter 3 Progress Comment:	
				Quarter 4 Progress Comment:	

Output completed.	Output completed. In quarter 1.	Output completed in quarter 1.	Output completed.
Output 2: Stage 2B: Architectural design, professional services assessments and construction staging, programme and forecast costings; DA lodgement by 30 September 2025.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Report scheduled to go to Council seeking approval to submit Development Application on 2 October 2025.	Development Application lodged, staging approved at the Council meeting held on 2 October 2025.	Development Application lodged and planning permit issued 25 March 2026. Updated costings have been quantified using current drawings and updated architectural materials presented to Council workshop 26 March 2026.	Output completed.
Output 3: Stage 2C: Funding advocacy and attraction by 30 September 2025.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Funding attempts via recent state and federal elections were unsuccessful. With Development Application materials and business case documentation set for completion in late 2025, funding advocacy efforts via grants will begin.	With Development Application materials and business case documentation complete, funding advocacy efforts via grants will begin once applicable grant streams open.	With planning permit issued and business case documentation complete, funding advocacy efforts via grants will begin once applicable grant streams open. We expect final detailed design and tender issue documentation to be delivered June or July 2026.	We have not attracted an external funding commitment, with planning permit issued and business case documentation complete, funding advocacy efforts via grants will begin once applicable grant streams open.
Output 4: Stage 3: Detailed design development between March 2025 - December 2026.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Detailed design has commenced for elements of the redevelopment	Detailed design has commenced for Stage 1, 2 and ITEM C as approved	Currently at 60% detailed design stage. We expect final detailed	The detailed design is 90%

project namely, lights, irrigation and drainage upgrades. The architectural tender awarded March 2025 includes provision for detailed design and built structures.	by Council at the 2 October 2025 meeting.	design and tender issue documentation to be delivered June or July 2026.	completed.
Output 5: Stage 4: Project construction and contract management between April 2026 - June 2028.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Construction has not commenced. Scheduled to commence in quarter 4.	Construction has not commenced.	Construction has not commenced. Scheduled to commence in quarter 4.	External funding is required for construction.

Action ID: K13	Action Item: Implement the Northern Regional Gateway Project.				
Is this Action a multi-year project?		Yes	Duration of project:	3 years	Current year of project: Year 2
Lead Delivery Team:	Connections and Liveability				
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026					
Quarter 1 (July - September)	Quarter 2 (October - December)	Quarter 3 (January - March)		Quarter 4 (April - June)	
On Schedule	On Schedule	On Schedule		Complete	
Progress Comments by Action Item Outputs:					
Output 1: Commissioning process completed.					
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:		Quarter 4 Progress Comment:	

40 artists responded to a nationwide Expression of Interest process. An assessment panel - made up of council officers, an independent curator and a representative from council's Cultural Advisory Committee - shortlisted the submissions. The 3 shortlisted artists then completed paid concept development. The same panel provided a recommendation to Councillors for the final 2 concepts to go to a public vote. Councillors supported the 2 chosen concepts at workshop in August. A public vote was launched on the Tomorrow Together webpage on 15 September 2025 and will close in October 2025.	The public vote showed community support towards the concept design "Sky Vessels". Councillors endorsed Katie Stackhouse's design, "Sky Vessels" on 23 October 2025.	Construction has commenced – project on track.	Complete.
Output 2: Council and Department of State Growth approval of design.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
The 2 preferred concept designs are approved by the Department of State Growth and supported by council. Final endorsement from council will take place after the final choice has been made via the public vote.	Department of State Growth has given formal approval for "Sky Vessels" concept and has paid the milestone payment for concept design approval. Council endorsed "Sky Vessels" concept on 23 October 2025. The technical design period is underway.	Complete.	Complete.
Output 3: Delivery of approved design.			

Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Artwork concept design is complete, with the technical design process taking place after the final artwork has been endorsed by council.	The project is currently progressing in collaboration with Project Delivery and Urban Art Projects (UAP). A technical design package is expected from UAP in late December 2025.	Complete.	Fabrication and finishes selection complete.
Output 4: Practical completion and Department of State Growth Instalment 5 payment.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
On schedule for construction and installation as per project plan. Installation expected late August 2026.	On schedule for construction and installation as per project plan. Installation is expected to be late August 2026.	On schedule.	Practical completion will continue in financial year 2026/27 in line with overall project timeline. Construction is scheduled to commence in September 2026. Progress will be provided to Councillors in the Connections and Liveability quarterly progress reports.

