

Kingborough Council Strategic Plan 2025–2035

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Version: 1.d

(Example Image Only)



Message from 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 who lives 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 how we want to work. As you will see through the values section of this plan, we want to not only work collaboratively with you but to also 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 work with the community on further developing 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.

Kingborough Council Strategic Plan 2025-2035

Summary

<i>Vision: Our community is at the heart of everything we do</i>	
<i>Purpose: To make Kingborough a great place to live</i>	
Strategic Priority	What we will achieve
1. <i>Helping our community stay safe, healthy and well connected.</i>	1.1 A council that purposefully engages with its community 1.2 Greater collective wellbeing and social cohesion 1.3 Effective advocacy for the Kingborough community
2. <i>Growing together with well-planned spaces and quality infrastructure</i>	2.1 Services and assets which meet the current and future requirements of the community 2.2 Embedded and contemporary land use planning systems to manage the current and future impacts of development
3. <i>Caring for where we live and preparing for the future</i>	3.1 A Council which demonstrates strong environmental stewardship practices 3.2 A community that has a well-developed sense of natural and cultural heritage 3.3 The community and Council are prepared for, and resilient to, emergency events 3.4 Council is building climate resilience by planning for climate impacts.
4. <i>Fostering a welcoming, vibrant and thriving Kingborough</i>	4.1 Vibrant, welcoming local areas that spark social connection and recreation 4.2 A flourishing local economy 4.3 A shared narrative that reflects the municipality's identity, values, history and aspirations
5. <i>Doing the essentials efficiently and effectively so we can build for the future.</i>	5.1 Council has financial capacity to meet future needs and opportunities 5.2 Council is a desirable place to work 5.3 A corporate culture that delivers high quality customer service and encourages innovation 5.4 Statutory and governance functions which are delivered to a high standard
<i>Values: Accountability Collaboration Equity Innovation Sustainability</i>	
<i>How we will do it (organizational strategies) and measuring progress (key performance indicators)</i>	

