

## **Appendix 1 – Opportunities and Challenges (Environmental Analysis)**

## **STRENGTH**

### **ISSUE**

New business and IT systems will enable improved management of property, assets and equipment

### **DESCRIPTION**

New business and IT systems will enable improved management of property, assets and equipment

### **STAKEHOLDER**

Roper Gulf Shire Council

### **SOLUTIONS**

Ensure Shire Council property, asset and equipment management systems are adequate

### **ISSUE**

Advocacy of issues on behalf of Shire constituents will be more focused and strengthened

### **DESCRIPTION**

Shire Council will have greater lobbying capacity due to area and population it represents

### **STAKEHOLDER**

Shire constituents

Roper Gulf Shire Council

### **SOLUTIONS**

Shire Council to lobby on behalf of its constituents through its strategic relationships

### **ISSUE**

Civic and community events are provided across the Shire which attract large numbers of visitors

### **DESCRIPTION**

Civic and community events are provided across the Shire, such as Barunga Festival, which attract large numbers of visitors

### **STAKEHOLDER**

Roper Gulf Shire Council and communities

### **SOLUTIONS**

Promote local civic and community events to residents and visitors to the Shire

## **STRENGTH**

### **ISSUE**

Local Boards structure will support the Shire Council and allow for broad community engagement

### **DESCRIPTION**

Shire communities to develop Local Boards as part of the Community engagement Strategy

### **STAKEHOLDER**

All Shire Service Centres including towns and communities

### **SOLUTIONS**

Provide governance training and communication strategies to strengthen local boards.

Engage with local communities in developing Local Boards

Provide ongoing administrative support and facilitation of local boards.

### **ISSUE**

Shire Council business and planning systems

### **DESCRIPTION**

Through new Shire Business systems and planning improved record keeping, accountability and reporting will ensure greater transparency of Shire operations and service delivery

### **STAKEHOLDER**

Roper Gulf Shire Council and residents

### **SOLUTIONS**

Ensure Shire staff are adequately skilled, resourced and supported by ongoing training

Implement business systems that enhance record keeping, reporting and accountability

### **ISSUE**

Cultural and Heritage preservation and promotion programs are delivered in many Shire towns

### **DESCRIPTION**

Cultural and Heritage preservation and promotion programs are delivered in many Shire towns

### **STAKEHOLDER**

Roper Gulf Shire Council

Australian and Northern Territory Governments

### **SOLUTIONS**

Lobby for ongoing funding for cultural heritage preservation and promotion program delivery

## **STRENGTH**

### **ISSUE**

The Shire has been identified as a preferred service delivery agent by Governments

### **DESCRIPTION**

The Australian and Northern Territory Governments have identified the Shire as its preferred service delivery agent for a range of community services

### **STAKEHOLDER**

Roper Gulf Shire Council and communities  
Australian Government agencies

### **SOLUTIONS**

Lobby Australian Government for the Shire to be preferred service delivery agent  
Lobby Northern Territory Government for the Shire to be preferred service delivery agent

### **ISSUE**

New business and IT systems will enable improved management of finance and other records

### **DESCRIPTION**

New business and IT systems will enable improved management of finance and other records

### **STAKEHOLDER**

Roper Gulf Shire Council  
Staff  
Elected members

### **SOLUTIONS**

Ensure the most appropriate business and information technology systems are implemented by the Shire

### **ISSUE**

Coordination of asset and property management will optimise use of resources

### **DESCRIPTION**

Coordination of asset and property management will optimise use of resources

### **STAKEHOLDER**

Roper Gulf Shire Council  
Staff

### **SOLUTIONS**

Ensure the most appropriate business and information technology systems are implemented by the Shire

## **STRENGTH**

### **ISSUE**

Road and airstrip access to towns is generally at an acceptable level

### **DESCRIPTION**

Road and airstrip access to towns is generally at an acceptable level

### **STAKEHOLDER**

Roper Gulf Shire Council  
Service Centres including towns and communities

### **SOLUTIONS**

Maintain and improve local roads and airstrips

### **ISSUE**

Better management of property, assets and infrastructure will lead to savings in capital replacement

