Kingborough Council Strategic Plan 2025 - 2035

Consultation Report



PREPARED BY

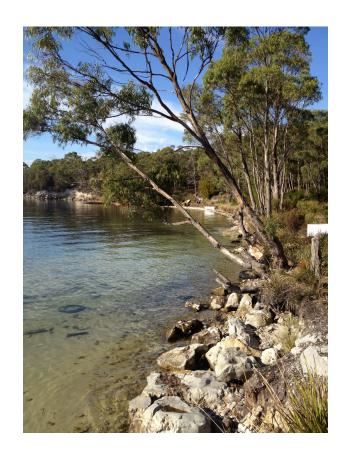
Kingborough Council

October 2025



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Overview

The draft Kingborough Council Strategic Plan 2025-2035 was provided for community and staff feedback from 28th August to 1 October 2025.

The draft Plan was developed after workshops with Councillors and staff and informed by feedback gathered from the community during past engagement activities (see Attachment 1).

Feedback could be given through a survey (one for community, one for staff) and written submissions.

- 8 emailed written submissions were received.
- 74 survey responses were received from community members
- 29 survey responses were received from Council staff

Additionally, a workshop was also held with the Kingborough Community Forum.

Summary - Community Survey Responses

Who participated:

- The majority (77%) of respondents were aged over 45 years, with 31% over 65 years and no respondents aged under 24 years.
- Most respondents resided in Blackmans Bay (16%) and Kingston/Kingston Beach (31%), but respondents also resided in Allens Rivulet, Bonnet Hill, Bruny Island, Conningham, Electrona, Howden, Kettering, Leslie Vale, Longley/Lower Longley, Margate, Neika, Sandfly, Snug/Lower Snug, Spring Farm, Tinderbox, Taroona and Woodbridge.



[1]Please note that figures have frequently been rounded to the nearest whole number for this report.

Vision, Purpose, Values and Strategic Priorities

- 66% of respondents supported the proposed vision (Q3), 15% neither supported nor opposed (neutral) and 19% did not support it.
- 75% of respondents supported the proposed purpose (Q5), 10% were neutral and 15% did not support it.
- 60% of respondents supported the proposed values (Q19), 21% were neutral and 18% did not support them.
- A similar spread of support was seen in relation to the proposed strategic priorities (O7).

The consultation revealed that there was overwhelming support for the proposed Vision, Purpose and Strategic Priorities. Table

Don't support at all	5.7%
Don't support	6.5%
Neutral	13.0%
Support	34.0%
Strongly Support	40.8%



	% Don't support	% Don't support	% Neutral	% Support	% Strongly Support
Strategic Priority 1:	4.17	5.56	9.72	40.28	40.28
Strategic Priority 2:	5.56	6.94	9.72	37.5	40.28
Strategic Priority 3:	5.63	5.63	4.23	42.25	42.25
Strategic Priority 4:	2.82	4.23	16.9	35.21	40.85
Strategic Priority 5: Doing	5.63	4.23	9.86	36.62	43.66

Vision, Purpose, Values and Strategic Priorities

Objectives (Q9-18)

- The majority of respondents supported the objectives under the Strategic Priority Areas.
- The least supported objectives were.
- Embedded and contemporary land use planning systems to manage the current and future impacts of development (23% did not support)
- A Council which demonstrates strong environmental stewardship practices (17% did not support)
- A community that has a well-developed sense of natural and cultural heritage (18% did not support)
- Council is building climate resilience by planning for climate impacts (18% did not support)
- 60% of respondents felt the proposed values aligned well or extremely well with their expectations of Council, 21% were neutral and 19% did not feel they aligned well.

Open Comments

The survey provided opportunity to provide open comments. These are summarised by theme below.

There were a number of comments which related to the development of the Local Provision Schedule under the Tasmanian Planning Scheme. As this is now with the Tasmanian Planning Commission they been omitted in this report.

Planning and Development

- 2nd point: Would prefer "Growing together with well-planned spaces and sustainable infrastructure."
- Need for more residential housing.
- Need a strategy for responding to encroachment on public reserves.

Community Engagement and Inclusion

- Want more community input in decision making.
- Further consultation with indigenous groups.