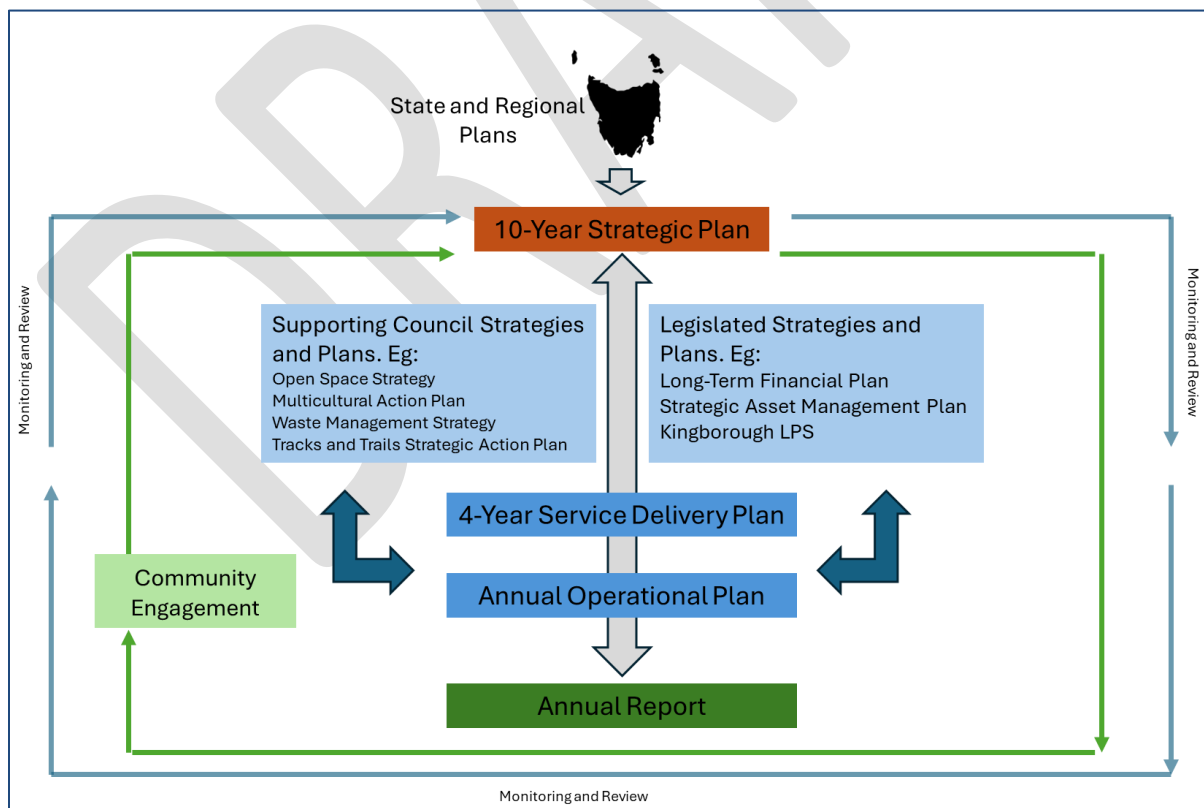
1. Strategic Context

1.1 Legislative Requirements

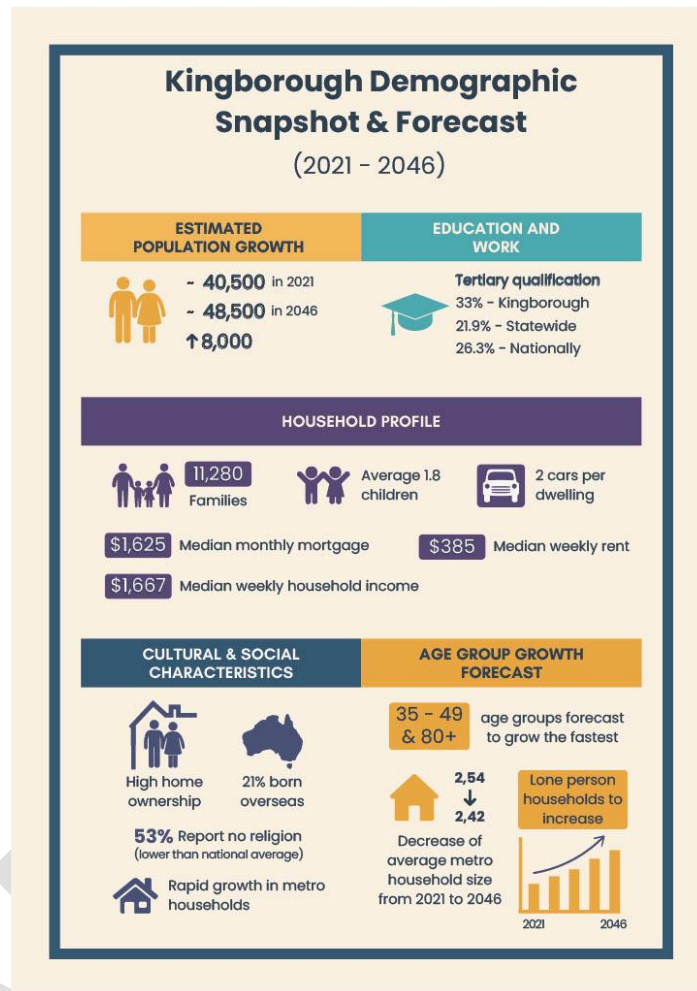
Tasmanian legislation requires Councils to prepare a strategic plan for a 10-year period and in doing so consult with the community and any authorities or bodies it considers appropriate. Submissions must be invited and considered before adoption. The Strategic Plan must be reviewed at least every 4 years.

Strategic Plans are supported by a range of other strategic documents, also required under 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.

The Strategic Plan is a significant document but does not stand alone. We identify 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 activities to be delivered to support our strategic priorities.



1.2 Community Profile



Kingborough is growing! We expect that by 2046 there will be nearly 8000 more people, bringing our population to 48,500.

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.

1.3 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.

The plan will be finalised following a staff and community survey, written submissions from the community and presentation and discussion at the Kingborough Community Forum.

1.4 Key themes

There is much about Kingborough that is valued by residents and visitors alike. We consistently hear expressions of pride in the beauty of Kingborough. The area is valued for its clean air, opens spaces and connections to nature. Residents appreciate the infrastructure that allows them to maintain their health and their connections to people and nature including the footpaths, walking tracks, bike tracks, reserves, playgrounds and sporting facilities. Kingborough residents are highly active, with strong participation in walking, cycling, swimming, and other outdoor pursuits. There is ongoing demand for improved sporting facilities, bike paths, and multi-use tracks to support this lifestyle. Many residents feel a strong connection to their local area, actively participating in community events, local sports, and recreational activities. Most residents report feeling safe and welcome and appreciate the range of business and social opportunities afforded in Kingborough.

