King Island – 'A Place of Opportunity, Lifestyle, and Beauty.'

King Island Council Strategic Plan 2016 - 2020

Version 12– - Updated on 04/08/16 – King Island Council Strategic Plan 2016 – 2020 Prepared by: Karen Taplin and Kate Mauric

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Consultation *'A Place of Opportunity, Lifestyle and Beauty'* - King Island Council Strategic Plan 2016 – 2020 was prepared and developed from a range of documents and a series of workshops over the last six months, which was conducted with all staff members and Councillors to determine the future direction of the organisation; these workshops provided the direction and prompted a review of the Current Strategic Plan. This plan reflects five key objectives and functions of the Council, the strategies to achieve them, a corresponding timeline and performance measures. During our SWOT (strengths, weaknesses, opportunities and threats) analysis, we identified an opportunity moving forward in regards to the consultation process; which has been addressed through strategy 5.2.1 of this plan.

I. From the Mayor

The King Island Council Strategic Plan 2016-2020 brings together an extremely wide range of documents, reports and information from a range of consultations which have occurred over the past six months and highly detailed reports over the past few years. Never before has this council seen such a comprehensive bringing of so much information into one, concise, informative and exciting document.

Exciting because King Island is experiencing the most significant interest and growth on multiple fronts that it has seen in at least a generation. With this come challenges and opportunities. This document now focuses our attention on what we can do to assist our community to deal with and benefit from the change we are experiencing.

Some of the information in previous reports may have been considered by some to be out of date. That issue has been taken into account and where necessary adjustment factors have been applied, but the end result now gives us a really comprehensive strategy and a great set of targeted strategies that make sure we are heading in the right direction and can measure this progress.

The plan is combined with our budget. The plan outlines our agreed vision, values, goals and strategies. The budget is a reflection of this plan's implementation, and we understand and acknowledge that this is budget is necessary to deliver on the agreed plan. We also acknowledge that we have been under-resourced for a number of years in both human and financial assets and this budget recognises a return to a more sustainable level. Our community consultation components of this document still need more work, and I am pleased to see that this is now highlighted as a key future strategy, but it has certainly captured the emerging issues and trends that we are experiencing at the moment. This strategic plan sets a strong foundation from which we are able to build into the future.

We have planned second consecutive year of a projected net operating surplus, having just achieved our first. This is a significant achievement and I want to congratulate Councillors and staff on some exceptional work in getting to this point. This has been the product of some exceptionally strong leadership and management practice. In particular I am pleased to note that there is a good balance in this outcome, with a minimal rate and fees impact, and the application of sound financial management principles.

These year on year surpluses now allow us to fund more human resources into the organisation so that we can stay compliant with the Local Government Act, and we can deliver on those key targets that have been set in our strategic plan.
I would like to thank the authors of the document for their hard work on distilling so much information into such a concise document.
It is a magnificent outcome and I would like to commend this document to the King Island community.

II. King Island

King Island is one of the islands that make up the state of Tasmania, Australia and lies off the North-West coast of Tasmania in the Roaring Forties of Bass Strait, half way between Victoria and Tasmania. There are three small islands surrounding King Island, namely New Year Island and Christmas Island situated to the northwest, and a smaller island called Councillor to the east. Named after Governor King of New South Wales, the municipality area of King Island Council covers 1098 km2 (424 sq. mi) and is directly 214 kms from the nearest regional centre of Burnie in North -West Tasmania. The Island has three main townships including Currie, Grassy and Naracoopa, with the population of approximately 1605 (ABS 2013 Figures – Updated 29/06/15)

The King Island Council was established on the 19th December 1907 with eight members including a Warden and Councillor Clerk. The King Island Council delivers a wide range of services and infrastructure to make it a place promoting opportunities and intergenerational sustainability for the islands residents and visitors.

King Island is known for its fresh produce, pristine beaches, rich agricultural land and fishing/ aquaculture stocks with the main industries being agricultural, fishing and manufacturing including cheese production and kelp harvesting, which contribute largely to the local economy.

