



**Alice Springs Town Council
Strategic Plan 2013 - 2016**

The Alice Springs Town Council Strategic Plan 2013 - 2016 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 by the community for the community to ensure that, by 2016, our town will be recognised as the ideal location for healthy living, education, employment, recreation, enjoyment and prosperity.

The objective of the Strategic Plan is to provide the framework for the development of the Alice Springs municipality and to encourage environmental, economic and social sustainability.

While Alice Springs Town Council has been the driving force behind the development of the plan, it is the entire community that will work together to bring this vision to fruition.

Council would like to thank those members of the community and government who contribute to the changing needs of this unique town at the heart of Australia.

Damien Ryan

Mayor, Alice Springs

2. Overview – Chief Executive Officer



The Strategic Plan has been designed to ensure that Alice Springs develops in line with the community's wishes and is dynamic in its response to a challenging economic climate.

To ensure the plan continues to meet the changing needs and aspirations of the community, a review process was undertaken in 2013.

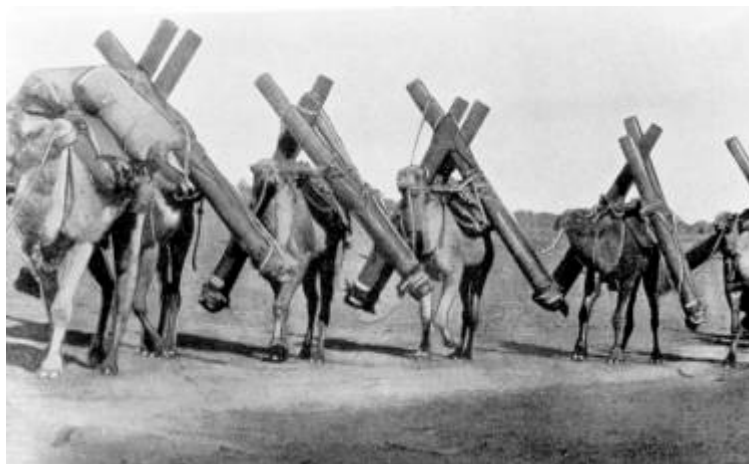
This review involved consulting the town on its vision for the future and incorporating that into the plan's mission and actions.

The Alice Springs region is a unique area and Council is working closely with the community and government to ensure it continues to reflect the town's changing aspirations for a bright and sustainable future.

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 162 staff.

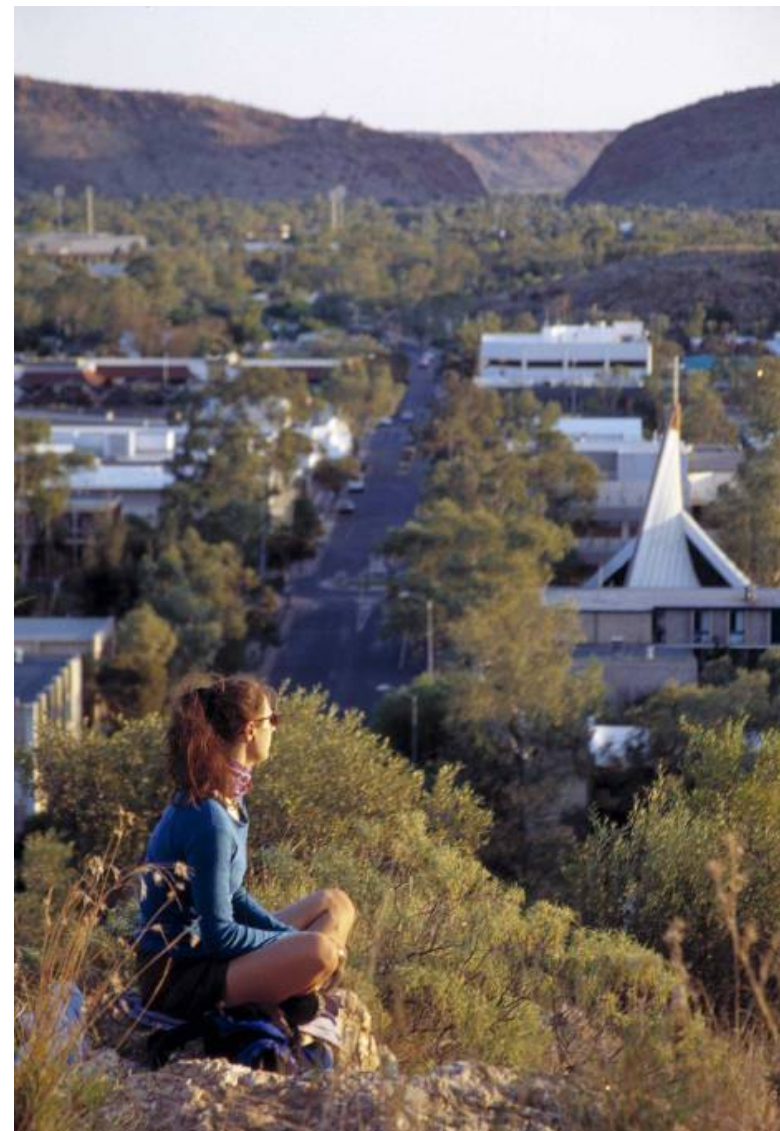
Alice Springs is a diverse community of many cultures, including people from all over the region and beyond. The Central Arrernte people are traditional owners of Mparntwe (Alice Springs) and continue to live in Mparntwe, observe that law, look after the country and teach children the Arrernte language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



