

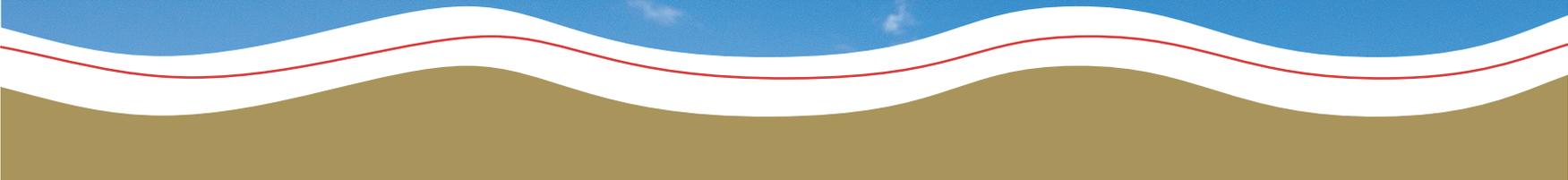
2015-2025

# Strategic Plan

Kingborough Council



Kingborough



# Introduction

**This Kingborough Strategic Plan 2015-2025** will provide the necessary direction for the future delivery of services by Kingborough Council. Council is very conscious of the fact that these services significantly influence the quality of life of local residents and that Council has an important role in addressing issues that are important to the community.

This Strategic Plan updates the previous Strategic Plan 2010-2020. It has been prepared following an extensive process of public consultation and a review of the many issues that have arisen in recent years. It is intended that the proposed Plan best reflects both the views of the Kingborough community and the adopted policies, programs and priorities of the Council itself.

The Plan takes into account the challenges within the current economic climate and expectations of continued population growth. Over the next 20 years, Kingborough is predicted to have the greatest increase in population compared to all other municipalities in Tasmania. This Plan

has taken into account the need to respond to the subsequent impacts on the environment, community and public infrastructure.

The Strategic Plan focuses on Kingborough's strengths, its location within the region and the need to deliver significant projects that will provide the greatest community benefit. It deals with all of the Council's operations and considers how services are delivered, how we engage with and serve our community and how the organisation is governed and administered. Council will need to identify the core and discretionary spending required to implement the Plan, how to most efficiently deliver the services and will also need to explore other sources of funding.

There is a statutory requirement for all Tasmanian councils to prepare a strategic plan. The Local Government Act 1993 (Sec.66) requires that Council prepare a strategic plan for the municipal area. The Act also requires Council to prepare an Annual Plan and this must state the manner in which the goals and objectives of the Strategic Plan are to

be met. The Annual Plan, together with Council's Strategic Delivery Plan, sets out how the Strategic Plan will be implemented by Council.

This Strategic Plan includes a series of Strategic Outcomes that have been listed under six Key Priority Areas. These Outcomes describe what

Council wants to achieve over the next 10 years and are consistent with the Plan's Vision for Kingborough. Under each Strategic Outcome there are Strategies that describe what action Council will take to achieve the desired Outcomes. The Plan will be reviewed after four years.





## Vision

A vibrant, diverse and connected community, with well managed natural and physical assets and a wide range of economic and lifestyle opportunities.

# Values

## Accountable

– honest and open – we take responsibility for our actions, we live our values, we set clear goals, use evidence to inform decisions, measure results and seek to improve, and we build and protect the Kingborough brand and reputation – we behave ethically and with integrity, we tell the truth, we keep our commitments and we meet both the spirit and intent of the law;

## Resourceful

– show initiative and work together – we lead the way, we have the courage and creativity to shape the future, we have the discipline to manage risk, and we act decisively in a timely manner – we work together to achieve superior results, we share ideas and talents to develop solutions, we support and rely on each other and we value clear and open communication;

## Stewardship

– strong leadership and resilience – we care about people and the community in which we live, we operate safely, we are environmentally responsible and we strengthen the community; and

## Inclusive

– caring and supportive – we value diversity and respect the dignity of each person, we value differences in people and perspective, we build relationships based on mutual trust, and we recognise the contributions of every individual.

# 1.0 Key Priority Area: : A safe, healthy and supportive community

1.1

Strategic Outcome: **A connected, supportive and thriving community**

Strategies

- 1.1.1 Work in partnership with the community to provide a broad range of beneficial outcomes.
- 1.1.2 Promote volunteering and assist those groups and individuals that contribute to community wellbeing.
- 1.1.3 Recognise and celebrate those who have made a valuable contribution to our community or who have excelled in their particular field.
- 1.1.4 Support and promote diversity so that all residents are able to participate equally in our community.



