

LAUNCESTON

CITY DEAL

THREE-YEAR IMPLEMENTATION REVIEW REPORT

2017-2020



Australian Government



Tasmanian
Government



City of
LAUNCESTON



ACKNOWLEDGEMENT OF COUNTRY

In recognition of this country's deep history and culture, we acknowledge and pay our respects to the palawa/pakana people as the traditional owners and ongoing custodians of lutruwita/Tasmania. We honour Aboriginal Elders past and present.

We recognise the continuation of cultural and spiritual connections to the country where the three rivers meet (Launceston) for Aboriginal people. This place was a significant meeting place for the Panninher, Tyerrenotepanner, and Letteremairrener people for over 40,000 years.

We value the knowledge of all Tasmanian Aboriginal people and commit to listening and learning to create a proud and connected community.

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Executive Summary

The Launceston City Deal (City Deal) is making progress towards achieving the vision of making Launceston Australia's most liveable and innovative regional city, with growing incomes and falling levels of disadvantage.

A key strength of the City Deal has been the staging of commitments to enable early progress on delivery of commitments such as City Heart and establishing a Low-Power Wide-Area Network, planning for future initiatives through the completion of the Regional Economic Development Strategy, River Health Action Plan and My Place My Future, and to commence the major infrastructure projects such as the University of Tasmania inner city campus that will create transformational change.

The City Deal has been successful in aligning the three levels of government to work together to ensure the effective delivery of the City Deal, and to create a positive impact within the region beyond the City Deal commitments.



Review of outcomes and commitments

The review found that the City Deal's vision clearly articulates the agreed ideal outcome that the partners want to achieve, however, the original six domains and five key objectives created some unnecessary complexity. The review recommends developing a framework that provides a clearer link between the City Deal's commitments and its vision.

At the signing of the City Deal, there were 33 commitments identified for delivery by 2022. Impressively, 15 of these are now complete. Five additional commitments have been added, some commitments have been combined or revised to deliver better outcomes, and some commitments were identified as not contributing significantly to achieving the City Deal's vision. The review recommends the removal of these commitments from the City Deal.

The review also recommends that an updated Implementation Plan for the City Deal is developed given the City Deal is now being extended. The updated Implementation Plan should include a refreshed set of domains that more clearly articulate the outcomes that each commitment will deliver to support the achievement of the City Deal's vision. The revised Implementation Plan will provide clarity for those implementing the commitments and will enable greater collaboration across commitments. The revised Implementation Plan also provides an opportunity to clearly outline timeframes for the delivery of ongoing commitments and set out the deliverables for the next six years of the City Deal.

The development of the updated Implementation Plan should also consider key priorities identified within the strategic planning documents completed in the first three years of the City Deal's implementation and how these priorities can continue to support its vision.

Review of key metrics

The review determined that there are suitable metrics in place to measure outcomes related to population growth, education, skills and training and economic growth. However, the review identified that there are limited metrics in place to measure liveability and innovation.

The review also considered how the City Deal was tracking against key agreed metrics. Objective data shows positives trends in Launceston. Economic growth is up (2.8 per cent) and the pipeline of development and building approvals is very strong (88 per cent and 68 per cent value increase, respectively). Unemployment is down (from 7 to 6.5 per cent) and, in particular, youth unemployment has decreased significantly since the start of the City Deal (from 19.2 per cent to 13.4 per cent).¹

However, there are also areas that could be improved. In particular, metrics on innovation are mixed.

While a high proportion of people work in knowledge intensive services, the traditional innovation metrics such as patent applications declined significantly and is low compared to regional peers. Traditional metrics are quite narrow and technical and so the City Deal could benefit from commitments to support the creation of an innovative region, and the Greater Launceston Transformation Project has developed specific place-based recommendations in this respect.

The review also found that although job opportunities are available and are being created through the City Deal and other investments, a skills gap exists, resulting in an unemployment rate higher than regional peers even though employers are reporting increasing difficulty in recruiting.

Although there are no pre-set Indigenous metrics, Indigenous employment and procurement targets have been established for major infrastructure projects under the City Deal (for example, projects on relocating the University of Tasmania campus and infrastructure upgrades to reduce pollution in kanamaluka/Tamar Estuary), and progress will be tracked against project delivery.

