



Alice Springs

TOWN COUNCIL

**Alice Springs Town Council
Strategic Plan 2010 - 2015**

The Alice Springs Town Council Strategic Plan 2010-2015 has been prepared internally by the Alice Springs Town Council. Key documents utilised in preparing this document are: "Territory 2030" and "Strengthening the Position of Alice Springs as a Tourist Destination". Much of the information contained in this Plan has been derived from documents in the public domain and liaison with key stakeholders.

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1. Mayor's Foreword



The Strategic Plan for the Alice Springs Town Council has been developed following a consultation process involving the community, Council staff and Elected Members. It utilised key NT Government strategic documents and will provide the basis of the operations of Council for the next five years. It recognises the diversity and uniqueness of this special town in the heart of Australia.

The Strategic Plan is a document with a clear vision for Alice Springs, to best position it for a bright future - socially, culturally, economically and environmentally.

The goals, outcomes and strategies to achieve that vision will need to be regularly monitored and reviewed if they are to maintain relevance and stay focussed on the needs of the community in a changing environment.

I encourage the community, Elected Members and Council staff to embrace the Strategic Plan. It is a bold plan for the future of Alice Springs and its success will be strengthened and measured by the positive roles that we can all play in making it happen.

Damien Ryan

Mayor, Alice Springs

2. Overview – Chief Executive Officer



The Strategic Plan sets a clear direction for the Alice Springs Town Council for the next five years and represents the findings of an extensive consultation process that has involved the community, Elected Members and Council staff.

The Alice Springs region is a unique area and a great deal of care needs to be taken to ensure its future is not only better but just as importantly, that it is sustainable.

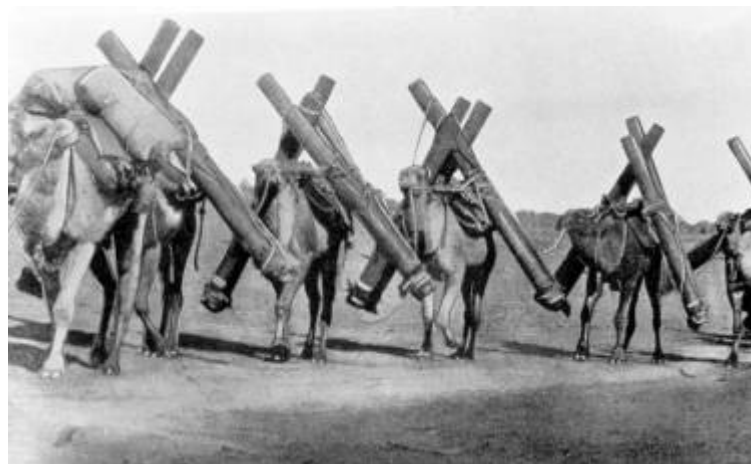
There are some significant challenges facing the Council and community. This is reflected by the number and complexity of strategies in this Plan. It is the aim of the document that Council can, through prioritisation and effective resource allocation, make progress in the outlined areas. This is a flexible document and will be revised over the next five years, as and when new challenges are presented.

Alice Springs Town Council is confident of the positive leadership role it can continue to play in facilitating the progress of the region in collaboration with our partners in the community, industry and government.

Rex Mooney

Chief Executive Officer, Alice Springs Town Council

3. A Town Like Alice



Alice Springs is the heart of Australia, located as it is, almost exactly at the geographical centre. It is a major tourist destination associated with several outback icons. It is also an important service and industry hub for the whole of Central Australia, with connections to road, rail, and air transport services.

The construction of the Overland Telegraph Line from Adelaide to Darwin was completed in 1872 and made it viable for pastoralists to take up leases in the Centre. However, it was the discovery of alluvial gold at Arltunga, some 100 kms east of Alice Springs, in 1887 that provided a population boom for the Centre.