1.2

Strategic Outcome: **Opportunities available for all ages, abilities and backgrounds**

Strategies

- 1.2.1 Assist younger people by providing activities and support services that meet their particular needs.
- 1.2.2 Implement positive ageing programs in order that older and physically impaired people are able to fully participate in community life.
- 1.2.3 Provide support services to enable families to fully participate in community life.
- 1.2.4 Identify opportunities to assist education providers to work together and to meet the learning needs across the whole community

1.3

Strategic Outcome: **Safe, active and healthy local communities**

Strategies

- 1.3.1 Foster health and wellbeing by informing and supporting residents to make healthy lifestyle choices.
- 1.3.2 Support increased participation in physical activities, through the planning, delivery and advocacy of appropriate recreation and sporting services and facilities.
- 1.3.3 Enforce regulations that protect the safety, amenity and convenience of the public.

1.4

Strategic Outcome: Convenient and attractive community spaces

Strategies

- 1.4.1 Provide and maintain a range of welcoming and attractive spaces that foster a sense of community pride and belonging
- 1.4.2 Enhance the use of existing public spaces through initiatives that improve safety and enjoyment experienced by all ages

1.5

Strategic Outcome: A community that celebrates its arts, culture and place

Strategies

- 1.5.1 Provide services and built facilities so that the community is able to participate in a diverse range of social, cultural and recreational activities.
- 1.5.2 Support initiatives and opportunities that grow participation and appreciation of cultural diversity and the arts.
- 1.5.3 Encourage, facilitate and support community events that celebrate living in Kingborough.

1.6

Strategic Outcome: Community capacity to deal with hazards and disasters

Strategies

- 1.6.1 Assist in developing resilient communities that are prepared for emergencies and supported in times of critical need.
- 1.6.2 Prepare for the impacts of future climate change by building community capacity and resilience.

## 2.0 Key Priority Area: Sustainable land use and infrastructure management

2.1

**Strategic Outcome:** Strategic plans provide the necessary guidance to manage future development and infrastructure needs

*Strategies*

- 2.1.1 Ensure sound strategic land use planning and asset management provides the basis for sustainable future development and infrastructure investments.
- 2.1.2 Ensure the form and layout of settlement provides an attractive, convenient, safe and healthy living environment for future residents, workers and visitors.
- 2.1.3 Assess long term accommodation needs within the community and support housing diversity and choice.
- 2.1.4 Protect agricultural land that has the capacity for local food production.

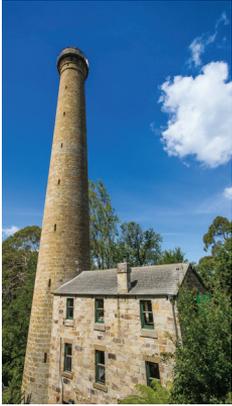
2.2

**Strategic Outcome:** Community infrastructure is enhanced, replaced and maintained

*Strategies*

- 2.2.1 Maintain a safe and efficient road transport network so that it provides easy access for the whole community.
- 2.2.2 Provide and maintain stormwater infrastructure to a high quality in order to fulfill essential community needs.
- 2.2.3 Provide pathways that improve safety and accessibility for pedestrians, cyclists and other users to make it easier to choose active transport for local trips and recreation.
- 2.2.4 Ensure there is appropriate public parking facilities within each of the municipality's commercial centres.
- 2.2.5 Advocate for improved public transport services and infrastructure.
- 2.2.6 Review future needs, plus maintain and develop recreational and sporting facilities.

We will be a thriving, vibrant and connected community, with well managed natural



2.3

**Strategic Outcome:** Development is of a high quality, with due consideration given to public amenity, heritage, landscape, easy access, sustainable design and efficient approval processes

**Strategies**

- 2.3.1 Ensure that an efficient approval and regulatory system is in place that provides for sustainable development and certainty for both developers and the potentially affected local community.
- 2.3.2 Provide visitor-friendly commercial centres with attractive streetscapes, parking and pedestrian connectivity.

and physical assets and a wide range of economic and lifestyle opportunities.

## 3.0 Key Priority Area: A healthy natural environment

3.1

**Strategic Outcome:** The values of the natural environment are protected and enhanced through strategic and coordinated natural resource management

### Strategies

- 3.1.1 Undertake proactive measures in order to identify and improve the condition of local water quality resources.
- 3.1.2 Protect and enhance important biodiversity and coastal values of Council owned and managed properties.
- 3.1.3 Reduce the adverse impacts of invasive pest plant and animal species.
- 3.1.4 Identify opportunities to improve the way that marine and coastal areas are managed.
- 3.1.5 Develop and implement strategies to protect wildlife, particularly threatened species.
- 3.1.6 Understand and respond to the latest information on what is likely to be the future impact of climate change on natural ecosystems.