The data collected to support the three-year review process is almost entirely pre-COVID-19.

The delivery of the City Deal going forward will necessarily need to be aligned with the recovery effort that is being undertaken by all levels of government.

Next steps

The review recommends that an updated Implementation Plan be developed to support delivery of the City Deal until the end of its now extended term – in 2027. This will enable a realignment of existing and ongoing commitments into a framework that is geared towards delivering the City Deal's vision while programming priorities for the next six years given the agreed extension of the Launceston City Deal.

1 Australian Bureau of Statistics 2016; .id Economic Profile data; National Cities Performance Framework Indicators.

Recommendations

Outcomes review

- The City Deal vision is updated to *'Launceston will be Australia's most liveable and innovative regional city, with growing incomes and falling levels of disadvantage'*.
- The City Deal domains be amended to better reflect outcomes in line with the City Deal's vision.
- Commitments are to provide clear outcomes that align to the City Deal vision with progress to be reported under the new City Deal domains structure.
- The new domains structure will be publicly communicated through updated Implementation and Communication plans.
- The objectives currently outlined within the City Deal are to be removed, for a clearer focus on the commitments and outcomes associated with the vision.

Commitments review

- The commitments reported on into the future under the City Deal be amended based on the current status. This includes no longer reporting on commitments considered completed, combining linked commitments and ceasing commitments that do not support the achievement of the City Deal vision.
- New commitments consistent with the City Deal vision can be added to the City Deal, with the agreement of the three levels of government.
- Commitments will be revised under the City Deal extension process and are to be reviewed again at the next three-year review.

Stakeholder survey

- The Executive Board to provide guidance to the leads of City Deal projects to encourage them to use the City Deal framework to:
 - Consult broadly on the delivery of their commitment, including across the three levels of government;

- Recognise areas of collaboration with other commitments under the City Deal; and
- Clearly articulate progress towards the City Deal vision.

Data analysis

- An update of key metrics and analysis be undertaken following the next Census, including metrics relevant to Indigenous outcomes. Where possible, key metrics are to be developed and reported on in annual reports.

Governance and process review

- Revise the Executive Board to only include members from the Australian Government, Tasmanian Government and the City of Launceston.
- The Executive Board will meet every four months, with one of these meetings to accommodate an annual business engagement forum.
- A joint meeting between the Community and Business Advisory Group (CBAG) and the Executive Board is to occur at least once per year prior to an Executive Board meeting.
- Strong collaboration and specific project partnerships with councils across Greater Launceston have been some of the successes of the Launceston City Deal to date and the parties will continue their focus on this. The City of Launceston will remain the sole local government signatory to the Launceston City Deal. Commitments that have regional impact will continue to involve other councils in the region as appropriate.
- High priority risks to the delivery of the City Deal be considered at each Executive Board meeting, with the risks to be determined by the meeting chair.
- A City Deal Communications Plan is developed that includes:
 - A set of media opportunities on a rolling 12-month basis — updated quarterly;
 - A set of common talking points; and

- Agreed protocols and principles for undertaking communication activities, including short turnaround communications protocol.
- A City Deal Engagement Strategy be developed that includes industry and business, Indigenous communities, social organisations and the wider community.
- CBAG's terms of reference be updated to provide greater clarity on its independent advisory function and its membership be broadened to include:
 - All relevant local governments in the Northern Tasmanian region;
 - Additional business and industry representation, in particular Bell Bay and Launceston Airport;
 - Social and community organisation representation; and
 - Indigenous representation.

Next steps

- Preparation of an updated City Deal Implementation Plan, which reflects the agreed recommendations on the outcomes and commitments outlined above.





Introduction

Purpose and scope of the Three-Year Review

Launceston City Deal

In April 2017, the Australian Government, Tasmanian Government and the City of Launceston entered into a partnership to make Launceston one of Australia's most liveable and innovative regional cities, with growing incomes and falling levels of disadvantage.

In 2019, the original five-year agreement was extended to 10 years, from 2017 to 2027.

The Launceston City Deal (the City Deal) seeks to maximise Launceston's potential by focusing on the following objectives:

- jobs and skills growth
- business, industry and population growth
- a vibrant, liveable city
- innovation and industry engagement
- a healthy kanamaluka/Tamar Estuary.