Open Comments

Infrastructure and Services

- Road improvements and speed zones reviewed.
- Focus on maintaining current infrastructure.
- Advocacy on public transport and health care.
- More youth spaces and activities.
- · Roads and rubbish.
- Parity of services for rural ratepayers.

Governance and Council Operations

- Sustainably managing the Council finances
- Define and focus on essential activities first.
- Focus on reducing Councillor and employee costs.
- Reduce red tape.

Environment and Sustainability

- Planning ahead for sustainability, biodiversity conservation and the impacts of climate change on our community.
- Protecting the environment; stopping urban sprawl.

Health and safety

- Community safety through emergency management.
- Safeguarding of women and children.
- Inclusion of shade initiatives as well as UV awareness strategies.

Economic Development and Employment

- Fostering local employment opportunities for residents.
- Reduce red tape.
- Attract investment and growth/ Encourage more retail so no need to live Kingborough.

Plan format

- I would like the strategic priorities to be explained in more detail to define for example what "care" means what "connected" means.
- Many of these priorities are interrelated and this isn't reflected.





Additional Objectives

The table below reflects suggested additional objectives for each priority area. Not every comment is provided verbatim. Some comments have been edited for succinctness, paraphrased for clarity or may have been grouped with a similar comment.

Strategic Priority Area	Proposed amendments or additional objectives
Priority 1 Helping our community stay safe, healthy and well connected.	 Communication and engagement Improve communication including individualised communication to property owners around changes, purposeful engagement, more direct advice on what is going on in the community. Foster informed consultation with ratepayers and residents prior to decisions on major or expensive initiatives. Strategic Priority 1.1 - starts with 'inform' reflects a top down culture, with 'Let community members share' being a passive, not proactively consultative approach. It reflects what is, not what should be – a proactively consultative approach. "purposefully engages with its community" is too motherhood. Prefer " transparently engages Improve your online options. Effective engagement and collaboration with other jurisdictions. Health and safety Add a strategic priority around community safety. Safety for the community after hours/ Fully manned and 24 hr police presence in Kingston. Dangerous tree removal. These objectives are not tightly linked to the Priority. For example, how does your engagement, "social cohesion" or advocacy keep my family safe, healthy or well connected? Focus on skin cancer through shade and UV awareness initiatives. Fix roads. Pedestrian crossings. The use of the word Greater in Point 2 suggests that improvement is needed. Is this the case?
Priority 2 Growing together with well-planned spaces and quality infrastructure.	 Environment and sustainability Consider environmental sustainability with current and future development. Planning for conservation of biodiversity, coastal and natural landscapes, and treescapes. Consider Palawa practices to care for country. Planning for new development to include mitigation actions for the scientific projections of climate change impact eg street shading, roof orientation. A Council that balances the environment and appropriate development. Growth and land-use planning Reign in urban sprawl; concentrating on medium and higher density housing. A clear strategy for attracting new developments and businesses.

Additional Objectives

The table below reflects suggested additional objectives for each priority area. Not every comment is provided verbatim. Some comments have been edited for succinctness, paraphrased for clarity or may have been grouped with a similar comment.

Strategic Priority Area	
Priority 2 Growing together with well-planned spaces and quality infrastructure.	 Growth and land-use planning - continued. Land use planning adequately plans for and responds to population growth, ensuring that land within the Urban Growth Boundary is efficiently utilised. Not growing too fast, ensuring we have the infrastructure to support growth. Why frame the second objective framed in the negative! Edit: Embed contemporary land use planning to facilitate and support a vibrant community and provide places for people to live & work. Planning needs to be collaborative not adversarial. Reduce planning approval times. Reduce fees for residential development. Make it easier to live in a tiny house while you save for the bigger one. The planning department's culture is shifting from rejecting proposals to finding ways to approve them. Infrastructure and asset management Look after what we already have. Especially the roads and footpaths and gutters Seal more of the heavily used dirt roads Expanded facilities – eg pool, female only facilities. Consolidate. Ditch under used assets. Understanding the true use and condition of Council assets. Spend in areas other than Kingston. More infrastructure to support the rapidly growing population of our municipality. The level of growth is underestimated. Less roundabouts.