As one of the first modes of transport to Alice Springs, “Afghan” Cameleers forged their place in Central Australian history, driving their camel trains 600 km across the desert to deliver essential provisions from the railhead at Oodnadatta to Alice Springs. It was not until 1929 that the railway finally reached Alice Springs from Oodnadatta. To that point those hardy souls with reason for going to 'the Alice' had to endure three days on the train from Adelaide to Oodnadatta and then almost three weeks in a horse drawn wagon before reaching Alice Springs. The introduction of the railway was heralded as the end of isolation.

Until the early 1930s, the town's official name was Stuart. Alice Springs was the name given to the Telegraph Station, the site of original white settlement in Central Australia. However, this dual naming created such confusion for administrators in Adelaide that on 31 August 1933 the township of Stuart was officially gazetted Alice Springs.

On July 1st 1971, Alice Springs became a Municipality. Despite some opposition from various identities within the town, the inauguration of the first local government in Alice Springs was greeted with a great deal of interest. A large percentage of those eligible to vote turned out for the first election of the Alice Springs Town Council which was held on 25th June 1971.



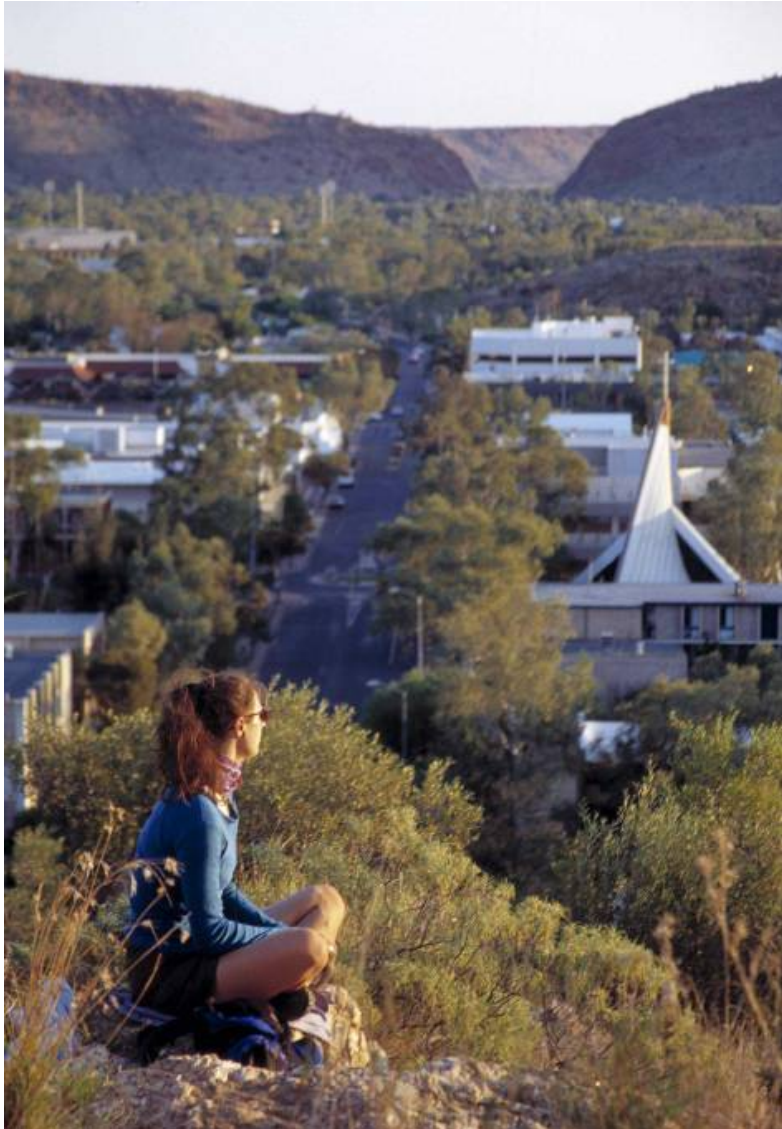
Today, Council serves a municipal area of 410 square km, a population of around 28,000 and employs approximately 120 staff.

Alice Springs is a diverse community of many cultures, including people from all over the region and beyond. The Central Arrernte people are traditional owners of Mparntwe (Alice Springs) and continue to live in Mparntwe, observe that law, look after the country and teach children the Arrernte language and the importance of culture.