A range of concerns have also been expressed by community members. These include cost of living pressures, a lack of housing availability, limitations on connectivity and transport, fewer local employment opportunities and concerns that public safety is decreasing. Community feedback also flags that Council needs to consider emerging community needs in relation to an aging population that is increasingly culturally diverse.

Despite interest in cycling and walking, car use remains dominant, with over 90% of residents driving to Kingston CBD. This reliance on cars presents challenges for sustainable transport planning and contributes to congestion and parking. We continue to see a desire for better public transport options, improved pedestrian safety, and more cycling-friendly infrastructure, reflecting a broader push towards active transport modes. Related to transport - road safety is a high priority for many residents, with strong support for pedestrian crossings, kerb extensions, and speed management, though some remain cautious about the impact on vehicle traffic.

Cost of living concerns are often intertwined with value for money concerns, particularly when it comes to rates and charges. In community feedback we see a strong desire for good core services, high quality infrastructure and strong and timely project management.

As might be expected, when the natural environment is so highly valued, as Kingborough grows, there is a clear call for a careful balance between urban development, green space preservation, and maintaining the area's natural character. We still hear that residents want Council to take a stronger stance on climate action, reducing carbon emissions and investing in sustainable infrastructure to prepare for a changing climate. Coastal erosion and inundation are of growing concern for some residents, reflecting broader worries about climate change and environmental conservation.

You have told us you would like to see more of the following:

- **Community Voice and Participation:** Residents emphasise the importance of being genuinely listened to, with calls for more meaningful consultation on specific activities and transparency in decision-making.
- **Accessibility of facilities:** Common barriers to recreation include the lack of suitable facilities, affordability, and poor accessibility for people with disabilities. More inclusive design in future infrastructure planning is desired.
- **Equitable Facility Distribution:** Some residents feel that investment in community facilities is uneven, with areas like Kingston and Blackmans Bay receiving more attention than smaller suburbs. They seek a fairer spread of resources across the municipality.
- **Communities:** Residents want a Council that actively supports vulnerable populations, including those experiencing homelessness, older residents, newer Australians, the LGBTQI+ community and people with disabilities. While many feel Kingborough is a friendly, progressive area, some residents still report feeling isolated or unwelcome in certain settings, indicating a need for more inclusive community planning. We are also hearing that there is a need for more activities, spaces and services for our young people.
- **Transparent Governance and Accountability:** Some residents want a greater focus on Council transparency and accountability and on delivering value for ratepayers, with less focus on 'feel-good' initiatives and more on core services.

Additionally:

- **Resourcing:** Both internally and externally we hear concerns about resource constraints, which combined with increasing expectations around the levels of service council delivers place intense pressure on staff. This can lead to staff burn-out and retention issues. It is an ongoing challenge to attract skilled staff in the face of skills shortages, an aging demographic and budget constraints.
- **Lack of understanding of Council functions:** the generally limited understanding of all that councils must do under a range of State and Federal legislative instruments and how councils are funded can lead to unrealistic expectations about what can be delivered. This in turn can lead to a lack of faith in Council's engagement activities and/or a lack of trust in Council.

- **Decision-making:** There is a perception, both within Council and the community, that a vocal minority may disproportionately influence Council decisions. This might be overcome by having a clearer, common vision supported by strategies, grounded in a strong public understanding of Council's roles—what it must do, what it can do, and what it cannot do.

When considering all the inputs, four key themes emerge in terms of what people hope Kingborough Council will deliver on:

People – liveability, community, health, connectivity, communications, inclusion, making lives better, quality of life

Planned environment – community infrastructure, roads and transport, stormwater, recreational and natural spaces, and land use planning, sustainable growth

Environment – valuing nature, responsible, sustainable, resilient, climate-adaptive, stewardship, amenity

Vibrancy/Prosperity – events, culture, economic development, tourism, open for business

1.5 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.

An easy-to-read text version is provided below, and a consolidated, tabulated version is provided at Attachment 1.

2. Vision, Mission and 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.

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 quality 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 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 wellbeing.

3. Strategic Priorities

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

What we will achieve	How we will do it
1.1 A council that purposefully engages with its community.	<ul style="list-style-type: none">• Inform the community on things that impact them.• Let community members 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.
1.2 Greater collective wellbeing and social cohesion.	<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 wellbeing 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.
1.3 Effective advocacy for the Kingborough community.	<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 quality infrastructure.

