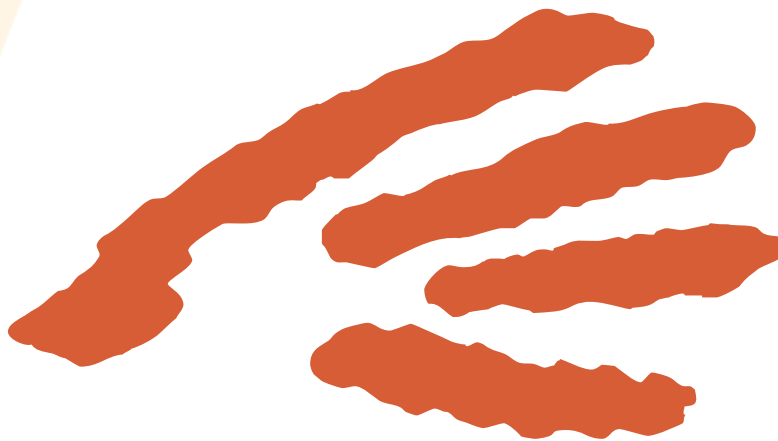


# ALICE SPRINGS TOWN COUNCIL STRATEGIC PLAN 2018-2021







# Acknowledgement of Country and Traditional Owners

Alice Springs Town Council respectfully acknowledges the past and present Central Arrernte traditional owners and custodians of Alice Springs.



The Alice Springs Town Council Strategic Plan 2018-2021 was adopted by Alice Springs Town Council at its Ordinary Council meeting on Monday 26 March 2018.

# Contents

Mayor's foreward	1
Chief Executive Officer's introduction	3
Vision, Mission, values and behaviours	5
A Town Like Alice	6
Our Strategic Approach	8
Our Strategic Objectives	9
Our plan in detail	12
 A dynamic community	13
 A great place to live	15
 Leadership in sustainability	17
 A dynamic Council	19

# Mayor's foreword

Alice Springs Town Council is proud to present the formal Strategic Plan for 2018, until 2021. The plan provides a critical framework for Alice Springs. It considers Council's current position and aspirations from collective social, cultural, economic and environmental perspectives.

The important plan asserts how Council intends to proactively engage with all levels of government, on behalf of Alice Springs ratepayers and community members. It illustrates ways in which physical and social infrastructure will be maintained and developed. The plan also places much emphasis on continual nurturing and enhancement of our dynamic community, as well as our enviable Centralian lifestyle.

Alice Springs Town Council genuinely appreciates contributions from the broader community, ensuring the relevance and longevity of this plan. Consultation is one positive example of how our good governance pursuits work, successfully harnessing community voices and expectations.

I also extend my thanks to Councillors for conveying feedback from constituents; as well as their tireless efforts representing the broader community both formally, in Council forums, as well as informally, when liaising with staff, to monitor and improve service provision.

Alice Springs Town Council is ambitious about addressing the specified strategies; as well as fulfilling and surpassing the desirable outcomes set out in this plan. We resolutely uphold this plan, in the interests of public amenity, safety, wellbeing and daily enjoyment, in our magnificent town of Alice Springs.

**Mayor Damien Ryan**











**Rex Mooney**  
Alice Springs  
Chief Executive Officer

For a full list of Council facilities, visit [alice Springs.nsw.gov.au](http://alice Springs.nsw.gov.au)

**Regional Waste Management Facility**  
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Alice Springs NT 0871  
Phone: (08) 8939 6340  
Fax: (08) 8939 3958  
Email: [waste@alice Springs.nsw.gov.au](mailto:waste@alice Springs.nsw.gov.au)  
Website: [alice Springs.nsw.gov.au](http://alice Springs.nsw.gov.au)

**Director**  
Agentic

7 April: Bush - Apun  
and New Year's Day: Good Friday  
Christmas Day







# Chief Executive Officer's introduction

Alice Springs Town Council works conscientiously to deliver an array of community development initiatives, municipal services and engaging events, coupled with sound fiscal management. As such, this professional Strategic Plan provides comprehensive direction setting and guidance, for all of our operations and pursuits, from 2018 until 2021.