### **DESCRIPTION**

Better management of property, assets and infrastructure will lead to savings in capital replacement outlays

### **STAKEHOLDER**

Roper Gulf Shire Council

### **SOLUTIONS**

Ensure Shire Council property, asset and infrastructure management systems are adequate

### **ISSUE**

The Shire will be in a position to economise on procurement of goods and services

### **DESCRIPTION**

Savings can be made through shared procurement arrangements negotiated with Katherine Town Council (KTC) and Victoria Daly Shire Council

### **STAKEHOLDER**

Roper Gulf Shire Council  
Victoria Daly Shire Council  
Katherine Town Council

### **SOLUTIONS**

Ensure Shire enters into shared procurement arrangements with Victoria Daly Shire and KTC

## **STRENGTH**

### **ISSUE**

The Shire structure will allow for regional agreements, across a range of services

### **DESCRIPTION**

The Shire to negotiate regional agreements with Victoria Daly Shire Council and Katherine Town Council (KTC) with the aim of improving service delivery and reducing the costs

### **STAKEHOLDER**

Roper Gulf Shire Council  
Victoria Daly Shire Council  
Katherine Town Council

### **SOLUTIONS**

Ensure Shire negotiates regional service delivery agreements with Victoria Daly Shire and KTC

### **ISSUE**

Coordinated management of human resources will lead to increased staff retention

### **DESCRIPTION**

Provision of business unit, regional coordinators will ensure that Council staff are updated, trained, and supported resulting in increased staff retention and improved service delivery.

### **STAKEHOLDER**

Roper Gulf Shire Council Staff and residents

### **SOLUTIONS**

Clarify reporting lines to staff incorporating day to day reporting requirement to the Shire Service

### **ISSUE**

Provision of efficient, effective essential services of power, water and sewerage

### **DESCRIPTION**

Power Water Corporation has committed to a partnership with the Shire to employ ESO officers in major towns and provide coordination and training support. They have also provided a review and monitoring process during the transition phase and acknowledged that changes to agreements may be required in the short term.

### **STAKEHOLDER**

Roper Gulf Shire Council  
Power Water Corporation

### **SOLUTIONS**

Provide adequate training and support to ESO officers  
Build capacity in communities to maintain a high level of essential service provision

## **STRENGTH**

### **ISSUE**

Territory wide standards for waste collection and landfill maintenance will be applied

### **DESCRIPTION**

Territory wide standards for waste collection and landfill maintenance will be applied

### **STAKEHOLDER**

Roper Gulf Shire Council  
Shire Service Centres including towns and communities  
Northern Territory Government

### **SOLUTIONS**

Develop a regional waste management strategy to improve waste management and recycling  
Ensure implementation and compliance with waste management standards

### **ISSUE**

Currently local road assets are generally in a good state of repair

### **DESCRIPTION**

Currently local road assets are generally in a good state of repair

### **STAKEHOLDER**

Roper Gulf Shire Council  
Regional partners including pastoralists, NT Government

### **SOLUTIONS**

Maintain and improve local roads

### **ISSUE**

Knowledgeable and experienced leaders residing in the region

### **DESCRIPTION**

There are significant levels of local knowledge and leadership

### **STAKEHOLDERS**

Previous Council Members  
Local Board Members  
Land Council Members  
Traditional Owners  
Any nominated and or interested community members

### **SOLUTIONS**

Implement capacity building program for current and future community leaders, and coordinate information flow

## **STRENGTH**

### **ISSUE**

Continuation of traditional Indigenous culture

### **DESCRIPTION**

It is important that the new Shires continue to support Indigenous culture

### **SOLUTIONS**

Celebrate, maintain and protect Indigenous culture and sacred sites

### **ISSUE**

Strong sporting interest, achievement and potential

### **DESCRIPTION**

Sport and Recreation is a service provided through the Shire by agencies which supports the strong interest by local people in sporting activities

### **SOLUTIONS**

Foster the interest and skill of local people by ensuring the development of sporting programs

## **WEAKNESS**

### **ISSUE**

Need to enhance strategic approach to aged and disability and child care services across the shire

### **DESCRIPTION**

A range of aged, disability and child care services offered at some towns within the Shire however there are few purpose built facilities and a need for strategic management.

