City of Launceston

PROPOSED ANNUAL PLAN

2026 / 2027

DRAFT

City of LAUNCESTON

Contents

About the Annual Plan	1
How we plan for the future	2
Action Items	3
Strategic Annual Plan Action Items for 2026/2027	5
Key Service Annual Plan Action Items for 2026/2027	28
Public Health Statement	33

Disclaimer: The Annual Plan is a draft document as of 1 April 2026. It is a work in progress and may be amended through community consultation, Councillor feedback, and further work by staff to balance project delivery with ongoing budget discussions and resourcing. Therefore, some actions may be removed, modified, or enhanced in the final draft that will be represented to Councillors in the next round of review and adoption.

DRAFT

Acknowledgement of Country

We acknowledge Tasmanian Aboriginal People as traditional custodians of this land. We pay respect to Elders past, present and future, as they hold the memories, traditions, culture and hope for future generations to come.

We recognise and value Aboriginal histories, knowledge and lived experiences and commit to being culturally inclusive and respectful in our working relationships with Aboriginal People.

City of LAUNCESTON

About the Annual Plan

The Annual Plan is required pursuant to Section 71 of the *Local Government Act 1993* (Tas).

The City of Launceston, in consultation with the community, must prepare a Strategic Plan for a period of 10 years that will be reviewed at least every four years, and then prepare an Annual Plan that is consistent with the Strategic Plan. Additionally, our Annual Plan must state the manner in which we will meet the goals and objectives of our overarching Strategic Plan, include estimates of the City of Launceston's revenue and expenditure for the financial year, along with a summary of the major strategies to be used in relation to the City of Launceston's public health goals and objectives. Assisting us to align with this strategic direction, is our Four-Year Delivery Plan (Delivery Plan). Reviewed annually, the Delivery Plan provides the roadmap of mid-term action delivery to ensure we are on the correct trajectory to delivering on our long-term strategic goals and objectives.

The City of Launceston Annual Plan 2026/2027 sets out the high-level project-based actions for the City of Launceston for the financial year ahead. It is aligned to achieve the goals from our Shaping Futures: Strategic Plan 2025-2035 (Strategic Plan).
These 84 high-level project-based actions will be of most interest to the community and our stakeholders.

To better understand how these annual actions contribute to achieving our 10-year goals and key services, please refer to our Four-Year Delivery Plan which provides a proposed program of works over the next four financial years, connecting our Strategic Plan to our annual priorities.

In addition to our project-based works reflected in this plan, the City of Launceston also undertakes various ongoing key services which support the community, including such things as roads and parks maintenance, regulating Launceston's food businesses to make sure they are handling food safely, processing and issuing permits, waste collection, emergency event response and much more.

An explanation of our public health goals and objectives are presented at the conclusion of this document, along with our Summary of Estimates which can be found within the Budget 2026/2027 section.

Delivery of the actions captured in this Annual Plan will be monitored through quarterly progress reports to Council following the conclusion of each financial year quarter. A summarised progress report for the full financial year will then be made available in the City of Launceston's 2026/2027 Annual Report once published.

Where to get a copy

The City of Launceston's Annual Plan can be downloaded via the City of Launceston website (www.launceston.tas.gov.au/Council/Reports-Plans-and-Strategies)
In line with the City of Launceston's ongoing commitment to sustainability, a limited number of hard copies of this Annual Plan are produced. These can be viewed at Town Hall, 18-28 St John Street Launceston, or a copy can be requested by contacting the Customer Service Centre on (03) 6323 3000 or contactus@launceston.tas.gov.au

DRAFT

How we plan for the future

The City of Launceston applies an integrated planning and reporting framework which allows for a holistic planning approach that is informed by our community and stakeholders.

Our framework helps us develop our people and resources to identify and meet community needs. It ensures monitoring and reporting of our performance to provide us with the information we need to adapt and respond to our changing operating environment.

The framework guides Council and aligns short-and-medium term goals (Four-Year Delivery Plan) with our long-term goals (Strategic Plan). Additionally, it ensures that the Strategic Asset Management Plan (SAMP) and Long Term Financial Plan (LTFP) are put into action through the City's Annual Plan and Annual Budget each financial year.

The below diagram demonstrates our framework, including the strategic planning cycle, hierarchy and how our strategic documents connect. As demonstrated, our strategic direction is set out in our overarching 10-year Strategic Plan which is informed by our community through direct engagement campaigns and periodic satisfaction surveys.