5. Mission

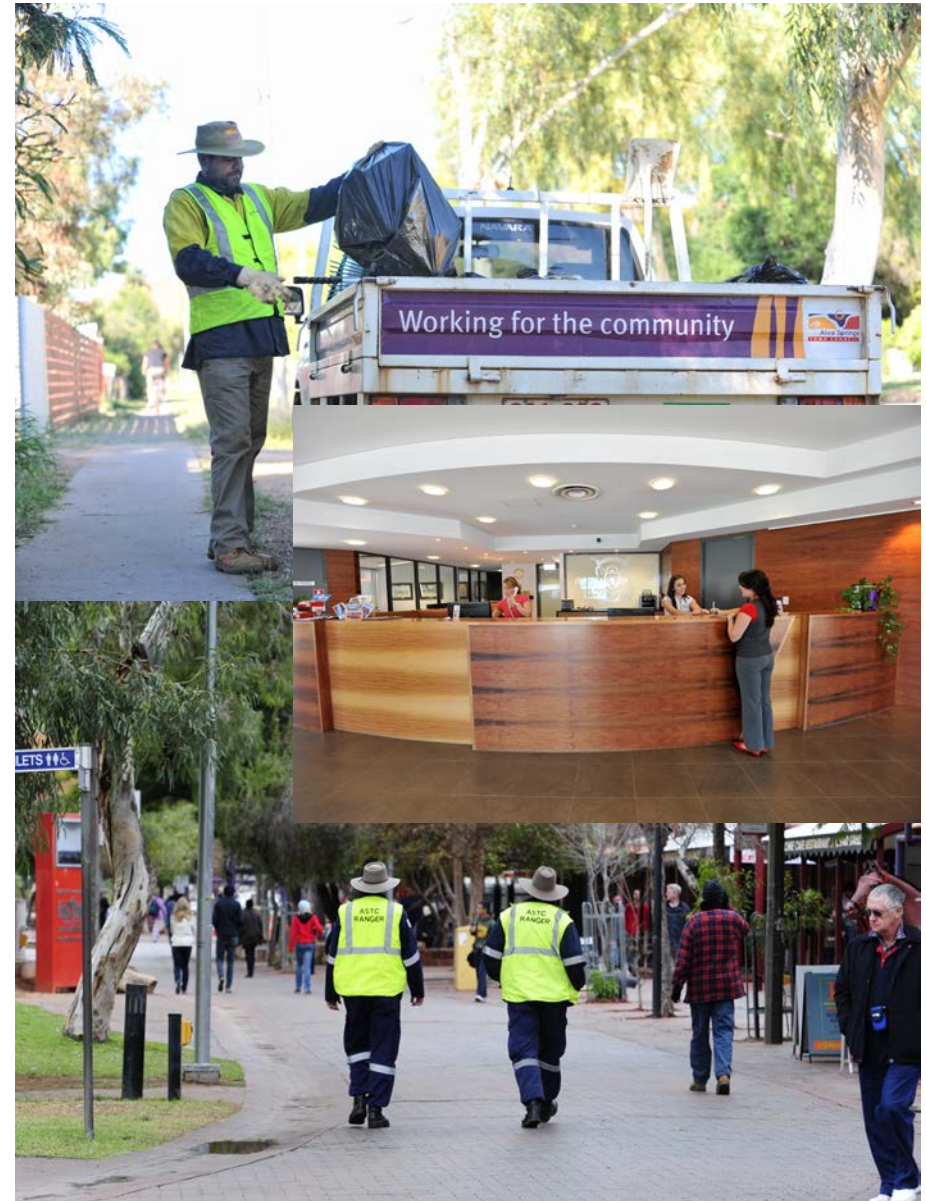
Through innovative leadership and good governance, Alice Springs Town Council will provide and advocate for services to meet the present and changing needs of our community.