Action ID: K14	Action Item: Develop an Equity and Inclusion Plan.				
Is this Action a multi-year project?		Yes	Duration of project:	1.5 years	Current year of project: Year 1
Lead Delivery Team:	Connections and Liveability				
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026					
Quarter 1 (July - September)	Quarter 2 (October - December)		Quarter 3 (January - March)		Quarter 4 (April - June)

Behind Schedule	Delayed	Deferred	Cancelled
Progress Comments by Action Item Outputs:			
Output 1: Complete a desktop review, audit of current national best practice, stakeholder interviews and data analysis.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Desktop audit of state and local government initiatives completed. Purposive sampling used to ascertain national best practice approach to like outputs. Information is in raw data form and used to inform the project plan development.	Project has not progressed since last quarter.	Project is postponed pending appointment of Team Leader Community Wellbeing.	Focus has instead been on developing a standalone LGBTIQ+ Action Plan as per Councillor Notice of Motion. The project to address this will be delivered in August 2026.
Output 2: Development of Equity and Inclusion Plan.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Equity and Inclusion draft project plan has been developed.	Project has not progressed since last quarter.	Project has not progressed since last quarter.	Focus has instead been on developing a standalone LGBTIQ+ Action plan as per Councillor Notice of Motion. The project to address this will be delivered in August 2026.

Action ID:	Action Item:					
K15	Identify a partner with a sustainable business model for electric vehicle charges.					
Is this Action a multi-year project?		No	Duration of project:	1 year	Current year of project:	Year 1
Lead Delivery Team:		Strategy and Innovation				

Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026			
Quarter 1 (July - September)	Quarter 2 (October - December)	Quarter 3 (January - March)	Quarter 4 (April - June)
Behind Schedule	On Schedule	On Schedule	Cancelled
Progress Comments by Action Item Outputs:			
Output 1: Review submissions and select operator by end of quarter 1 (September 2025).			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Delays occurred due to valuer availability. With valuations complete in this quarter, the Expressions of Interest were made available via Tender Link at the end of September and will be open for a 4-week period. Submissions will be reviewed during November.	Expressions of Interest have been completed. A preferred partner has now been selected with input from the Sustainability Team, Procurement Team, Parking Team, Legal Team, and Innovation and Performance Team.	This Action has changed direction. It is on schedule with a pivot in focus. Further consideration of the Expressions of Interest (EOI) outcomes was undertaken to better understand viable operating models, including maintenance, upgrade requirements and commercial settings. This research confirmed that long-term tenure arrangements would typically be required to support private sector investment, presenting challenges for Council flexibility on Council-owned land.	This action has changed direction following a decision supported by Councillors. As a result, the original output to review submissions and select an operator was not progressed. Earlier expressions of interest work and operating model assessment informed this shift, identifying constraints around long-term tenure and Council flexibility. This output is now closed, with the new approach to be progressed through the 2026/27 Annual Plan action S17.
Output 2: Agreements signed with the selected private operator by end of quarter 2 (December 2025).			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Works scheduled to occur in quarter 2 following outcomes of Expression of Interest.	Commercial lease agreements are being drafted currently and are expected to go to Council for	This Action has changed direction. It is on schedule with a pivot in focus. Assessment of the EOI outcomes	This action has changed direction following a decision supported by Councillors. As a result, the original

	approval during January 2026.	identified that long-term lease requirements would be needed to support a viable private operating model, leading to a shift toward retaining and upgrading key Council-owned assets while strengthening Council's facilitation role.	output to review submissions and select an operator was not progressed. Earlier expressions of interest work and operating model assessment informed this shift, identifying constraints around long-term tenure and Council flexibility. This output is now closed, with the new approach to be progressed through the 2026/27 Annual Plan action S17.
Output 3: Complete the transfer of ownership and management of the existing electric vehicle chargers to a private operator by end of quarter 3 (March 2026).			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Works are scheduled to occur in quarter 3 following outcomes of Expression of Interest and agreements signed.	Works are scheduled to occur in quarter 3 following outcomes of Expression of Interest and agreements being signed.	This Action has changed direction. It is on schedule with a pivot in focus. Transfer of ownership and management was not progressed. EOI outcomes highlighted the need for long term tenure to support private sector investment and officers therefore progressed a revised strategic approach focused on targeted Council asset upgrades and enabling private sector investment as the market matures.	This action has changed direction following a decision supported by Councillors. As a result, the original output to review submissions and select an operator was not progressed. Earlier expressions of interest work and operating model assessment informed this shift, identifying constraints around long-term tenure and Council flexibility. This output is now closed, with the new approach to be progressed through the 2026/27 Annual Plan action S17.

Action ID: K16	Action Item: Review the Youth Engagement Framework 2025 - 2028 and the 2025 - 2026 Youth Plan.				
Is this Action a multi-year project?	No	Duration of project:	1 year	Current year of project:	Year 1
Lead Delivery Team:	Connections and Liveability				
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026					
Quarter 1 (July - September)	Quarter 2 (October - December)	Quarter 3 (January - March)	Quarter 4 (April - June)		
On Schedule	On Schedule	On Hold	Complete		
Progress Comments by Action Item Outputs:					
Output 1: Engagement with the youth community.					
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:		
This quarter has included the completion of: • Data report from Capire Consulting Group to consolidate youth surveying. • Final draft of the data has been provided from officers to leadership. • Ongoing consultation is occurring regularly with the Youth Advisory Group.	This quarter has included the completion of: • Youth Advisory Group engagement maintained to inform Youth Plan development and implementation. • Annual Youth Projects Plan endorsed by leadership for implementation across financial years 2026–2028. • Youth Advisory Group recruitment campaign completed; cohort established and engagement ready.	Framework has been revised and content prepared. The intention is to incorporate this into a broader Community Development and Engagement Plan to be completed next quarter when a new Youth Development Officer is appointed.	Completed.		