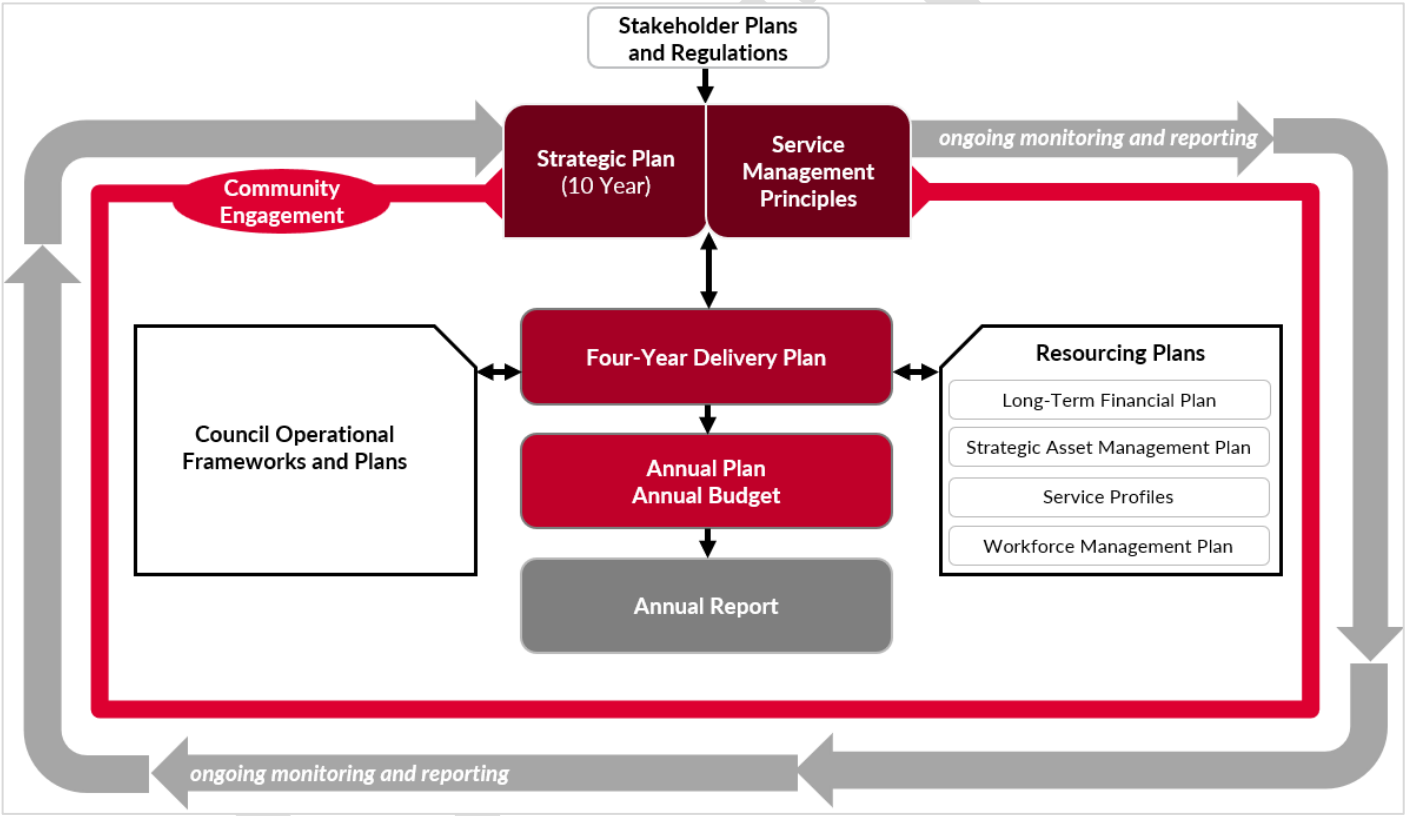


Figure 1: This diagram demonstrates our Integrated Planning and Reporting Framework.

ANNUAL PLAN

Action Items

2026/2027

DRAFT

Our guiding vision

“Launceston: A city of history, innovation and opportunity”

Launceston is deeply connected to our history and natural beauty, and will thrive as Northern Tasmania’s economic, cultural, and culinary heart. With a commitment to diverse housing, sustainability, economic growth and innovation, we’re building a city where people feel connected, businesses succeed, and the environment flourishes. Launceston is a place to live, work, play, visit and belong.

How to read the Annual Plan

The Action Items for the 2026/2027 plan are presented in two categories of works:

1. **Strategic Action Items:**

   These are projects and actions that deliver on our long-term strategic goals as set out in our current Strategic Plan. These activities are transformational in nature with a focus on growth, innovation and emerging challenges. These are organised under the three Pillars - Prosperity, Place, People - that underpin our Strategic Plan. Each action or project in this category is linked to a strategic goal, objective and intended outcome.
   It should be noted that not all objectives will have actions against them each financial year, however, all will be addressed over the 10-year lifespan of the Strategic Plan.

   In the following list strategic action ID numbers are noted as 'S#'.

2. **Key Service Action Items:**

   These are projects and actions that deliver key services and have a defined term. They relate to operational activities such as asset maintenance, community services, legislated requirements of local government, and the internal processes required to carry out these activities. Council also undertakes many ongoing business-as-usual activities to service our community which are not included in this Delivery Plan.

   In the following list key service action ID numbers are noted as 'K#'.

Key for Roles

For each Action Item listed in our Annual Plan, a role will be assigned to show the City of Launceston's level of involvement in delivery. The following key show the roles City of Launceston may hold.

- **Leader**
  Council will take a leadership role in an issue, service or project through decision making, providing vision, and pursuing goals that benefit the Community.

- **Advocate**
  Council will advocate on behalf of the Community by making representations and seeking support from others who are able to influence an issue, or funding/ investment/resources for a service or project.

- **Initiator / Facilitator**
  Council will connect stakeholders and assist in commencing and pursuing shared matters of interest, including services.

- **Service Provider Regulatory**
  Council provides the service as required by legislation.

- **Service Provider Direct**
  Council provides and is responsible for most of the resources for a service.

- **Information Provider / Promoter**
  Council provides information and promotes opportunities relating to services, events, people, and places.

- **Service Provider Part**
  Council contributes part of the resourcing to the service, for which others also contribute and/or have responsibility for.

DRAFT

Strategic Annual Plan Action Items for 2026/2027

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.

Objective 1.1(a)	**Grow and celebrate our identity as a UNESCO Creative City of Gastronomy.**
Objective 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.**
Objective 1.1(c)	**Expand Launceston's position as an arts and cultural hub by providing an environment for creative industries to thrive.**

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
S1	**Deliver pilot City of Gastronomy experiences in 2026/27 financial year, then scaling successful pilots in 2027/28 and 2028/29 financial years.**	1. Work with Sustain on citywide food mapping to inform pilot design. 2. Identify pilot opportunities based on mapped findings. 3. Deliver the Little Food Festival as a pilot activation by end of quarter two. 4. Gather visitor and participation insights to inform pilot refinement. 5. Festival insights summary completed.	1.1(a)-1	Stakeholder Experience	Leader
S2	**Embed gastronomy content across city events and visitor marketing.**	1. Review current gastronomy content and marketing touchpoints with audit overview completed. 2. Identify priority opportunities for gastronomy integration across events and visitor channels. 3. Plan gastronomy integration across selected events and marketing activities. 4. Develop initial gastronomy content for visitor marketing, with first content concepts prepared in quarter two. 5. Embed gastronomy content into event marketing and visitor campaigns. 6. Test engagement and refine content direction with mid-year engagement insights captured. 7. Implement refreshed gastronomy content across peak visitor channels.	1.1(a)-1	Stakeholder Experience	Leader

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
		8. Assess impact and identify future improvements to complete the Annual integration review.			
S3	**Create a new home for the Harvest Market in the heritage heart of Launceston.**	1. Concept design of event space endorsed internally and by key external stakeholders. 2. Detailed design and cost plan commenced. 3. Detailed design endorsed internally and by key external stakeholders. 4. Cost plan approved.	1.1(a)-1	Property and Asset Strategy	Leader
S4	**Coordinate and deliver a curated program of city-led events.**	1. Confirm annual events program and scheduling to complete the program outline. 2. Coordinate delivery of first half-year events. 3. Support delivery of remaining events and refine program planning -to see the spring-summer event coordination completed. 4. Review annual program performance and plan next year's schedule.	1.1(b)-1	Stakeholder Experience	Leader
S5	**Administer Events funding in line with priorities and ambitions of the City of Launceston Events Framework.**	1. Open funding rounds and promote opportunities to event organisers. 2. Assess applications and allocate funding. 3. Monitor funded event delivery and compliance to complete the mid-year funding review. 4. Evaluate funded events and refine guidelines for next year. 5. Annual funding outcomes report completed	1.1(b)-1	Community Place and Wellbeing	Leader
S6	**Develop a new destination website, aimed at attracting visitation, investment and talent, promoting creative storytelling and highlighting our city's gastronomy, heritage and environmental assets.**	1. Progress Stage 1 website build and content structure. 2. Complete Stage 1 build and conduct testing with Stage 1 website launched. 3. Commence Stage 2 development and content creation. 4. Finalise Stage 2 build for launch.	1.1(b)-1	Stakeholder Experience	Leader
S7	**Deliver the Live and Local Project funded through the Live Music Office.**	1. Establish community working group. 2. Develop micro-festival and professional development plan. 3. Deliver Live Music Forum.	1.1(b)-1	Stakeholder Experience	Leader

