



Kingborough Council Strategic Plan

2025 - 2035

Kingborough

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Message from the Mayor

The Kingborough Strategic Plan outlines key strategic activities that Council will undertake over the next 10 years to achieve our purpose of making Kingborough a great place to live.

Kingborough will see continued change over the next 10 years. Not only will our population grow, putting pressure on the services that Council provides, but the makeup of those who live here will continue to evolve and we need to ensure we are meeting emerging needs.



With an eye to providing value for money, your Council is committed to working strategically, from a strong evidence base, and in partnership with other levels of government, local organisations and the broader Kingborough community to deliver what is needed, when it is needed.

This plan not only articulates what Council will prioritise and balance to best support our community but also how we want to work.

As you will see through the values section of this plan, we don't just want to work collaboratively with our community, we want to demonstrate leadership through good governance – being transparent and accountable, communicating well, ensuring that that our whole community is considered in our decision-making and acting as custodians for the long-term benefit of Kingborough.

Strategic plans are not the same as community plans. The strategic plan is a guiding document for the organisation, assisting in the allocation of resources and prioritization of particular areas of service delivery.

The strategic plan is used to inform council operations, budgeting, asset management, and policy development. While there has been strong consideration of community needs and wishes, the Strategic Plan is quite internally driven and will contain key operational and governance components.

Identified as a priority within the lifespan of this plan is further work with the community to develop a collective long-term vision for Kingborough through a community planning process.

This is something that would occur after the next Local Government Elections in October 2026.

Vision

**Our community
is at the heart of
everything we
do**

Values

**Accountability
Collaboration
Equity
Sustainability
Innovation**

Purpose

**To make
Kingborough a
great place to
live**

Strategic Priority

What we will achieve

**Helping our community stay
safe, healthy and well connected**

- A Council that purposefully engages with its community
- Greater collective wellbeing and social cohesion
- Effective advocacy for the Kingborough community

**Growing together with well-planned
infrastructure and spaces**

- Services and assets which meet the current and future requirements of the community
- Embedded and contemporary land use planning systems to manage the current and future impacts of development

**Caring for where we live and
preparing for the future**

- A Council which demonstrates strong environmental stewardship practices
- A community with a well-developed sense of natural and cultural heritage
- The community and Council are prepared for, and resilient to, emergency events
- Council is building climate resilience by planning for climate impacts

**Fostering a welcoming, vibrant
and thriving Kingborough**

- Vibrant, welcoming local areas that spark social connection and recreation
- A flourishing local economy
- A shared narrative that reflects the municipality's identity, values, history and aspirations

**Doing the essentials efficiently
and effectively so we can build for
the future**

- Council has financial capacity to meet future needs and opportunities
- Council is a desirable place to work
- A corporate culture that delivers high quality customer service and encourages innovation
- Statutory and governance functions which are delivered to a high standard

The how we will do it (organisational strategies) and measuring progress (key performance indicators) are featured later in this document - Section 3

1. Strategic Context

1.1 Legislative Requirements

Under the *Local Government Act 1993*, Councils are required to prepare a strategic plan for a 10-year period and in doing so consult with the community and any authorities or bodies it considers appropriate.

Submissions must be invited and considered before adoption.

The Strategic Plan must be reviewed at least every 4 years.

Developing a Strategic Plan requires a careful balancing act. On the one hand, Councils have a vast array of functions that they are required to deliver for the Australian and State Governments under more than 20 different pieces of legislation. On the other hand, Councils want to be responsive to the local community and reflect and respond to their current and future needs.

A strategic plan has a wide scope and a long-time line. It is necessarily broad in nature. The strategic plan does not articulate in detail the services and projects that will support achievement of Council's vision and purpose.

The Strategic Plan is designed to make the complexity of a Council easier to understand and so it does not always show the interrelationships between articulated priorities and objectives.

Just because an issue appears in only one place in a plan, does not mean that it is not recognised and acted upon by multiple parts of Council. Similarly, the numbering in this plan is for ease of navigation and reference and does not suggest any priority ordering.

1.1 Legislative Requirements (cont.)

The Strategic Plan is a significant document but does not stand alone. Council Strategic Plans are supported by a range of other strategic documents, also required under Local Government legislation, including the Long-Term Financial Management Plan and Financial Management Strategies, a Long-Term Strategic Asset Management Plan, Asset Management Policies and an Asset Management Strategy and an Annual Plan. It is in these plans that more detail can be embedded.

In this Strategic Plan, Kingborough Council identifies our strategic priorities and some key initiatives that will traverse the 10 years of the plan.

Our staff then develop a more detailed 4-year plan in line with the legislative review cycle of our Strategic Plan and each year we will identify and endorse specific budgeted operational activities to be delivered to support our strategic priorities.