### **STAKEHOLDER**

Roper Gulf Shire Council towns  
Service Centres including towns and communities

### **SOLUTIONS**

Lobby for child care services to be provided to all towns within the Shire  
Lobby for a regional strategy for aged and disability care services to be provided to all towns within Roper Gulf Shire  
Lobby for purpose built infrastructure for aged, disability and child care services in the Roper Gulf Shire

### **ISSUE**

Existing council offices and facilities are generally in poor condition and aging

### **DESCRIPTION**

Existing council offices and facilities are generally in poor condition and aging

### **STAKEHOLDER**

Roper Gulf Shire Council

### **SOLUTIONS**

Develop and implement an asset and property management system before 1 July 2010

### **ISSUE**

Access restrictions during the wet season pose potential issues to household rubbish collection

### **DESCRIPTION**

Access restrictions during the wet season pose potential issues to household rubbish collection

### **STAKEHOLDER**

Roper Gulf Shire Council  
Towns within the Shire

### **SOLUTIONS**

Develop strategies and plans to improve all season access and standardise waste management programs

## **WEAKNESS**

### **ISSUE**

Town and community meeting spaces are in some cases inadequate for Shire Council meetings

### **DESCRIPTION**

Council chambers not adequate to hold Council meetings or local board meetings. As these meetings will be open to the public most council board rooms have no room for a public gallery

### **STAKEHOLDER**

Roper Gulf Shire Council

### **SOLUTIONS**

Upgrade and maintain town meeting spaces to support Shire Council and local board meetings

### **ISSUE**

No comprehensive road classification system to support asset management decision making

### **DESCRIPTION**

The development of a roads audit and classification system is required to ensure that roads maintenance is prioritised

### **STAKEHOLDER**

Roper Gulf Shire Council

### **SOLUTIONS**

Conduct an audit of local roads that incorporates street lighting, kerbing and drainage

Work in partnership with the NTG Roads Division

### **ISSUE**

Variation in the maintenance of controlled parks, reserves and open spaces across the Shire

### **DESCRIPTION**

Variation in the maintenance of controlled parks, reserves and open spaces across the Shire

### **STAKEHOLDER**

Roper Gulf Shire Council

Shire Service Centres including towns and communities

### **SOLUTIONS**

Aim to standardise service delivery levels and quality across the Shire

**WEAKNESS**

**ISSUE**

A poor standard of some facilities required to deliver community services

**DESCRIPTION**

There is a poor standard of some facilities required to deliver community services (eg. sport and recreation facilities, aged care services infrastructure, child care services infrastructure)

**STAKEHOLDER**

Roper Gulf Shire Council

**SOLUTIONS**

Conduct and audit of Shire infrastructure and assets before 1 July 2010

Lobby for increased funding for identified priority capital project

**ISSUE**

Access restrictions during the wet season pose potential issues for service delivery

**DESCRIPTION**

Access restrictions during the wet season pose potential issues for service delivery

**STAKEHOLDER**

Roper Gulf Shire Council

Shire Service Centres including towns and communities

Department of Planning and Infrastructure

**SOLUTIONS**

Develop and implement strategies to improve all-season access into and around towns within the Shire

**ISSUE**

Remote Services Centres including towns and communities have limited access to suitable information technology networks

**DESCRIPTION**

Many Shire Service Centres including towns and communities will not have access to suitable information technology networks, which will impact on communication and data flows with the Shire headquarters