The Three-Year Implementation Review

During the planning phase of the City Deal, it was agreed that a review of the City Deal would be undertaken after the first three years of implementation. The primary purpose of the review is to enable an assessment against a number of different parameters within the City Deal, in line with the City Deal's initial vision and objectives.

As the formal checkpoint for the City Deal, the scope of the review included:

- Assessment of whether the City Deal is on track to meet its outcomes. As the first three-year review for the City Deal, the focus is on the contributory or short-term measures. Consideration will also be given to whether adequate measures have been established to assess the ultimate outcomes, with a preference for quantitative measures.
- Evaluation of the City Deal commitments to assess whether they are being delivered on time, within budget, in line with the agreed objectives, and within scope of the original City Deal's intent. This collective view over the delivery of the City Deal can support an understanding of whether the City Deal is on track to meet its outcomes.
- Analysis of the key enablers (communication and engagement, governance, risk, program management, monitoring and reporting) to ascertain whether these are effective and efficient in supporting the City Deal and delivery of outcomes.

This review will also inform the programming of the City Deal's extension and options for including new commitments.



Approach

Overview

The process for the three-year review involved planning and conducting stages led by the Working Group.

During the **Planning** stage, workshops were held in October 2019 and March 2020 to:

- confirm the scope and objectives;
- define and agree to the approach for the review;
- complete the Implementation Review Plan, including defining the governance requirements;
- undertake an internal preliminary review of commitments, outcomes and the City Deal vision to capture initial thoughts and inform the **Conducting** stage;
- identify what needs to be measured and what can be measured, including consulting with a data analyst to discuss current data opportunities that could provide qualitative evidence;
- identify potential future commitments that will support and align with the City Deal vision; and
- prepare to seek approval from the City Deal's Executive Board on the Implementation Review Plan.

Throughout the **Conducting** stage, the Working Group:

- finalised preparations for the Review and sought Executive Board approval to proceed;
- completed a regional review to set context of current economic and social landscape of the region;
- conducted targeted consultations with key stakeholders and groups via a Sentiment Survey;
- analysed data and qualitative information received;
- continued to work with the data analysts on developing robust baseline data; and
- identified recommendations and next steps.

This review formalises these findings and seeks agreement on recommendations.

Review results and lessons learned

Outcomes review

The ultimate outcome or vision statement for the City Deal is that Launceston will be Australia's most liveable and innovative regional city, with growing incomes and falling levels of disadvantage.

The six domains for the Launceston City Deal reflect the Australian Government's priorities for cities when the City Deal was developed and signed. They comprise of:

- Governance, city planning and regulation
- Infrastructure and investment
- Jobs and skills
- Innovation and digital opportunities
- Liveability and sustainability
- Housing

Findings

The City Deal's vision statement clearly states the high-level outcomes that the City Deal partners aim to achieve and takes into consideration the city's strengths and main challenges. The review recommends that overall the vision statement is still relevant however it is recommended to strengthen the vision by outlining the desire for Launceston to be Australia's most liveable and innovative regional city.

The City Deal's five objectives overlap with the City Deal domains and it is unclear how the domains connect with the objectives. For example, the objective of 'jobs and skills growth' overlaps with the domain of 'jobs and skills', the objective of 'vibrant and liveable city' overlaps with the domains of 'liveability and sustainability' and 'housing'. This has created some unnecessary complexity and could be more clearly articulated.

The review recommends developing a refreshed set of domains that better reflect the outcomes of the City Deal in the remaining years, provide a clear link between the vision and commitments, and categorise the outcomes that each commitment aims to deliver. For each domain, the development of a program structure is also recommended to help identify project linkages, support high level reporting and reduce the risk of missed opportunities. The program structure should include the following characteristics:

- Adopting a programmatic approach where domains enable new opportunities, cross project synergies and contribute to the agreed metrics
- Program structure supports a tactical approach to identifying need and where to make the right interventions
- The program structure is agile to enable new opportunities and ideas to be harnessed, particularly those that support economic recovery in a COVID-managed world.

The review recommends the updated domains and accompanying program structure be included in an updated Implementation Plan for the City Deal. This will provide clarity to those responsible for implementing the City Deal commitments and enable greater collaboration across commitments.