3.2

**Strategic Outcome:** Sustainable land and waste management practices are adopted by landowners, contractors, businesses, government agencies and the general community

### Strategies

- 3.2.1 Establish collaborative partnerships that promote environmentally sustainable practices.
- 3.2.2 Provide clear direction to the community, contractors and developers about Council's environmental expectations and requirements.
- 3.2.3 Encourage reduced levels of waste going to landfill and waste avoidance, reuse and recycling.

3.3

*Strategic Outcome:* The condition of the environment is improved through local communities being provided with information and opportunities for active engagement

*Strategies*

- 3.3.1 Support local communities so that they may be able to care for and protect the environment.
- 3.3.2 Raise public awareness and understanding about environmental issues so as to promote more sustainable behavior.
- 3.3.3 Promote opportunities for the responsible enjoyment of publicly accessible natural areas.

3.4

*Strategic Outcome:* Proactive measures address the adverse impacts of natural hazards on the potential use or development of land

*Strategies*

- 3.4.1 Identify and address natural hazards through appropriate planning, public awareness and on-site management measures.
- 3.4.2 Investigate and promote within the community climate change mitigation initiatives and adaptation measures.

## 4.0 Key Priority Area: A vibrant local economy

4.1

**Strategic Outcome:** A dynamic and prosperous economy that is attractive for business investment

**Strategies**

- 4.1.1 Provide a broad range of services that encourages new investment and sustainable economic development.
- 4.1.2 Encourage and support the establishment of creative and innovative businesses and industries.
- 4.1.3 Support the production and sale of local fresh food and value added products.



4.2

**Strategic Outcome:** Visitors and new residents are attracted to come to Kingborough

**Strategies**

- 4.2.1 Identify and promote the tourism, lifestyle and investment opportunities within Kingborough.
- 4.2.2 Identify and upgrade critical tourism infrastructure.

4.3

**Strategic Outcome:** Vibrant central and local business districts

**Strategies**

- 4.3.1 Facilitate the further development of central Kingston so that it consolidates its function as Kingborough's civic, commercial and community centre.
- 4.3.2 Develop the former Kingston high school site and promote the broader economic and social benefits of this development.
- 4.3.3 Encourage commercial investment within suburban and town centres so that convenient local community services are available.

## 5.0 Key Priority Area: Community leadership

5.1

*Strategic Outcome: The local community is well informed and engaged with Council*

*Strategies*

- 5.1.1 Engage with the community and keep it informed about Council activities and proposals.
- 5.1.2 Clearly explain matters of importance to the Kingborough community in an open and transparent manner.
- 5.1.3 Seek the views of the community and ensure engagement in the decision making process of Council.
- 5.1.4 Communicate key sustainability messages to the Kingborough community and lead by example in this regard.

5.2

*Strategic Outcome: The community is well represented at regional and State government levels*

*Strategies*

- 5.2.1 Maintain an active involvement at regional and state government levels in order to influence future decisions.
- 5.2.2 Further develop and communicate Council's position on local government reform and in order that it can provide optimum benefits to the Kingborough community.
- 5.2.3 Work cooperatively with the local business community, key investors and the State Government for the benefit of the Kingborough community.



## 6.0 Key Priority Area: A well administered organisation

6.1

*Strategic Outcome: Internal financial and governance arrangements are maintained to a high standard*

*Strategies*

- 6.1.1 Provide strategic plans, policies and particular programs that assist Council plan for the future.
- 6.1.2 Provide effective and compliant information management systems that support Council operations and facilitate community accessibility.
- 6.1.3 Formulate policy that is equitable, inclusive and responsive to current needs and ensure decision-making is informed and accountable.
- 6.1.4 Sustainably manage all Council owned properties in the best interest of the broader community.
- 6.1.5 Ensure a long term strategic focus drives financial policy and decisions.

6.2

*Strategic Outcome: A customer service oriented organisation*

*Strategies*

- 6.2.1 Provide a high standard of service to all customers in terms of timeliness, consistency and quality.
- 6.2.2 Ensure that a corporate culture is in place that encourages continuous improvement in the delivery of services, accountability, innovation and contemporary practice.
- 6.2.3 Attract and retain staff by providing strong human resource practices, learning opportunities, a safe work environment and a positive work culture.

6.3

*Strategic Outcome: Legislative obligations are met*

*Strategies*

- 6.3.1 Ensure that Council's statutory and regulatory obligations are met and that this assists in related activities occurring in a safe and orderly manner.
- 6.3.2 Implement fair and just regulatory and statutory compliance regimes that implement legislation and monitor potential unauthorized activities.
- 6.3.3 Ensure that Council's governance arrangements meet the requirements of the Local Government Act.





# Kingborough

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