This work will be done in parallel with identifying meaningful performance measures (see Section 4).





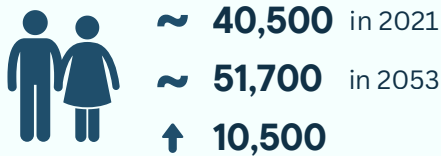
State and Regional Plans



Kingborough Demographic Snapshot & Forecast

2021 - 2046

ESTIMATED POPULATION GROWTH



EDUCATION AND WORK



Tertiary qualification
33% Kingborough
21.9% Statewide
26.3% Nationally

HOUSEHOLD PROFILE



11,280
Families



Average 1.8
children



2 cars per
dwelling

\$1,625

Median monthly mortgage

\$385

Median weekly rent

\$1,667

Median weekly household income

CULTURAL & SOCIAL CHARACTERISTICS



High home
ownership



21% born
overseas

53% Report no religion
(lower than national average)



Rapid growth in
metro households

AGE GROUP GROWTH FORECAST

**35-49
& 80+**

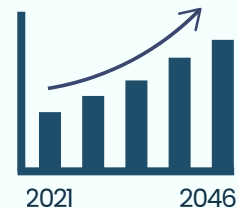
age groups forecast
to grow the fastest



2.54
↓
2.42

Decrease of
average metro
household size
from 2021 to 2046

Lone person
households to
increase



Kingborough is growing!

1.2 Community Profile

We expect that by 2053 there will be nearly 10,549 more people, bringing our population to 51,728⁽¹⁾.

Traditionally we have not had a particularly diverse population with more community members having both parents born in Australia than is seen nationally, but this is changing rapidly with 21% of Kingborough residents born overseas. We are also starting to collectively age as a community and it is predicted the number of lone households will increase significantly. With continued population growth we are likely to see the nature of housing change, with incremental infill development in our urban areas and extension of residential growth around Margate and Snug.

Currently we have a large proportion of families with children and a relatively well-off community with a high level of home and car ownership (although we also have a relatively high level of bus usage compared to other Tasmanian localities).

This may be related to the greater proportion of degree or above educated members of our population and slightly higher proportion in the labour force.

(1) [Population-projections-for-Tasmania-and-its-Local-Government-Areas](#)

1.3 Process for Development of the Plan

The strategic plan has been developed with the following inputs:

1. Internally: workshops with councillors, council directors and managers and a range of staff across the organisation as well as consideration of our strategies, reports, and plans.
2. Externally: data collected through a range of community engagement activities over the last 12 months including the budget engagement. Release of a consultation draft and opportunity to provide feedback through surveys and written submissions and a workshop with the Kingborough Community Forum.

1.4 Key components of this plan

The overarching components of the Strategic Plan (the Plan) are the Vision and Purpose. These have been retained from the last Plan as they are relevant and reflective of both Council and community feedback.

The Plan is underpinned by five key values, reflecting how Council will work. These have been modified from the last Plan; taking into account councillor, staff and community inputs. Kingborough Council will be accountable, collaborative, equitable, innovative and sustainable.

Five strategic priorities have been identified and for each of those 3-4 strategic objectives (What we will achieve) have been mapped. For each of the objectives, a range of organisational principles have been identified (How we will do it). The 'how' principles are not meant to be exhaustive but rather aim to guide the priorities of Council over the next 10 years. The strategic objectives and organisational principles (the 'What' and the 'How') are necessarily high-level and will be fleshed out in with specific strategies and actions in council's operational delivery plans, in alignment with resourcing and budget considerations.

2. Vision, Purpose & Values

2.1 Vision

Our community is at the heart of everything we do

2.2 Purpose

To make Kingborough a great place to live

2.3 Values

- **1.Accountability**

We recognise that as custodians of the municipality for future generations our decisions and actions must be open, ethical, and aligned with the best interests of our community. We are committed to fostering a leadership culture that upholds the highest standards of transparency, honesty, and good governance. We aim to ensure that our processes, decisions and performance are accessible and understandable to all stakeholders.

- **2.Collaboration**

We believe that working together makes our community stronger. Collaboration means listening, sharing ideas, and building trust with others - inside and outside the Council. We are committed to building strong relationships with community groups, other councils, businesses and other levels of government to deliver shared goals. We recognise that Council doesn't need to deliver everything ourselves – sometimes our role is to enable others by creating the conditions for success, supporting initiatives, and empowering partners to lead. We want the community to be actively involved in shaping our future.

2.3 Values (cont.)

- **3.Equity**

We believe in equity—making sure everyone in our community has fair access to opportunities, services, and support. We will use our resources thoughtfully. We will consider different needs across our community and aim to support those who need it most, while ensuring broad benefit. We know that important tools in achieving equity are respect and being willing to listen to, and act on, feedback, ideas and concerns.