6. Core Values

The Alice Springs Town Council values:

- Strong Leadership
- Effective Communication
- Honesty and Integrity
- Good Customer Service
- Response and Contribution to the Community
- Transparency
- Accountability



7. Strategic Plan Framework

| | | | | | | | | | | | | |
|--------------------|---|--|--|--|--|--|--|--|--|--|--|--|
| STRATEGIC FOCUS | ECONOMIC | | RECREATION, CULTURE & SOCIAL INFRASTRUCTURE AND PROGRAMS | | ENVIRONMENT | | DEVELOPMENT | | PUBLIC ORDER AND SAFETY | | ORGANISATION | |
| | GOAL 1: A growing and dynamic economy | | GOAL 2: A harmonious and healthy community actively engaged in recreation, arts and culture | | GOAL 3: A town at the forefront of sustainable management & protection of its natural & built environment. | | GOAL 4: A town developed with the desired infrastructure of its residents whilst reflective of its unique character. | | GOAL 5: A community with a perception of high public safety | | GOAL 6: An organisation that provides good governance, effective leadership and high quality services | |
| | <ul style="list-style-type: none">• Strong relationships with government business and community organization to ensure<ul style="list-style-type: none">• Tourism is improved & strengthened• An increase the participation of Indigenous people in the economy• Alice Springs is strengthened as a regional service provider• A high standard of physical infrastructure to support economic development• Alice Springs is perceived as an attractive place for business and job opportunities and for career development• Safe and reliable public infrastructure, roads and footpaths | | <ul style="list-style-type: none">• The protection of Alice Springs history and heritage• A strategic and collaborative approach to community service provision• Strong relationships and assistance to Youth Services providers• Active involvement to improve aged care and disability services• Recreational and sporting facilities and programs that improve the community's quality of life• Strong links with Alice Springs Traditional Owners• Support for events and build strong community• Open spaces developed and maintained for the use and benefit of the community | | <ul style="list-style-type: none">• Efficient use of energy and water resources• Clean and tidy town• Effective waste management program encompassing waste reduction, reuse and recycling• Safe and reliable water drainage• Strong relationships with government and community organization to ensure Alice Springs identified as a Desert Smart Town• Embrace sustainable and alternative energy opportunities | | <ul style="list-style-type: none">• Input into the NT planning guidelines to ensure appropriate development of Alice Springs• New subdivision built to meet Council Developers' Guidelines or approved alternatives• Development in existing subdivisions built to meet Council Developers' Guidelines or approved alternatives• Development, maintain and improve Council infrastructure as required | | <ul style="list-style-type: none">• Appropriate By-laws in place• Effective By-law enforcement• Installation of appropriate infrastructure and programs to facilitate a safe town• Strengthened Ranger Unit | | <ul style="list-style-type: none">• Effective governance and leadership• Effective communication and consultation with the community and develop new communication processes• Effective strategic and business planning and reporting• Skilled, committed and professional employees in a supportive environment• Efficient, effective and responsive corporate services | |
| GOALS | | | | | | | | | | | | |
| OUT- COMES | | | | | | | | | | | | |

8. Key Strategic Directions – Goals

GOAL 1 A growing and dynamic economy

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

- ✓ Strong relationships with government business and community organization to ensure
 - Tourism is improved and strengthened
 - An increase the participation of Indigenous people in the economy
 - Alice Springs is strengthened as a regional service provider
 - A high standard of physical infrastructure to support economic development
 - Alice Springs is perceived as an attractive place for business and job opportunities and for career development
- ✓ Safe and reliable public infrastructure, roads and footpaths

GOAL 2 A harmonious and healthy community actively engaged in recreation, 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

- ✓ The protection of Alice Springs history and heritage
- ✓ A strategic and collaborative approach to community service provision
- ✓ Strong relationships and assistance to Youth Services providers
- ✓ Active involvement to improve aged care and disability services
- ✓ Recreational and sporting facilities and programs that improve the community's quality of life
- ✓ Strong links with Alice Springs Traditional Owners
- ✓ Support for events and build strong community
- ✓ Open spaces developed and maintained for the use and benefit of the community

GOAL 3 A town at the forefront of sustainable management and protection of its natural and built environment

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. 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. 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.