Alice Springs continues to be a place where people can find work. The unemployment rate is one of the lowest in the country and has consistently been recorded as below Territory and National figures.

Tourism has prospered in Central Australia and is a key industry in Alice Springs. The vast and unspoiled landscapes attract around 300,000 visitors to Alice annually. Uluru, Kata Tjuta, Kings Canyon, Palm Valley, the East and West MacDonnell Ranges and Alice Springs Desert Park are all places of major interest in the area. Alice Springs has a nucleus of scientists and technical experts in Desert Knowledge. Desert Knowledge Australia is establishing networks of people to undertake the research, product development and marketing to share ideas and developing sustainable living in harmony with arid lands. One third of the world's surface is desert and these regions are inhabited by above one billion people. Desert Knowledge Australia represents a considerable economic opportunity for Alice Springs.

In the 21st Century, Alice Springs is a vibrant town ready to maximise its proven position as a “must visit place” for national and international tourism, a growing provider of regional services with opportunities to diversify its economic base.



4. Vision

A vibrant and growing community that embraces its cultural heritage,
its unique identity and desert living environment



5. Mission

Through innovative leadership, good governance, Alice Springs Town Council will provide and advocate for services to meet the present and changing needs of our community.



6. Core Values

The Alice Springs Town Council will be recognised and appreciated by its residents and visitors as valuing:

- Strong Leadership
- Clear Communication
- Integrity
- Customer Service
- Response and Contribution to the Community
- Transparency and Accountability





7. Strategic Plan Framework

STRATEGIC FOCUS	ECONOMIC	SOCIAL INFRASTRUCTURE AND PROGRAMS	ENVIRONMENT	DEVELOPMENT	PUBLIC ORDER AND SAFETY	ORGANISATION
GOALS	<p>GOAL 1: A growing and dynamic economic base underpinning strong employment</p>	<p>GOAL 2: A united and healthy community proud of its history, heritage, arts and culture.</p>	<p>GOAL 3: A town at the forefront of management of its arid land natural resources</p>	<p>GOAL 4: A town developed to reflect its environment and the desired amenity of its residents</p>	<p>GOAL 5: A community with a perception of high public safety</p>	<p>GOAL 6: An organisation that provides good governance, effective leadership and high quality services</p>
OUT-COMES	<ul style="list-style-type: none"> • Active participation in the tourism industry through strategic partnerships via the "Strengthening the position of Alice Springs as a Tourism Destination" program • Strong relationships with government and business to: <ul style="list-style-type: none"> • Increase the participation of Indigenous people in the economy • Strengthen Alice Springs as a regional service provider • Ensure a high standard of physical infrastructure to support economic development • Promote Alice Springs as an attractive place for career development • Safe and reliable public infrastructure, roads and footpaths 	<ul style="list-style-type: none"> • A strategic and collaborative approach to community service provision • Strong relationships and assistance to Youth Service providers • Active involvement to improve aged care and disability services • Recreational, sporting and leisure facilities and programs that improve the community's quality of life • Strong links with Alice Springs Traditional Owners • Support for events and event organisers to promote a strong community • Open spaces developed and maintained for the use and benefit of the community 	<ul style="list-style-type: none"> • Improved appearance and cleanliness of the town • Innovative waste management strategies emphasizing waste reduction, reuse and recycling. • Safe and reliable storm water drainage • Promotion of efficient use of energy and water resources 	<ul style="list-style-type: none"> • Input into the planning process to ensure appropriate development • Strong representation to retain the town's unique character • Improved community understanding and respect for our developing heritage. 	<ul style="list-style-type: none"> • Appropriate By-laws in place • Effective By-law enforcement • Installation of appropriate infrastructure to facilitate a safe town (including lighting and CCTV) 	<ul style="list-style-type: none"> • Effective governance and leadership • Skilled, committed and professional staff in a supportive environment • Effective communication and consultation with the community • Efficient, effective and responsive corporate services • Effective strategic and business planning and reporting



8. Key Strategic Directions – Goals

GOAL 1 A growing and dynamic economic base underpinning strong employment

The town of Alice Springs is the largest town in Central Australia, servicing surrounding mining, pastoral and Indigenous communities, defence facilities and hosting hundreds of thousands of tourists every year. The town's economy has traditionally been based around tourism, and faces the challenge of diversifying this base to ensure a strong future for Alice Springs. Opportunities exist for diversification in the growth of industries such as the arts, defence, mining and pastoralism.