- **4.Innovation**

We are committed to being a modern and forward-thinking Council that meets the needs of today and plans for tomorrow. We will embrace change, encourage creativity, seek new ideas, and aim to deliver services that are smart, effective, and efficient. We will use technology and new approaches to solve problems, deliver better outcomes and be efficient in the way we work.

- **5.Sustainability**

We are committed to sustainability in everything we do, making smart choices today that support a strong, healthy, and thriving community for the future. We will manage our finances responsibly and use our resources wisely. We will help our community become more resilient (socially, economically and environmentally). We will consider the long-term impact of our decisions.

2.4 Strategic Priorities

1. Helping our community stay safe, healthy and well connected.
2. Growing together with well-planned spaces and infrastructure.
3. Caring for where we live and preparing for the future.
4. Fostering a welcoming, vibrant and thriving Kingborough.
5. Doing the essentials efficiently and effectively so we can build for the future.

Priority 5 is a supporting priority, that cuts across all we do and is essential to the delivery of Priorities 1-4.

2.5 Council's Role

The Council plays a number of roles when it comes to delivering on these strategic priorities.

1. Provider – Directly providing services and infrastructure.
2. Facilitator – Using powers and strategies to develop partnerships and encourage investment and change.
3. Advocate - Make representations on behalf of the community to other levels of government for requirements outside the scope of Local Government.
4. Regulator - Undertake legislated responsibilities which ensure ongoing community safety and stewardship.

Against any particular strategic priority or desired outcome, the role will vary depending on Council's objectives, powers and resourcing.

Council does not have the capacity to do everything, nor should it attempt to. It must focus its efforts where there is a statutory or legal obligation, or where its actions and investments will deliver the greatest impact on community well-being.



Kingston Park Open Space has incorporated special lighting to reduce light pollution for wildlife

3. Strategic Priorities

1. Helping our community stay safe, healthy and well connected.

What we will achieve	How we will do it
<p>1.1 A Council that purposefully engages with its community.</p>	<ul style="list-style-type: none"> • Keep the community informed about things that might impact them. • Invite community members to share their views and have them considered in Council decisions. • Actively promote the role of the Council to better enable community involvement in council decision-making. • Embed a corporate culture that models positive and proactive engagement with community members.
<p>1.2 Greater collective wellbeing and social cohesion.</p>	<ul style="list-style-type: none"> • Ensure a variety of community programs which support increased health, inclusivity and connectedness and reach as many residents as possible. • Support increased participation in physical and well-being activities, through the planning, delivery and advocacy of appropriate recreation and sporting services and facilities. • Facilitate, advocate and deliver active transport options that improve community safety and connectivity. • Deliver high quality community safety and public health services. • Explore opportunities to enhance economic and social participation including through addressing financial barriers.
<p>1.3 Effective advocacy for the Kingborough community.</p>	<ul style="list-style-type: none"> • Work collaboratively with Government agencies and other stakeholders to advocate for our community needs. • Advocate for an increase in affordable, and appropriately supported, housing supply.

2. Growing together with well-planned spaces and infrastructure.

What we will achieve	How we will do it
<p>2.1 Services and assets which meet the current and future requirements of the community.</p>	<ul style="list-style-type: none"> • Develop and implement contemporary strategic asset management plans for all council asset types. • Deliver service levels and asset types which meet the variable needs of both rural and urban communities. • Build transparency and understanding around service levels and asset standards to better align community expectations with resourcing. • Maintain our roads, footpaths, trails, parks, reserves, playgrounds, stormwater and building assets so they are functional, safe, accessible and clean. • Make evidence-based investments in facilities so they are safe, accessible and meet community requirements. • Continue to improve the accessibility of Council's services and information.
<p>2.2 Embedded and contemporary land use planning systems to manage the current and future impacts of development.</p>	<ul style="list-style-type: none"> • Use master planning and land use strategies to guide development, support community needs, protect local character and natural values, and boost the local economy. • Ensure development advice and decisions are consistent, guided, timely, and responsive to community and development needs. • Apply land use planning tools to manage growth across the municipality to ensure that both existing neighbourhoods and new development areas are safe, livable and connected.