**STAKEHOLDER**

Roper Gulf Shire Council

Shire Service Centres including towns and communities

**SOLUTIONS**

Provide IT support to town Shire Council offices and staff

Lobby Australian Government for funding to upgrade remote town and community IT networks

## **WEAKNESS**

### **ISSUE**

Impacts of major developments on road infrastructure

### **DESCRIPTION**

Impacts of major developments on road infrastructure such as new mine sites, tourist destinations and increased pastoral activity

### **STAKEHOLDER**

Roper Gulf Shire Council  
Australian Government  
Northern Territory Government  
Private sector

### **SOLUTIONS**

Develop strategic relationships with the Governments and the private sector

### **ISSUE**

A lack of accommodation leads to decreased staff retention and a lower standard of service delivery

### **DESCRIPTION**

A lack of accommodation for employees and service delivery bases leads to a high turnover of staff and a lower standard of service delivery

### **STAKEHOLDER**

Roper Gulf Shire Council  
Staff  
Territory Housing

### **SOLUTIONS**

Increase employment of local people with existing housing

Lobby for increased funding for identified priority capital projects

Work with NLC to allow the use of land with pending Native Title Claims

Lobby for additional funding and resources to increase Shire employee housing in towns and communities

Audit all current Government Employee Housing in communities and seek allocation to Shire

## **WEAKNESS**

### **ISSUE**

Access to library services in many Shire Service Centres including towns and communities are limited or non existent

### **DESCRIPTION**

Access to library services in many towns is limited or non existent

### **STAKEHOLDER**

Roper Gulf Shire Council  
Library services users and potential users  
NT Government – DEET  
Community members

### **SOLUTIONS**

Lobby NT Government to expand school library services to include utilisation by the public  
Lobby for expansion of library services in towns across the Shire

Utilise programs to provide a supported employment environment incorporating training  
Develop and implement strategies to provide training, up skilling and employment opportunities  
Investigate use of AG income subsidies for duration of programs  
Shire to work with Providers of Australian Government employment Services and DEEWR

### **ISSUE**

Limited management of cemetery services across the Shire.

### **DESCRIPTION**

Management of cemetery services across the Shire

### **STAKEHOLDER**

Roper Gulf Shire Council  
Shire Service Centres including towns and communities

### **SOLUTIONS**

Improved management practices for all cemeteries across the Shire  
Develop and manage a cemeteries register for all cemeteries across the Shire

## **WEAKNESS**

### **ISSUE**

Shortage of appropriate plant and equipment

### **DESCRIPTION**

Shortage of appropriate plant and equipment

### **STAKEHOLDER**

Roper Gulf Shire Council

### **SOLUTIONS**

Develop and implement property, asset and equipment management system before 1 July 2010

List and prioritise capital investments and asset replacements

### **ISSUE**

Difficult to ensure security of all Shire assets in towns and communities

### **DESCRIPTION**

It will be difficult or potentially costly to ensure the security of Shire assets and infrastructure in all Shire towns

### **STAKEHOLDER**

Roper Gulf Shire Council

### **SOLUTIONS**

Develop and implement an asset and property management system before 1 July 2010

Ensure adequate insurance and security provisions are made Shire assets, property and employees

## **OPPORTUNITY**

### **ISSUE**

Ability to apply consistent financial and administrative services across the Shire

### **DESCRIPTION**

New business systems will ensure financial and administrative services are provided consistently across the Shire. Some services will be shared with the Victoria Day Shire

### **STAKEHOLDER**

Roper Gulf Shire Council  
Victoria Daly Shire Council

### **SOLUTIONS**

Ensure adequate financial and administrative systems are implemented before 1 July 2010

### **ISSUE**

Forward planning of freight services to towns and communities may minimise freight and procurement costs

### **DESCRIPTION**

Forward planning of delivery of good and services to towns and communities may minimise freight and procurement costs

### **STAKEHOLDER**

Roper Gulf Shire Council  
Shire Service Centres including towns and communities  
Other Shires

### **SOLUTIONS**

Develop a medium to long term contract for freight to towns and communities within the Shire.