Tourism will continue to be vitally important to the Alice Springs economy and Council will need to work with the Northern Territory Government to ensure the maintenance and expansion of this industry and maintain grassroots links through its representation on the executive committee of Tourism Central Australia. The “Strengthening the Position of Alice Springs as a Tourism Destination” program is the key medium through which Council will act to work in this area.

Not having a direct role in promoting local industry, improving local indigenous participation in the wider economy, developing major infrastructure to support economic development and only a partnership role in promoting Alice Springs as an attractive place for career development, Council will none the less actively work with responsible agencies and stakeholders to ensure these outcomes.



Goal Outcomes

- ✓ Active participation in the tourism industry through strategic partnerships via the “Strengthening the position of Alice Springs as a Tourism Destination” program
- ✓ Strong relationships with government and business to:
 - Increase the participation of Indigenous people in the economy
 - Strengthen Alice Springs as a regional service provider
 - Ensure a high standard of physical infrastructure to support economic development
 - Promote Alice Springs as an attractive place for career development
- ✓ Safe and reliable public infrastructure, roads and footpaths



GOAL 2 A united and healthy community proud of its history, heritage, arts and culture

The Alice Springs Town Council understands the importance of services to our community in relation to health, social and cultural development. The implementation of this goal will see improvements in the coordination and effectiveness of community services, addressing the community's priorities.

Empowerment and support of youth through the provision and maintenance of facilities and programs is also vital to the community. Development of relationships with key youth groups and service providers will enable Council to provide prioritised assistance.

Council provides an Over-50s Centre for senior members of the community. This Centre requires ongoing development to maximise its ability to service this sector and Council also has a role in facilitating broader service provision for the elderly through its Seniors' Committee , thus turning Alice Springs into an attractive town for retirement.



Alice Springs Town Council, working with service providers, plays a key role in advocacy for and provision of, a wide range of community services (recreational, sporting and leisure), ensuring Alice Springs is a cohesive community, which strives to achieve a high quality of life.

The Alice Springs community is a “collage” of different nationalities and backgrounds, which, along with the large indigenous population, has been fundamental in the development of the town. Alice Springs is proud of its history and the pioneers who have settled here.

Whilst cultural diversity is a major strength for our community, it is recognised that we need to strive to work together and be more united if we are to achieve the outcomes of this Plan. Increased cultural awareness and understanding, such as a respect for special Aboriginal sites and customs is critical to ensuring positive outcomes for not only the cultural aspects of this plan, but also the economic, community and environmental goals. Collaborative partnerships with appropriate indigenous organisations representing Traditional Owners of Alice Springs are an imperative to development both of community and infrastructure.

Alice Springs is renowned world-wide for its quirky, iconic events. Council has a role to provide, where appropriate, community organisations with advice and other assistance. Council may be the lead agency with some events, but the emphasis is not on Council being an event organiser, but rather to concentrate on initiating and facilitating events for the community to eventually have carriage.



