



Tiwi Islands Regional Council Plan 2015 – 16



“Service for a Tiwi Future”

Full Council Budget published on our website
<http://www.tiwiislands.org.au/Budget.html>

From: *Local Government Act, Section 23*

Contents of municipal, regional or shire plan

(1) A municipal, regional or shire plan:

(a) must contain:

- (i) a service delivery plan for the period to which the municipal, regional or shire plan relates; and
- (ii) the council's budget; and

(b) must contain, or incorporate by reference:

- (i) any long-term, community or strategic plan adopted by the council or a local authority or local board and relevant to the period to which the municipal, regional or shire plan relates; and
- (ii) the council's long-term financial plan; and

(c) must contain, or incorporate by reference, the council's most recent assessment of:

- (i) the adequacy of constitutional arrangements presently in force for the council under this Act and, in particular, whether they provide the most effective possible representation for the area; and
- (ii) the opportunities and challenges for local government service delivery in the council's area; and
- (iii) possible changes to the administrative and regulatory framework for delivering local government services in the council's area over the period to which the plan relates; and
- (iv) whether possibilities exist for improving local government service delivery by cooperation with other councils, or with government agencies or other organisations; and

(d) must define indicators for judging the standard of its performance.

(2) A council must make or revise an assessment of the matters mentioned in subsection (1)(c) at least once in the council's term and, until the council makes or revises the assessment, the municipal, regional or shire plan is to include the assessment (if any) made during the previous term of the council.

(3) A municipal, regional or shire plan incorporates a plan or assessment by reference if it refers to the plan or assessment and includes a link or reference to a webpage on which the plan or assessment is accessible.

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PART 1

Message from Official Manager

In February 2015, the Minister for Local Government and Community Services placed the Tiwi Islands Regional Council under official management. The decision to take this action followed a Compliance Review Report identifying 30 issues of non-compliance.

The Councillors were suspended whilst matters were investigated and an Acting Chief Executive Officer (CEO), Garry Lambert, was appointed. At the time of preparing this Plan (June 2015) recruitment of a new CEO is well advanced with a decision expected in August 2015. The Minister for Local Government and Community Services is yet to make a decision in relation to the future of the Council.

Since February, the Audit Report for the year ending 30 June 2014 was completed. It raised many issues of non-compliance or failures in financial management. During this same period, investigations into the Council also identified administrative and management shortcomings.

One of the most significant concerns identified was that the Council faced an estimated deficit of \$2.2m for the year to 30 June 2015 and this, together with cash flow problems, presents a challenge for the Council.

With this knowledge at hand, the Council's management, and the Official Manager, prepared the Council Plan for 2015/16, having regard for the urgent need to deal with the 2014/15 deficit, limited discretionary funding opportunities and reinstating grant funding balances. The Council Plan is in need of a complete review but time and resource constraints prevent this occurring in time for the 2015/16 year.

For expediency, the base document for the 2014/15 Council Plan has been used as the basis for drafting the 2015/16 Plan but will be subject to ongoing review and modification in the following areas:

- 1 Service Delivery Plan - greater clarity and definition of the services being provided,
- 2 Long term strategic and financial plans -including a financial recovery plan.

The Council has experienced a very challenging 12 months, with some difficult decisions remaining as the Council recovers from financial, governance and reputational shortcomings.

The Council must, as it moves forward, apply the new Local Government three Rs, namely-

- Relevance – to the community,
- Respect – to and from the community and stakeholders,
- Responsibility – for actions and performance.

Allan McGill

Official Manager

CEO'S Foreword

The passing financial year 2014/15 has been a difficult year for the Tiwi Islands Regional Council (TIRC), with the standing down of the Elected Members of Council, by order of the Local Government Minister, the appointment of an Official Manager in early 2015 and the termination of employment of the CEO.

This Regional Plan has been developed under the stewardship of the Official Manager appointed under the *Local Government Act* and the leadership of the Acting CEO Mr Garry Lambert. Due to the particular circumstances of the TIRC at the time of development, this Regional Plan by its nature is a guiding document only and serves to meet the minimum requirements of the community and statutory functions.

In developing this plan Council is again mindful of further reductions in revenue, likely to be experienced this year and over budget expenditure in the past year.