Council has significantly upgraded the Regional Waste Management Facility to enable effective sorting and recycling to occur. This will enable not only a more environmentally-friendly treatment of waste but will also extend the life of the facility through a reduction or fill into the tip.

Goal Outcomes

- ✓ Efficient use of energy and water resources
- ✓ Clean and tidy town
- ✓ Effective waste management program encompassing waste reduction, reuse and recycling
- ✓ Safe and reliable water drainage
- ✓ Strong relationships with government and community organization to ensure Alice Springs identified as a Desert Smart Town
- ✓ Embrace sustainable and alternative energy opportunities



GOAL 4 A town developed with the desired infrastructure of its residents whilst reflective of its unique character.

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 NT planning guidelines to ensure appropriate development of Alice Springs
- ✓ New subdivision built to meet Council Developers' Guidelines or approved alternatives
- ✓ Development in existing subdivisions built to meet Council Developers' Guidelines or approved alternatives
- ✓ Development, maintain and improve Council infrastructure as required

GOAL 5 A community with confidence in 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 and programs to facilitate a safe town
- ✓ Strengthened Ranger Unit

GOAL 6 An organisation that provides good governance, effective leadership and 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
- ✓ Effective communication and consultation with the community and develop new communication processes
- ✓ Effective strategic and business planning and reporting
- ✓ Skilled, committed and professional employees in a supportive environment
- ✓ Efficient, effective and responsive corporate services



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

Goal 1: ECONOMIC - A growing and dynamic economy

Outcome 1.1: Strong relationships with government business and community organization to ensure

- ***Tourism industry is improved and strengthened***

Strategy 1.1.1: Support the tourist industry via the “Strengthening the position of Alice Springs as a Tourism Destination” program and Tourism, Events and Promotions Committee and increase the number of activities occurring in Alice Springs to encourage visitors to spend more time in town.

Strategy 1.1.2: Promote Alice Springs as a culturally and artistically vibrant and interesting place to live by enlivening public spaces with cutting edge public art.

- ***An increase in the participation of Indigenous people in the economy***

Strategy 1.1.3: Support Indigenous education and employment initiatives

Strategy 1.1.4: Seek Government funding for Indigenous employment initiatives at Council

- ***Alice Springs is strengthened as a regional service provider***

Strategy 1.1.5: Work with relevant government bodies and adjacent local government authorities to identify and develop opportunities

Strategy 1.1.6: Lobby the Northern Territory and Federal Government for greater service provision in Alice Springs

- ***A high standard of physical infrastructure to support economic development***

Strategy 1.1.7: Seek Government funding for Council owned infrastructure to support economic development

Strategy 1.1.8: Lobby the Federal and Northern Territory Government for high standard infrastructure in Alice Springs

- ***Alice Springs is perceived as an attractive place for business and job opportunities and for career development***

Strategy 1.1.9: Assist promotion of Alice Springs as an attractive destination for job opportunities and career development

Outcome 1.2: Safe and reliable public infrastructure, roads, and footpaths

Strategy 1.2.1: Maintain and develop roads, footpaths, tracks verges, road corridors including car parking, at appropriate standards

Strategy 1.2.2: Advocate for funding for the upgrade of roads

Strategy 1.2.3: Ensure that there are sufficient public ablution facilities and that they are maintained at high standards



Goal 2: RECREATION, CULTURE & SOCIAL INFRASTRUCTURE AND PROGRAMS - A harmonious and healthy community actively engaged in recreation, arts and culture

Outcome 2.1: The protection of Alice Springs history and heritage

Strategy 2.1.1: Alice Springs Public Library (ASPL) develops, maintains and improves the Alice Springs collection.

Strategy 2.1.2: Support the Alice Springs' historical/heritage organisations.

Strategy 2.1.3: Develop and implement strategy regarding the preservation of Council's historical/heritage items.

Outcome 2.2: A strategic and collaborative approach to community service provision

Strategy 2.2.1: Council to strengthen relationships with Northern Territory Government, Federal Government and other adjacent local government authorities and community service providers.

Strategy 2.2.2: Lobby Government to ensure Alice Springs receives an equitable share of community services and support staff.

Strategy 2.2.3: Support programs that address community health.

Strategy 2.2.4: Support programs that address community childcare.

