

Strategic Plan 2015-2020

Vision: Two Ways, One Outcome. Indigenous and non-Indigenous people working together.

Mission: To work together in one spirit, guided by strong leadership and good management to provide high quality services across the Central Desert region.

Core values: **Strong and Good Leadership** | **Teamwork** | **Accountability** | **Integrity** | **Respect**

KEY RESULT AREA	KEY OBJECTIVES	STRATEGIES	PRIORITY ACTIONS 2016/2017	KEY PERFORMANCE INDICATORS
1 Social and Cultural - Maintain and improve the health, culture and well being of the community	1.1 Community services that are accessible, meet the needs of residents and promote the wellbeing of the community	1.1.1 Ensure all services that are provided on community are delivered in a culturally appropriate manner.	1.1.1.1 Improve service quality and project status reporting to the Local Authorities and Community through core services matrix and other service standard reporting tools	% funded Services delivered in accordance with the grant conditions Reduction in complaints related to Council service delivery Increase in overall satisfaction rating of community services
			1.1.1.2 Utilise Local Authority to consult on service delivery planning to ensure that plans are culturally appropriate and linked to local aspirations.	
		1.1.2 Facilitate and lobby Government to ensure appropriate human services are provided to communities and homelands to meet the needs of the residents.	1.1.2.1 Support the development of the Engawala Playgroup in association with the Jesuits and community stakeholders	
			1.1.2.2 Support the delivery of the Atitjere Aged Care Service	
		1.1.3 Develop mechanisms for ongoing liaison with Government agencies in key policy and service delivery areas	1.1.3.1 Organise and/or participate in forging ongoing consultative relationships with the Public and Private sectors and build upon the relationships already established.	
			1.1.3.2 Work closely with CLC to manage Section 19 leases over core local government facilities to ensure compliance with leasing requirements.	
	1.2 A positive living environment for our youth	1.2.1 Establish and support youth initiatives	1.2.1.1 Delivery of High quality Youth Sport and Community Services to communities within the Central Desert Region	
			1.2.1.2 Delivery of high quality, responsive Community Safety Patrol services throughout the Central Desert Region	
			1.2.1.3 Develop a practice between YS&R and CSP officers to deliver a more responsive service that meets community need	
	1.2.2 Work in partnership with community based and regional service providers delivering a range of services to young Council residents	1.2.2.1 Develop strategic cross program links that Integrate Youth Sport & Recreation Services & Mediation and Justice Services with Night Patrol Services		
1.3 Clean, tidy and healthy communities		1.3.1 Increase community awareness of environmental health issues around untidy living areas	1.3.1.1 Actively promote Tidy Town campaign as part of the overall waste management approach	

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			1.3.1.2 Build and maintain relationships with other stakeholders who work in the communities in the field of environmental health, such as NT Health.	
		1.3.2 Promote the health benefits of domestic animal welfare programs	1.3.2.1 Deliver animal management programs including community education. 1.3.2.2 Progress the Animal Management By-Law project in conjunction with LGANT	
		1.3.3 Develop and enforce local by-laws that protect the health and safety of the community	1.3.3.1 Monitor the need for local by-laws and provide advice to Council as required.	
	1.4 Communities that are safe for residents and visitors	1.4.1 Support and facilitate the delivery of community safety programs and initiatives	1.4.1.1 Delivery of high quality employment related services to communities within the Central Desert Region 1.4.1.2 Contribute to improvement in School Attendance as per CDRC School Attendance Policy 1.4.1.3 Develop a strong working partnership with Police in each CDRC Community 1.4.1.4 Establish a working partnership with Youth Services and the CDP Work for the Dole Program through the creation of Youth Patrol Services. 1.4.1.5 Support the operations of the Family Justice and Mediation program in Yuendumu & Willowra	
		1.4.2 Lobby Government for improvements in bush transport services	1.4.2.1 Actively participate in Local Counter Disaster Planning regarding road accident, fire, flooding and high wind.	
	1.5 Better transport and access to our communities	1.5.1 Collaborate with local and regional transport providers for the delivery of transport services to Council communities		
	1.6 Appropriate services available to communities and homelands	1.6.1 Facilitate the delivery of essential and municipal services to remote communities and homelands	1.6.1.1 Coordinate the provision of essential services to defined communities as per contact conditions 1.6.1.2 Ensure essential services are delivered effectively to outstations and homelands. 1.6.1.3 Improve homeland infrastructure through construction and upgrade. 1.6.1.4 Maintain, upgrade and replace infrastructure that improves sustainability of power and water supplies to homeland residents. 1.6.1.5 Manage homeland housing, assets and services.	