It is a matter of public record that the TIRC is currently in debt to the Northern Territory Government to the value of approximately \$2.6 million. Two million of this was over expenditure during the 2014/15 financial year.

Though under official Management, the entity of the Council has continued to operate on a **business as usual** model with all Council services continuing to be supplied within resourcing limitations. In particular, under the stewardship of the Official Manager and A/CEO, there has been a significant focus on internal governance arrangement and governance building.

For 2015/16 there has been a significant organisational restructure of the council administration. The restructure attempts to (A) Create financial efficiencies at the senior staff level (B) Provide clarity as to responsibility (C) Devolve management to the level at which it can be effective, accountable and purposeful.

Of particular relevance during this Management period and continuing into the new financial year has been the role of our three Local Authorities. These Authorities have been convened to inform the Official Manager and CEO of the desires, hopes and aspirations of the key stakeholders affected by decisions of Council. Whilst the elected body politic remains absent from Council decision making, the administration has remained connected to the community through the effective utilisation of the Local Authorities.

The key priority for the Council (in whatever form) as 2015/16 unfolds is to:

1. Improve and rebuild internal governance,
2. Support Elected Members when reinstated,
3. Rebuild a financially viable local government entity,
4. Effectively engage with external stakeholders,
5. Continue to build employment capacity across the region.

The key priority for all remains service for the future of our Tiwi communities.

Garry Lambert

Acting Chief Executive Officer

Contact Us

The Tiwi Islands Regional Council operates offices in

- Wurrumiyanga,
- Pirlangimpi,
- Milikapiti and
- Darwin.

Please include your relevant contact details (full name and postal or email address) when requesting a response from the Council or its representatives.

GENERAL	
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Website:	www.tiwiislands.org.au
Postal Address:	PMB 267 Winnellie NT 0822
WURRUMIYANGA	
Phone:	(08) 8970 9500
PIRLANGIMPI	
Phone:	(08) 8970 9600
MILIKAPITI	
Phone:	(08) 8978 3958
DARWIN	
Phone:	(08) 8919 0405

Copies of relevant Council documents are available on our website, www.tiwiislands.org.au

This information includes but is not restricted to:

- Regional Council and Council Plans (current and historical),
- Annual Reports and Audited Financial Statements (current and historical),
- Budget, including Schedule of Fees and Charges (current and historical),
- Minutes of Ordinary Meetings of Council.

Introduction

The Tiwi Islands Regional Council Plan “Service for a Tiwi Future” has been developed through limited consultation with staff, funding agencies, and engagement with Local Authorities at Wurrumiyanga, Pirlangimpi and Milikapiti. The Plan is advertised for public comment and feedback.

The financial year 1 July 2015 to 30 June 2016 will be the eighth year of this Council’s operation. This financial year brings with it significant challenges to rebuild the organisation following intervention by the NT Government due to systemic failings of internal control by the administration under the oversight of Council.

Our staffing structure has been significantly modified for this year reflecting a reduction in one senior position to reflect the need for Council to consolidate and rein in expenditure.

This plan:

- Brings up to date the information required to meet Council’s statutory obligations, as defined in Part 3(2) of the *Local Government Act*.
- Outlines Council’s functions and structure.
- Recognises emerging needs within constituent communities, outlines strategies, requirements and timeframes to meet those needs.
- Sets the parameters for Council’s day to day operations and suggests how Council plans to maximise service delivery with shrinking financial resources.
- Outlines a corporate and functional structure to put these strategies in place.
- Provides the basis for Council’s operational policies and procedures.
- Provides for a means of better management of revenue.

Purpose

The primary purpose of this plan is to;

- Provide guidance as to how Council will meet the needs of its residents,
- Summarise Council’s resources, the demands on those resources and how Council will act to meet those demands,
- Set parameters for proper Governance and a strategy for financial sustainability and stability,
- Implement a corporate and functional structure which will protect, enhance and enable proper use of Council’s assets,
- Engender surety to those considering dealings with Council to the extent that they can do so with confidence and with full knowledge and expectation of reasonable outcomes,
- Set priorities and target outcomes for each of Council’s functions, and
- Provide a comparable basis for outcomes to enable a proper assessment of performance.