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
		4. Deliver Micro Festival and draft live music strategy.			
S8	**Advocate for and support a regional Conference Centre.**	1. Engage stakeholders to understand current progress and priorities to complete the stakeholder engagement summary. 2. Support feasibility and planning discussions as required to provide ongoing advocacy input. 3. Contribute development of business case or scoping documents ensuring Council input completed. 4. Support next-stage advocacy actions with year-end advocacy update completed.	1.1(b)-2	Prosperity and Innovation	Leader
S9	**Upgrade the Princess Theatre, Earl Arts Theatre and adjacent streetscapes to enhance its function as a vibrant, contemporary performing arts venue integrated with its surroundings.**	1. Demolition component of project complete and the structural elements of the build are well progressed. 2. Construction activities continue. 3. Public realm design completed. 4. Construction activities continue. 5. Construction activities are nearing completion. 6. Public realm works are tendered.	1.1(b)-2	City Infrastructure	Leader
S10	**Develop a feasibility and concept plan to activate the Inveresk Precinct as an Arts and History Hub supporting local makers, creators, community arts and heritage groups.**	1. Establish with community stakeholders and identify opportunities across the first three quarters. 2. Develop scope and design brief in fourth quarter.	1.1(c)-1	QVMAG	Leader
S11	**Develop a secure, offsite storage facility to safeguard QVMAG's collections for the enjoyment of future generations and unlock space.**	1. Engagement of consultant and preliminary investigations and scoping for business case for construction funding. 2. Work with consultant to develop business case and preferred operational model. 3. Finalise business case and seek external funding for construction. 4. Seek external funding for construction.	1.1(c)-1	QVMAG	Leader

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.

Objective 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.**
Objective 1.2(b)	**Position Launceston as a business-friendly city that attracts & nurtures entrepreneurs, startups, and microbusinesses.**
Objective 1.2(c)	**Advocate and collaborate with 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.**

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
S12	**Undertake a comprehensive, evidence-based Employment Lands Plan that identifies current and future employment land needs in Launceston. This will inform strategic land use planning and guide policy for industrial, commercial, and mixed-use employment zones as well as inform the city's updated Economic Development Plan.**	1. Engagement of consultant and preliminary investigations and scoping. 2. Data analysis and mapping with initial key stakeholder consultation. 3. Development of draft plans and report, and stakeholder engagement. 4. Finalise plans and report.	1.2(a)-1	City Development	Leader
S13	**Establish, formalise, and support a Launceston Innovation and Technology Outcome Partnership (Outcome Partnership) (with Council–industry) with an agreed purpose, focus areas and working guidelines to enable innovation, investment and industry outcomes for Launceston.**	1. Core partners identified. 2. Initial discussions held to ascertain interest and intent. 3. Draft purpose and scope prepared. 4. Convene the inaugural meeting to agree purpose, focus areas and objectives. 5. Working guidelines endorsed. 6. Partnership is operational in line with working guidelines. 7. Priority sectors and areas of collaboration confirmed, and initial work program documented. 8. Membership, governance and focus areas refined as required. 9. Priorities for next financial year 2027/2028 agreed.	1.2(b)-1	Prosperity and Innovation	Leader

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
S14	**Pilot opportunities for undergraduates to work on Council innovation and technology projects to enhance skills and experience to support a pathway to the workforce.**	1. Establish initial engagement with UTAS to explore collaboration opportunities in the smart city and innovation space. 2. Introductory meetings held and key contacts identified. 3. Identify Council's potential value propositions for UTAS collaboration with high-level list of opportunities endorsed internally. 4. Co-design potential partnership models with UTAS based on shared priorities and capabilities with shortlist of feasible collaboration options developed. 5. Define governance, resourcing, and risk considerations for preferred collaboration options 6. Confirm and initiate an agreed pilot collaboration with UTAS. 7. Commence pilot activities aligned to Council innovation and technology priorities. 8. Evaluate pilot outcomes for Council, UTAS, and participating students.	1.2(b)-1	Prosperity and Innovation	Leader
S15	**Develop the Invest Launceston Program to identify different types of business investment attractions from start-ups through to green energy, provide a resource for pathways, identify barriers to investment and define the Council's role.**	1. Research and conduct benchmarking of regional investment attraction programs. 2. Identify and map key business sectors. 3. Undertake consultation with industry and key stakeholders to identify investment barriers and opportunities. 4. Define Council's potential role in investment attraction and business readiness. 5. Develop Invest Launceston Program structure. 6. Prepare resource content for the Invest Launceston website. 7. Finalise the Invest Launceston Program with costed implementation plan, clarity of Council's role. 8. Live date confirmed to publish website.	1.2(b)-1	Prosperity and Innovation	Leader

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
S16	**Work with partners to develop a communications campaign to showcase Launceston's research and development and innovation stories.**	1. Initial engagement with potential partners to explore opportunities, discuss shared aims, and identify communication channels. 2. Develop communications campaign implementation plan with metrics. 3. Commence implementation and operationalise to include reporting. 4. Campaign reporting.	1.2(b)-1	Prosperity and Innovation	Leader
S17	**Co-design and embed an Aboriginal procurement policy in council, supported by a database of Tasmanian Aboriginal businesses and targeted support to enable participation.**	1. Undertake research into Aboriginal procurement policies and cultural governance models used by local and state governments. 2. Conduct targeted engagement with Tasmanian Aboriginal people, organisations and businesses. 3. Draft key policy themes informed by consultation. 4. Co-design the Aboriginal Procurement Policy and procedures with identified partners. 5. Identify and design mechanisms to support participation. 6. Finalise and formally adopt the Aboriginal Procurement Policy and procedures. 7. Develop operational materials.	1.2(b)-2	Prosperity and Innovation	Leader
S18	**Advocate for and actively collaborate with State Government agencies, education providers, industry partners, and community-based non-profit organisations to drive improvements in adult literacy and facilitate targeted skill development initiatives that strengthen workforce capability across key sectors.**	1. Liaise with key stakeholders and identify opportunities for advocacy.	1.2(c)-1	Community Place and Wellbeing	Advocate
S19	**Collaborate with community organisations to identify barriers to adult learning participation, particularly for disadvantaged groups.**	1. Coordinate with stakeholders to identify opportunities and initiatives. 2. Incorporate actions and initiatives in workplans. 3. Deliver actions and initiatives in partnership with community stakeholders.	1.2(c)-1	Community Place and Wellbeing	Leader

DRAFT

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
S20	**Identify and develop place based initiatives that integrate literacy, employability, and wellbeing supports.**	1. Coordinate with stakeholders to identify opportunities and initiatives. 2. Incorporate actions and initiatives in workplans. 3. Deliver actions and initiatives in partnership with community stakeholders.	1.2(c)-1	Community Place and Wellbeing	Leader

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.