Outcome 2.3: Strong relationships and assistance to Youth Service providers

Strategy 2.3.1: Provide facilities and support local activity programs for youth.

Strategy 2.3.2: Maintain and strengthen a Youth Council to provide advice on the needs of youth in our community.

Strategy 2.3.3: Support initiatives to increase student attendance at school.

Strategy 2.3.4: Support youth programs which assist in youth development and leadership.

Strategy 2.3.5: Support appropriate youth education and employment initiatives.

Outcome 2.4: Active involvement to improve aged care and disability services

Strategy 2.4.1: Support the provision of active ageing activities for seniors.

Strategy 2.4.2: Maintain a Seniors' Committee to provide advice on the needs of seniors in our community.

Strategy 2.4.3: Maintain an Over 50s' Centre that meets the needs of seniors in our community.

Strategy 2.4.4: Maintain an Access Advisory Committee to provide advice on the needs of the disabled in our community.

Strategy 2.4.5: Support the provision of access.

Outcome 2.5: Recreational and sporting facilities and programs that improve the community's quality of life

Strategy 2.5.1: Consultation with the community to identify and meet recreation and sporting needs.

Strategy 2.5.2: Develop, maintain and improve Council owned cycle and walking paths.

Strategy 2.5.3: Develop, maintain and improve all Council owned recreational and sporting facilities.

Strategy 2.5.4: Develop, maintain and improve Library services that meet community needs.

Strategy 2.5.5: Ensure equity of access to all Council owned sporting and recreational facilities.

Strategy 2.5.6: Develop, maintain and improve the Alice Springs Aquatic & Leisure Centre, including programs, for the benefit of all Central Australians.

Strategy 2.5.7: Maintain a Sports Facilities Advisory Committee to provide advice on the provision, appropriate development, and management of Council Sporting Facilities in our community.



Outcome 2.6: Strong links with Alice Springs Traditional Owners

- Strategy 2.6.1: Foster close relationships with Lhere Artepe Aboriginal Corporation (LAAC) to support community service provision.
- Strategy 2.6.2: Foster close relationships with other Indigenous organizations to support community service provision
- Strategy 2.6.3: Identify and implement projects that embrace and preserve local culture and heritage.

Outcome 2.7: Support for events to build a strong community

- Strategy 2.7.1: Promote and support local events and festivals.

Outcome 2.8: Open spaces developed and maintained for the use and benefit of the community

- Strategy 2.8.1: Develop and implement policy and management practices for Public Open Space in consultation with the community.
- Strategy 2.8.2: Develop, maintain and improve a Linear Park that beautifies and helps maintain the Todd River.
- Strategy 2.8.3: Develop, maintain and improve Council's parks and reserves.
- Strategy 2.8.4: Improve the provision of shade.

- Strategy 2.8.5: Maintain a Public Art Advisory Committee to help identify and support public art initiatives, including the development of a Public Art Masterplan.
- Strategy 2.8.6: Develop a variety of opportunities for local artists and the general public to engage in the production, display and enjoyment of public art works.



Goal 3: ENVIRONMENT – A town at the forefront of sustainable management and protection of its built environment and natural resources

Outcome 3.1: Efficient use of energy and water resources

- Strategy 3.1.1: Maintain an Energy Efficiency Committee within Council to monitor resource use with a view to developing procedures to improve the environmental performance of Council operations.
- Strategy 3.1.2: Maintain an Environment Advisory Committee to provide advice to community environmental groups and Council.
- Strategy 3.1.3: Encourage sustainable practices in the community.
- Strategy 3.1.4: Investigate new and emerging technologies.
- Strategy 3.1.5: Encourage the community in waste reduction, reuse and recycling practices to reduce waste disposal to landfill.

Outcome 3.2: Clean and tidy town

- Strategy 3.2.1: Maintain and improve implement effective litter control measures.
- Strategy 3.2.2: Maintain and improve measures to identify and rectify litter "hot spots".
- Strategy 3.2.3: Implement and maintain a comprehensive community education program designed to reduce littering.
- Strategy 3.2.4: Implement and maintain Council's tree maintenance and planting program ensuring species used are consistent with the relevant policy.
- Strategy 3.2.5: Implement and maintain graffiti removal and reduction strategies.
- Strategy 3.2.6: Implement and maintain CBD general surface cleaning measures.

Outcome 3.3: Effective waste management program encompassing waste reduction, reuse and recycling

Strategy 3.3.1: Develop, maintain and improve Council Regional Waste Management Facility in order to provide efficient waste collection and disposal services and facilities.