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		1.6.2 Facilitate the delivery of Post Office services to remote communities		
		1.6.3 Facilitate and support the delivery of appropriate human services to communities and outstations.	1.6.3.1 Implement Reforms and policy changes in Aged Care and Disability Services	
			1.6.3.2 Implement a regional capital upgrade program to improve aged care facilities	
			1.6.3.3 Delivery of high quality Children's Services across the Central Desert Region	
			1.6.3.4 Position the Children's Services program to meet the objectives of the National Quality Improvement Framework.	
			1.6.3.5 Position the School Nutrition programs to meet the Environmental Health requirements and School Canteen Regulations	
			1.6.3.6 Delivery of high quality School Nutrition programs across the Central Desert Region	
		1.6.3.7 Delivery of high quality School Nutrition Programs across the Central Desert Region		
	1.7 Celebration and respect for tradition and culture	1.7.1 Increase participation in celebrations and improve awareness of Indigenous culture	1.7.1.1 Develop and help promote significant local and cultural events.	
		1.7.2 Ensure Council governance and service delivery practices are based on respect for different cultures	1.7.2.1 All new employees to have completed a formal cross-cultural awareness session within 3 months of commencement.	
1.8 Community involvement in cultural, civic and sporting events	1.8.1 Promote community based civic events			
	1.8.2 Facilitate the delivery of Library and Heritage services and facilities	1.8.2.1 Provide culturally appropriate library services that integrate with Youth Sport and Recreation activities.		
		1.8.2.2 Relocate the Lajamanu Library subject to building availability.		
	1.8.3 Facilitate the delivery of arts and cultural programs in accordance with the local community plans			
2 Physical Assets - Well-managed and maintained physical infrastructure	2.1 High standard of roads and town landscapes	2.1.1 Improve local road network construction, maintenance and upgrade in the Council area	2.1.1.1 Implement NDRRA project to reinstate roads damaged by natural disasters.	Compliance with the CDRC 10 Year Roads Work Plan % of items of plant and vehicles in operation Increase in overall satisfaction rating of community townscapes and facilities
			2.1.1.2 Improvement of flood ways, drainage and water course crossovers.	
			2.1.1.3 Repair and maintain road pavements.	
			2.1.1.4 Scheduled maintenance grading of local road network.	
			2.1.1.5 Undertake Yuendumu and Lajamanu CBD upgrades	

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			2.1.1.6 Deliver 5 year Roads Plan	
		2.1.2 Initiate improvements to town appearance and public safety, including street lighting.	2.1.2.1 Maintain street lighting and pursue improvements.	
		2.1.3 Provide community amenity through aesthetically pleasing parks, gardens and open spaces.	2.1.3.1 Maintain parks, reserves and public open space. 2.1.3.2 Undertake minor capital works and projects (such as Local Authority projects) to improve community amenity	
		2.1.4 Improve traffic management and safety in Service Centres	2.1.4.1 Implement Traffic Management Plan in all communities in consultation with Local Authorities.	
	2.2 Effective management of Council infrastructure, facilities, plant and equipment	2.2.1 Council Assets (including infrastructure, facilities, and plant and equipment) are managed in a cost effective and sustainable manner.	2.2.1.1 Continue to develop and improve Council's approach to Asset Management through the Asset Management Working Group. 2.2.1.2 Develop Asset Management plans for Council's key assets (Roads, Buildings and facilities, Fleet & Plant & others). 2.2.1.3 Implement an integrated Asset Management approach within available resource. 2.2.1.4 Ensure all vehicles and plant and equipment are maintained at an appropriate level to maximise useful life and reduce whole of life costs. 2.2.1.5 Procure and dispose of vehicles, plant and equipment in accordance with operational requirements. 2.2.1.6 Review servicing and maintenance procedures, processes and options for all Council services fleet.	
		2.2.2 Community cemeteries and morgues are managed in a sustainable manner in partnership with local community and other key stakeholders	2.2.2.1 Develop cemetery management plans and establish local cemetery boards guided by revised Cemeteries Act.	
	2.3 Improve standard of Council staff housing, visitor accommodation and community housing	2.3.1 Undertake repairs and maintenance to community housing on behalf of the Northern Territory Government	2.3.1.1 Advocate for improved standards for community housing provided by Territory Housing. 2.3.1.2 Advocate to Territory Housing for more fencing for community housing.	
		2.3.2 Advocate for improved housing outcomes for residents living on communities	2.3.2.1 Work with CLC and other appropriate agencies to review appropriate affordable housing options and community housing delivery models	
		2.3.3 Ensure Council staff housing and visitor	2.3.3.1 Ensure staff housing is properly	