The visitor economy is increasing and is interesting driven largely by the golf tourism, due to two new world class golf courses, these now compliment some of the island's other attractions such as recreational/maritime trails, bird watching, sea fishing, surfing, arts and food events make King Island the idyllic destination rich with history, culture, and lifestyle.

III. Vision/Values

Our Vision

King Island – 'A place of opportunity, lifestyle, and beauty.'

Our Guiding Principles

The King Island Council will be known for its **Visionary Thinking** and **Strategic Leadership**

We are a Council with a shared vision who work with and for the local community. We work by the following principles:

1. Cohesive decision making – with the strength to review decisions

2. Valuing our independent views – and recognising that healthy respectful debate can lead to better decisions

3. Being agile, flexible and professional in responding to emerging issues

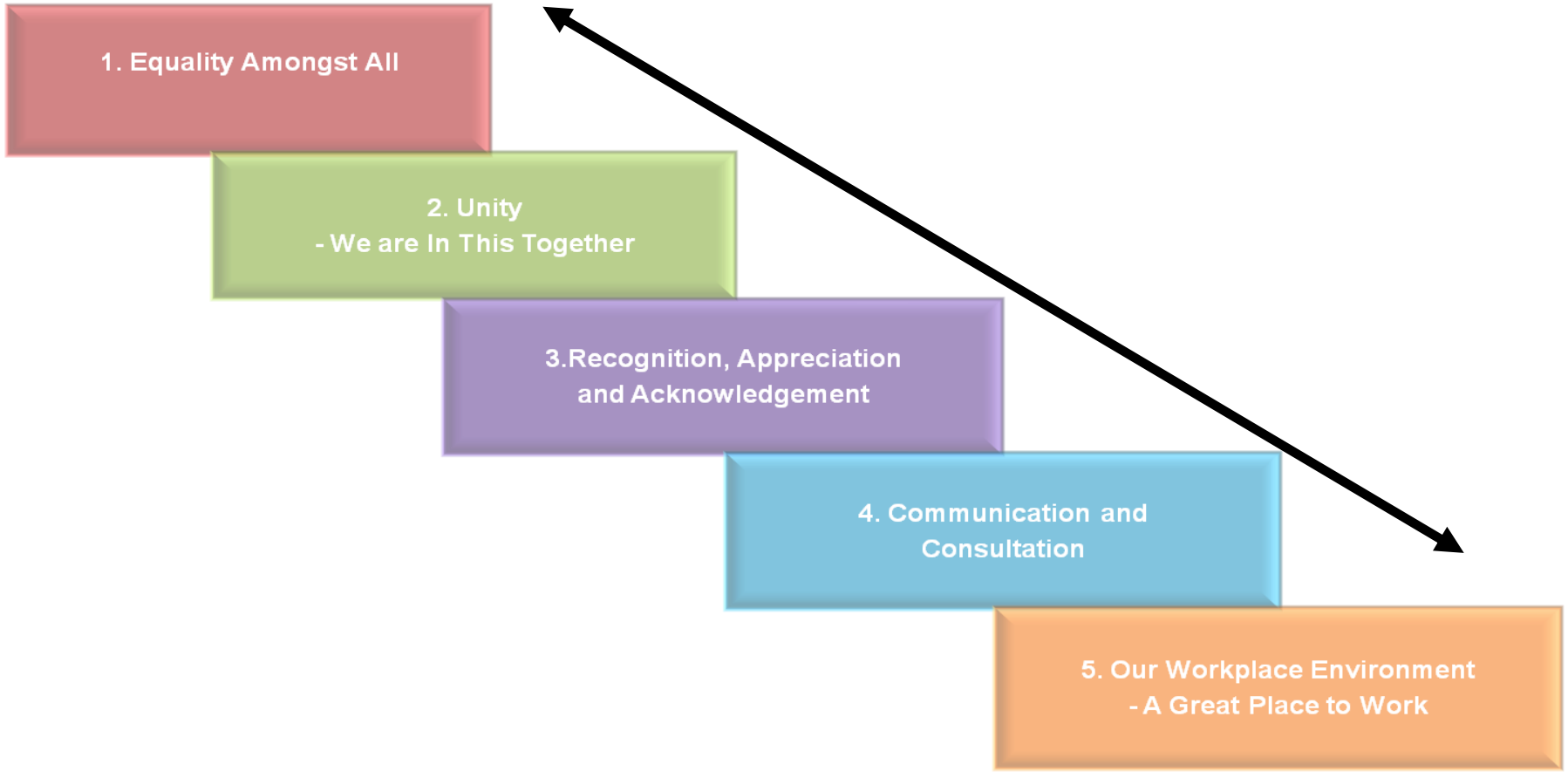
4. Driving decisions through informed input and engagement with stakeholders