Objective 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.**
Objective 1.3(b)	**Attract and retain young professionals (25-34 year olds) to Launceston.**
Objective 1.3(c)	**Establish Launceston as a national leader in sustainability through our achievements in circular economy innovation and reducing greenhouse gas emissions.**

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
S21	**Facilitate local, national and international research opportunities that utilise the QVMAG natural sciences collection.**	1. Undertake a review of previous research opportunities mapping project types, partnerships and successful external funding identifying opportunities and gaps. 2. Develop a five-year framework that identifies research opportunities, partnerships and external funding. 3. Implement framework including communication plans to inform the professional and Launceston community of the work being undertaken. 4. Implement framework including communication plans to inform the professional and Launceston community of the work being undertaken.	1.3(a)-1	QVMAG	Leader
S22	**Complete a joint 'come/stay/leave' study with tertiary academic and identified stakeholders and**	1. Initial engagement with identified stakeholders and establish project team or working group.	1.3(b)-1	Prosperity and Innovation	Leader

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
	communities to identify drivers and barriers to attraction and retention of young professionals in Launceston.	2. Agreed objective, scope and brief developed for Study, including insights required for allied projects. 3. Engagement plan developed. 4. Engagement undertaken for data collection for the "Come/Stay/Leave". 5. Analyse initial findings and identify key drivers and barriers to attraction and retention. 6. Complete full analysis and draft "Come/Stay/Leave" Study. 7. Validate findings with partners and young professional networks. 8. Publish the "Come/Stay/Leave" Study and plan 9. Development of Attract & Stay Plan and close out the Project Team for the Study.			
S23	**Identify workforce opportunities for young people at the City of Launceston as an employer of choice through the development of a Workforce Management Plan.**	1. Establish project scope and governance framework. 2. Undertake review of best practice Plans within the sector nationally. 3. Project scope and governance framework endorsed by Council leadership teams. 4. Confirm resourcing, delivery and implementation model. 5. Establish data metrics required for baseline analysis of current state to commence.	1.3(b)-1	People, Governance and Safety	Leader
S24	**Support local and emerging artists through the biennial RISE exhibition (scheduled in years 2027/28 and 2029/30) and related public programs.**	1. Commence planning and identification of potential artists for RISE 2027/28. 2. Commence work with artists in the development of RISE 2027/28.	1.3(b)-1	QVMAG	Leader
S25	**Identify and adapt proven community emissions reduction programs to the Launceston context and develop costed project plans to reduce community greenhouse gas emissions.**	1. Produce project plan. 2. Investigate proven community carbon emissions reduction programs nationally. 3. Organise meetings with identified national leaders to gain understanding of carbon reducing programs.	1.3(c)-1	Prosperity and Innovation	Leader

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
		4. Estimate costs associated with proven programs with a focus on Launceston. 5. Adapt two proven community carbon emissions programs.			
S26	**Identify high leverage sectors and locations and collaborate with stakeholders to reduce targeted emissions.**	1. Identify sectors that are local high carbon emissions producers. 2. Investigate sectors that are identified as local high carbon emissions producers. 3. Meet with high carbon emissions producers to understand their position on carbon. 4. Report findings.	1.3(c)-1	Prosperity and Innovation	Advocate
S27	**Develop and implement a two-year pilot program to incentivise the private sector to increase electric vehicle (EV) charging infrastructure in the Launceston municipality.**	1. Develop a detailed set of remediation tasks for existing EV charging infrastructure to ensure the current public charging network continues to operate reliably for the community, while laying the groundwork for a future transition toward private sector enablement. 2. Identify an appropriate installer through an approved quotation process to remediate current EV chargers. 3. Determine how Council can best incentivise the installation of new charging infrastructure in the private sector. 4. Coordinate the remediation or upgrade of existing EV chargers. 5. Gather information from other organisations that have had incentive programs. 6. Identify potential sites and landowners for EV charging in key areas and assess possible barriers. 7. Promote to the community the improved City of Launceston EV charging infrastructure to increase awareness and utilisation. Noting that this is an interim measure until further development occurs in the private sector. 8. Draft an EV incentive pilot program in preparation to share publicly.	1.3(c)-1	Prosperity and Innovation	Leader

DRAFT

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
S28	**Plan and implement small scale internal and external food organics and garden organics (FOGO) collections from businesses with a dedicated vehicle to increase organics diversion away from landfill.**	1. Develop project plan. 2. Purchase rear compactor truck. 3. Wrap truck once purchased with promotional design. 4. Promote organics service to internal users. 5. Purchase organics bins. 6. Promote and open registrations for businesses and design collection schedule. 7. Commence commercial collections. 8. Review the City of Launceston dedicated organics service.	1.3(c)-1	Prosperity and Innovation	Leader
S29	**Increase voluntary residential FOGO collections through education and promotion.**	1. Develop project plan and collateral. 2. Promote via City of Launceston media and attending associated events to promote in person. 3. Promote via community competitions. 4. Evaluate new voluntary FOGO kerbside service numbers.	1.3(c)-1	Prosperity and Innovation	Leader
S30	**Investigate and develop an action plan for incentives and regulatory approaches to reduce reliance on wood heaters as a primary heating source in alignment with the Wood Smoke Plan.**	1. Recruit required new positions to implement the Wood Smoke Plan. 2. Develop project scope and submit capital budget bids for community education programs and air monitoring initiatives. 3. Identify regulatory measures in alignment with the Wood Smoke Plan. 4. Commence implementation of regulatory measures in alignment with the Wood Smoke Plan.	1.3(c)-1	Health and Regulations	Leader
S31	**Regional collaboration via membership with Circular North to explore pathways and markets for recovered materials.**	1. Attend quarterly meetings and collaborate on regional market development. 2. Review annual report. 3. Provide input into Circular North Annual Plan.	1.3(c)-2	Prosperity and Innovation	Advocate

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.

Objective 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.
Objective 2.1(b)	Enable and encourage delivery of medium density houses in and around activity centres and transport corridors, and more diverse and energy efficient housing.
Objective 2.1(c)	Proactively address affordability, homelessness and housing insecurity.