Additional Objectives cont.

Climate change and environmental stewardship • Climate change is undercooked – should be the top priority as all decisions need to be examined through the lens of climate change. The impacts of climate change should be a through line across all of the priorities. • 4th point should be stronger – i.e.: "Council is building climate resilience by planning and implementing for climate impacts." • Regarding the last point, "Council is building climate resilience by planning for climate impacts," - a stronger statement that incorporates a commitment to climate change mitigation. For example, Council is actively seeking ways to minimise its carbon • Be proactive with preventative measures & addressing environmental impacts & changes now; as well as how to respond Priority 3 to emergencies. • A definition of the environmental stewardship practices outcomes. Caring for where we live Focus on environmental clean-up activities of creeks and streams. and preparing for the And on pest plants, insects and animals. future. • Include and promote plant-based foods at public events. • Stick to the basics – Council should not be focused on climate change. • More recycling – e.g. weekly pick-up of bins and more places to drop off recycling. **Bushfire mitigation** • Allow homeowners to continue to practice bushfire mitigation, Indigenous cold burning and clearing areas adjacent to homes and heavy bushland to reduce bushfire risk to all communities. • Make it easier for homeowners to get things built and cleared if necessary for fire hazards - clearing gum trees. • Locking up private land for conservation increases the impact of fire. **Economic development** • A focus on entrepreneurship and innovation to boost economy. • Open for business. Job creation. Approach development with a "Yes / how can we make this work" lens Priority 4 • Bring in more shopping options. Lower the cost of shop rentals and rates to attract more business to set up in Kingborough. Fostering a welcoming, Attract workforces out of Hobart into Kingborough, focussing on vibrant and prosperous commercial growth and office space opportunity Kingborough. · More beach front businesses and cafes Free carparks and public transport to city What role does Council play in the local economy? Is this promising too much?

Additional Objectives cont.

	,
Priority 4 (cont.) Fostering a welcoming, vibrant and prosperous Kingborough.	 Community and culture Weekly markets to create a strong community Supporting Multicultural activities, and the Arts and Crafts. The word 'diversity' should be included Kingborough has a rich history, which should be preserved and cherished. Maybe heritage rather than history in the last point. More activities for teens (bowling alley, cinemas, arcade etc) Kingston CBD green spaces where you can sit and have lunch. More police presence in a friendly and respectful manner The shared narrative is a can of worms.
Priority 5 Doing the essentials efficiently and effectively so we can	 Please focus on the essentials until Council is financially sound A focus on annual rate increase limitation. Inform community on realistic expectations of Council in the future. How much influence Council really has in addressing Area 5. Is the plan too ambitious?
Other	 Have a plan, but don't set it in concrete. Ensure that you are flexible and be prepared to adjust this plan eg respond to AI. This will be difficult to adjust, but I find the plan is too broad or highlevel in some areas and too detailed in others. Demonstrate more clearly how it fits within the context of the other plans. I know you have included a diagram, but I would like to see, for example, how Strategy 1 flows into the next operations plan and then through to the budget- identify any items that are stand-alone, not integrated, and therefore should be reworked. Review amalgamation with Huon Valley - combining assets and reducing bureaucracy seems logical. Ensure Council and councillors working for the community. Undertaking community/customer satisfaction surveys of council, that are independently undertaken. Meaningful collection, publication and review of data analysis. Some measurable outcomes link to each priority. Funding for deliberative democracy style initiatives to add meaning. These should be much longer term (ongoing) to be of use to council and population. Disappointed with the use of Survey Monkey - minimal opportunity for genuine collaboration and feedback. How about some questions on how council functions RE customer service - not always clear where someone is in process and what is next. Website needs improvement. Generally, our council does quite well, and most of my grizzles arise when I see workers doing a wonderful job of little jobs that probably don't need to be done. I notice a brief mention in the plan that many people don't understand who does what. I think this is a huge impediment to getting essential work done efficiently and a huge impediment to community satisfaction. Encourage more retirement villages to cover the aging population. Thanks for all that you are doing. Review for clarity and punctuation.