5. Communicating decisions in an open and transparent way

6. Being 'one team' and standing by group decisions

III. Values

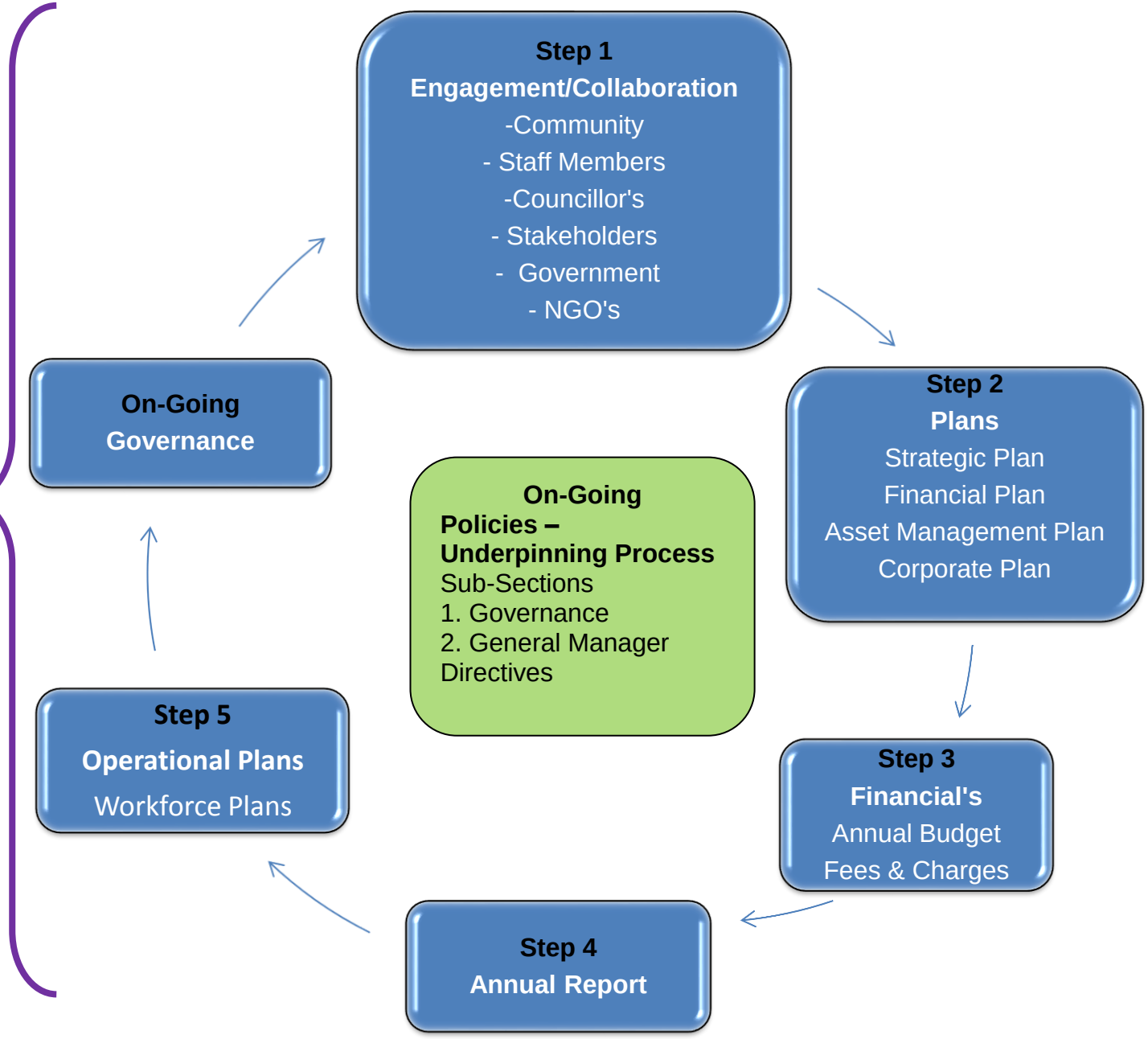
Values These are the values that will guide our choice and behaviour as we seek to implement our Vision for the area:



IV. Planning Process – Part 1

V. - Flow Chart

Evaluation and Review - On-going



V. Planning Process – Part 1
– Flow Chart - Explanation

The planning process flow chart articulates the process of planning and developing a strategic plan. The process involves engaging, collaborating and consultation with key stakeholders, including the community, council staff members, councillors, government and non-government organisations. From this point, plans are established alongside the annual budget, fees and charges and the annual report. The operational plans for the council workforce are developed, which are underpinned by the plans, policies and governance requirements. The whole process is evaluated and reviewed on a continuous basis to ensure we are meeting our key performance indicators/measures.

VI. Planning Process - Part 2
- That Guide Decision Making

The following objectives and strategies aim to make King Island a better place to live, work, visit and play by improving community wellbeing, economic growth, meeting best practice governance and management, while enhancing the natural and built environments.

The strategic plan is not a 'stand-alone' document; there are a number of council's plans, policies, and strategies that guide the council's decision making and influenced the content of this plan. The major documents which are mentioned in this plan are detailed below in and appendices table on page 10, with corresponding dates and abbreviations (the abbreviations are utilised throughout the document).

VI. Appendices – Source Documents Cited - Plans, Reports, and Strategies

No	Title of Document	Date	Abbreviation	Strategies
1.	King Island Council – Strategic Plan – Land Use and Development	2008		
2	King Island Youth Strategy - MoHow – Connell Wagner	2008/2009		
3	Currie Harbour Structure Plan – King Island Council – Ref: 22423-01	January 2007		
4	King Island Strategy Plan Report – King Island Council – Project Ref No: 22654-001	March 2008		
5	King Island Recreation Plan – Final Report – HM Leisure Planning Pty Ltd	December 2008		
6	King Island Council – Strategic Plan	2011 – 2020		
7	King Island – Socio-economic Stock, Flows, and Prospects - Strategic Economic Solutions	June 2015		
8	King Island Airport Master Plan	21 June 2015		2.3
9	King Island Context Analysis – Business Sense Prepared for the King Island Council	November 2015		
10	King Island Council – Annual Report 2010 – 2015	17th November 2015		
11	Helen Rees – Council Consultation Process	2015 – 2016		
12	King Island Destination Action Plan 2016 – 2020 – Cradle Coast	18th February 2016	DAP	1, 2, 3, 4
13	Regional Development Australia – Tasmania – King Island Visit – Summary Report	April 2016	RDA	
14	King Island Council – Tourism Development Strategy 2016 – 2020	May 2016	TDS	2, 3, 4
15	Budget Estimates 2016 - 2017	May 2016		
16	King Island Council – Key Issues 2016	19th May 2016	KISS	
17	King Island Council – Key Issues – Executive Summary 2016	19th May 2016	KIES	
18	King Island Council – Priority Projects 2016	19th May 2016	KIPP	2, 5

Others documents cited:

- King Island Council Waste Management Review – Environmental - January 2016, Version 1.2
- Sustainable Murchison 2040 Community Plan Regional Framework Plan
- King Island Municipal Emergency Management Plan – May 2016 – Issue 9- King Island Visitor Survey – April 2015 – March 2016 – Prepared by King Island Council

1. COMMUNITY WELLBEING Create a sustainable, resilient and adaptable community; through utilising community development strategies.	
1.1 OBJECTIVE	**COMMUNITY DEVELOPMENT** To identify, improve and support community development strategies that generate benefits for the community of King Island.
FUNCTIONAL RESPONSIBILITY	Director of Corporate and Community Services