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
S32	**Implement the St Leonards and Waverley Neighbourhood Plan including a Planning Scheme amendment, developing place design guidance and marketing, and funding the Council's shared infrastructure contributions.**	1. Initiation of Planning Scheme Amendment. 2. Participation and advocacy through Tasmanian Planning Commission hearing process. 3. Anticipated decision of Tasmanian Planning Commission in quarter four.	2.1(a)-1	City Development	Leader
S33	**Prepare and implement the Alanvale Neighbourhood Plan and Infrastructure Funding Framework, and associated Planning Scheme Amendment to enable effective delivery of the adopted Neighbourhood Plan and provide the statutory and funding mechanisms needed to realise its agreed directions.**	1. Preparation of supporting planning provisions and Planning Scheme Amendment. 2. Engagement of consultant to prepare the Infrastructure Funding Framework. 3. Preparation of the Infrastructure Funding Framework. 4. Initiation of Planning Scheme Amendment. 5. Delivery of final Infrastructure Funding Framework. 6. Anticipated decision of Tasmanian Planning Commission.	2.1(a)-1	City Development	Leader
S34	**Prepare and implement the South Prospect Neighbourhood Plan and Infrastructure Funding Framework, and associated Planning Scheme Amendment to enable effective delivery of the adopted Neighbourhood Plan and provide the statutory and funding mechanisms needed to realise its agreed directions.**	1. Preparation of project plan. 2. Ongoing activities occurring as per the Project Plan.	2.1(a)-1	City Development	Leader

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
S35	**Prepare a neighbourhood plan for Ravenswood, starting with investigations to understand the social and community infrastructure needs and scoping the neighbourhood plan project.**	1. Preparation of project plan. 2. Ongoing activities occurring as per the Project Plan.	2.1(a)-1	City Development	Leader
S36	**Progress the Henry to Hoblers Link Road to facilitate housing growth and support sustainable development.**	1. Finalise procurement for Stage Two: Investigations and Studies. 2. Investigations and studies commenced. 3. Investigations and studies 30% complete by end of quarter three. 4. Investigations and studies 60% complete by end of quarter four.	2.1(a)-1	City Infrastructure	Leader
S37	**Implement Precinct Plans to guide increased density in suitable locations considering infrastructure requirements, improved accessibility, and high quality community outcomes beginning with Margaret Street in 2026/27 financial year.**	1. Prepare brief and commence investigations. 2. Preliminary investigations undertaken. 3. Investigations consolidated and Draft Margaret Street Precinct Plan prepared. 4. Final Margaret Street Precinct Plan.	2.1(b)-1	City Development	Leader
S38	**Adopt an advocacy position to the State Government on residential energy efficiency (public housing, homeowner programs, planning/legislative levers).**	1. Research and identify residential energy efficiency initiatives. Undertake gaps analysis. 2. Prepare costed plan based on report findings and gaps analysis. This completes this stage and the report and gaps analysis informs future direction.	2.1(b)-2	Prosperity and Innovation	Leader
S39	**Develop and implement a wood heater removal program and investigate incentives to support the program through improvements in the energy performance of existing homes, supporting healthier homes, in alignment with the Wood Smoke Plan.**	1. Identify wood heater removal incentive opportunities in alignment with the Wood Smoke Plan and prepare operational budget bids. 2. Prepare for implementation of wood heater removal program, pending budget approval.	2.1(b)-2	Health and Regulations	Leader

Goal 2.2 Launceston's transport system connects communities, reduces car dependency in activity centres and corridors, and promotes active transportation options.

Objective 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.
Objective 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).
Objective 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.

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
S40	**Review and update the Launceston Transport Plan to adopt modern, safety-first principles for all users, and support alternative modes to reduce reliance on costly, car-centric solutions, adopting a clear public transport advocacy position.**	1. Preparation of a project plan including baseline assessment and data gathering. 2. Internal and external stakeholder engagement to shape priorities and key themes. 3. Engagement of consultants and traffic modelling. 4. Development of draft Transport Plan update identifying focus areas and priorities. 5. Undertake refinements, engagement, rationalisation of redundant plans and strategies and seek Council adoption.	2.2(b)-1	City Infrastructure	Leader
S41	**Develop and implement a coordinated active transportation program by publishing an Active Transportation Promotion Plan, piloting staff active transport incentives and delivering a community e-bike library trial to increase awareness, uptake, and participation in active mobility across Launceston.**	1. Undertake research into active transport barriers and best-practice programs. 2. Identify and engage potential delivery partners such as libraries, suppliers, health organisations and State Government. 3. Draft a costed active transportation promotion plan including barriers, trials, incentives, and prioritised actions. 4. Test draft actions with partners and incorporate feedback. 5. Finalise and implement the Active Transportation Promotion Plan and measure initiatives by monitor participation and collect data on pilot outcomes, where possible. 6. Report on initiatives.	2.2(c)-1	Prosperity and Innovation	Leader

DRAFT

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
S42	**Undertake and deliver the Safe Transport Assessment beginning in 2026/27 with Stage One: Safe School Crossings and Connections to identify and prioritise interventions to improve the safety of vulnerable road users in the first year.**	1. Prepare brief and engage consultant to undertake assessment. 2. Data collection and analysis by consultant. 3. Review report and build prioritisation for sites. 4. Financial bid preparation for implementation in future financial years	2.2(c)-2	City Infrastructure	Leader

Goal 2.3 Launceston's community is connected to our Aboriginal and built heritage, while growing a city of the future.

Objective 2.3(a)	**Encourage and facilitate recognition of Aboriginal cultural heritage as a means of retaining a sense of place and connection to Country.**
Objective 2.3(b)	**Ensure that significant heritage elements are respected while addressing the future housing, commerce and recreational needs of the community.**
Objective 2.3(c)	**Implement planning guidelines (particularly in the CBD) to encourage adaptive reuse of heritage buildings, and infill development that promotes our city's built-heritage character.**

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
S43	**Co-design and implement a Tasmanian Aboriginal Engagement Framework that ensures aboriginal voice is considered in Council-led place-based projects.**	1. Continuation of current project already underway at the start of this financial year. 2. Finalise Framework and socialise with organisation.	2.3(a)-1	Community Place and Wellbeing	Leader
S44	**Continue to implement updates to the local heritage register and introduce new heritage precincts via sequenced Planning Scheme Amendments to improve protections for significant heritage assets.**	1. Ongoing delivery and advocacy efforts	2.3(b)-1	City Development	Leader
S45	**Implement a new Heritage Interpretation Plan for Cataract Gorge.**	1. Develop heritage interpretation plan. 2. Scope and Design projects in consultation with aboriginal community. 3. Seek quotes for priority projects.	2.3(b)-1	Community Place and Wellbeing	Leader

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
S46	**Trial an Open House event where buildings and projects – from infrastructure facilities to cultural spaces, workspaces to private residences – open their doors to the public for tours and talks with architects, urban designers, historians, preservationists, and city leaders.**	1. Engage Open House and enter into Memorandum of Understanding. 2. Engage with key stakeholders' heritage and architecture. 3. Plan Open House concept, venues and partners and draft event plan. 4. Finalise program, logistics and communications to confirm Program. 5. Deliver Open House event in quarter three. 6. Evaluation summary completed to evaluate the event outcomes and identify future opportunities.	2.3(b)-1	Stakeholder Experience	Leader
S47	**Incorporate messaging at housing forums to promote the importance of heritage in design and promote the development of heritage buildings and share insights into best practice adaptive reuse.**	1. Consideration of agenda items and presenters. 2. Preparation of agenda items and presenters. 3. Undertake annual Housing Forum scheduled for November 2026 and actively engage with industry, state agencies, housing providers, and other stakeholders. 4. Promote ongoing Housing Forum annually.	2.3(c)-1	City Development	Leader

DRAFT

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.