Output 2: Finalise the Youth Engagement Framework and the Youth Plan.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
Officers have finalised drafts of both documents. An initial meeting was held with a designer to discuss the framework's design and layout. The framework is set for review by leadership and at a council workshop presentation in quarter 2. The Youth Plan will be endorsed by leadership in quarter 2.	Youth Engagement Framework and Youth Plan progressed towards finalisation. Draft Youth Engagement Framework 2026–2028 completed for presentation at the February Council workshop. Youth Plans for financial year 2025/2026 and financial year 2026/2027 endorsed by leadership, with final feedback scheduled for February Council workshop.	On Hold.	Framework has been revised and content prepared. The intention is to incorporate this into a broader Community Development and Engagement Plan to be completed in the first quarter of next financial year 2026/27 when a new Youth Development Officer is appointed.
Output 3: Implement Annual Plan.			
Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
The progress of both documents has ensured that these Annual Plan items are on track to be completed within the initial timeframe.	The progress of both documents has ensured that these Annual Plan items are on track to be completed within the initial timeframe.	On Hold.	Implementation will become a part of ongoing business-as-usual works.

Action ID: K17	Action Item: Flood recovery focused emergency management planning.				
Is this Action a multi-year project?		Yes	Duration of project:	2 years	Current year of project: Year 1
Lead Delivery Team:	Delivery and Performance				
Status: Overall status of this Action for the plan period 1 July 2025 - 30 June 2026					
Quarter 1 (July - September)		Quarter 2 (October - December)		Quarter 3 (January - March)	
Quarter 4 (April - June)					
Behind Schedule		Behind Schedule		On Schedule	
				Deferred - partially complete	
Progress Comments by Action Item Outputs:					
Output 1: Development of the Launceston Flood Recovery Planning project including the engagement plan.					
Quarter 1 Progress Comment:		Quarter 2 Progress Comment:		Quarter 3 Progress Comment:	
Quarter 4 Progress Comment:					
The revised project plan is in its final stages of development. This will be distributed to the Flood Recovery Steering Committee for final endorsement over the coming weeks. The funding agreement between Resilience and Recovery Tasmania and the Council is being finalised. Once this is completed a Project Manager will be appointed to manage the project.		The grant deed has been formally signed. Awaiting funding to be finalised ready for the project to formally recommence.		The request for quote (RFQ) process has commenced and has been advertised. Assessment and finalisation of the RFQ is scheduled to occur in early quarter 4. The Department of Premier and Cabinet (DPAC) contribution has been received, supporting progression to the next phase of the project.	
				This is a two-year project, with output being conducted over both years. Request for quote (RFQ) process has been completed with KPMG being the successful consultant / project manager. Final installment invoice provided to Department of Premier and Cabinet on 28 May 2026 with payment expected prior to end of quarter 4.	
Output 2: Ongoing liaison with the Launceston Flood Recovery Steering Committee.					

Quarter 1 Progress Comment:	Quarter 2 Progress Comment:	Quarter 3 Progress Comment:	Quarter 4 Progress Comment:
The Launceston Flood Steering Committee has been re-established; the committee met in August with new alignment and membership.	The grant deed has been formally signed. Awaiting funding to be finalised ready for the project to formally recommence.	The Steering Committee has continued to meet on a regular basis to discuss project progress. Ongoing oversight and guidance has been maintained while awaiting completion of the RFQ process and appointment of the project manager / consultant.	Output will continue across both years. The Steering Committee continues to meet regularly. Ongoing oversight and guidance have been maintained while awaiting completion of the RFQ process and appointment of the project manager / consultant.

- end of report -

CITY OF LAUNCESTON - INCOMING GRANTS POLICY (12-Plx-032)

City of Launceston Incoming Grant Management Policy (12-Plx-032)

PURPOSE

The purpose of this policy is to establish a consistent, transparent and strategic framework for the City of Launceston to identify, assess, apply for, manage and acquit incoming grant funding. The policy ensures that grant-funded initiatives align with Council's strategic direction, are deliverable within organisational capacity, and meet accountability, governance and legislative requirements.

This policy establishes:

- the principles that underpin Council's approach in seeking, managing and acquitting incoming grant funding
- the approval, governance, and decision-making parameters for applying and accepting incoming grant funding
- the respective roles and responsibilities of Council and Council staff in the management of incoming grant funding that have been considered in line with the long-term financial plan and strategic asset management plan
- council recognises the valuable role that grants play in supporting the delivery of services, projects, and community outcomes.