Defining what our dynamic community comprises, highlighting the uniqueness of our Centralian lifestyle, developing an environmentally sustainable community; and striving for strong governance, are the prevailing cornerstones that Alice Springs Town Council will uphold, on behalf of ratepayers and citizens. These four strategic objectives enable proactive monitoring of how Council works and what Council achieves, in the interests of community prosperity.

Alice Springs Town Council enthusiastically looks towards ongoing collaborative partnerships, with diverse stakeholders, ensuring Alice Springs' continued evolution, as well as its success, as the preferred destination for employment, education, recreation, enjoyment and lifestyle.

**Chief Executive Officer Rex Mooney**



# Our Vision

A vibrant and thriving community that embraces our culture, diversity and environment.

## Our Mission

Through leadership and innovation we provide local government services and we enable and advocate for our community.

## Our values and behaviours

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



People recognise this because...	
<b>Integrity</b>	Honesty and commitment to the community underpin all we do.
<b>Service</b>	Council achieves excellence, quality and pride-of-service through common sense, compassion and courtesy
<b>Responsiveness</b>	Council is responsive to the needs of the community
<b>Involvement</b>	Council provides pathways for participation and is accessible to the community. It also supports others who work to involve people to better our community
<b>Responsibility</b>	Council acts responsibly and with integrity in the interests of the community and public safety
<b>Equity</b>	Council will treat and provide services to the community in an equitable manner
<b>Governance</b>	Council will demonstrate good governance through its rigorous, transparent and financially and environmentally accountable decision-making processes





# A Town Like Alice

Alice Springs Town Council is considered to be the heart and soul of Central Australia, made famous by Nevil Shute's novel, *A town like Alice*. It is the third largest town in the Northern Territory and has a population of approximately 28,500.

The town is located in a picturesque part of Central Australia, fondly known as the Red Centre. It is the physical and spiritual centre of Australia's arid zone. The town is located along the banks of the usually dry, Todd River.

Alice Springs is located 462 kilometres north east of Uluru. It is almost 1,500 kilometres from Darwin to the north; and 1,532 kilometres from Adelaide, south on the Stuart Highway.

Given Alice Springs' strategic geographic location, it is the government, retail, sports and health services hub for the southern half of the Northern Territory, as well as remote parts of South Australia and Western Australia.

Alice Springs Town Council is proudly involved with more than 120 community events each year, including the iconic Rotary Henley on the Todd Regatta, night markets, Finke Desert Race, Masters Games, Red Centre Nats, Alice Desert Festival, the Beanie Festival, and Desert Song Festival.

Alice Springs is a dynamic town, offering diverse retail and services, as well as quality health, education, recreation, leisure and entertainment, for locals; and visitors, alike.









— why

— role

— beliefs and  
behaviours

— how

— focus

— what

— approach and  
actions to achieve

— accountability and  
learning measures

— **(D)** direct delivery,  
**(P)** partnering, facilitating  
**(A)** and advocating

# Our Strategic Approach

To most effectively work to our Mission towards our Vision, Council has identified a set of high-level strategies to guide planning and organisational decision-making.

## 1. **Leadership by example**

We influence others through how we go about doing things and where we invest our energy and resources.

## 2. **Harness all assets and activities for purpose**

We influence others through how we go about doing things and where we invest our energy and resources.

## 3. **Invest in staff**

We invest time and resources in our people so they are productive and motivated contributors. We empower them to make decisions and enable them to be effective by ensuring they have the necessary competencies, support and accountability for outcomes.

## 4. **Innovation, measurement, learning and adaptation**

We innovate and trial new approaches for better outcomes. We measure our performance to continuously learn, improve and adapt.

## 5. **Promote and embed inclusion and diversity**

We actively design and deliver our services and programs so that they are inclusive and encourage diverse participation. We promote inclusion and the importance of embracing and celebrating diversity.



# Our Strategic Objectives

We have three interconnected Strategic Objectives that provide the focus for our effort, supported by the Strategic Objective to be a **Dynamic Council**. Our Strategic Objectives are that Alice Springs be a:

## Dynamic community

A dynamic, prosperous community where everyone is included, underpinned by safe, reliable infrastructure and social investment.

## Great place to live

A great place to live that attracts and retains residents because of our unmatched leisure and healthy living opportunities and embrace of our unique landscape and culture.

## Leader in sustainability


A leader in sustainability and best practice, living well in our desert context and minimising our impact.