Community Forum notes

The forum indicated that in general the vision and purpose still resonated. The values as single words have less meaning and needed the explanatory paragraphs. Responsiveness and collaboration were proffered as possible additional values. The forum noted that Council is dealing with complex systems and there is a need to work more holistically – making appropriate connections. It was also considered important that the plan is capable of meeting the future unknowns.

There was good support for both Strategic Priority 1 and 2. The forum noted:

- 1.1 doesn't adequately reflect a consultative accountable framework, proactive and measured. Suggested rewording- less passive, eg seek/engage/invite.
- Does there need to be a commitment to delegate to and empower community groups to support outcomes?
- It was agreed that education about council role and functions is important.
- Support for building a positive shared narrative in future.
- 2.1 Building infrastructure that responds to a changing climate.
- 2.2 need to talk about biodiversity assets, values and loss, clearly state.
- A suggestion of specifying exercise areas within walking distance of every house but noted that probably too specific for strategic plan.

The forum felt Strategic Priority 3 could be strengthened.

- Generally felt climate change focus was insufficient. Climate change straddles all strategic priorities in terms of financial management, community infrastructure, community wellbeing, emergency management and biodiversity loss.
- 3.4 should be focused on climate prep, resilience and management. Strong suggestion that waste be separated from climate change.
- One suggestion that aboriginal heritage, leadership and community in the plan should have more focus.

There was good support for Strategic Priority 4 and 5. The forum noted:

- A need for a greater focus on youth even if the population is aging.
- One member noted education settings were not mentioned.
- Greater walkability was desired.
- Under 4.1 Provide spaces that allow a mix of age and gender activities, have different pillars people can engage with eg arts, sports, nature etc which can then feed into other priorities.
- 4.3 should also be under 3 i.e. develop a long-term vision to guiding future planning.
- Desire to see strong, clear targets.
- A greater human rights focus would be welcome.
- How to improve equity across suburbs?
- How do the political drivers of councillors fit in?
- 5.1 How to cover costs of climate impacts.
- 5.3 need to mention AI and impact on workforce.
- 5.4 input to state government processes.

In General

- There was an assumed priority order based on numbering.
- The Community Vision work is important.
- Engage with community on KPIs they should be explicit and holistic and meaning making.
- Are climate change strategies in the right place separate from waste consider paper from BB
- How do you show the relationship between detailed inputs from the community and strategy?

Key Points From Written Submissions

- Minimising the escalating cost of climate damage mitigation is critical to the future viability of local government. There needs to be pre-emptive planning to manage and avoid the risk and integration of responses across the entire my business. The draft plan is more focused on future proofing Council infrastructure and improving preparedness and resilience. There is no strategic response to the community asking for Council to take a stronger stance on climate change and there's no consideration of the interactions with other priorities. Need a strong climate adaptation strategy as part of the strategic plan.
- The plan could be enhanced by fleshing out in some detail the expected future population growth and known land supply/demand imbalances. Council needs to have supportive and open approaches with landowners to ensure the desired population growth. Council needs to address the shortage of residential zone land. Suggest including specifically how Council will work with landowners to achieve residential and fill and expansion.
- Concerned that bush planting groups have had a negative impact on seascapes and bushfire risk
 and that there should be more grassy areas for family to enjoy and minimise beach erosion.
 Particular reference to the Snug Coastal future and Margate Beach. Seeking investigation also into
 stormwater pipes and drainages at Snug.
- A call for more shaded play areas to reduce the risk of melanoma and also a UV meter at Kingston Beach.
- Not sufficiently clear to the community that this is different to a community plan therefore raising
 concern around inadequate consultation. Encourage Council to be very explicit when presenting
 the final plan to the community about the purpose scope and intended outcomes. The community
 profile is too brief. Suggest the purpose the expanded to reflect that Kingborough also serves
 businesses, workers and visitors.
- Review the language to make sure that it's not authoritative and is inclusive for example 1.1
- Specific suggestions are include consultation as a principal in planning processes under 2.1 and
 2.2, broad and natural values to encompass both the environment and heritage, extend
 environmental protections under Priority 3 to include waterways (3.1) and strengthen the language
 to cover both protection and conversation in 3.2. Tourism should include a commitment to
 sustainability and there should be emphasis that the community must be actively involved in
 developing tourism strategies to ensure they reflect shared values.
- Change 3.2, second point, to actively participate in the conservation and restoration of our natural areas, wildlife and plants and provide opportunities for community engagement in the process. Change 3.3, 2.1 to understand the municipalities risks and vulnerability to current and emerging hazards such as bushfire, extreme weather and flood, with a focus on climate change.
- The strategic plan is great, I love living here, Council does a great job and I would happily pay a bit more in rates. It would be good to emphasise the impact of climate change on people's health but particularly young people's mental health. Please find ways to do more to help youth.