SCOPE

This policy applies to all incoming grant funding pursued or received by the City of Launceston where Council is accountable for delivery, compliance, financial management or asset ownership.

In scope:

- competitive grant programs offered by Federal and State Governments, external organisations and groups
- unsolicited and non-competitive funding offers, (including State or Federal budget allocations and election commitments)
- joint or partnership-based applications where Council retains financial liability, delivery, responsibility, compliance obligations or ownership of the relevant asset
- grants may support operational functions or capital projects

Not in scope:

- ongoing or recurring funding arrangements that do not require an application and/or acquittal process to occur
- funding provided to Council under an ongoing service agreement
- philanthropy donations and bequests
- reimbursements or allocations made under Disaster Recovery Funding Arrangements
- grants, sponsorship or funding programs administered by Council for external organisations or community groups, which are governed by Council's *Outgoing Grants Policy*.

POLICY STATEMENT

Council will seek and accept incoming grant funding only where proposed projects and programs are strategically aligned with adopted Council plans or legislative requirements, appropriately planned and resourced, represent value for money demonstrating alignment with capital budgets and long-term financial plan and can be delivered in accordance with applicable funding conditions and compliance requirements. Council is committed to applying for, and managing, funding in a

CITY OF LAUNCESTON - INCOMING GRANTS POLICY (12-Plx-032)

fair, transparent manner that supports the achievement of endorsed strategic and operational objectives.

Where unsolicited or time-critical funding opportunities arise, Council retains discretion to accept, decline, or seek to renegotiate funding terms, subject to the relevant approval and delegated authority framework.

PRINCIPLES

This policy is guided by the following principles:

- 1. Strategic and Operational Alignment:** Incoming grant funding must support the City of Launceston Strategic Plan 2025-2035, other adopted Council plans (e.g. Four-Year Delivery Plan, Annual Plan), legislative requirements and endorsed priorities.
- 2. Delivery Capacity:** Projects seeking incoming grant funding must be deliverable within Council's capacity, with realistic timeframes and compliance obligations.
- 3. Financial Management:** Incoming grant funding must be assessed against full financial implications of the project, including co-contributions, ongoing operational impacts, maintenance obligations and any unfunded long-term liabilities.
- 4. Risk Management:** Incoming grant funding must have financial, operational, legal, reputational and delivery risks identified, assessed and managed.
- 5. Governance, Transparency and Accountability:** Incoming grant funding must have clear decision-making, management and reporting processes that are documented and auditable.
- 6. Consultation.** Projects seeking incoming grant funding must be developed in consultation with internal and external stakeholders to ensure collaboration, efficiencies and compliance.

GOVERNANCE and DELEGATIONS

Application for incoming grant funding must be carried out in accordance with the following approval framework.

Threshold	Approval for Application
Grants up to \$10,000	Approved by Senior Leader (SL) in consultation with Executive Leader (EL)
Grants from \$10,001 to \$100,000	Approved by Executive Leader (EL) in consultation with the Executive Leadership Team (ELT) and CEO
Grants exceeding \$100,001	Approved by Council When submission deadlines do not allow for Council approval prior to application the CEO retains the delegated authority to authorise an

CITY OF LAUNCESTON - INCOMING GRANTS POLICY (12-Plx-032)

	application. Ratification must occur at the first available Council meeting
Unsolicited grants	Must be reviewed and approved per thresholds above

Acceptance of grant funding must comply with the Signing of Council Agreements and Documents Policy (14-Plx-035).

Grant Administration and Management

Council will administer grant funding in an efficient, effective, transparent and accountable manner that ensure the requirements of the grantor are satisfactorily met as outlined in the funding agreement and that Council's reputation and future funding opportunities are protected.

To facilitate this, all grant information for planning, approvals, grant management and reporting must be managed in accordance with the incoming grants protocol via City of Launceston's Tech1 platform.

In accordance with City of Launceston Information Resource Policy documents pertaining to incoming grant funding must be registered in Council's electronic records system and included in the Legal's Index. These include but not limited to: grant applications, approvals notifications, funding deeds, reports, variations and acquittals.

Roles and Responsibilities

Application for incoming grant funding must be carried out in accordance with legislative delegations and the following approval framework:

The Council	Approval of incoming funding applications over \$100,001 Oversight of City of Launceston incoming grants through quarterly reports
CEO	Approval of incoming funding applications over \$100,001 when submission deadlines do not align with Council meetings Approval of incoming funding applications in consultation with Executive Leadership Team (ELT) for funding \$10,001 to \$100,000
Executive Leaders (EL)	Consultation with Senior Leaders (SL) for incoming funding applications up to \$10,000 Approval of incoming funding applications in consultation with Executive Leadership Team (ELT) and CEO for funding \$10,001 to \$100,000
Senior Leaders (SL)	Consultation with Project Team and Executive Leader (EL) for incoming funding application approval Provide information required to obtain funding application approval

CITY OF LAUNCESTON - INCOMING GRANTS POLICY (12-Plx-032)