To realise our Strategic Objectives for Alice Springs towards the vision of a vibrant and thriving community that embraces our culture, diversity and environment, Alice Springs Town Council is a:

## Dynamic Council

A well governed Council that leads by example, advocates for our community, innovates and delivers excellent services, and works with others collaboratively to help create the community we want to live in.





As examples of our contribution to these objectives we:

- Provide in-kind support and/or facilitation of at least 140 community events per annum
- Host 4 public Australian Citizenship Ceremonies per annum
- Maintain 220 kms of roads and road reserves which includes verges, gutters and trees
- Maintain 14.3 kilometres of laneways
- Issue 110 public places permits per annum

- Upkeep 71 parks and 8 sporting ovals providing facilities for 13 different sports with a total participation estimated at 5000 people
- 14,000 library visitors per month
- Upkeep 82 hectares of public open space
- 5000 CCS Alice Springs Aquatic and Leisure Centre visitors per month

- Recycle 48 tonne of glass per annum
- Operate a leading Regional Waste Facility that manages 35,000 tonnes of waste per annum
- Have reduced reliance on fossil-fuel based energy by 20% through use of solar installations and through energy-saving strategies
- Operate the 'Rediscovery Centre' that helps reduce waste while making available useful low cost items to residents and generating \$244,000 per annum of income.
- Plant 720 new and revegetation trees per annum

- Have 12 Ordinary Council meetings per annum
- Support 3 Standing Committees, 17 Advisory Committees and 12 external Committees
- Meet the requirements of Council under the Northern Territory Local Government Act







# Our plan in detail...

Our four Strategic Objective Areas have identified Outcomes and Strategies to achieve these Outcomes. Council has identified 'Innovation, measurement, learning and adaptation' as a high-level Strategy to drive realisation of its Objectives. Quantifying 'what success looks like' and measuring achievement and progress is essential to ensuring accountability, proper governance and to underpin innovation and learning.

Two types of indicators are used in this plan.

**Lead Indicators** are high level, sensitive, time bound measures to drive direction and measure progress in particular focus areas.

**Core Indicators** indicate that core functions and requirements are being achieved and extended at the agreed rate. The Municipal Plan and internal Operational and Departmental plans contain a large number of such indicators to ensure accountability, efficiency and proper governance. In this Strategic Plan we have identified a small number of **Core Indicators** to reflect particularly important core performance or to provide examples of the focus and rigor applied to delivering outcomes.

This Strategic Plan provides the direction and thrust of Council effort. In line with the 'Innovation, measurement, learning and adaptation' Strategy further indicators will be developed to drive innovation and performance over the life of this plan.

As reflected in its Mission, Council provides direct services, supports and partners with others and advocates for the realisation of its Vision and Strategic Objectives. Strategies and Indicators are marked as follows (and in order of emphasis) to reflect whether they are:

- ⓓ Direct Council delivery
- Ⓟ Partnering with or supporting others to help realise our shared Objectives
- Ⓐ Advocating or influencing others to help realise our Objectives



# Objective 1: A dynamic community





A dynamic, prosperous community where everyone is included underpinned by safe, reliable infrastructure and social investment.

## 1.1: Inclusiveness and support

- |  |             |
|--|-------------|
| 1.1.1: Develop and enhance programmes, as well as services                           | (D)         |
| 1.1.2: Promote community engagement, cohesion and safety                             | (D) (P) (A) |
| 1.1.3: Proactively embrace diversity, ensuring equitable participation opportunities | (D) (P)     |

## 1.2: Economic growth and prosperity

- |  |             |
|--|-------------|
| 1.2.1: Initiate cooperation between the Commonwealth Government, Northern Territory Government, and Council, to identify and develop strategic opportunities | (A) (P)     |
| 1.2.2: Foster investment attraction  | (A) (P) (D) |
| 1.2.3: Support ongoing tourism development and prosperity  | (A) (P) (D) |

## 1.3: Safe and reliable public infrastructure

- |   |         |
|---|---------|
| 1.3.1: Maintain and improve local road network  | (D) (A) |
| 1.3.2: Maintain and improve local footpaths and cycle networks  | (D)     |
| 1.3.3: Maintain and improve Council buildings   | (D)     |
| 1.3.4: Lead the Northern Territory Government to establish a suitable Alice Springs Master Plan   | (A) (P) |
| 1.3.5: Advocate Northern Territory Government and Commonwealth Government partnerships with Council, to establish suitable, contemporary community facilities | (A)     |