Key Points From Written Submissions

Council is doing a good job developing retail, light industrial and commercial enterprises, schools
and various sporting and civic facilities. However, access to the development of local tertiary
education should be considered as important as sporting facilities. There are no plans to set land
aside for the establishment of infrastructure to cater for tertiary or university level education.
 Maybe think about doing a land swap with UTAS and make provision for a block of accessible land
within reach of central Kingston for a future campus development.



LOCATIONS

Which area of Kingborough do you live in?

2	Allens Rivulet
12	Blackmans Bay
2	Bonnet Hill
1	Bruny Island
1	Coningham

- 2 Electrona
- 2 Howden2 Kettering
- 23 Kingston / Kingston Beach
- 2 Leslie Vale
- 1 Lower Longley
- 4 Margate
- 2 Neika
- 1 Sandfly
- 5 Snug/Lower Snug
- 3 Spring Farm
- 4 Taroona
- 3 Tinderbox
- 2 Woodbridge

AGE GROUPS

25 - 34	5
35 - 44	12
45 - 54	16
55 - 64	18
65 +	23
Unknown	7
(from emailed	
submissions)	

More than

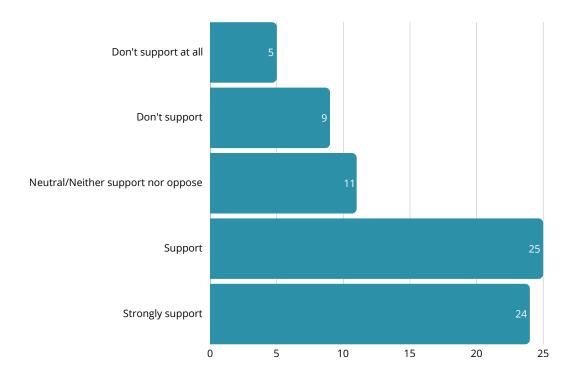
31%

of respondents were over the age of 65



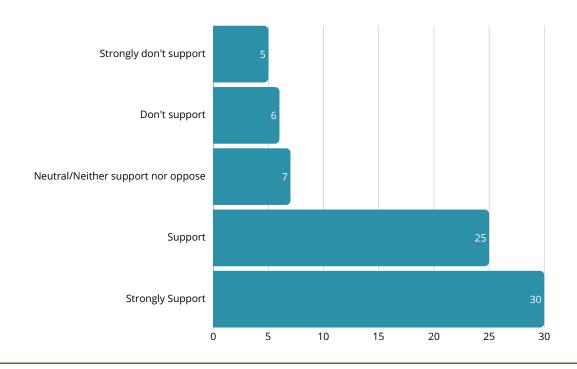
Q3. In relation to the Vision: Our Community is at the heart of everything we do, indicate your level of support.

Answered: 74 Skipped: 0



Q5. In relation to the Purpose: To make Kingborough a great place to live, indicate your level of support.

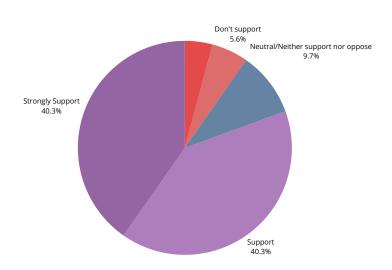
Answered: 73 Skipped: 1



Q7. Please rate the following strategic priorities.