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		accommodation is maintained and repaired	maintained and agreements in place. 2.3.3.2 Maintain visitor accommodation and facilities at acceptable standard.		
3 Economy - A dynamic and growing economy with strong local employment	3.1 Education and learning that leads to long term employment	3.1.1 Establish apprenticeships and traineeships that are linked to the Regional Council operations	3.1.1.1 Promote and Develop apprentices/traineeships/work experience programs in all Service Delivery Centres	% Indigenous Employment	
		3.1.2 Establish programs in partnership with relevant agencies to maximise education and training outcomes and provide pathways into employment	3.1.2.1 Ensure planning processes reflect community identified needs and aspirations. 3.1.2.2 In conjunction with Community Safety Patrol establish a Youth Safety Patrol Work for the Dole Program.		
	3.2 Improved outcomes for local employment	3.2.1 Continuously improve the capacity of local staff by providing appropriate training and career development opportunities	3.2.1.1 Develop capacity of Aged Care staff.		3.2.1.2 Ensure all Essential Service Operators (ESO's) receive appropriate training.
			3.3.1 Work in partnership with local and regional industries and service providers to facilitate job creation and to support the development of local business and employment		3.3.1.1 Implement actions of Economic Development and Tourism Plan as opportunities arise 3.3.1.2 Provide services to communities through and Enterprise Development Model
	3.3 Improved partnerships with business and industry to promote viable and growing local business enterprise	3.3.2 Work with Government and industry bodies in the development of regional business and industry plans	3.3.2.1 Engage with stakeholders and work in partnership with related agencies to improve the economic opportunities of the Council and region.		3.3.2.2 Monitor major developments in the region to ensure that Council benefits from any potential economic developments.
			3.3.3 Pro-actively support new industry and business opportunities that are complementary to community lifestyles		3.3.3.1 Support local enterprise activities through the CDP
			3.4 Proactively seek commercial opportunities so as to maximise return to Council and local employment opportunities.		3.4.1 Undertake commercial activities on behalf of other agencies on a cost recovery basis.
	3.4.1.3 Undertake Airstrip Maintenance contract - inspection and maintenance of airstrips at seven locations within the Council area.	3.4.1.4 Coordinate provision of Centrelink services through CSDCs, including activity reporting .			
	3.4.1.5 Negotiate contract and coordinate community postal agencies for specific communities.	3.4.1.6 Continue to investigate and pursue commercial opportunities for the Council			

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			that support indigenous employment and provide adequate returns to the Council.		
4 Environment - A region that respects, protects and looks after its natural and built environment	4.1 Innovative management of the natural environment	4.1.1 Assist with the control of fires near communities and implement fire management around communities.	4.1.1.1 Assist with the prevention of fires around communities through proactive vegetation management.	Compliance with waste management strategies % Firebreaks maintained	
		4.1.2 Implement a planned approach to weeds, vegetation and pests in communities.			
		4.1.3 Work in partnership with health agencies and local providers to achieve improved environmental health outcomes	4.1.3.1 Continue to progress waste management initiatives with NT Health and other key stakeholders.		
		4.1.4 Assist the delivery of environmental and natural resource management programs in partnership with landowners, leaseholders and their representatives.			
	4.2 Innovative waste management strategies that emphasise waste reduction, reuse and recycling	4.2.1 Lead and promote the Central Australian Regional Waste Management Program	4.2.1.1 Participate in Central Australian Regional Waste Management program to improve the waste management and environmental health practices of the Council and region		
			4.2.2 Provide efficient and effective waste collection, disposal and recycling services		4.2.2.1 Enable segregation of waste for re-use and recycling
					4.2.2.2 Manage local landfill and waste disposal sites
					4.2.2.3 Provide roadside waste collection service
	4.3 Efficient use of energy and water resources	4.3.1 Assist delivery of programs that promote the efficient use of energy and water resources			
			4.3.2 Establish partnerships with organisations working in the sustainable technologies sector to increase the use of alternative energy technologies in the Council area		
5 Management and Governance - Good leadership, effective advocacy and high quality services supported by good management practices	5.1.4 Develop and implement an integrated planning framework that provides long term integration of high level plans	5.1.1 Utilise modern information and communications technology to maximise Council efficiencies and service delivery	5.1.1.1 Continue to develop records management systems and processes to improve operation and compliance.	% Achievement of Corporate Plan priorities for current year. Operating Deficit Interest Coverage Sustainability Ratio Current Ratio Rate Coverage Number of Local Authority Meetings conducted % Performance Management Reviews are	
			5.1.1.2 Develop and implement ICT leadership working group and action plan to ensure best practice ICT system.		
			5.1.1.3 Review ICT delivery and telecommunications in all SDC's to improve performance and reliability.		
		5.1.2 Implement a robust Governance Framework that promotes strong accountability within internal leadership	5.1.2.1 Continuous Improvement - Continually monitor policies for current relevance and ensure additional policies are		