	Approval of incoming funding applications up to \$10,000
Team Leader (TL)	Consultation with Project Team and Senior Leader (SL) for incoming funding application approval Provide information required to obtain funding application approval
Project Manager	Consultation with Project Team, Team Leader (TL), Senior Leader (SL), internal and external stakeholders for incoming funding application approval Provide information required to obtain funding application approval Undertake and submit grant application in accordance with funding guidelines If unsuccessful receive and document feedback If successful, manage the funding requirements including but not limited to: • acting as the primary contact for City of Launceston to the funding body • coordinate funding agreement/deed content and required authorisation • negotiate milestones and undertake required reports to the funding body • work with Finance to ensure invoicing is timely and accurate • coordinate approvals for variations to the deed through appropriate delegation channels • coordinate final acquittal and reporting • provide Council and operational reporting as required
Advocacy and Grants Officer	Provide oversight, assistance and regular reporting on the City of Launceston's incoming grants program. Assist staff in all aspects of incoming grants management Support project prioritisation and facilitate combined applications

Approval information and associated processes must be prepared and managed in accordance with Council's adopted protocols. This includes Council reporting requirements and SLT/ELT approval procedures.

Reporting

A quarterly report on incoming grant activity will be provided to Council that includes:

CITY OF LAUNCESTON - INCOMING GRANTS POLICY (12-Plx-032)

- incoming grant opportunities
- projects that have applied for funding
- projects that have been awarded funding
- unsuccessful projects including relevant feedback where available
- status updates of projects that have received funding including any concerns, risks or approved variations to the funding deed
- a list of projects that have been acquitted and finalised
- the status of Councils current financial liability in relation to funding agreements

Council reports will be provided for grant application approvals for funding over \$100,001.

Project managers to ensure regular reporting is undertaken as required for the Annual Plan in accordance with reporting cycles outlined in Council's Integrated Planning and Reporting Framework.

Conflict of Interest

All staff and Elected Members must declare any manage any actual, potential or perceived conflicts of interest in accordance with the Local Government Act 1993 (Tas), the Local Government Code of Conduct Order 2024 and Council's Code of Conduct.

RELATED POLICIES & PROCEDURES

This policy is supported by related guidelines, procedures and operational documents, which may be amended from time to time without requiring amendment to this policy, including;

- City of Launceston Strategic Plan 2025–2035 Set ID 5240776
- City of Launceston Outgoing Grant Management Policy (05-Plx-010)
- City of Launceston Budget Management Policy (12-PI-001)
- Signing of Council Agreements and Documents Policy (14-Plx-035)
- Asset Management Policy 2020 Set ID 4415030
- Lease and Licence Policy 2026 Set ID 5354630
- City of Launceston Code of Conduct (22-PI-030)
- City of Launceston Disclosure of Information Policy (17-plx-009)
- Information Resource Policy (17-PI-001)
- Enterprise Risk Management Policy Set ID 191575
- City of Launceston Procurement Policy (11-Plx-001)

RELATED LEGISLATION

This policy must be implemented in accordance with relevant legislation, including but not limited to:

- Local Government Act 1993 (Tas)
- Financial Management Act 2016
- Local Government (Code of Conduct) Order 2024
- Child and Youth Safe Organisations Act 2023 (Tas)
- Right to Information Act 2009 (Tas)

REFERENCES

- City of Launceston 10 Year Strategic Plan 2025-2035 Set ID 5240776
- Four Year Delivery Plan Set ID 5343492

CITY OF LAUNCESTON - INCOMING GRANTS POLICY (12-Plx-032)

- Annual Plan Set ID 5353639
- Long Term Financial Plan 2022 -2032 Set ID 4765233
- Strategic Asset Management Plan (SAMP) Set ID 4745628

DEFINITIONS

Incoming Grant Funding:	Financial or in-kind support from external entities for specific purposes.
Funding Agreement/Deed:	A legal document outlining the terms and conditions of the grant.
Unsolicited Grant:	Funding offered without a competitive application process.
Co-contribution:	Financial or in-kind resources committed by Council to support a grant-funded project
Milestones	Agreed project stages or deliverables used to measure progress and determine funding release or reporting requirements
Funding Acquittal	Reporting process that confirms grant funding has been used for its approved purpose, supported by financial evidence and any required activity or outcomes reports
Variation	A formal approved amendment to a grant agreement that adjusts terms such as timelines, budget or scope to address unforeseen circumstances without changing the project's original purpose

REVIEW

This policy will be reviewed in line with the City of Launceston 4 year Delivery Plan cycle or more frequently, if dictated by operational demands and with Council's approval.