Commitments review

When the City Deal was signed in April 2017, there were a total of 33 commitments. Over time, some of these have merged or been adapted. This review has focused on the original commitments but also reviewed the ones that have since been incorporated.

A review of the commitments was undertaken by the Working Group to determine their relevance three years into the City Deal, status and future opportunities should they remain.

Findings

Fifteen commitments were completed and five additional commitments were added during the first three years of implementation.

Some commitments have been combined or revised to deliver better outcomes and some commitments were identified as not adding significantly to achieving the City Deal's vision. The review recommends the removal of these commitments from the City Deal.

Some of the completed commitments have potential to be continued. The review recommends the revision of these commitments during the programming stage of the City Deal, for inclusion in the next six years of the City Deal.

Many infrastructure commitments deliver outcomes across other domains such as the 'jobs and skills' domain through apprenticeship targets. Cross project synergy is a key benefit of the City Deal and needs to be addressed in the program structure to enable identification and effective reporting.

When developing the revised Implementation Plan, the review recommends clearly identifying timeframes for the delivery of ongoing commitments and setting out the deliverables during years six to ten of the City Deal.

Stakeholder survey

Since its inception, City Deal stakeholders have played a vital role in ensuring the City Deal's ongoing success and momentum. During this review, stakeholders' constructive feedback was sought to assist with analysing the commitments against the City Deal's core areas of focus and overall vision, and identifying opportunities and pressure points. Their feedback also assisted with developing the final recommendations of the review.

An online survey was developed and shared with the stakeholders to gather this feedback. The survey had nine questions and included a combination of open-ended questions, ratings and closed-ended questions and was tailored to the participant where required. Overall, 45 stakeholder survey responses were received:

- 21 from local government stakeholders,
- 8 from Australian and Tasmanian Government departments and agencies, and
- the rest from community groups and the University of Tasmania.

Findings

Overall, the feedback from the City Deal stakeholders was very positive. More than half of the respondents felt they were engaged to some extent during the process of delivering the City Deal. Just below half of the respondents (47 per cent) believed the City Deal has delivered many positive outcomes and the same proportion of respondents also believed the City Deal has brought many new opportunities. This clearly demonstrates the City Deal is delivering results from the stakeholders' perspective and provides a platform for new opportunities that would not have happened without the City Deal.

The feedback clearly shows that communication with stakeholders could be improved.

- 64 per cent of respondents wanted to engage as much as possible.
- 60 per cent of respondents felt the communication could have been better.
- 16 per cent of respondents raised that they felt they did not have the support needed to deliver on the commitments they were responsible for.

The review recommends more regular and effective stakeholder communication to be conducted when implementing the City Deal in the future.

For the Executive Board, Steering Committee and Working Groups, the review recommends regularly communicating the progress towards the City Deal vision with the City Deal project leads, establishing a mechanism to enable project leads to consult broadly on the delivery of their commitments and providing opportunities to discuss areas of collaboration across City Deal commitments.

Data analysis

During this review, several data metrics were used to measure the performance of the City Deal to date, including local and state government data, Australian Bureau of Statistics data and community surveys. At present, there are currently significant gaps in the data. It is expected that the next Census in August 2021 will provide more insights into how Launceston and its surrounding regions are performing.

Findings

Launceston's economy has performed well in the past three years. The Gross Regional Product, population and number of registered businesses have all continually increased from 2017 to 2019; however, growth is still considered slow compared to the state level.²

The total value of building approvals over the past three years has varied between \$125 million and \$159 million, an increase from a decade low of \$99 million in 2016-2017. Compared with the value of statewide approvals, the total value of building approvals in Launceston has increased from 8.2 per cent in 2017-18 to 8.8 per cent in 2019-20.³

The number of local jobs has declined from 40,689 in 2017 to 40,466 in 2019 — which masks a decline in the demand for labour.⁴ With most sectors showing net losses in full-time equivalent employment, this indicates a significant shift towards part-time employment. The unemployment rate reduced in 2018 before rising back to 6.5 per cent in 2019; however, Launceston's unemployment rate is still well above that of comparable regional towns,⁵ and is only lower than Townsville's unemployment rate (7.0 per cent).⁶ In 2018-19, the participation rate was the second lowest among the comparable regional towns and only slightly higher than Ballarat.⁷

Based on employer surveys during 2017 to 2019,⁸ there was a slight increase in the proportion of employers who recruited over the past 12 months (from 69 per cent in 2017 to 70 per cent in 2019). However, an increasing number of employers experienced recruitment difficulties and had unfilled vacancies, indicating there could be a skills gap among local workers.