What we will achieve	How we will do it
2.1 Services and assets which meet the current and future requirements of the community.	<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.
2.2 Embedded and contemporary land use planning systems to manage the current and future impacts of development.	<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
3.1 A Council which demonstrates strong environmental stewardship practices.	<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 reduce ecological impacts and support sustainable practices.
3.2 A community that has a well-developed sense of natural and cultural heritage.	<ul style="list-style-type: none"> • Develop and maintain policies and processes which support the ongoing protection and awareness of our historic 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.

	<ul style="list-style-type: none"> Continue to recognise and strengthen relationships with the Tasmanian Aboriginal community and develop strategies for the integration of cultural values in Council activities.
3.3 The community and Council are prepared for, and resilient to, emergency events.	<ul style="list-style-type: none"> Understand the municipality's risks and vulnerabilities to current and emerging hazards such as bushfire and flood., Embed a risk-based resilience approach to managing and mitigating the impact of hazards, particularly in relation to our land and assets. Engage with and support the community to prepare for, respond to, and recover from emergencies.
3.4 Council is building climate resilience by planning for climate impacts.	<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. 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.

4. Fostering a welcoming, vibrant and thriving Kingborough.

What we will achieve	How we will do it
4.1 Vibrant, welcoming local areas that spark social connection and recreation.	<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.
4.2 A flourishing local economy.	<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 local tourism through appropriate communication, digital tools, signage and infrastructure investment.
4.3 A shared narrative that reflects the municipality's identity, values, history and aspirations.	<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.

5. Have Your Say

This is a draft Strategic Plan.

Kingborough Council welcomes community feedback.

You can let us know your thoughts by:

- 1 Completing the survey available on our website
[Community Engagement - Kingborough Council](#)
- 2 Making a written submission.
Email to: kc@kingborough.tas.gov.au
Mail to: Kingborough Council, 15 Channel Highway, Kingston Tasmania 7050
- 3 Pass on feedback through your local Community Association.

Attachment 1: Strategic Plan Consolidated

Vision: Our community is at the heart of everything we do	
Purpose: To make Kingborough a great place to live	
Values: Accountability Collaboration Equity Innovation Sustainability	
Strategic Priority 1: Helping our community stay safe, healthy and well connected	
What we will achieve	How we will do it
1.1 A council that purposefully engages with its community.	<ul style="list-style-type: none"> • Inform the community on things that impact them. • Let community members 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.
1.2 Greater collective wellbeing and social cohesion.	<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 wellbeing 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.
1.3 Effective advocacy for the Kingborough community.	<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.
Strategic Priority 2: Growing together with well-planned spaces and quality infrastructure	
What we will achieve	How we will do it
2.1 Services and assets which meet the current and future requirements of the community.	<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.
2.2 Embedded and contemporary land use planning systems to manage the current and future impacts of development.	<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.

Strategic Priority 3: Caring for where we live and preparing for the future	
What we will achieve	• How we will do it
3.1 A Council which demonstrates strong environmental stewardship practices.	<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 reduce ecological impacts and support sustainable practices.
3.2 A community that has a well-developed sense of natural and cultural heritage.	<ul style="list-style-type: none"> Develop and maintain policies and processes which support the ongoing protection and awareness of our historic 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 of cultural values in Council activities.
3.3 The community and Council are prepared for, and resilient to, emergency events.	<ul style="list-style-type: none"> Understand the municipality's risks and vulnerabilities to current and emerging hazards such as bushfire and flood., Embed a risk-based resilience approach to managing and mitigating the impact of hazards, particularly in relation to our land and assets. Engage with and support the community to prepare for, respond to, and recover from emergencies.
3.4 Council is building climate resilience by planning for climate impacts.	<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. 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.
Strategic Priority 4: Fostering a welcoming, vibrant and thriving Kingborough	
What we will achieve	• How we will do it
4.1 Vibrant, welcoming local areas that spark social connection and recreation.	<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.
4.2 A flourishing local economy.	<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 local tourism through appropriate communication, digital tools, signage and infrastructure investment.
4.3 A shared narrative that reflects the municipality's identity, values, history and aspirations.	<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.

Strategic Priority 5: Doing the essentials efficiently and effectively so we can build for the future.	
What we will achieve	<ul style="list-style-type: none"> • 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. • Deliver responsive services to our customers and community, continuously improving by closing the feedback loop, 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.