Goal Outcomes

- ✓ A strategic and collaborative approach to community service provision
- ✓ Strong relationships and assistance to Youth Service providers
- ✓ Active involvement to improve aged care and disability services
- ✓ Recreational, sporting and leisure facilities and programs that improve the community's quality of life
- ✓ Strong links with Alice Springs Traditional Owners
- ✓ Support for events and event organisers to promote a strong community
- ✓ Open spaces developed and maintained for the use and benefit of the community

GOAL 3 A town at the forefront of management of its arid land natural resources

Alice Springs' vast and unspoiled landscapes attract visitors from around the world. The community has an important role to play in the preservation and enhancement of this natural environment. Through ASTC's position as lead proponent of the Alice Solar City Project (the only local Government in Australia to lead a Solar City) Council is playing a key role in changing the way the local community thinks about, and uses energy. In its own facilities, council is cognisant of reducing use of resources, and is installing a large solar pool heating system as part of the Aquatic Centre Development. Through Council's Environment Advisory Committee, which includes representation from a wide cross section of the community, Council will play a role in ensuring the community is aware of environmental issues, that community concerns on environmental issues are raised, and that new initiatives can be developed.

Council has control of over 85 parks and other open spaces within the municipality. Having limited resources, Council must strategically manage open space to maximise benefits to the residents of Alice Springs.

Town aesthetics and cleanliness have been identified as important to the community and will receive a continuing strong focus from Council. Ensuring effective management of waste and a greater emphasis on greening and recycling are important roles for Council. This includes an awareness of water efficiency and the harnessing of natural energy sources.

Goal Outcomes

- ✓ Improved appearance and cleanliness of the town
- ✓ Innovative waste management strategies emphasizing waste reduction, reuse and recycling.
- ✓ Safe and reliable storm water drainage
- ✓ Promotion of efficient use of energy and water resources



GOAL 4 A town developed to reflect its environment and the desired amenity of its residents

The built environment of Alice Springs needs to complement the natural environment that surrounds the town as well as capturing the distinctive character of a thriving outback community. Council must have strong input into the planning process to ensure appropriate development of the built environment.

Additionally, the buildings within the town may be “recent” compared to many other places worldwide, but this does not preclude Council providing strong representation to retain those buildings worthy of preservation.

Council has major responsibility for the upkeep of a significant proportion of roads, verges and footpaths within the municipality and will ensure ongoing maintenance and development within the limited budget available. Council also has input into new roads, footpaths and water drainage of new developments and must ensure that these new developments meet the necessary standards to ensure safety and that they are not a financial impost on the ratepayers of Alice Springs.



Goal Outcomes

- ✓ Input into the planning process to ensure appropriate development
- ✓ Strong representation to retain the town's unique character
- ✓ Improved community understanding and respect for our developing heritage.

GOAL 5 A community with a perception of high public safety

Council is responsible for development and enforcement of by-laws to effectively manage activities within the municipality. Council will effectively utilise its resources in conjunction with other relevant bodies to ensure maximum compliance with these by-laws.

Council will work with both the NT and Federal Governments to ensure appropriate infrastructure is in place to enable effective policing of the town. This includes effective lighting, installation and monitoring of CCTV cameras and infrastructure design to control illegal and anti-social behaviour.



Goal Outcomes

- ✓ Appropriate By-laws in place
- ✓ Effective By-law enforcement
- ✓ Installation of appropriate infrastructure to facilitate a safe town (including lighting and CCTV)

GOAL 6 An organisation dedicated to good governance, effective leadership and the provision of high quality services

The role of Council as a major service provider in the region, means that Council's staff must be skilled and equipped to deliver high quality responsive services. The strategies within this goal will promote a positive and professional organisational climate with an emphasis on staff development, retention and attraction.

It is important that Council ensure that there is ongoing formal and informal communication and consultation with the community as awareness of and involvement in Council's activities is essential to realising benefits from the services Council provides.

It is vital that Council maintains effective strategic and business planning processes to identify priorities and funding required. The plans need to be reviewed on a regular basis, be backed up by sound financial management systems and effective performance measurement and reporting processes.