NUMBER	STRATEGY	TIMELINE	PERFORMANCE MEASURE
1.1.1	Investigate competing demands for forecasting and responding to emerging community needs	1. By February 2017 2. By April 2017 3. By June 2017 4. By January 2018 Links with 1.2.3	1 Community needs assessment 2.Demand/Results ascertained 3.Develop a plan to address demand 3. Implement plan DAP 1.4, 2.1 and 3
1.1.2	Encourage population stability and growth by facilitating opportunities to attract identified residential development and services	On-going	1. Identify and promote residential and dwelling type demand opportunities 2.Ascertain the labour/trade gaps by undertaking an economic analysis 3. Publicise the opportunities to internal and external stakeholders
1.1.3	Build and support our community's capacity to provide services, programs, and events that are responsive to community need	1.By February 2017 2.By June 2017	1.Idenfied need from community (1.1.1) 2. Revision of Council grants, programs and processes

1.COMMUNITY WELLBEING
Create a sustainable, resilient and adaptable community; through utilising community development strategies.

1.2 OBJECTIVE	**COMMUNITY ENGAGEMENT** To engage with our community through collaborative consultation, information sharing and seeking input that informs our decisions
FUNCTIONAL RESPONSIBILITY	Director of Corporate and Community Services

NUMBER	STRATEGY	TIMELINE	PERFORMANCE MEASURE
1.2.1	Develop and implement a community engagement strategy	By June 2017	1.Engagment Strategy developed 2. Implemented 3.Reviewed
1.2.2	Build a platform for regular two-way communication with and from the community	By June 2017	1.Develop a Communications Strategy 2.Implement strategy 3. Review – Ongoing – Feedback Loop DAP 1.2, 1.3.3.2
1.2.3	Work collaboratively with all levels of Government and Non-Government Organisations (NGO's) agencies to address and advocate the emerging community needs	By June 2017	1. Based on Community Needs Assessment 2.Facilitation of activities that provide two defined businesses and/or investment outcomes for King Island per annum 3. Review
1.2.4	Provide connections within the community for young people to remain engaged through education and employment opportunities	Annually August each year	1.Build relationship with KIDHS and local businesses 2.Identify apprentices, traineeships and skills gaps from businesses 3. Identify further education opportunities

2. INFRASTRUCTURE AND FACILITIES

Support our population and future growth through public infrastructure, services, land use and development strategies that create a connected, sustainable and accessible community.

2.1 OBJECTIVE	**COUNCIL ASSETS** Review and develop plans and processes with relevant stakeholders
FUNCTIONAL RESPONSIBILITY	**General Manager**

NUMBER	STRATEGY	TIMELINE	PERFORMANCE MEASURE
2.1.1	Review the King Island Recreation Plan 2008 and King Island Strategy Plan 2008, prior to making decisions on existing and new community infrastructure, assets and to inform land use planning	By June 2017	1. Review 2. Engage with Community 3. Develop new plans TDS 3.1 +3.2.2
2.1.2	Revise strategies and activities for waste management including the collection, recycling, and landfill management	By September 2016 By January 2017	1. Waste management plan developed 2. Implementation 3. Ongoing Review Waste management community promotion development KIPP 3
2.1.3	Develop a business case rationale and policy for fees and charges that reflects a user pays model for equality	By June 2017	1.Recommendations from the Recreation Plan and review
2.1.4	Maintain Council assets in accordance with relevant planning and policy documents	1. By October 2016 2. By March 2017 3. By June 2017 4. On-going	1.Review current assets 2. Develop asset management plans 3. Implement asset management plans 4. Review

2.1.5	To source funding to prepare 'Master Plans to guide future growth and development for Currie, Grassy, and Naracoopa	1. Currie 2. Grassy 3. Naracoopa	1. Funding sourced 2. Community engagement 3. Draft plan 4. Plans adopted 5. Timeline developed for implementation TDS3.1 and 3.2.2

2. INFRASTRUCTURE AND FACILITIES

Support our population and future growth through public infrastructure, services, land use and development strategies that create a connected, sustainable and accessible community.