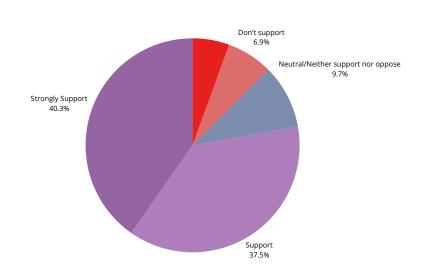
Answered: 72 Skipped: 2

Helping our community stay safe, healthy and well connected.



Don't support at all	3
Don't support	4
Neutral	7
Support	29
Strongly Support	29

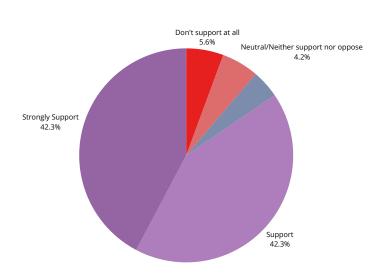
Growing together with wellplanned spaces and quality infrastructure



Don't support at all	4
Don't support	5
Neutral	7
Support	27
Strongly Support	29

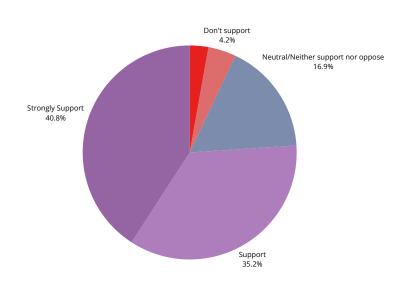
Q7. Please rate the following strategic priorities - CONTINUED

Caring for where we live and preparing for the future



Don't support at all	4
Don't support	4
Neutral	3
Support	30
Strongly Support	30

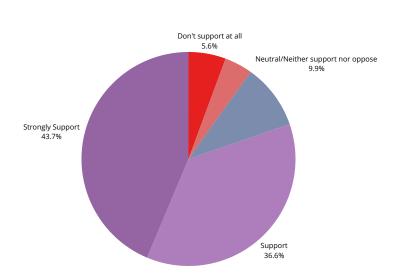
Fostering a welcoming, vibrant and prosperous Kingborough



Don't support at all	2
Don't support	3
Neutral	12
Support	25
Strongly Support	29

Q7. Please rate the following strategic priorities - CONTINUED

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

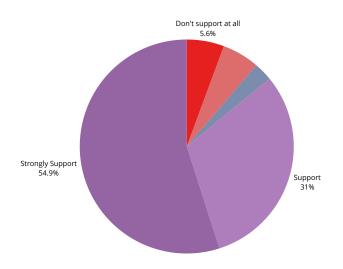


Don't support at all	4
Don't support	3
Neutral	7
Support	26
Strongly Support	31

Q9. Strategic Priority Area 1 - Helping our community stay safe, healthy and well connected has the following objectives (what Council will achieve), please rate them.

Answered: 71 Skipped: 3

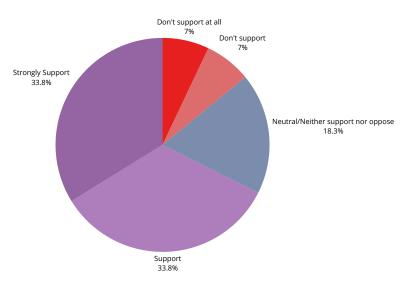
A Council that purposefully engagements with its community



Don't support at all	4
Don't support	4
Neutral	2
Support	22
Strongly Support	39

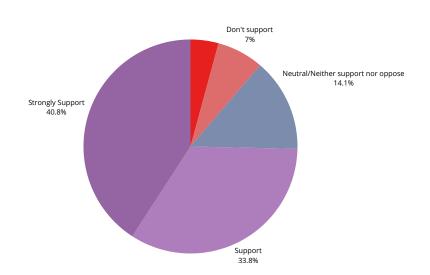
Q9. Strategic Priority Area 1 - CONTINUED