Goal Outcomes

- ✓ Effective governance and leadership
- ✓ Skilled, committed and professional staff in a supportive environment
- ✓ Effective communication and consultation with the community
- ✓ Efficient, effective and responsive corporate services
- ✓ Effective strategic and business planning and reporting



9. Goals, Outcomes and Strategies - Priorities and Agencies Report

Goal 1: ECONOMIC - A growing and dynamic economic base underpinning strong employment

Outcome 1.1: Active participation in the tourism industry through strategic partnerships via the “Strengthening the position of Alice Springs as a Tourism Destination” program

Strategy 1.1.1: Maintain and develop tourism alliances that will benefit the town, including maintaining an Events, Tourism and Promotions Committee

Strategy 1.1.2: Increase the number of evening activities occurring in Alice Springs to encourage visitors to spend more time in town

Strategy 1.1.3: Assist Intra-Territory promotions to ensure all Territorians are positive ambassadors for Alice Springs and the Red Centre

Outcome 1.2: Strong relationships with government and business to:

- Increase the participation of Indigenous people in the economy

Strategy 1.2.1.1: Support ongoing training programs to increase indigenous employment

Strategy 1.2.1.2: Support programs that encourage Indigenous business development and good business management practices

Strategy 1.2.1.3: Develop a Council Indigenous employment strategy that provides workplace opportunities and training



- **Strengthen Alice Springs as a regional service provider**

Strategy 1.2.2.1: Alice Springs strengthened as a regional service provider

Strategy 1.2.2.2: Promote Alice Springs regionally as a service provider

Strategy 1.2.2.3: Lobby the Northern Territory Government for greater service provision in Alice Springs

- **Ensure a high standard of physical infrastructure to support economic development**

Strategy 1.2.3.1: Ensure effective and efficient management of Council owned infrastructure to support economic development

Strategy 1.2.3.2: Lobby the Northern Territory Government for high standard infrastructure in Alice Springs

- **Promote Alice Springs as an attractive place for career development**

Strategy 1.2.4.1: Further develop and promote Alice Springs as a "Smart Town" including environmental, technological and innovative projects

Strategy 1.2.4.2: Assist promotion of Alice Springs as an attractive destination for job opportunities and career development

Strategy 1.2.4.3: Support research into loss of employees from Alice Springs businesses and work with the business sector to identify strategies to retain staff





Outcome 1.3: Safe and reliable public infrastructure, roads, and footpaths

Strategy 1.3.1: Maintain and develop roads, footpaths, tracks verges, road corridors including car parking, at appropriate standards

Strategy 1.3.2: Advocate for funding for the upgrade of roads the amenity of

Strategy 1.3.3: Develop and implement programs to maintain and upgrade town entrances reflecting individual character

Strategy 1.3.4: Ensure that there are sufficient public ablution facilities and that they are maintained at acceptable standards





Goal 2: SOCIAL INFRASTRUCTURE AND PROGRAMS - A united and healthy community proud of its history, heritage, arts and culture

Outcome 2.1: A strategic and collaborative approach to community service provision

Strategy 2.1.1: Council to strengthen relationships with Government, other Councils and community service providers

Strategy 2.1.2: Lobby Government to ensure Alice Springs receives an equitable share of community services and support staff

Strategy 2.1.3: Support the development and implementation of initiatives to strengthen volunteer and community based services

Strategy 2.1.4: Support the development of appropriate facilities for crisis care

Strategy 2.1.5: Support services that address alcohol and substance misuse in the community

Strategy 2.1.6: Support programs that address community health care issues

Outcome 2.2: Strong relationships and assistance to Youth Service providers

Strategy 2.2.1: Provide facilities and support local activity programs for youth

Strategy 2.2.2: Maintain 'The Gap Youth Centre'





- Strategy 2.2.3: Develop and maintain a Youth Committee to provide advice on the needs of youth in our community**
- Strategy 2.2.4: Support initiatives to increase student attendance at school**
- Strategy 2.2.5: Support youth programs which assist in youth development and leadership**
- Strategy 2.2.6: Encourage the uptake of youth training and employment programs**

Outcome 2.3: Active involvement to improve aged care and disability services

- Strategy 2.3.1: Support the provision of active ageing activities for seniors**
- Strategy 2.3.2: Maintain a Seniors' Committee to provide advice on the needs of seniors in our community**
- Strategy 2.3.3: Maintain an Over 50s' Centre that meets the needs of seniors in our community**
- Strategy 2.3.4: Maintain an Access Advisory Committee to provide advice on the needs of the disabled in our community**