2.2 OBJECTIVE	**TRANSPORT** To advocate for fit for purpose freight and transport services (sea and air) for the island's economy and accessibility
FUNCTIONAL RESPONSIBILITY	**General Manager**

NUMBER	STRATEGY	TIMELINE	PERFORMANCE MEASURE
2.2.1	Our shipping service is reliable, affordable and fit for purpose by continuing to advocate and lobby governments	By June 2017	1.Participate in the King Island Shipping Group 2. Advocate on behalf of the community TDS 1.3.4 KIPP 1
2.2.2	Advocate and seek funding for the Grassy port to be upgraded to increase port capacity	By 2020	1. Seek funding KIPP 1
2.2.3	Advocate keeping freight, energy, and fuelling costs equitable for economic activity, which includes the freight equalization scheme.	On-going	1. Coordinate and drive responses identified through the demand analysis
2.2.4	From the demand, analysis coordinate proactive planning and contingencies	On-going	1. Articulate shifts in demand 2. Drive shifts in demand 3. Contingency plans are in place.

2. INFRASTRUCTURE AND FACILITIES

Support our population and future growth through public infrastructure, services, land use and development strategies that create a connected, sustainable and accessible community.

2.3 OBJECTIVE	**AIRPORT** To implement the Airport Master Plan
FUNCTIONAL RESPONSIBILITY	**Director of Works and Engineering Services**

NUMBER	STRATEGY	TIMELINE	PERFORMANCE MEASURE
2.3.1	Identify current and future needs in context of vision and strategic priorities	By June 2017 By June 2019	1. Analyse current/future needs DAP 4.5 and KIPP 2 TDS 1.4.1/2, 1.4.6, 1.5.1 and 3.3
2.3.2	Secure funding for implementation of the four recommendations that require immediate attention	Immediate to June 2019	1. Runway prepared and sealed 17/35 2.RPT sealed apron parking extensions constructed 3. Sealed freight precinct and buildings have been constructed 4. Aviation fuel depot installed TDS 1.4.3.3 and DAP 3.3
2.3.3	Review the business model for the airport to ensure that it is based on a commercial framework for its operation	By June 2017	1. Review business model Linked to 2.3.1
2.3.4	Develop opportunities for a business precinct at airport	By June 2019	TDS 1.4.4, 1.4.5 1.Coordinate and drive responses identified through the demand analysis Linked to 2.3.1

2.3.5	Investigate transition of the airport to a wholly owned corporation/ business unit	By June 2019	An in-house feasibility study is conducted

2. INFRASTRUCTURE AND FACILITIES

Support our population and future growth through public infrastructure, services, land use and development strategies that create a connected, sustainable and accessible community.

2.4 OBJECTIVE	**TELECOMMUNICATIONS** To support the island's telecommunications and business development in line with the national framework
FUNCTIONAL RESPONSIBILITY	**Director of Corporate and Community Services**

NUMBER	STRATEGY	TIMELINE	PERFORMANCE MEASURE
2.4.1	Continue to advocate with NBN Co as a high priority for urgent rollout and re-examine the best option of NBN technology	By June 2019	Best option has been re-examined Rollout completed KIPP 5.3
2.4.2	Pursue improved service access and data speed across the island including the upgrade of the microwave connection to the mainland	By June 2019	Microwave link upgraded KIPP 5.1
2.4.3	Review the continuation of the IT System implementation and upgrade	On-going	1. Plan upgrade implemented completed 2. System reviews are undertaken to forecast future need

3. TOURISM, MARKETING, AND EVENTS

Sustainable promote, develop and support the growth of King Island's tourism

3.1 OBJECTIVE	**TOURISM** To support the growth of Tourism on King Island
FUNCTIONAL RESPONSIBILITY	**Director of Corporate and Community Services**

NUMBER	STRATEGY	TIMELINE	PERFORMANCE MEASURE
3.1.1	Employ a Tourism, Communications and Marketing Officer	1. By October 2016	1.Person employed DAP Priority 1.2 TDS 2.1.3
3.1.2	Develop and implement a communications strategy involving both internal and external stakeholders	1.By February 2017 2. By June 2017	1. Communications Strategy Draft Developed 2. Implement Strategy
3.1.3	Support growth of recreational and ecotourism activities through consultation, planning, and advocacy	On-going	1. Needs analysis and Recreation Plan review findings
3.1.4	Support and enhance Council led events	On-going	1. Build capacity in community to deliver events 2. Support community events
3.1.5	Participate in the implementation of the Destination Action Plan and implement Council actions	Now – until 2020	DAP
3.1.6	Participate and demonstrate leadership in processes that determine destination governance and destination development for King Island	Now – until 2020	1.Develop processes Tour Dev Strategy 2015-20 AP 2.1.1, DAP 2.1.2 and 3.1.1