Greater collective wellbeing and social cohesion



Don't support at all	5
Don't support	5
Neutral	13
Support	24
Strongly Support	24

Effective advocacy for the Kingborough community

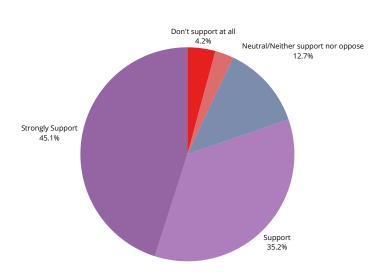


Don't support at all	3
Don't support	5
Neutral	10
Support	24
Strongly Support	29

Q11. Strategic Priority Area 2 - Growing together with well-planned spaces and quality infrastructure has the following objectives (what council will achieve), please rate them:

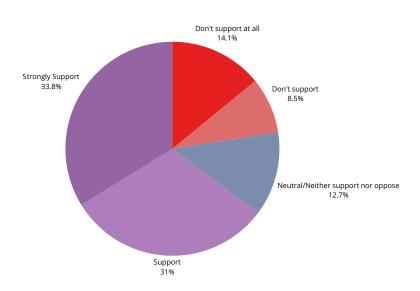
Answered: 71 Skipped: 3

Services and assets which meet the current and future requirements of the community



Don't support at all	3
Don't support	2
Neutral	9
Support	25
Strongly Support	32

Embedded and contemporary land use planning systems to manage the current and future impacts of development

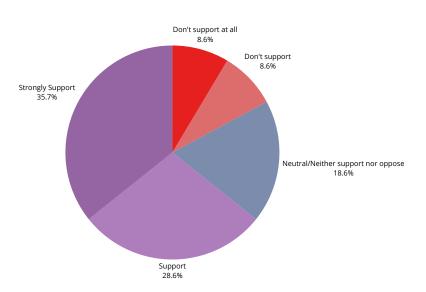


Don't support at all	10
Don't support	6
Neutral	9
Support	22
Strongly Support	24

Q13. Strategic Priority Area 3 - Caring for where we live and preparing for the future has the following objectives (what Council will achieve), please rate them:

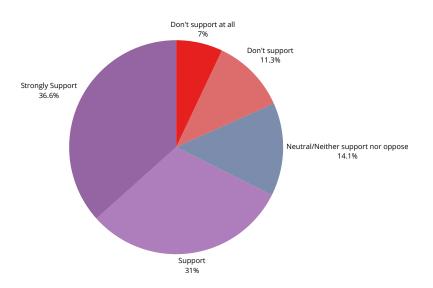
Answered: 71 Skipped: 3

A Council which demonstrates strong environmental stewardship practices



Don't support at all	6
Don't support	6
Neutral	13
Support	20
Strongly Support	25

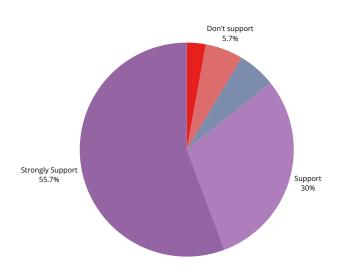
A community that has a welldeveloped sense of natural and cultural heritage



Don't support at all	5
Don't support	8
Neutral	10
Support	22
Strongly Support	26

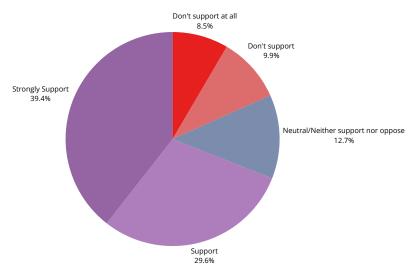
Q13. Strategic Priority Area 3 - CONTINUED

The community and Council are prepared for, and resilient to, emergency events



Don't support at all	2
Don't support	4
Neutral	4
Support	21
Strongly Support	39

Council is building climate resilience by planning for climate impacts

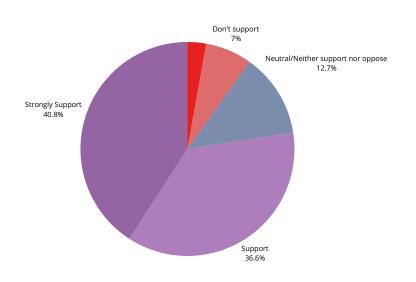


Don't support at all	6
Don't support	7
Neutral	9
Support	21
Strongly Support	28

Q15. Strategic Priority Area 4 - Fostering a welcoming, vibrant and prosperous Kingborough as the following objectives (what Council will achieve). please rate them:

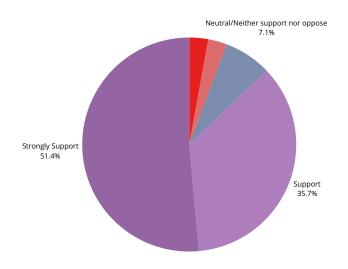
Answered: 71 Skipped: 3

Vibrant, welcoming local areas that spark social connection and recreation



Don't support at all	2
Don't support	5
Neutral	9
Support	26
Strongly Support	29

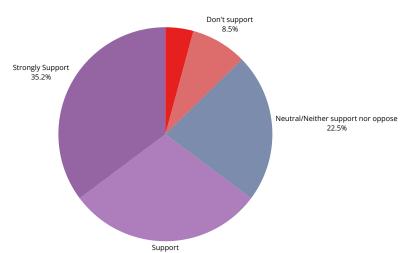
A flourishing local economy



Don't support at all	2
Don't support	2
Neutral	5
Support	25
Strongly Support	36

Q15. Strategic Priority Area 4 - CONTINUED

A shared narrative that reflects the municipality's identity, values, history and aspirations

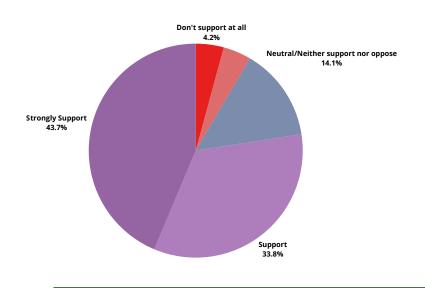


Don't support at all	3
Don't support	6
Neutral	16
Support	21
Strongly Support	25

Q17. Strategic Priority Area 5 - Doing the essentials efficiently and effectively so we can build for the future has the following objectives (what Council will achieve), please rather them:

Answered: 71 Skipped: 3

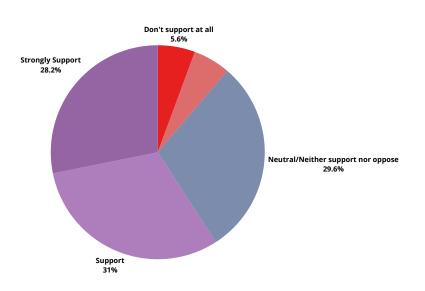
Council has financial capacity to meet future needs and opportunities



Don't support at all	3
Don't support	3
Neutral	10
Support	24
Strongly Support	31

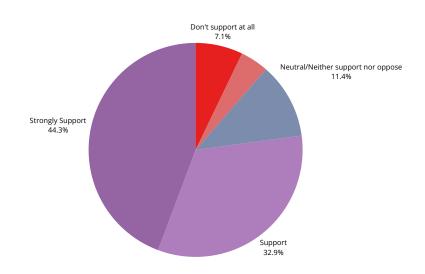
Q17. Strategic Priority Area 5 - CONTINUED

Council is a desirable place to work



Don't support at all	4
Don't support	4
Neutral	21
Support	22
Strongly Support	20

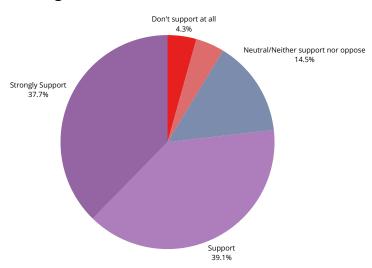
A corporate culture that delivers high quality customer service and encourages innovation



Don't support at all	5
Don't support	3
Neutral	8
Support	23
Strongly Support	31

Q17. Strategic Priority Area 5 - CONTINUED

Statutory and governance functions which are delivered to a high standard



Don't support at all	3
Don't support	3
Neutral	10
Support	27
Strongly Support	26

Q19. Council has identified the key values to reflect how Council will work over the life of this plan. They are accountability, collaboration, equity, innovation and sustainability.

Answered: 70 Skipped: 4

How well do these align with your expectations of Council?