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		team	established where necessary.	undertaken in a timely manner
		5.1.3 Maximise the level of external funding available to deliver Local Government services	5.1.3.1 Maximize grants opportunities consistent with Council's strategic direction. 5.1.3.2 Research and explore alternative avenues for revenue raising.	Staff turnover Lost time injury (WHS) Compliance with Statutory and legislative requirements
		5.1.4 Develop and implement an integrated planning framework that provides long term integration of high level plans	5.1.4.1 Monitor and review Community Plans in nine communities. 5.1.4.2 Review Strategic Planning processes to better integrate community planning. 5.1.4.3 Update & monitor 10 Year Financial Plan.	Vacancies filled within 8 weeks of being position becoming vacant
		5.1.5 Prioritise core service delivery in accordance with local community expectations	5.1.5.1 Liaise with external stakeholders to maintain sound relationships and promote Council's interests. 5.1.5.2 Respond to service delivery requests and complaints and provide service delivery progress reports. 5.1.5.3 Support operation of Local Authorities and their meetings.	
		5.1.6 Implement continuous improvement program to ensure the efficiency and effectiveness of Council operations and the highest standards of administrative, financial planning, processes and controls	5.1.6.1 Continue to improve Management and Accountability within Aged Care program 5.1.6.2 Develop Council Services Procedural Handbook for each community. 5.1.6.3 Development of Quality Assurance (Internal Audit) Framework with appropriate annual Quality Assurance Plan. 5.1.6.4 Undertake internal compliance review and also periodic audits in head office and communities to ensure compliance with internal procedures and LG legislation. 5.1.6.5 Conduct an annual review of Accounting and Policy Manual. 5.1.6.6 Continue to improve financial management reports to facilitate budget management across the organisation. 5.1.6.7 Develop system to ensure timely preparation and submission of grant acquittals consistent with grant funding agreements. 5.1.6.8 Undertake review of the budget development process to stream line budget creation and reporting 5.1.6.9 Implement the Risk Management Strategy and Policy - Audit & Risk Committee	

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			to oversee.	
	5.2 High standards of communication, transparency and openness	5.2.1 Ensure communication and interaction with Council ratepayers and residents on a regular basis	5.2.1.1 Refine Customer Service Strategy and Action Plan.	
5.2.1.2 Undertake Community Surveys on a regular basis				
5.2.2 Build effective relationships through engagement of the public		5.2.2.1 Ensure the effective use of interpreters in Council business where appropriate		
		5.2.2.2 Implement the Communications Strategy and Action Plan.		
5.3 Proactive partnerships with government agencies and the private sector	5.3.1 Lobby Government and advocate on behalf of Council residents to advance local and regional priorities	5.3.1.1 Continue to advocate for improved internet services and mobile coverage throughout the Central Desert region.		
		5.3.1.2 Continue to lobby NT Government over potential hand over of NT roads to local authority to ensure that CDRC is not disadvantaged.		
5.4 Increased community capacity and empowerment	5.4.1 Implement a capacity building program for current and future community leaders			
5.5 Continual improvement in the governance capacity of elected members	5.5.1 Implement an ongoing capacity building and professional development program for councillors and local authority members	5.5.1.1 Implement Elected Member and Local Authority Member Professional Development Plan		
		5.5.2 Ensure the efficiency and effectiveness of Council's governance processes including administrative and other support to elected members, local authorities and committees	5.5.2.1 Build the capacity of CSMs and Local Authority champions to support Local Authorities.	
5.6 Excellence in Human Resource management	5.6.1 Implement modern Human Resource practices that support to excellent performance and efficiencies within the organisation	5.6.1.1 Conduct one comprehensive Industrial Relations Workshop across all the Regions covering relevant topics		
		5.6.1.2 Find the Right Cross Culturally Sensitive Employees for the right jobs with vacancies filled within 8 weeks of being vacant and ensure that turnover rate is not more than 35%		
		5.6.1.3 Foster Employee Commitment, Recognition and Feedback through a Systematic Performance Review System (90% of the performance reviews conducted within 30 days of being due).		
		5.6.1.4 Promote better employee engagement by implementing the Indigenous Employment Strategy for 2015-18. Quarterly reviews of the strategy to be made.		
		5.6.1.5 Review and Update Council's		

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			<p>employment Policies three months before expiry and ensure that managers and employees are given information and training in key policies during their first week of commencement and thereafter at reasonable intervals.</p> <p>5.6.1.6 Train and develop staff in line with the Strategic Training and Development Plan ensuring that individual training is linked to organizational requirements and personal professional development plan.</p>	
		5.6.2 Implement WH & S requirements to promote safe working conditions, equipment is available and "safe" workplace culture developed	5.6.2.1 Fully implement a best practice Systematic WH&S for CDRC Targeting an injury free work environment with quarterly formal audits	