Outcome 2.4: Recreational, sporting and leisure facilities and programs that improve the community's quality of life

Strategy 2.4.1: Develop and maintain cycle and walking tracks

Strategy 2.4.2: Ongoing consultation with the community to identify sport, recreation and leisure needs and provision gaps

Strategy 2.4.3: Maintain and improve all Council owned sport and recreational facilities

Strategy 2.4.4: Provision of library services that meet community needs

Strategy 2.4.5: Ensure equity of access to all sporting, recreational and leisure facilities

Strategy 2.4.6: Develop and maintain the Alice Springs Aquatic & Leisure Centre for the benefit of all Central Australians



Outcome 2.5: Strong links with Alice Springs Traditional Owners

Strategy 2.5.1: Foster close relationships with Lhere Artepe Aboriginal Corporation (LAAC) and other Indigenous organisations to support community service provision





Strategy 2.5.2: Identify and implement integrated projects that embrace and preserve local culture and heritage

Strategy 2.5.3: Explore the utilisation of indigenous names for specific locations across the town

Strategy 2.5.4: Promote cultural awareness for public and private sector staff

Outcome 2.6: Support for events and event organisers to promote a strong community

Strategy 2.6.1: Promote and support local events through advice and other assistance

Strategy 2.6.2: Support festivals and events that promote interaction between cultures

Outcome 2.7: Open spaces developed and maintained for the use and benefit of the community

Strategy 2.7.1: Develop a Linear Park that beautifies and helps maintain the Todd and Charles River

Strategy 2.7.2: Implementation of an open space and green space strategy for Alice Springs

Strategy 2.7.3: Continue support for the revitalisation of parks and reserves

Strategy 2.7.4: Develop policy and arid zone management practices for Public Open Space in consultation with the community





Strategy 2.7.5: Improve the provision of shade

Strategy 2.7.6: Protect and conserve remnant bushland

Strategy 2.7.7: Maintain a Public Art Advisory Committee to help identify and support public art initiatives, including iconic works





Goal 3: ENVIRONMENT – A town at the forefront of management of its arid land resources

Outcome 3.1: Promotion of efficient use of energy and water resources

- Strategy 3.1.1: Continue direct involvement and funding for the Alice Solar City project, which provides advice and funding to assist householders and businesses to use energy efficiently and increase the use of solar energy.**
- Strategy 3.1.2: Maintain an Energy Efficiency Committee within Council to monitor water and energy usage within Council buildings and to develop and implement appropriate initiatives for improvement**
- Strategy 3.1.3: Provide assistance and advice to community environmental groups**

Outcome 3.2: Improved appearance and cleanliness of the town

- Strategy 3.2.1: Improve overall litter control**
- Strategy 3.2.2: Develop a plan and strategies to identify "hot spots" requiring ongoing and increased resources to maintain at a high standard of cleanliness**
- Strategy 3.2.3: Develop a comprehensive community education and communication program to have a positive impact on the appearance and presentation of the town**
- Strategy 3.2.4: Liaise with Correctional Services to identify litter "hot spots"**
- Strategy 3.2.5: Examine Council's overall standard of equipment, and supporting infrastructure with a view to maximising its impact on the appearance of the town**





Strategy 3.2.6: Review and improve Council's tree maintenance and planting program utilising species consistent with the natural environment

Strategy 3.2.7: Maintain graffiti removal and reduction strategies

Outcome 3.3: Innovative waste management strategies emphasizing waste reduction, reuse and recycling

Strategy 3.3.1: Provide efficient waste collection and disposal services and facilities

Strategy 3.3.2: Maintain an Environment Advisory Committee to help develop and Council to implement the waste management plan including recycling

Strategy 3.3.3: Support and maintain a program of mosquito control

Outcome 3.4: Safe and reliable storm water drainage

Strategy 3.4.1: Maintain network of kerb, gutter and stormwater drainage to an appropriate standard



Goal 4: DEVELOPMENT – A town developed to reflect its environment and the desired amenity of its residents