Vision

Service for a Tiwi Future

Goals

- **Develop and retain employees and emphasise the recruitment of local people.**
- **Provide effective Council services to the Tiwi communities and other stakeholders.**
- **Management of finances, assets and infrastructure will be responsible, accountable and transparent.**
- **Manage resources in an environmentally sustainable manner, respecting country and culture.**
- **Improve Council operations.**
- **Communicate in an open, honest and culturally appropriate way.**
- **Achieve best practice in compliance and governance.**
- **Facilitate the development of socio-economically responsible opportunities on the Tiwi Islands.**





Representation and Governance

- Maintain local community input and influence in local government decision making,
- Ensure flexibility in dealing with local issues and local community differences,
- Ensure each local community's interests are represented through appropriate structures and processes,
- Ensure representation occurs as closely as possible to one vote one value,
- Support the retention of cultural identity at the local community level.

Councillor Portfolios

15/16 Council Plan Adopted 29-07-2015

services.

At the time of development of this Regional Plan the body Politic of elected members is in suspension awaiting a direction from the Minister for Local Government. Traditionally the Council had allocated portfolio responsibility to elected members and if members are reinstated by the Minister the process of allocation may continue. This plan will be amended to reflect the reappointment, if any, subject to the determination of the Minister.

Council Electoral Structure

Council in 2012/13 reviewed the Langford report into Council representation and voter demographics. On the basis of the presentation by the report's authors and in light of the relatively unchanged voter demographics, Council decided the following;

There were no grounds for alteration to the ward or representation structure of Tiwi Islands Shire Council at that time.

There were no grounds for and they do not favour any changes to the current methodology for appointment of the Principal (Mayor) and Deputy Principal members.

Council is seeking an extension of time from the Minister in which a review of electoral boundaries may be conducted. It is anticipated this will be a priority for this coming financial year.

Local Authorities

Council approved nominations to Local Authorities as follows;

Wurrumiyanga (representing Nguiu and Wurankuwu wards),

John Ross Pilakui (Chairperson)

Barry Puruntatameri

Leslie Tungutalum

Crystal Johnson

John Naden

Gawin Tipiloura

Venard Pilakui

Francisco Babui

Marie Francis Tipiloura

Richard Tungatalum

Jane Marie Puautjimi

Ronald Joseph Tipungwuti

Bonaventure Timaepatua

Mavis Lear Kerinaia

Teresita Puruntatameri

Richard Tipumantumirri

Miriam Agatha Tipungwuti

Kevin Doolan

Pirlangimpi

Regis Pangiraminni (Chairperson)

Pirrawayingi Puruntatameri

Emmanuel (Manyi) Rioli

Therese Bourke

Francesca Puruntatameri

Anne Marie Puruntatameri

Carol Maria Puruntatameri

Simona Jane Wonaeamirri

Henry Dunn
Patrick Gerard Puruntatameri
Ebony Williams Costa
One Vacancy

Milikapiti.

Pius Tipungwuti (Chairperson)
Lynette De Santis
Anita Moreen
Irene Tipiloura
Mary E Moreen
Thomas Puruntatameri
Connell Tipiloura
Loretta Cook
Malcolm Wilson
Christine Joran
Adrian McCann
One Vacancy

The Local Authorities were consulted in a general sense in the development of this Regional Council Plan. Members from each Authority contributed to priorities for projects and infrastructure needs within each of their communities.

Where possible activities conducted by Regional Council specific to any of these communities are now budgeted against those communities and will be reported to Local Authorities accordingly.

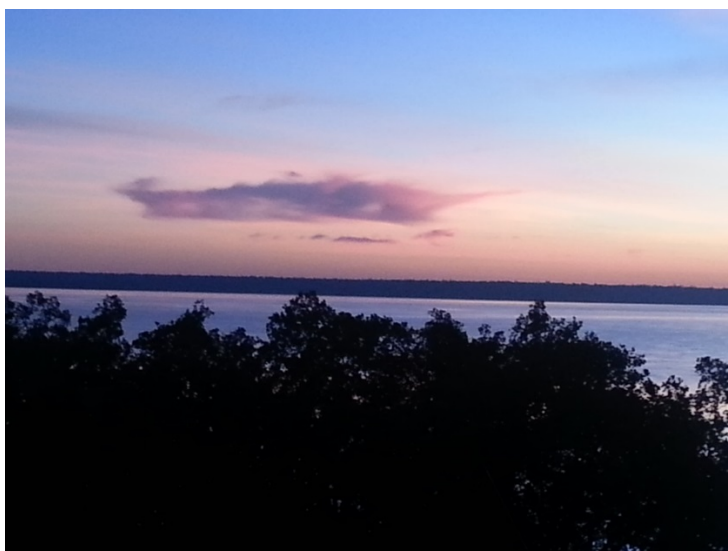
It is the intention of Council to have Local Authority members be actively involved in sub committees of Council, thus forming a pathway of learning and succession planning for future elected members.