The results for innovation indicators have been mixed. There is a high proportion of people working in knowledge intensive services (9.4 per cent) in Launceston compared with other regional towns (6.5 per cent in Albury-Wodonga and 6.6 per cent in Townsville).⁹

The number of patent applications declined significantly from 16.3 in 2016 to 6.9 in 2018, per 100,000 people. This placed Launceston well below the other regional towns on this indicator, especially when compared with Townsville's patent applications (24.9 per 100,000 people).¹⁰ However patent applications are a narrow measure

2 id Launceston Economic Profile data, <https://economy.id.com.au/launceston/>

3 Australian Bureau of Statistics 2016, Building Approvals, Australia, catalogue number 8731.0. Compiled and presented in economy.id by .id (informed decisions), <https://economy.id.com.au/tasmania/value-of-building-approvals/?WebID=300&IGBMID=32&format=2>

4 id Launceston Economic Profile data, <https://economy.id.com.au/launceston/local-jobs>

5 Comparable regional towns include Albury-Wodonga, Bendigo, Geelong, Townsville and Ballarat that have similar demographic compositions.

6 National Cities Performance Framework Indicators; Australian Bureau of Statistics 2016 Labour Force, Australia, Detailed Cat. No. 6291.0.55.001

7 National Cities Performance Framework Indicators; Australian Bureau of Statistics 2016 Labour Force, Australia, Detailed Cat. No. 6291.0.55.001

8 Department of Education, Skills and Employment, employers survey

9 National Cities Performance Framework Indicators

10 National Cities Performance Framework Indicators; IP Australia; Australian Bureau of Statistics 2016 Regional Population Growth



of regional innovation and so interventions have focused more broadly on creating a more innovative region. Further work on metrics is required.

There was limited time-series data available for liveability indicators, but recent data results suggest that dwellings in Launceston lack access to public open space in comparison to other comparable regional towns such as Albury-Wodonga, Ballarat and Geelong.¹¹

However, existing public spaces are well maintained and attractive. Surveys taken by the Local Government Association of Tasmania demonstrated high satisfaction with public and open space.¹²

In addition, Launceston's access to regular public transport has been rated poorly compared with other regional towns, especially compared with Townsville and Geelong.¹³ This is also evidenced in a recent community survey taken by the Council, with almost 60 per cent of respondents reporting that Launceston city is not easy to navigate using public transport or active transport.¹⁴

At June 2018, City of Launceston had a median house valuation of \$309,882 – this was \$34,555 lower than the median price for Tasmania and \$163,762 lower than the median house valuation for the Greater Hobart region.¹⁵ The weekly rental for houses is \$30 lower than Tasmania and \$110 lower than the Greater Hobart region.¹⁶ The competitive housing prices and rental expenses are making Launceston more appealing in terms of housing affordability.

11 RMIT Centre for Urban Research, Australian Urban Observatory research findings, <https://www.rmit.edu.au/news/all-news/2020/march/australias-most-liveable-regional-cities>

12 Local Government Association Tasmania survey https://www.lgat.tas.gov.au/__data/assets/pdf_file/0025/321757/Summary-for-Decision-Makers-T1.pdf

13 National Cities Performance Framework Indicators

14 City of Launceston 'Tomorrow Together' community survey

15 Hometrack 2014–2018, Housing Valuation System, .id Launceston Economic Profile data, <https://economy.id.com.au/launceston/housing-prices>

16 Hometrack 2014–2018, Automated Valuation System, .id Launceston Economic Profile data, <https://economy.id.com.au/launceston/housing-rental>