Objective 3.1(a)	Enhance community members' access to climate-change resilient leafy, well-maintained, inclusive public open spaces, prioritising areas with low wellbeing measures.
Objective 3.1(b)	Leverage Launceston's network of waterways by rehabilitating and connecting riparian corridors, connecting them with the public open space network and supporting improvements to the Kanamaluka / Tamar Estuary and surrounding precinct.
Objective 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.

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
S48	**Publish a Recreation and Open Space Plan including a project-prioritisation matrix, rationale, and costed priority projects.**	1. Council endorsement of the Final Draft Recreation and Open Space Plan (ROSP). 2. Project prioritise planning. 3. Scope and design priority projects.	3.1(a)-1	Community Place and Wellbeing	Leader
S49	**Upgrade Waverley Lake Park to enhance accessibility, usability, and community activation through targeted infrastructure and public space improvements as part of the St Leonards and Waverley Neighbourhood Plan.**	1. Release tender documentation. 2. Award tender. 3. Design work commenced. 4. Design completed in quarter four.	3.1(a)-1	City Development	Leader
S50	**Deliver the design of the St Leonards Sports Complex Master Plan to deliver a long-term strategic framework that guides future development, identifies staged future capital investment priorities, improves functionality, and supports future grant funding applications by Council and tenant clubs.**	1. Release Contracted Engagement Documentation. 2. Award tender and commence project research phase. 3. Draft the Master Plan. 4. Master Plan to be completed in quarter four.	3.1(a)-1	Community Place and Wellbeing	Leader
S51	**Develop a comprehensive and accurate dataset for all street trees in Launceston to enable evidence-based decision-making for the management and expansion of the urban forest.**	1. Release Contracted Engagement Documentation. 2. Award tender and commence project research phase. 3. Draft the dataset for GIS (Geographic Information System) upload. 4. Finalise project in quarter four.	3.1(a)-2	Community Place and Wellbeing	Leader

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
S52	**Implement greening projects including planting of street trees, increasing vegetation in open space and through community giveaways in the Mayfield and Newnham Precinct Plans.**	1. Award tender. 2. Carry-out project planning and commence tree install for precinct priority zones 3. Finalise Project in quarter four.	3.1(a)-2	Community Place and Wellbeing	Leader
S53	**Provide in-kind support to the Tamar Estuary Management Taskforce (TEMT) for the implementation of the Trial Wetlands Restoration Project and Foreshore Trial Revegetation Project on the North Esk River through advocacy, technical advice, data provision, and access to waste management services at the Remount Road Waste Management Centre.**	1. Agreement with TEMT on works delivery schedule. 2. Receival of waste materials at Remount Road waste centre. 3. Conduct project review and reconciliation of waste materials delivered to Remount Road waste centre and prepare final report.	3.1(b)-1	Strategy and Innovation	Service Provider Part
S54	**Deliver actions from the Youngtown Regional Reserve Waterway Master Plan beginning with the Jinglers Creek Waterway rehabilitation project in 2026/27.**	1. Project planning and prioritisation of options from Master Plan around delivery of rehabilitation projects at Jinglers Creek. 2. Finalise details regarding delivery of the project in quarter two. 3. Invasive species removal and continued management if required. 4. Undertake preliminary works to prepare the site. 5. Complete works on site including revegetation in quarter four.	3.1(b)-1	City Infrastructure	Leader

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.

Objective 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.**
Objective 3.2(b)	**Broaden and increase participation in arts, cultural, and community events to foster community identity, leadership and capacity building, resilience, pride and a sense of belonging.**
Objective 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.**

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
S55	**Progress the North Tasmania Cricket Association (NTCA) Sports Complex Redevelopment project.**	1. Complete detailed design for Stages One, Two and C. 2. Continue advocacy efforts.	3.2(a)-1	City Infrastructure	Leader
S56	**Co-design with local residents targeted Sport and Recreation Engagement Programs in Launceston's Northern Suburbs that remove participation barriers and create culturally safe, low-cost, and community-led pathways into regular physical activity.**	To be confirmed.	3.2(a)-1	Community Place and Wellbeing	Leader
S57	**Prepare a costed Equity and Inclusion Plan.**	1. Prepare scope and brief. 2. Engage consultant and commence community engagement. 3. Community Engagement outcomes report prepared for consideration in preparation of plan.	3.2(b)-1	Community Place and Wellbeing	Leader
S58	**Establish a Community of Practice with leaders from multi-cultural, aboriginal, disability, youth and LGBTQAI+ communities to map and mobilise community strengths and embed initiatives in council's community development practice.**	To be confirmed.	3.2(b)-1	Community Place and Wellbeing	Leader
S59	**Embed resident-led micro-projects with seed funding through community development grants that empower locals to design and deliver small-scale, place-based initiatives responding directly to identified challenges, while strengthening community ownership, skills, and long-term sustainability.**	To be confirmed.	3.2(b)-1	Community Place and Wellbeing	Leader

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
S60	**Create a clear, data-driven map of food access, availability, and gaps to guide targeted actions that improve community food security and liveability.**	1. Gather baseline data and mapping inputs. 2. Analyse food access, availability and gaps. 3. Finalise food access map and validate findings with partners. 4. Share findings and identify priority actions.	3.2(c)-1	Stakeholder Experience	Leader
S61	**Establish a Gastronomy Community of Practice that informs policy and plans that address food insecurity.**	1. Identify members and draft purpose and structure. 2. Convene first meetings and establish working approach. 3. Facilitate sessions to inform policy and plans. 4. Review activity and plan next year's focus.	3.2(c)-1	Stakeholder Experience	Leader

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.