4. ECONOMIC DEVELOPMENT

Achieve economic viability through facilitating economic development that supports appropriate and sustainable growth

4.1 OBJECTIVE	**BUSINESS DEVELOPMENT** To support existing and new businesses viability, development, and growth
FUNCTIONAL RESPONSIBILITY	**Director of Corporate and Community Services**

NUMBER	STRATEGY	TIMELINE	PERFORMANCE MEASURE
4.1.1	Undertake a demand analysis that articulates current and emergent needs related to business investment, development, and expansion.	On-going until 2020	1.Scope and parameters for the demand analysis set 2. Tools to capture data developed 3. Demand analysis report completed 4. Analysis reviewed for currency
4.1.2	Provide information about opportunities for emerging business demand; relevant regulations and potential funding sources	By June 2018	TDS 3.3.5 DAP 2.5
4.1.3	Participate in the implementation of the DAP and implement actions that Council has responsibility for	On-going until 2020	DAP 7.3

4. ECONOMIC DEVELOPMENT

Achieve economic viability through facilitating economic development that supports appropriate and sustainable growth

4.2 OBJECTIVE	**ECONOMIC DEVELOPMENT** Facilitate local economy opportunities for business development and employment opportunities
FUNCTIONAL RESPONSIBILITY	**Director of Corporate and Community Services**

NUMBER	STRATEGY	TIMELINE	PERFORMANCE MEASURE
4.2.1	Seek funding to assist with employment of a Growth Coordinator	On-going	1. State Government Minister lobbied for funding 2. Grants submitted
4.2.2	Employ a Growth Coordinator	By Dec 2016 By June 2017 By June 2017	1.Person employed 2.Marketing Strategy Developed DAP Priority 1.2 TDS 2.1.3
4.2.3	Continue to participate in promoting and protecting the King Island Brand	On-going	1. Participate in promoting/protecting the brand DAP Priority 1.3.3
4.2.4	Retain young people on King Island through increased post year ten options and increased vocational and on the job training and skills development opportunities	By June 2017	TDS 1.3.2, DAP 1.1 Murchison Community Plan

5. NATURAL ENVIRONMENT

Our island's unique natural and built environment are sustainably respected and cared for

5.1 OBJECTIVE	**ENVIRONMENT** To ensure our Island's natural and built resources are protected in ways that sustain our economic, environmental and social development
FUNCTIONAL RESPONSIBILITY	**Director of Works and Engineering Services**

NUMBER	STRATEGY	TIMELINE	PERFORMANCE MEASURE
5.1.1	To ensure existing and future development is consistent with environmental goals, councils vision and guiding principles, current plans and policies	On-going	TDS 1.1.3
5.1.2	To plan to safeguard the quality of soil, water, clean air and visual amenities	On-going	1.Waste Management Plan 2.KI Strategy Plan Report 2008 (Land Use and Development) - Reviewed
5.1.3	To ensure planning and decision making take into account physical, cultural, social and economic impacts; particularly for long-term planning; intergenerational equity principles	By June 2017	1.Number of actions completed strategic plan 2008 (Land use and dev) DAP 2.2. + 2.3 TDS 1.2 - Six Key Principles TDS 3.3.3

6. GOVERNANCE AND ORGANISATIONAL DEVELOPMENT

Provide high quality professional governance, advocacy and leadership together with effective administration of Council resources

6.1 OBJECTIVE	**ADVOCACY AND LEADERSHIP** To improve the economic, social, and environmental wellbeing of the King Island municipality
FUNCTIONAL RESPONSIBILITY	**General Manager**