CITY OF LAUNCESTON - INCOMING GRANTS POLICY (12-Plx-032)

DOCUMENT INFORMATION

Reference number	12-Plx-032
Version	DRAFT 21/04/2026
Review	
Key function	Financial Management
Document type	Policy
Responsible Network	Strategy and Innovation
Approved by	Council
Action Officer	Advocacy and Grants Officer
Text search key words	Grants, Incoming, Funding, Agreement, Acquittal, Variation, Approval

To be communicated to (To be identified by Approver) (Insert ✓ in relevant row)		Department/Area only
		Network via General Manager and Team Managers
		Specific Areas:
	✓	Organisation-wide
	✓	Website
		Intranet (via a link)
		External notification e.g. Department Premier and Cabinet, Director Public Health, Tasmania Police

Hard copy distribution	n/a
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EFFICIENCY DIVIDENDS

Fourth Quarter 2025/2026 - FINAL DRAFT

City of Launceston Efficiency Dividends Fourth Quarter 2025/2026

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Introduction

After the release of the third Efficiency Dividend Report earlier this financial year, which covered quarter three 2025/2026, the City of Launceston continues its commitment to delivering high-quality services to our community while ensuring the responsible and sustainable management. In an environment with rising costs, evolving community expectations and the need for ongoing financial sustainability, Council remains focused on identifying and implementing efficiency dividends across all areas of operation.

This Efficiency Dividend Report highlights activities that reduce budgets or avoid costs, generate savings, or increase revenue. It showcases the tangible cost savings and operational improvements achieved during the fourth quarter of the 2025/26 financial year. Council has delivered significant savings through strategic reviews, innovative thinking, and a willingness to challenge established practices.

During FY2025/26, total efficiency dividend savings of **\$1,431,230** were realised. Additional expenses associated with approved initiatives and other unbudgeted items totaled **\$346,167**, resulting in a net favourable outcome of **\$1,085,063**.

This exceeds the annual efficiency dividend target of **\$800,000** by **\$285,063**, representing a **36% improvement** on the target.

Note: The reported efficiencies and expenses both include a \$123,000 item that was recorded as an expense in Quarter 3 and subsequently reversed as an efficiency dividend in Quarter 4. While this affects the gross savings and expense totals, it does not change the overall net favourable outcome.

Purpose and Scope

This report provides a transparent account of the City of Launceston's efficiency dividends for the fourth quarter of financial year 2025/26. It is designed to inform Council and the community about the tangible cost savings and operational improvements achieved across Council's networks and teams. Each efficiency measure is presented with clear reference to its origin, the relevant Council decision or minute, and the implications for service delivery and financial sustainability.

The report is not a forecast or projection; it captures only actual, realised savings and cost reductions. Where increases in costs have occurred, these are explained and linked to the relevant Council resolutions where relevant, ensuring a balanced and accountable approach to reporting.

What's Included

- Actual savings delivered, not estimates or future projections.
- Details of each initiative, including the responsible network and team and references to Council decisions.
- Explanations of the implications of each saving or cost increase, with input from relevant team leaders.
- Unbudgeted Expenses.

What's Not Included?

- Forecast or anticipated savings that have not yet been realised.
- Unsubstantiated claims or savings.
- Efficiency savings that do not result in a direct financial saving, such as time savings, productivity gains or process improvements that cannot be clearly quantified in monetary terms.
- 'savings' attributable to the delayed employment of staff.

Inputs

The range of inputs for the Q4 report has been extended to include an online form made available to members of the Senior Leadership Team, as well as initiatives and outcomes the project team were made aware of through regular business operations and reporting. This has led to an increased number of examples of dividends and expenses.

Outcomes from Council workshops/meetings, such as Notices of Motion, are also included where applicable.

Over the past financial year, the process for identifying items for submission to the report has improved continually. A steering group with key representation from across Council's business units was formed, as well as the Senior Leadership Team being encouraged to provide input, and most recently the addition of an online form was created that could be extended to a much larger audience of staff. This approach has enabled subject matter experts from all relevant areas to contribute and provide a comprehensive list of initiatives.

Risks

- **Staff Reluctance to Share Examples:** There is a risk that staff members may be hesitant to provide examples of efficiency dividends, due to concerns that any identified savings will result in a permanent reduction of their team's budget, rather than those funds being repurposed for other priorities within the organisation. This can limit the breadth and accuracy of reporting and may discourage proactive identification of further efficiencies.
- **Unintended Service Impacts:** Efficiency measures, if not carefully assessed, may inadvertently impact service quality or community outcomes. It is important to ensure that cost savings do not compromise the delivery of essential services or the achievement of strategic objectives.
- **Data and Reporting Limitations:** The accuracy of efficiency reporting relies on timely and comprehensive input from all business units. Incomplete or delayed information can affect the reliability of reported savings and hinder transparent decision-making.

Delivered Efficiencies

All savings identified through these processes will not be reallocated to other projects but will instead be applied to offset the deficit budget position adopted for the 2025/26 financial year.

Changing of spend analysis software to Localis

Network: Strategy and Innovation

Team: Prosperity and Investment

Changing analysis platform to provide better insights at a lower expense to Council. The new platform provides expenditure, accommodation, flight, sentiment and visitation information in a more accessible form.