## Progress indicators

### Lead indicators

- Establish key indicators and yearly improvement targets for inclusion and diversity for Council programs by 2019 (D)
- Sealed gazetted public roads increased from 92% to 93% by year-end FY2019, 94% by end FY2020 and 95% by end FY2021 (D) (A)
- Council funding on tourism initiatives achieve at least a 1:4 return on investment (P) (A) (D)

### Core indicator examples

- Increase Alice Springs Town Council website sessions from a baseline of 250,000 by 10% per annum (D)
- Grow the proportion of lifetime animal registrations compared to annual registrations from 4:1 to 5:1 (D)
- Consistently achieve 100% response to NeatStreets notifications (D)



## Objective 2: A great place to live



<sup>1</sup> Placemaking is a multi-faceted approach to the planning, design and management of public spaces. Placemaking capitalises on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well being. Landy, D. Creating Vibrant Communities (2016), Global Publishing Group.



A great place to live that attracts and retains residents because of our unmatched leisure and healthy living opportunities and embracing our unique landscape and culture.

## 2.1: Community life, promoting a healthy, vibrant culture

- 2.1.1: Provide sport, recreation and leisure opportunities, which maximise social capital (D P A)
- 2.1.2: Promote active lifestyles for people of all ages (D P A)
- 2.1.3: Advocate for the continuation and enhancement of transport options to ensure Alice Springs is an ongoing part of the national transport network (A)

## 2.2: Sense of place and public amenity

- 2.2.1: Maintain and improve built and social infrastructure in open spaces, by adopting placemaking strategies<sup>1</sup> (D P A)
- 2.2.2: Ensure vibrant, multi-functional options in dedicated public open spaces (D P A)

## 2.3: Enhance life-long learning, library and technology services

- 2.3.1: Protect and promote local history and heritage (D P A)
- 2.3.2: Diversify information resources and mediums (D)
- 2.3.3: Offer STEAM (Science, Technology, Engineering, Arts and Mathematics) training, education and support to establish a local digital culture (D P)

## Progress indicators

### Lead indicators

- Completion of short-term and medium-term Arts and Cultural Plan strategic actions by 2020, including:
  - Development and implementation of a Public Art Master Plan
  - Development and implementation of a Public Art Interpretation Plan
  - Strengthen existing strategic relationships across arts and culture, education, health, tourism, community and local enterprise (D P A)
- Placemaking strategies utilised in 20% of Council controlled open-spaces by end FY2019, 30% by end FY2020 and 40% by end FY2021 (D P)
- Work with partners to increase organised sporting participation by 5% per annum from 2019 onwards (D P)

### Core indicator examples

- Increase Alice Springs Public Library memberships by 25% per annum (D)
- Increase STEAM and digital engagement event participants by 25% per annum (D P)
- Increase participation in healthy communities activities by 10% per annum (D)
- In support of Royal Life Saving Society Australia NT's goal to improve water safety as per the NT Water Safety Strategy 2017-2021, our long term goal is that 100% of Primary School aged children living in Alice Springs can swim at Level 3 or above. Our goal is to establish the present proportion of primary school aged Level 3 swimmers by 2018, and then increase that proportion by 5% per annum. (P D)
- 3 park refurbishments per year (D)



# Objective 3: Leadership in sustainability





A leader in sustainability and best practice, living well in our desert context and minimising our impact.

### 3.1: Reduce Council's carbon footprint

- |  |     |
|--|-----|
| 3.1.1: Reduce Council's greenhouse emissions | (D) |
| 3.1.2: Maximise energy productivity          | (D) |
| 3.1.3: Reduce Council's waste production     | (D) |
| 3.1.4: Maximise efficient use of water       | (D) |

### 3.2: Reduce Alice Springs' carbon footprint

- |  |         |
|--|---------|
| 3.2.1: Educate and enable the community to reduce greenhouse emissions   | (D) (P) |
| 3.2.2: Educate and enable the community with regard to waste reduction, waste management, water consumption and recycling  | (D) (P) |
| 3.2.3: Encourage the Northern Territory government and industry to adopt affordable, environmentally smart, sustainable initiatives, suited to Central Australia | (A)     |