NUMBER	STRATEGY	TIMELINE	PERFORMANCE MEASURE
6.1.1	Utilise the King Island Key Issues 2016 and Priority Projects 2016 documents to advocate for the Local, State, Regional and Federal Government; to address the urgent issue identified.	On-going	1. Advocate current and future issues 2. Build relationships 3. Communications strategy with all levels of government KIPP and Key Issues
6.1.2	Develop and implement the Emergency Management Plan	By December 2016	KIPP and Key Issues 1.Emergency Management Plan adopted and endorsed 2. Training and on-going review
6.1.3	Support the concept of the Service Centre Development in Currie	December 2017	KIPP and Key Issues 1.Working Party of key stakeholders established 2. Concept plan developed and projection costing established
6.1.4	Advocate for health and emergency services to keep pace with growing demand	December 2016	KIPP and Key Issues 1. Statement of need articulated by key stakeholders

6. GOVERNANCE AND ORGANISATIONAL DEVELOPMENT

Provide high quality professional governance, advocacy and leadership together with effective administration of Council resources

6.2 OBJECTIVE	**GOVERNANCE** Provide consistent, accountable, transparent and effective governance of the King Island Council
FUNCTIONAL RESPONSIBILITY	**Director of Corporate and Community Services**

NUMBER	STRATEGY	TIMELINE	PERFORMANCE MEASURE
6.2.1	Review the Council's governance process, in terms of the policy framework which covers Governance, General Manager Directives, and Redundant Policies	By June 2017	Existing policies reviewed Redundant Policies Identified New policies developed Document controls implemented
6.2.2	Develop a community engagement model to facilitate community participation and consultation in decision-making	On-going	Quarterly Staff Forums Annual Community Forums Six monthly Councillor Forums
6.2.3	Examine specific service delivery options between Council and other providers	On-going	Identify a number of service delivery options
6.2.4	Examine opportunities to resource share between other local councils, with the aim to improve efficiency and provide effective service	On-going	Number and type of resource sharing initiatives undertaken
6.2.5	Communicate Council's decisions, policies, and activities and the reasons behind them, through Council's website and publications.	On-going	Communication tools developed and are utilised

6. GOVERNANCE AND ORGANISATIONAL DEVELOPMENT

Provide high quality professional governance, advocacy and leadership together with effective administration of Council resources

6.3 OBJECTIVE	**FINANCIAL MANAGEMENT** Provide long term financial viability planning for the municipality
FUNCTIONAL RESPONSIBILITY	**Director of Corporate and Community Services/Accountant**

NUMBER	STRATEGY	TIMELINE	PERFORMANCE MEASURE
6.3.1	Develop and annually review a financial strategy outlining how Council intends to meet the financial requirements of its Asset Management Plans and other strategic plans.	Dec 2016	Budget estimates
6.3.2	Examine and review the costs associated with the provision of facilities and where necessary provide cogent information in which Council can make informed decisions about community facilities/service obligations	By June 2017	Number of facilities reviewed in 12-month period
6.3.3	Undertake a review of Council's current grants and sponsorship arrangements to ensure fairness and equity	By June 2017	Recommendations for budget estimates workshop
6.3.4	Develop and maintain policies and operational plans that are affordable to the community and sustainable into the future	On-going	Implementation of review cycle

6. GOVERNANCE AND ORGANISATIONAL DEVELOPMENT

Provide high quality professional governance, advocacy and leadership together with effective administration of Council resources

6.4 OBJECTIVE	**EMPLOYEE DEVELOPMENT** To develop skilled, experienced, motivated and accountable staff
FUNCTIONAL RESPONSIBILITY	**General Manager**

NUMBER	STRATEGY	TIMELINE	PERFORMANCE MEASURE
6.4.1	Provide and maintain adequate staff and resources levels to meet changing needs	By December 2016	IT upgrade HRM review for additional HR requirements
6.4.2	Retain an in-house skills base to overcome the issue of succession planning and skill shortage	By June 2017	Succession plans in place Individual Staff Development Plans in place for all staff
6.4.3	Demonstrate commitment to the organisation's values and behaviours document and corresponding Action Plan (developed in Dec 2015)	On-going	Quarterly review of action plan Implementation of actions
6.4.4	Conduct annual reviews of staff performance in relation to support services and the maintenance of accurate records.	By June 2017	Individual Staff Development Plans were undertaken