Dividend: Unspent Budget Amount: **\$6,000**

Council Decision: 14 May 2026 – 18.2 - Launceston CBD Bus Interchange

The Council endorsed discontinuation of work to achieve interim B1 bus stop relocation to 36 St John Street. Council also endorsed discontinuation of assessment of a third option - specifically: the relocation of bus stops to a Civic Square Transport Hub, the northbound stop approximately at 36 St John Street, and the south bound in Charles Street between Cimetière and Cameron Streets - introduced at the 5 March 2026 Council Meeting as the work has been assessed as not feasible.

The motion was carried 9:1

Dividend: Unspent Budget Amount: **\$123,000**

Unspent MOPS Budget for 2025/26

Network: Strategy and Innovation

Team: Corporate Planning and Strategy

MOPS Budget \$47.5k allocated for Corporate Planning Software will not be spent this financial year because it now forms part of the Project Ignite rollout. The budget has been proposed to Finance to be surrendered.

Dividend: Unspent Budget Amount: **\$47,500**

Engagement Institute (IAP2) membership

Network: Connections and Liveability

Team: Stakeholder Experience - Marketing & Communications

Engagement Institute (IAP2) membership was due for renewal at the end of May 2026. Previously, we held a Government Membership at an annual cost of \$2,850 (incl. GST).

As we continue to develop the organisation's engagement function, we identified an opportunity to transition to individual memberships (with no loss of access to resources or training). This approach better aligns with our current needs while also delivering a cost saving.

Individual memberships are \$350 (incl. GST) each. The total cost for three memberships is \$1,050 (incl. GST), resulting in an annual saving of \$1,800. One membership is now charged to Strategy and Innovation.

Dividend: Unspent Budget Amount: **\$1,800**

Total amount of delivered efficiencies: \$178,300

Additional Incurred Expenses

Council Decision: 2 April 2026 - 18.3 - Northern Suburbs Community Recreation Hub planning fees waiver

Network: Community Assets and Design

The Council approved a request to waive and refund planning application fees for the Northern Suburbs Community Recreation Hub at 316-320 Invermay Road, Mowbray. This resulted in an unbudgeted loss of \$39,368 in revenue. The officer's recommendation had originally been to refuse the waiver because there was no existing organisational policy to support it.

The motion was carried 10:1

Expense Foregone Revenue: **\$39,368**

Council Decision: 2 April 2026 - 18.4 - East Launceston Croquet Club fees waiver

The Council approved a request to waive and refund planning application fees for East Launceston Croquet Club at 22-30 Adelaide Street, East Launceston. This resulted in an unbudgeted loss of \$1,815 in revenue. The officer's recommendation had originally been to refuse the waiver because there was no existing organisational policy to support it.

The motion was carried 10:1

Expense Foregone Revenue: **\$1,815**

62 Gorge Road, Trevallyn Expression of Interest for removal of cottage

Network: Strategy and Innovation

Team: Property

Advertising cost Examiner \$557.12. Officer involvement estimated at 10 hours.

Expense Unbudgeted Amount: **\$1,155**

Total amount of expenses: \$42,338

Summary

Savings		
Savings / Operational	Localis software	\$6,000
	Council Decision: 14 May 2026 – 18.2 - Launceston CBD Bus Interchange	\$123,000
	Unspent MOPS Budget for 2025/26	\$47,500
	Engagement Institute (IAP2) membership	\$1,800
Efficiencies / Capital		
Additional Revenue		
Q4 Total		\$178,300
Q1 Efficiency dividends		\$1,062,519
Q2 Efficiency dividends		\$190,411
Q3 Efficiency dividends		\$0
Q4 Efficiency dividends		\$178,300
Total Savings		\$ 1,431,230

Expenditure	
Council Decision: 2 April 2026 - 18.3 - Northern Suburbs Community Recreation Hub planning fees waiver	\$39,368
Council Decision: 2 April 2026 - 18.4 - East Launceston Croquet Club fees waiver	\$1,815
62 Gorge Road, Trevallyn Expression of Interest for removal of cottage	\$1,155
Q4 Total	\$42,338
Q1 Expenses	\$46,612
Q2 Expenses	\$62,144
Q3 Expenses	\$195,073
Q4 Expenses	\$42,338
Total Expenditure	\$346,167

Total Efficiency Dividends **\$ 1,431,230**

Total Expenses \$346,167

Overall Surplus FY2025/2026	\$1,085,063
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This exceeds the annual efficiency dividend target of \$800,000 by \$285,063, representing a 36% improvement on the target.



FROM THE OFFICE OF THE MAYOR OF LAUNCESTON

File No: SF6729

Your Ref: MG/lb

Minister the Hon. Felix Ellis MP
Minister for Police, Fire and Emergency Management
Level 5, 4 Salamanca Place
HOBART TAS 7000
felix.ellis@dpac.tas.gov.au

Dear Minister Ellis,

Re: Support for CBD Bus Interchange Security Trial

I'm reaching out regarding the current security trial at the St John Street bus interchange in Launceston.