### **ISSUE**

Forward planning of staff and Council member work commitment could minimise travel costs and time

### **DESCRIPTION**

Forward planning of staff and Council member work commitment could minimise travel costs and time

### **STAKEHOLDER**

Roper Gulf Shire Council

### **SOLUTIONS**

Develop medium to long term schedule for Council meetings, activities and projects

**OPPORTUNITY**

**ISSUE**

Greater opportunity to lobby for additional roads funding for major projects

**DESCRIPTION**

Greater opportunity to lobby for additional roads funding for major projects

**STAKEHOLDER**

Roper Gulf Shire Council  
Shire Service Centres including towns and communities

**SOLUTIONS**

Lobby for continuation of existing or increased funding levels for service provision

**ISSUE**

Through regional agreements, procurement and service delivery arrangements provide cost savings

**DESCRIPTION**

Potential for regional agreements with the Victoria Daly Shire and Katherine Municipal Councils regarding procurement and service delivery to provide financial savings

**STAKEHOLDER**

Roper Gulf Shire Council  
Victoria Daly Shire Council  
Katherine Municipal Council

**SOLUTIONS**

Ensure Shire enters into negotiations regarding implementation of regional management plan

**ISSUE**

Improved weeds, fire and feral animal management controls across the Shire

**DESCRIPTION**

Improved weeds, fire and feral animal management controls across the Shire

**STAKEHOLDER**

Roper Gulf Shire Council  
Shire Service Centres including towns and communities  
Land care Groups

**SOLUTIONS**

Develop strategic plans identifying natural resource management priorities  
Ensure compliance with relevant NT Legislation in relation to fire, weeds and feral animals

## **OPPORTUNITY**

### **ISSUE**

Governance training will be offered to all incoming Councillors and Mayor

### **DESCRIPTION**

Governance training will be offered to all incoming Councillors and Mayor

### **STAKEHOLDER**

Roper Gulf Shire Councillors and Mayor  
Potential elected members

### **SOLUTIONS**

Ensure adequate budgeting and resources are available for governance training  
Utilise fully the resources available from DLGHS  
Utilise the web based training resource "Knowing Local Government"

### **ISSUE**

Greater opportunities to attract grant and contract funding across the Shire

### **DESCRIPTION**

Greater opportunities to attract grant and contract funding across the Shire

### **STAKEHOLDER**

Roper Gulf Shire Council  
Shire Service Centres including towns and communities

### **SOLUTIONS**

Improved reporting and transparency to funding providers  
Lobby for continuation of existing or increased funding levels for service provision

### **ISSUE**

Improved ability to provide services across all areas of the Shire

### **DESCRIPTION**

Improved ability to provide services across all areas of the Shire

### **STAKEHOLDER**

Roper Gulf Shire Council  
Shire Service Centres including towns and communities

### **SOLUTIONS**

Develop strategies and plans for integrated serviced delivery across the Shire

## **OPPORTUNITY**

### **ISSUE**

High degree of interest in the development of Indigenous businesses across the region

### **DESCRIPTION**

Strong community interest in establishing small businesses and support from government agencies and the private sector to assist with the establishment process

### **STAKEHOLDER**

Roper Gulf Shire Council  
Shire Service Centres including towns and communities

### **SOLUTIONS**

More efficient and effective support for regional business development  
Form partnerships through outsourcing programs and/or projects to develop businesses

**THREAT**

**ISSUE**

Potential impact on town and community facilities due to increased tourist/visitor numbers

**DESCRIPTION**

Potential impact on town and community facilities due to increased tourist/visitor numbers