Launceston City Deal key performance metrics

Theme	Indicator*	2017	2018	2019	Change
Economic Development	Gross Regional Product (\$million)	4,573	4,621	4,703	2.84%
	Population	66,855	67,473	68,007	+1.7%
	Number of registered businesses	5,352	5,406	5,505	+2.9%
	Value of building approvals (\$million)	125	159	142	+13.6%
	Number of visitor nights and domestic day trips	3,861,160	3,630,869	3,844,369	+0.4%
Employment	Number of local jobs	40,689	41,151	40,466	-0.5%
	Unemployment rate	7.0%	5.8%	6.5%	-7%
	Employers recruited over past 12 months (%)	69%	70%	70%	+1.4%
	Employers had recruitment difficulty (%)	30%	34%	39%	+30%
Innovation	Workers in knowledge intensive services (%)	7%	10.4%	9.4%	-3%
	Number of patent applications per 100,000 people	9.3	6.9	-	-25.8%**
Liveability	Median house valuation (\$)	280,668	309,882	-	+10.4%**
	Weekly median house rental (\$)	295	310	-	+5.1%**

Representative indicators used to analyse the performance of the domains within the City Deal.

*Data indicators are collected by Local Government Area

**Percentage of change is calculated using 2017 and 2018 figures due to unavailability of data in 2019

Source: Australian Bureau of Statistics 2016; .id Launceston Economic Profile data; National Cities Performance Framework Indicators.

Regional cities key metrics comparison

Indicators*	Launceston	Albury-Wodonga	Ballarat	Bendigo	Geelong	Townsville
Share of dwellings within 400 meters of public transport (2019)	5.0%	2.8%	5.2%	3.5%	18.8%	9.2%
Percentage of workers in knowledge intensive services (August 2019)	9.4%	6.5%	9.6%	8.4%	9.3%	6.6%
Unemployment rate (2018-2019)	6.5%	6.0%	4.2%	3.8%	6.3%	7.0%
Participation rate (2018-2019)	62.2%	66.0%	59.6%	65.3%	62.3%	63.8%
Youth unemployment rate (July 2017-June 2019)	13.4%	13.5%	9.5%	15.9%	12.3%	17.7%
Average annual population growth rate (2013-14 to 2018-19)	0.6%	1.5%	1.9%	1.8%	2.7%	0.7%

Launceston economic profile data compared with regional towns.

*Data indicators collected by Significant Urban Area.

Source: Australian Bureau of Statistics 2016; .id Economic Profile data; National Cities Performance Framework Indicators.

Process review

The Process Review involved reviewing:

- Governance of the City Deal
- How City Deal partners monitor and report on their commitments
- The communication and engagement strategies for the City Deal
- How risk is managed

The Process Review also looked at the following case studies to identify what has worked well and what can be further improved:

- Developing the My Place My Future
- Working with the University of Tasmania
- Greater Launceston Transformation Project

Findings

Governance structure

Overall, the current governance structure has proved to be working well. The Executive Board oversees the progress of major investments, coordinates the strategic vision, and drives key social and economic outcomes within the City Deal. The Community and Business Advisory Group (CBAG) plays an important advisory role to the Executive Board on delivering the initiatives, identifying risks and opportunities, and keeping the community and business sector informed of commitment progress updates and new initiatives.

The Executive Board has demonstrated to be an effective forum for raising concerns, identifying risks and discussing possible solutions. This ensured an accountable delivery of major investments outlined in the Implementation Plan for first five years of the City Deal. The majority of the City Heart project as defined in the City Deal has been completed; My Place My Future (also known as the Northern Suburbs Revitalisation Plan) and the Regional Economic Development Strategy were published; the River Health Action Plan was developed and investments to reduce pollution in Tamar Estuary are in place; and construction work for relocating the University of Tasmania's campus has commenced.

The current composition of the Executive Board ensured appropriate oversight of the key commitment to deliver a new inner city campus for the University of Tasmania as the main focus of deliverables in the first three years of implementation.

With the commencement of construction for this key commitment, consideration should be given to review the Executive Board's composition to ensure appropriate oversight of other key deliverables in the forward years of the City Deal.

CBAG has the potential to provide more support to the Executive Board in implementing, reporting and evaluating the initiatives within the City Deal. The review identified that there is benefit for CBAG to broaden its membership. Consideration could be given to including all relevant councils, key business, industry and community groups on an as needs basis, consider Indigenous representation, and project specific temporary representation.

The governance structure could benefit from more interaction between the Executive Board, CBAG and engagement with businesses. CBAG could give detailed advice on particular commitments, inform decision-making and help shape initiatives rather than advising on initiatives that are fully scoped. Therefore, a joint meeting between CBAG and the Executive Board is to occur at least once per year prior to an Executive Board meeting. To improve the Executive Board's engagement with businesses, the review recommends that the Executive Board will meet every four months, with one of these meetings to accommodate an annual business engagement forum.