3. Caring for where we live and preparing for the future.

What we will achieve	How we will do it
<p>3.1 A Council which demonstrates strong environmental stewardship practices.</p>	<ul style="list-style-type: none"> • Actively assess threats to Council’s natural areas network, and from council activities, and develop and implement management strategies to minimise impacts. • Promote environmental responsibility through education and by working collaboratively, with the community and stakeholders, to implement programs that maintain local biodiversity, reduce ecological impacts and support sustainable practices. • Ensure effective and efficient waste and recycling services to residents which improve recycling rates, reduce emissions and reduce the impacts of illegal dumping and littering • Implement cost-effective and practical initiatives that reduce waste and view waste as a resource, including through Council’s tendering and procurement activities. • Work collaboratively to support integrated and efficient waste management across southern Tasmanian and the state.
<p>3.2 A community that has a well-developed sense of natural and cultural heritage.</p>	<ul style="list-style-type: none"> • Develop and maintain policies and processes which support the ongoing protection and awareness of our historic and cultural heritage, significant places, precincts and landscapes. • Provide opportunities and engage the community in the conservation and restoration of our natural areas, wildlife and plants. • Continue to recognise and strengthen relationships with the Tasmanian aboriginal community and develop strategies for the integration and protection of cultural values in Council activities.
<p>3.3 The community and Council are prepared for, and resilient to, emergency events.</p>	<ul style="list-style-type: none"> • Understand the municipality’s risks and vulnerabilities to current and emerging hazards such as bushfire, extreme weather and flood. • Embed a risk-based resilience approach to managing and mitigating the impact of hazards, particularly in relation to Council’s land and assets. • Engage with and support the community to prepare for, respond to, and recover from emergencies.
<p>3.4 Council is building climate resilience by planning for climate impacts.</p>	<ul style="list-style-type: none"> • Implement Council’s Climate Change Plan - integrating mitigation and adaptation into planning, asset management, risk management and operational decision-making. • Support the community to be informed, engaged and responsive in the face of climate change.

4. Fostering a welcoming, vibrant and thriving Kingborough.

What we will achieve	How we will do it
<p>4.1 Vibrant, welcoming local areas that spark social connection and recreation.</p>	<ul style="list-style-type: none"> • Provide a range of spaces which support the vitality of communities across Kingborough. • Develop relationships and partnerships to facilitate and enhance access to arts and culture in Kingborough. • Provide a range of community sporting and fitness opportunities. • Celebrate and promote community diversity and identity through our community programming.
<p>4.2 A flourishing local economy.</p>	<ul style="list-style-type: none"> • Encourage investment and jobs to enhance Kingborough’s livability. • Explore opportunities to support local businesses through our core functions. • Support economic development through appropriate communication, digital tools, signage and infrastructure investment.
<p>4.3 A shared narrative that reflects the municipality’s identity, values, history and aspirations.</p>	<ul style="list-style-type: none"> • Develop a clear long-term vision which enables articulation of opportunities in Kingborough and guides future planning, communications and advocacy. • Tell positive stories about our community to support a sense of identity and pride in our region.



5. Doing the essentials efficiently and effectively so we can build for the future.

What we will achieve	How we will do it
5.1 Council has financial capacity to meet future needs and opportunities.	<ul style="list-style-type: none"> • Develop long-term financial models, underpinned by robust plans, which transition Council to underlying surpluses. • Continue to explore opportunities to grow revenue through strategic investments and value-adding services. • Develop resource sharing, partnerships and procurement opportunities to leverage economies of scale.
5.2 Council is a desirable place to work.	<ul style="list-style-type: none"> • Continue to develop workforce capability through staff development and training programs, workforce planning and succession management and employee wellbeing and engagement initiatives. • Develop progressive human resource policies and practices that ensure Kingborough Council remains a competitive employer and able to attract and retain a skilled workforce.
5.3 A corporate culture that delivers high quality customer service and encourages innovation.	<ul style="list-style-type: none"> • Improve digital service delivery and make productivity gains through smart technology adoption. • Deliver responsive services to our customers and community, through integrated customer service channels that allow seamless movement between online, phone, and in-person interactions. • Continuously improve by closing feedback loops, tracking satisfaction levels and actioning improvement. • Collect, maintain and use data sets to support decision-making and activities across all of Council. • Develop a results-driven approach to test and apply promising innovations.
5.4 Statutory and governance functions which are delivered to a high standard.	<ul style="list-style-type: none"> • Provide councillors appropriate training, papers and briefings which support informed decision making. • Maintain a robust risk management framework that ensures continuous identification and management of organisational risk. • Meet expected standards on conduct, transparency and accountability. • Maintain governance and operational policies and procedures which guide staff decision-making and support statutory compliance. • Deliver statutory functions to a high standard and comply with statutory requirements.

4. Measuring Progress

In the first year of this Strategic Plan Council will develop an updated performance monitoring and reporting framework so that we can assess if the things we are doing are supporting our desired strategic outcomes. We will continue to review and improve this through the life of the strategic plan.

Some indicators we will already be collecting data for; others may require us to source data directly through surveys; and finally, some may be sourced from other agencies and organisations. Our aim in developing the performance framework will be to establish a baseline with the goal of continuous improvement.



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Kingborough