Objective 3.3(a)	**Intensify baseline activity in the city centre by facilitating an increase in inner-city living and working.**
Objective 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.**
Objective 3.3(c)	**Create a walkable centre and optimise use of public space by reducing car dominance and expanding opportunities for greening and alternative forms of transport.**

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
S62	**Promote a clear, shared city-centre vision through a creative program of interactive activities.**	1. Finalise delivery framework and internal coordination processes. 2. Develop foundational communication materials to support program rollout. 3. Deliver first wave of engagement and communications activities. 4. Conduct partner check-in to refine collaboration and workflow processes. 5. Deliver second wave of engagement and communications activities. 6. Conduct annual benefits evaluation for the Strategic	3.3(a)-1	Corporate Planning and Strategy	Leader

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
		Engagement and Communications Program. 7. Review and refine the program approach for the next annual cycle.			
S63	**Facilitate redevelopment of the Birchalls building to include provision for office, residential and food and beverage uses as well as retail space.**	1. Prepare for financial close, ensuring all necessary internal preparations to support financial close are completed by agreed deadline in quarter two. 2. Complete financial close on confirmed date with conditions completed (contract, funding, and building permit approvals). 3. Complete property transfer and vacant possession of property. 4. Complete demolition works of existing non-heritage building. (Demolition to commence October 2026 and be completed by mid-December 2026). 5. Site mobilisation and substantial commencement achieved by end of quarter four.	3.3(a)-1	Corporate Planning and Strategy	Key Stakeholder
S64	**Develop, cost, and implement a suite of priority projects with CBD businesses, informed by the nighttime economy report and the City Heart Place Plan, that increase nighttime activity and optimise vibrancy and safety considering transport, lighting, noise, incentives/grants and other funding opportunities.**	1. Engage at least 20 CBD businesses to identify current trading patterns and key barriers to extended trading. 2. Identify 5–7 priority projects or initiatives aligned with the Night-time Economy Report and City Heart Place Plan to address key barriers. 3. Prepare indicative costings and enabling requirements i.e., lighting, transport, noise management, incentives. 4. Finalise detailed costings for at least three priority projects or initiatives designed to support extended trading and increased nighttime footfall. 5. Identify and confirm funding, incentive or grant options to progress projects and initiatives. 6. Confirm business and stakeholder participation commitments for extended trading trials or activations for each priority project.	3.3(b)-1	Prosperity and Innovation	Leader

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
		7. Plan and implement at least one coordinated extended-trading or night-time activation trial and one priority project or initiative that directly supports extended trading hours or night-time activation over quarters three and four. 8. Monitor for positive trends in night-time activity and trading hours during quarters three and four.			
S65	**Run activation trials during the Princess Theatre closure (e.g., laneways program, street performances, or other short-term mitigations), evaluate and refine the plan and further develop successful initiatives for longer-term activation.**	1. Plan and prioritise activation trial concepts. 2. Launch round one of activation trials in quarter two. 3. Collect real-time feedback and complete feedback and monitoring summary. 4. Evaluate the effectiveness of activation trials. 5. Adapt and refine activation approaches, updating the activation plan. 6. Launch round 2 of activation trials in quarter four. 7. Develop longer-term activation initiatives based on successes to complete activation proposals.	3.3(b)-1	Community Place and Wellbeing	Leader
S66	**Upgrade lighting in the Brisbane Street Mall, Quadrant, and City Park, including improved look and feel of lighting and simplifying lighting control through cloud-based remote access.**	1. Complete internal and external stakeholder engagement with key requirements and inputs captured. 2. Complete electrical design for all three sites and refine scope as necessary, and scope of each adjusted appropriately within budget. 3. Complete procurement to appoint delivery contractor(s). 4. Mobilise and commence on-site works. 5. Completion of lighting upgrades in quarter four.	3.3(b)-1	Community Place and Wellbeing	Leader
S67	**Construct a new play space in the Brisbane Street Mall.**	1. Secure required permits and approvals for the play space. 2. Procurement of play space elements. 3. Play space installation commenced on site in quarter one. 4. Play space installation completed by end of quarter two. 5. Play space certified and signed off for use by end of quarter two.	3.3(b)-1	Corporate Planning and Strategy	Leader

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
		6. Play space opened for public use and handed over to Council, including launch event late in quarter two. 7. Post completion defects monitored, rectified and closed out (if any). 8. Play space asset recorded and maintenance arrangements confirmed. 9. Post-occupancy evaluation report completed.			
S68	**Develop and implement a plan for intuitive wayfinding across the City Heart and linking to surrounding attractions.**	1. Deliver the City Heart Wayfinding Plan – Wayfinding Plan finalised and issued as the approved reference document. 2. Develop the Wayfinding staged delivery plan. 3. Initiate Stage One delivery of locations/sign schedule, design/specs and procurement approach in quarter three. 4. Progress Stage One delivery - procurement released and/or installation commenced in quarter four.	3.3(c)-1	Community Place and Wellbeing	Leader
S69	**Develop and implement a new plan for off-street parking and on-street parking in the City Heart.**	1. Commence scoping of review including data and gap analysis. 2. Engagement with key stakeholders and other Local Government Strategic Transport Planners. 3. Development of draft plan. 4. Update draft plan for endorsement.	3.3(c)-1	City Infrastructure	Leader
S70	**Reconstruct St John Street to provide improved infrastructure for public transport users, within a greener streetscape.**	1. Issue tender for concept designs, evaluate and appoint preferred consultant. 2. Stakeholder engagement underway and preferred designs endorsed by end of quarter two. 3. Engage contractor for detailed design and costings in quarter three. 4. Continue with detailed design and costings in quarter four with budgetary considerations scoped.	3.3(c)-1	City Infrastructure	Leader

DRAFT

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Outcome	Lead Team	Our Role
S71	**Implement improvements to streetscapes in tandem with the asset renewal program and as opportunities arise, including the creation of a master plan for developing Cameron Street as a key east-west active transport link in 2026/27.**	1. Complete internal stakeholder engagement. 2. Project scope, staging and extent of works documented and endorsed internally by end of September 2026. 3. Engage consultants to develop the Master Plan. 4. Deliver the Cameron Street Master Plan. 5. Masterplan final draft (including staging and cost estimate assumptions) submitted to Council. 6. Report Master Plan to elected Council for endorsement if required.	3.3(c)-1	Community Place and Wellbeing	Leader

DRAFT

Key Service Annual Plan Action Items for 2026/2027

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Reference	Key Service Lead Team	Our Role
K1	**Launceston Aquatic Centre - changeroom upgrades.**	1. Finalisation of issued for construction documentation. 2. Construction tender release and appointment of contractor. 3. Finalisation of certification documentation for construction. 4. Construction commencement in quarter three (stakeholder timeline dependant). 5. Practical completion quarter three-four (stakeholder timeline dependant).	4YKSP-1	City Operations	Leader
K2	**Footpath Upgrade Program 2026/27.**	To be confirmed.	4YKSP-2	City Development	Leader
K3	**Kings Meadows Connector Shared Path.**	To be confirmed.	4YKSP-3	City Development	Leader
K4	**Innes St Reconstruction and Footpath.**	To be confirmed.	4YKSP-4	City Development	Leader
K5	**Visitation - RV Rest Stop 2026/27.**	1. Complete project initiation and overall planning. 2. Carry-out stakeholder and community engagement. 3. Complete the Planning Scheme Amendment investigation for Northern Inveresk car park feasibility. 4. Detailed feasibility assessment for Northern Inveresk car park completed. 5. Initial concept design development underway. 6. Ongoing stakeholder and community engagement continued. 7. Finalisation of concept design and cost estimates. 8. Planning Scheme Amendment submission milestones met (as applicable). 9. Environmental and traffic impact assessments completed. 10. Approvals preparation and documentation completed.	4YKSP-5	Stakeholder Experience	Leader