In addition, the establishment of the Steering Committee and Working Group to support the Executive Board on the implementation review has proven effective and enabled the three levels of government to communicate more directly at the officer level on issues associated with the implementation of specific commitments. The review recommends the use of the Steering Committee and Working Group for major points of review or planning work.

Reporting and risk management

The progress of the City Deal is reported publicly each year through the Annual Progress Report. The Annual Progress Report outlines the key achievements during the year and anticipated milestone deliverables in the next 12 months for each of the commitments. This public annual report provides a transparent mechanism for the public to stay informed and hold the project lead to account.

The progress of commitments under the City Deal is also regularly monitored and reported through internal monthly reports and quarterly reports. For large and complex projects, such as relocating the University of Tasmania's campus or reducing the pollution in the kanamaluka/Tamar Estuary, project-level Working Groups, Steering Committees or taskforces have been set up to manage specific technical issues, identify risks and monitor the progress on a more detailed operational level.

The risks are managed by the project proponent and overseen by the Executive Board. Risk management involves setting realistic timeframes at the initial planning phase and then regular reporting throughout the project period. When risks of project delay are identified, each project aims to address the issues where possible through working with relevant key stakeholders, following a risk plan and escalating to the Executive Board when appropriate. Through the case study of the University of Tasmania's new campus construction, having a process to reset the timeframes for when the project has been delayed has also proven to be useful.

Communication, consultation and engagement strategies

Communication of the City Deal to the public has been performed through annual progress reports, updates on government websites, media releases and social media communications. There has been a sufficient level of communication with the public to provide the most current progress update for projects, however, communication could have been improved when projects encountered delays.

For example, the development of the Newnham master plan was set to be finalised in 2017 but is yet to be completed. The complexity of settling this master plan cannot be underestimated, as it is reliant on the completion of construction of the University of Tasmania's Inveresk campus, as well as the finalisation of several other projects within the Newnham precinct, including the Defence Cadet Facility, Defence and Maritime Precinct, Blue Economy Cooperative Research Centre and Tasmanian Institute of Agriculture. However, improving communication between all stakeholders around the complexity of the work and reasons for delays in finalising

the master plan could reduce any potential negativity and frustration.

Engagement with key City Deal stakeholders has involved regular meeting updates, progress updates, and milestone deliveries. Based on the stakeholder survey, stakeholders have also outlined that there is limited communication available in terms of raising awareness of the City Deal, the importance of respective commitments within the City Deal, and opportunities for collaboration. The review recommends developing a structured communications plan which sets out the protocols and principals of undertaking communication activities, including planning media opportunities on a rolling 12-month basis and establishing a set of common talking points about the City Deal.

Consultation with the community and across the government has been effective. For example, in developing My Place My Future, utilising the existing relationships with the community and different engagement mechanisms for different cohorts ensured wide input could be collected through the most effective channels. Through reviewing the approach to working with the University of Tasmania, it was found that there is a need for a balanced consultation mechanism between bi-lateral and all-in consultation approaches when engaging with all levels of government. In bi-lateral consultations, this would reduce the risk of different governments having different understandings of progress and outstanding issues while in all-in consultations, and reduce the risk of insufficient time to discuss in detail the issues that are specific to a particular level of government.



Realignment

Setting the context for future opportunities

After three years of implementation and in light of the COVID-19 pandemic, the broader economic and social context for the City Deal has changed. When planning for the remaining years of the City Deal, it is recommended that the recovery plans from all levels of government are taken into consideration.

In the past three years, there has been a number of long-term strategic planning documents developed, including the Regional Economic Development Strategy, My Place My Future and the Cultural Strategy. The opportunities and key priorities identified through these documents should be considered when mapping out the ongoing commitments and deliverables for the next six years of the Deal.

Agreed next steps

The review recommends that an updated Implementation Plan be developed to support delivery of the City Deal until the end of its now extended term - in 2027. This will enable a realignment of existing and ongoing commitments into a framework that is geared towards delivering the City Deal's vision, while also programming priorities for the next six years of the Deal.



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