Outcome 3.4: Safe and reliable water drainage

Strategy 3.4.1: Maintain network of kerb, gutter and storm water drainage to an appropriate standard.

Strategy 3.4.2: Develop and maintain water drainage strategy in conjunction with Northern Territory Government.

Outcome 3.5: Strong relationships with government and community organization to ensure Alice Springs identified as a Desert Smart Town

Strategy 3.5.1: Develop and implement a strategy to work with governments and community groups to promote Alice Springs as a Desert Smart Town.

Outcome 3.6: Embrace sustainable and alternative energy opportunities

Strategy 3.6.1: Utilise both the Environment Advisory and Energy Efficiency Committees to investigate and promote sustainable and alternative energy opportunities.



Goal 4: DEVELOPMENT – A town developed with the desired infrastructure of its residents whilst reflective of its unique character

Outcome 4.1: Input into the NT planning guidelines to ensure appropriate development of Alice Springs

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

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



Outcome 4.2: New subdivision built to meet Council Developers' Guidelines or approved alternatives

Strategy 4.2.1: All development applications processed to ensure conformity to guidelines or approved alternatives.

Outcome 4.3: Development in existing subdivisions built to meet Council Developers' Guidelines or approved alternatives

Strategy 4.3.1 All development applications processed to ensure conformity to guidelines or approved alternatives.

Outcome 4.4: Development, maintain and improve Council infrastructure as required

Strategy 4.4.1 Ensure adequate lighting for streets, footpaths and public places using sustainable technologies.

Strategy 4.4.2: Development and maintain cemeteries.

Strategy 4.4.2: Maintain a Cemeteries Committee to provide advice relating to the management of public cemeteries in our community.

Strategy 4.4.3 Develop, maintain and improve public ablution block facilities.

Strategy 4.4.4: Investigate investment opportunities.

Goal 5: PUBLIC ORDER AND SAFETY – A community with confidence in public safety

Outcome 5.1: Appropriate By-laws in place

Strategy 5.1.1 Review By-Laws regularly 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: Utilise partnerships with key organisations and groups to develop programs and initiatives to minimise anti-social behavior.

Strategy 5.2.3: Support emergency service organisations in the preparation for, and delivery of emergency services.

Outcome 5.3: Installation of appropriate infrastructure and programs to facilitate a safe town

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

Strategy 5.3.2: Seek funding and utilize partnerships to facilitate a safe town.

Outcome 5.4: Strengthened Ranger Unit

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 Elected Members and executive.

Strategy 6.1.2: Develop, implement and improve governance structures, policies and decision making processes.

Strategy 6.1.3: Provide support for Council and associated Committee meetings and activities.

Outcome 6.2: Effective communication and consultation with the community and develop new communication processes

Strategy 6.2.1: Develop, implement and improve effective media and communication strategies.

Strategy 6.2.2: Promote Council initiatives, successes and community support.

Outcome 6.3: Effective strategic and business planning and reporting

Strategy 6.3.1: Develop, implement and improve overall Council strategic plan.

Strategy 6.3.2: Develop, implement and improve business plans for all Council Units.

- Strategy 6.3.3: Develop, implement and improve monitoring, review and reporting processes for the strategic and business plans.
- Strategy 6.3.4: Develop, implement and improve Management and Annual Reporting.
- Strategy 6.3.5: Develop and review Council business plans, linked to the strategic plan and financial capacity of Council.
- Strategy 6.3.6: Manage Council assets to ensure maximum return and acceptable risks.

Outcome 6.4: Skilled, committed and professional employees in a supportive environment

- Strategy 6.4.1: Develop, implement and improve processes to build a strong team, ensure effective internal communications and achieve organisational outcomes.
- Strategy 6.4.2: Ensure Council has appropriate employee attraction and retention strategies.
- Strategy 6.4.3: Provide suitable opportunities for employee training and development.
- Strategy 6.4.4: Develop, implement and improve Occupational Health, Safety and Welfare policies and systems.
- Strategy 6.4.5: Develop, implement and improve an effective employee performance management system that includes performance appraisals.

Outcome 6.5: Efficient, effective and responsive corporate services

Strategy 6.5.1: Develop, implement and improve effective financial policies and systems.

Strategy 6.5.2: Develop, implement and improve Information Technology policies and systems.

Strategy 6.5.3: Develop, implement and improve administration policies and systems.

Strategy 6.5.4: Develop, implement and improve risk management policies and systems.