DRAFT

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Reference	Key Service Lead Team	Our Role
		11. Procurement and delivery planning. 12. Project readiness review for next stage (subject to planning outcomes).			
K6	**Teams Telephony and Contact Centre Solution.**	To be confirmed.	4YKSP-6	Finance and Technology	Leader
K7	**Project Ignite.**	1. Complete Plan Stage: • Environment Setup. • Solution Verification (Stage One). • Design Documentation Finalisation. • Migration Training. • Integration Training. • Approved Project Schedule/Plan. 2. Deliver Stage: • Reference Data Framework. • Configuration. • Configuration Testing. • Key User Training. • Data cleansing and mapping. • Integration development. • Organisational Change Planning. • Acceptance Test Plans. • End User Training Plans. 3. Deliver/Test Stages: • User Acceptance Testing. • Business Readiness Planning. • Trial Data Migration and Remediation. • Integration Testing. • Testing Acceptance. 4. Deploy: • Technical Go-Live preparation. • Go-Live sign off. • Final data migration. • Integration deployment. • Go-live. • Post Go live support transition. • End user training.	4YKSP-7	Finance and Technology	Leader
K8	**Geographical Information Service (GIS) Reset Program.**	1. System architecture, internal mapping and data cleansing approach finalised and implementation commenced, including establishment of a cross-Council working group. 2. GIS service model, service charter and governance framework established, with ongoing service arrangements documented. 3. System updates commenced, including integration with Project Ignite (Phase One) in the test environment to support	4YKSP-8	Property and Asset Strategy	Leader

DRAFT

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Reference	Key Service Lead Team	Our Role
		whole-of-Council digital transformation. 4. Training and user acceptance testing approach documented and approved for new mapping products. 5. GIS successfully integrated with the Project Ignite system in the production environment to support whole-of-Council digital transformation. 6. Data cleansing completed for priority integrated datasets, establishing a trusted single source of truth for Council decision-making. 7. User acceptance testing and training delivered for new mapping products. 8. Data cleansing activities completed to improve the accuracy, consistency and reliability of datasets. 9. All GIS system, service and data processes fully documented.			
K9	**Artificial Intelligence (AI) Foundations and Enablement Program.**	1. Gather information by assessing AI opportunities using staff survey insights, e-Learning feedback, and business area needs. 2. Identify where AI will deliver the most value and what tools, training, and coaching are required. 3. Develop a rollout plan outlining which teams take part when, supported by communications, governance and capability-building plans. 4. Begin Implementing the rollout by training staff, introducing tools, supporting early adopters and refining resources based on feedback. 5. Continue implementing across the organisation whilst reviewing outcomes, share successful use-cases, update policy and scale AI adoption into business as usual.	4YKSP-9	Prosperity and Innovation	Leader
K10	**Flood Mitigation Planning Project.**	1. Establish Flood Mitigation Program governance and confirm the investigation framework and baseline evidence base required for catchment-wide flood mitigation planning.	4YKSP-10	City Development	Leader

DRAFT

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Reference	Key Service Lead Team	Our Role
		2. Commence technical investigations to strengthen understanding of flood behaviour across the Esk–Tamar catchment and Launceston floodplain. 3. Continue system investigations and stakeholder engagement to support identification and testing of potential flood mitigation approaches. 4. Prepare initial investigation findings to support development of the Flood Mitigation Plan and inform future feasibility and investment decisions.			
K11	**Bio-condition Assessment of City of Launceston's Key Reserves.**	1. Identify internal teams and external stakeholders. 2. Seek input from Natural Resources and Environment (NRE) to refine scope. 3. Create project plan. 4. Procure external services of an ecologist and engage to carry out assessment. 5. Implement assessment dependent on seasonal factors. 6. Finalise bio-condition report and engage all key stakeholders.	4YKSP-11	Prosperity and Innovation	Leader
K12	**Establishing and Embedding Service Review Program.**	1. Identify two services for small-scale internal service reviews. 2. Initiate external service reviews for Parks Services and Engagement Services. 3. Prepare for internal service reviews. 4. Complete external service reviews for Parks Services and Engagement Services; identify low cost recommendations. In quarter two. 5. Initiate internal service reviews in quarter three. 6. Following completion of external Service Reviews, initiate implementation of low-cost corrective actions for Parks Services and Engagement Services. 7. Identify FY 27/28 Service Review schedule 8. Following completion of internal Service Reviews, identify low-cost	4YKSP-12	Corporate Planning and Strategy	Leader

DRAFT

Action Item ID	Annual Plan Action	Outputs	Four-Year Delivery Plan Reference	Key Service Lead Team	Our Role
		recommendations and prepare an implementation plan. 9. Complete low-cost corrective actions for Parks Services and Engagement Services; prepare a final report in quarter four. 10. Prepare for financial year 2027/28 service review implementation.			
K13	**Establishment of Project Management Office and development of Project Management Framework.**	1. Initiate development of Project Management Framework (PMF) and prepare initial outline of Project Management Handbook and templates. 2. Finalise Project Management Handbook, Governance Handbook, templates and a change management plan. 3. Adopt Project Management Framework. 4. Initiate pilot period to test Project Management Framework including training workshops, trial templates and seek feedback to refine the system throughout quarter three. 5. Continue trial period and refine systems, processes, and tools in quarter four.	4YKSP-13	Corporate Planning and Strategy	Leader
K14	**Climate Controlled Collections Facility (Planning and Design Stage One).**	To be confirmed.	4YKSP-14	City Operations	Leader

DRAFT

Public Health Statement

Goals and Objectives

The City of Launceston is committed to creating and maintaining a healthy and sustainable environment for our community through the promotion and protection of public and environmental health.

Guided by our statutory responsibilities under the *Public Health Act 1997* (Tas), *Environmental Management and Pollution Control Act 1994* (Tas), *Food Act 2003* (Tas), *Food Regulations Act 2022*, *Dog Control Act 2000* (Tas) and *Local Government Act 1993* (Tas), we will deliver key services that aim to:

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

DRAFT

City of LAUNCESTON

Town Hall, 18-28 St John Street
Launceston
T 03 6323 3000
E contactus@launceston.tas.gov.au
www.launceston.tas.gov.au