### 3.3: Conserve and protect the Alice Springs environment

- |  |             |
|--|-------------|
| 3.3.1: Support a healthy, natural living environment                               | (D) (P) (A) |
| 3.3.2: Maintain and ensure efficient use of the Regional Waste Management Facility | (D)         |

## Progress indicators

### Lead indicators

- Increase proportion of solar generated electricity at Council facilities or reduce consumption to achieve energy savings from the grid from 20% to 30% by YE2019, 40% by YE2020 and 50% by YE2021 (D)
- Develop and implement an Alice Springs Town Council Climate Action Plan, establishing a sustainable investment framework and progressive yearly actions and targets on:
  - o energy productivity
  - o energy replacement through sustainable technologies
  - o waste reduction
  - o fuel usage
  - o recycling
  - o water productivity
 (D)

### Core indicator examples

- |   |     |
|---|-----|
| • Use 25% of the crushed glass collected from 48 tonne of wine and spirit bottles under the Cash for Containers scheme annually | (D) |
| • Reduce fleet vehicle fuel usage by 2.5% by December 2020  | (D) |
| • Increase reuse/recycling rates of waste presented at the Regional Waste Facility by 5% per annum                              | (D) |



## Objective 4: A dynamic Council



### Progress indicators

#### Core indicator examples

- Meet all financial reporting requirements to the specified compliance level (D)
- Outstanding rates ratio equal or better than 0.3 (being the total rates outstanding divided by total rates revenue) (D)
- Ensure current ratio at better than 1:1 (being a measure of how quickly Council can convert current assets into cash to satisfy Council financial commitments) (D)
- Ensure Council maintains a strong capacity to service its loans (if any) by having an debt equity ratio of less that 0.1 (being the outstanding debt divided by operating income) (D)

<sup>2</sup> Full participation in meetings is the expectation and as stated will be publicly reported on – recognising that circumstances do arise from time to time that require elected members to apologise for inability to attend.



A well governed Council that leads by example, advocates for our community, innovates and delivers excellent services, and works with others collaboratively to help create the community we want to live in.

#### **4.1: Leadership and advocacy excellence**

- |                              |     |
|------------------------------|-----|
| 4.1.1: Equip Elected Members | (D) |
| 4.1.2: Equip Executive team  | (D) |
| 4.1.3: Equip leadership team | (D) |

#### **4.2: People & workplace excellence**

- |  |     |
|--|-----|
| 4.2.1: Attract a capable, skilled workforce                | (D) |
| 4.2.2: Retain a suitably qualified and motivated workforce | (D) |
| 4.2.3: Be an employer of choice                            | (D) |
| 4.2.4: Ensure a safe work environment                      | (D) |

#### **4.3: Service excellence**

- |  |     |
|--|-----|
| 4.3.1: Establish, maintain, review and improve efficient, effective systems                        | (D) |
| 4.3.2: Adopt and encourage innovative digital technology   | (D) |
| 4.3.3: Maintain professional, timely and accurate service protocols at all customer service points | (D) |

#### **4.4: Governance excellence**

- |   |     |
|---|-----|
| 4.4.1: Responsible fiscal and asset management  | (D) |
| 4.4.2: Ethical conduct  | (D) |
| 4.4.3: Facilitate a regular risk management and compliance audit committee, with an independant chair | (D) |

#### **Lead indicators**

- |   |     |
|---|-----|
| • Elected Members participate in all <sup>2</sup> Ordinary Council and Standing Committee meetings and 80% of Advisory and other committee meetings as appointed (to be reported on in the Council's Annual Report)           | (D) |
| • The CEO will undertake benchmarking of the organisational culture, values and behaviour in 2018/19 and will establish strategies and targets as required  | (D) |
| • Develop a Reconciliation Action plan by June 2018 for Council, setting clear progressive measurable targets, strategies and actions including achieving increased employment of Indigenous Australians in Council positions | (D) |
| • Staff and resident satisfaction benchmarks established in 2018/19 and improved by 5% per annum  | (D) |
| • Yearly surveys of Advisory Committee members show an increase in satisfaction and motivation rates, reflected in increasing attendance rates  | (D) |