Outcome 4.1: Input into the planning process to ensure appropriate development

Strategy 4.1.1: Advocate for greater role of Council in planning and development

Strategy 4.1.2: Ensure preservation and maintenance of heritage buildings, items and places of interest

Strategy 4.1.3: Provide adequate lighting for streets, footpaths and public places

Strategy 4.1.4: Maintain and develop cemeteries

Strategy 4.1.5: Ensure that there are sufficient public ablution facilities and that they are maintained at acceptable standards

Outcome 4.2: Strong representation to retain the town's unique character

Strategy 4.2.1: Advocate the development of a comprehensive style policy for building and development that incorporates our unique regional character

Strategy 4.2.2: Advocate for retention of landscapes in planning and development



Outcome 4.3: Improved community understanding and respect for our developing heritage

Strategy 4.3.1 Council to advocate publicly its position regarding appropriate development

Strategy 4.3.2: Actively promote and encourage local industry to adopt a consistent arid zone architecture and feel to retail outlets





Goal 5: PUBLIC ORDER AND SAFETY – A community with a perception of high public safety

Outcome 5.1: Appropriate By-laws in place

Strategy 5.1.1 Review By-Laws regularly for applicability and effectiveness and amend if required

Outcome 5.2: Effective By-law enforcement

Strategy 5.2.1 Maintain an effective By-Laws compliance unit

Strategy 5.2.2: Proactively utilise partnerships with key organisations and groups to develop programs and initiatives to minimise anti social behaviour

Strategy 5.2.3: Support the continuation of day and night patrols

Strategy 5.2.4: Support and assist emergency service organisations in the preparation for and delivery of emergency services

Outcome 5.3: Installation of appropriate infrastructure to facilitate a safe town (including lighting and CCTV)

Strategy 5.3.1: Incorporate environmental design concepts in existing and new infrastructure to reduce anti social behaviour



Goal 6: ORGANISATION – An organisation that provides good governance, effective leadership and high quality services

Outcome 6.1: Effective governance and leadership

Strategy 6.1.1: Ensure appropriate governance training and development for new and existing Elected Members and executive

Strategy 6.1.2: Develop and regularly review governance structures, policies and decision making processes

Outcome 6.2: Skilled, committed and professional staff in a supportive environment

Strategy 6.2.1: Provide support for Council and associated Committee meetings and activities

Strategy 6.2.2: Develop and implement processes to build a strong team approach, effective internal communications and organisational outcomes

Strategy 6.2.3: Identify training needs and provide suitable opportunities for staff training and development

Strategy 6.2.4: Ensure the Council has appropriate staff attraction and retention strategies

Strategy 6.2.5: Ensure safe work practices through the implementation of the Occupational Health, Safety and Welfare policies and systems

Strategy 6.2.6: Implement an appropriate staff performance management system that includes performance appraisals



Outcome 6.3: Effective communication and consultation with the community

Strategy 6.3.1: Develop and implement comprehensive marketing and media strategies

Strategy 6.3.2: Actively promote Council initiatives, success stories and sponsorship support for the community through Council website, media, and other publicity opportunities.

Strategy 6.3.3: Consult with the community and monitor public enquiries to assist in the improvement of service delivery

Outcome 6.4: Efficient, effective and responsive corporate services

Strategy 6.4.1: Provide Council with effective financial services

Strategy 6.4.2: Ensure the appropriate use of Information Technology in improving outcomes in Council business and communication processes

Strategy 6.4.3: Efficiently manage Council's administration and records

Strategy 6.4.4: Develop and implement a risk management strategy

Outcome 6.5: Effective strategic and business planning and reporting

Strategy 6.5.1: Develop and implement long term financial and asset management plans, linked to the strategic plan





- Strategy 6.5.2:** Implement ongoing monitoring, review and reporting processes for the strategic and business plans

- Strategy 6.5.3:** Provide comprehensive, ongoing management and Annual Reports

- Strategy 6.5.4:** Develop and review Council business plans, linked to the strategic plan and financial capacity of Council