**STAKEHOLDER**

Roper Gulf Shire Council  
Shire Service Centres including towns and communities

**SOLUTIONS**

Monitor impact of tourist/visitor numbers in towns and communities

**ISSUE**

There is potential for occupational health and safety breaches in many Shire workplaces

**DESCRIPTION**

There is potential for occupational health and safety breaches in many Shire workplaces

**STAKEHOLDER**

Roper Gulf Shire Council CEO  
Program managers and staff

**SOLUTIONS**

Develop, implement and monitor occupational health and safety policies and practices across the Shire

**ISSUE**

Payment of rates from previously unincorporated areas may be initially difficult to collect

**DESCRIPTION**

Payment of rates from previously unincorporated areas may be initially difficult to collect

**STAKEHOLDER**

Rate payers of the Roper Gulf Shire  
Roper Gulf Shire Council

**SOLUTIONS**

Develop and implement a revenue collection strategy that takes into account the new rating arrangement

**THREAT**

**ISSUE**

Land availability for waste facilities and landfill sites may be limited in some areas

**DESCRIPTION**

Land availability for waste facilities and landfill sites may be limited in some areas

**STAKEHOLDER**

Roper Gulf Shire Council  
Relevant Land Council  
NT Government  
Australian Government

**SOLUTIONS**

Negotiate with appropriate authorities for use of land for Shire activities (eg. landfill sites, borrow pits)

**ISSUE**

Potential for significant additional road network for the Shire to maintain

**DESCRIPTION**

Potential for significant additional road network for the Shire to maintain

**STAKEHOLDER**

Roper Gulf Shire Council

**SOLUTIONS**

Provide additional resources to support capacity building  
Identify Shire capacity to maintain additional local road network

**ISSUE**

Lower water quality in some towns and communities may lead to increased maintenance costs of infrastructure

**DESCRIPTION**

Lower water quality in some towns and communities may lead to increased maintenance costs of infrastructure

**STAKEHOLDER**

Roper Gulf Shire Council  
Some towns and communities within the Shire  
Northern Territory Government

**SOLUTIONS**

Lobby NT Government for water quality upgrades

**THREAT**

**ISSUE**

Difficulty in retaining qualified/specialist staff in remote towns

**DESCRIPTION**

Difficulty in retaining qualified/specialist staff in remote towns

**STAKEHOLDER**

Roper Gulf Shire Council

Shire Services Centres including towns and communities

**SOLUTIONS**

Develop and implement training and employment opportunities for local people

Qualified/specialist staff to be located at the Shire headquarters and travel to towns and communities as required

Develop and implement strategies to provide training, up skilling and employment opportunities

**ISSUE**

Rating by property unimproved capital values does not take into account land holder income levels

**DESCRIPTION**

Rating by property unimproved capital values, given the increases in property values will lead to higher rate levels as property values, does not take into consideration the landholder's income level

**STAKEHOLDER**

Rate payers of the Roper Gulf Shire

Roper Gulf Shire Council

Northern Territory Government

Australian Government

**SOLUTIONS**

Council to develop a rating model that suits the Roper Gulf Shire

**THREAT**

**ISSUE**

Increased substance abuse in regional and remote communities

**DESCRIPTION**

Due to a lack of Police presence substance abuse levels and subsequent anti-social behaviour are increasing

**STAKEHOLDER**

Shire Service Centres including towns and community residents  
AG and NTG

**SOLUTIONS**

Improve education and employment outcomes  
Develop Community Safety Strategies in all towns  
Reduce boredom in towns and communities  
Lobby to government for increased policing levels

**ISSUE**

Potential for borrow pit operational costs to increase particularly those on ALRA land

**DESCRIPTION**

Potential for borrow pit operational costs to increase particularly those on ALRA land

**STAKEHOLDER**

Roper Gulf Shire Council  
Relevant land council  
Northern Territory Government  
Australian Government

**SOLUTIONS**

Negotiate with the appropriate authorities over use of land for Shire activities (eg landfill sites, borrow pits).