As you'd be aware, this is an area that has had consistent feedback from the community over time around safety, anti-social behaviour, and general amenity. While Council is continuing to work through longer-term solutions for the site, there was a clear expectation from the community that something more immediate needed to be done.

As a result, Council have commenced a security presence following a decision on 5 March 2026. The trial is currently operating Monday to Saturday between 1.30pm and 9.30pm, targeting the periods where concerns have been most consistently raised by users and nearby businesses.

Early feedback from the community and businesses has been positive, and it's clear the presence is making a difference in how the space is being experienced.

I fully acknowledge that this isn't a long-term solution, and that matters relating to public safety ultimately sit within the remit of Tasmania Police. That said, this is a practical, short-term step that is supporting the community right now.

This work also sits alongside a number of current State Government-led initiatives and taskforces focused on safety and activity within the Launceston CBD, reflecting a shared commitment to improving outcomes in the city centre.

 Town Hall
18-28 St John Street
Launceston TAS 7250

 PO Box 396
Launceston
TAS 7250

 03 6323 3000
 contactus@launceston.tas.gov.au
 launceston.tas.gov.au

 City of
LAUNCESTON

With that in mind, Council is writing to seek a contribution from the Tasmanian Government toward the cost of the trial.

More broadly, this is about recognising the shared benefit of improving safety and confidence in the city centre, not just for Launceston, but for the broader northern region.

We would welcome any opportunity to discuss this request further and explore how Council and the State Government can continue to work collaboratively to address both the immediate and longer term challenges associated with the CBD bus interchange.

Kind regards,



Matthew Garwood

Mayor, City of Launceston

OFFICIAL

Minister for Police, Fire and Emergency Management
Minister for Business, Industry and Resources
Minister for Skills and Jobs
Minister for Innovation, Science and the Digital Economy



Level 5, 4 Salamanca Place, Parliament Square Building HOBART TAS 7000 Australia
GPO Box 123 HOBART TAS 7001 Australia
Ph: +61 3 6165 7770
Email: minister.ellis@dpac.tas.gov.au

Cr Matthew Garwood
Mayor, City of Launceston
Via email: contactus@launceston.tas.gov.au

Dear Mayor Garwood

Thank you for your correspondence regarding support around safety, anti-social behavior and general security within the Launceston Central Business District (CBD), specifically the St John Street Bus Interchange. I apologise for the delay in responding.

I would like to acknowledge the excellent work you have completed to date in your early initiative of a security guard trial to strengthen safety and decrease anti-social behavior in the Launceston CBD. This initiative is no doubt having a positive impact in conjunction with several initiatives already being conducted by Tasmania Police in this area of the city.

As you may already be aware, Taskforce Raven has continued to make a significant impact since its inception in February 2025, with a strong focus on recidivist offenders and youth crime. To date, Taskforce Raven has proceeded against 556 people for various offences, including over 500 stealing offences and over 400 offences for breach of bail. A significant percentage of these offences were committed within the Launceston CBD, and the taskforce has recovered over \$200,000 in stolen property.

The Northern Road Policing Services (NRPS) and the Launceston Uniform Division conduct regular patrols throughout the CBD. These patrols include both high visibility and covert operations, providing a broad policing response to deter and apprehend those committing offences and to enhance safety within the CBD. Taskforce Raven, Launceston Uniform and NRPS recently conducted a number of afternoon operations within the Launceston CBD focused on driving and anti-social behavior. This resulted in a number of positive results, with several move-on orders given for anti-social behavior and a number of liquor infringement notices issued.

Launceston Uniform and Taskforce Raven are frequently visible within the Launceston CBD conducting routine patrols and responding to reports of anti-social behavior daily. The introduction of metal detection wands has also provided an additional tool for police to keep our community safe. Since November 2025, Northern District Police have utilised the wands over 2700 times with the vast majority of this occurring within the Launceston CBD. This has resulted in a number of weapons being located and seized by police.

I am aware that youth offending remains an active community concern. I am advised that over the past 12 months the Northern District has seen an increase in youth prosecutions of 14 per cent. Police will continue to work closely with Council, local businesses and the broader

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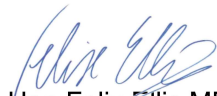
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community to identify appropriate pathways for early intervention and remain proactive in their visibility and interdiction with recidivist offenders.

Tasmania Police takes any report of anti-social or unlawful behaviour seriously. Members of the community are encouraged to report any matter to police directly by calling 131 444 or Triple Zero in an emergency. Anonymous information can be provided through Crimestoppers on 1800 333 000 or online at <https://www.crimestopperstas.com.au>.

Thank you for your interest in the safety of your community. The ongoing support of the City of Launceston for reducing anti-social behaviour and improving safety in the CBD and across the broader region is much valued and appreciated.

Yours faithfully



Hon Felix Ellis MP

Minister for Police, Fire and Emergency Management

10/8/2026

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