Community Relations

Council is extremely aware of its role as a lead agency, service provider and employer within its area of responsibility.

To ensure that the Council remains both supportive and informative, Council has adopted the following measures:

- Monthly Local Authority meetings (a different authority each month)
- Memorandum of Understanding (MOU) with key stakeholders
- Publication of a community newsletter
- Erected public notice boards in prominent open spaces within each community
- Participation in the Tiwi Leaders Forum



Local Authorities Priorities

Community consultation remains a priority for Council and engagement of the local communities occurs on an ongoing basis.

Through Local Authorities, Strategic Planning Workshops and community forums, Council have identified priorities for each community. In some instances, they are not necessarily roles and functions of Council; however Council is determined to advocate for these facilities and services across the Tiwi Islands.

Corporate Structure

For 2015/16 Council has again determined to significantly alter its organisational framework to reflect reductions in financial security, to improve accountability and to more clearly define roles and responsibilities. The outline of the new approach to the corporate structure was adopted by Council at a Special Meeting of Council in June. The new corporate structure will be progressively implemented by the CEO over the 2015/16 period, taking into account the necessary industrial relations requirements, further improvements for HR management and the needs of funding bodies. The corporate structure adopted by Council creates two clear service delivery areas (SDA):

- Organisational Services,
- Infrastructure Services.

Each SDA will be headed by a General Manager. The new structure removes the positions of Director and Assistant Director in favour of a broadened executive management structure with two General Managers and a flatter middle management structure. There has also been a shifting in responsibilities between former SDA's. For example Pool operations and staff move to Infrastructure to place emphasis on the high value asset and service these facilities provide. Similarly internal housing and allocation has moved from Infrastructure to Organisational Services to provide clarity around internal service delivery.

The new structure places high value on management positions overseeing a range of like activities. Implementation of the new structure will require further work value negotiations and assessment.

Organisational structure plans adopted by Council for 2015 and onwards are available from the TIRC web site.

Service Delivery

This plan identifies local government services and specifies where in the region they are to be delivered.

Services	Council Actions
Maintenance and Upgrade of Council Controlled Parks, Reserves and Open Spaces	Township Services Coordinators are employed to manage and oversight each community
Maintenance and Upgrade of Council Controlled Buildings, Facilities and Fixed Assets	Key staff employed to identify maintenance requirements across all buildings, facilities and assets and successful funding applications. Significant improvements in Asset management to be implemented. Data collection and cost recovery is assisting with our capacity to repair or replace same.
Management of Cemeteries	Township & Works teams will be directed to this area. A specific review will be conducted and discussions on Mortuary responsibilities initiated with Government.
Lighting for Public Safety including Street Lighting	Negotiations with Power And Water Authority are on-going.
Local Road Upgrading and Construction	Road works program developed to ensure main arterial roads and frequently used access roads are maintained. Ongoing discussions with Government regarding development of roads on Melville Island to accommodate economic growth of Tiwi Plantation Corporation. Council is also actively seeking to promote outsourced contract service provision for road maintenance.
Local Roads Maintenance	
Traffic Management on Local Roads	Whilst funding for this purpose has been restricted it remains a minor but important part of the works program of our civil works crew in all locations
Fleet, Plant and Equipment Maintenance	Employment of Fleet Manager and Officer. All light vehicles are now included in a distinct fleet function and operating costs are recoverable from users of fleet vehicles.
Waste Management	These services are delivered as part of the works program through our Township services function. The development and upgrade of local facilities to meet new emerging standards.
Weed Control and Fire Hazard Reduction In and Around Community Areas	This is undertaken in conjunction with other stake holders particularly the Tiwi Land Council.
Dog control	Whilst no financial assistance is provided this is a key aspect of community safety and is effected through the regular provision of veterinarian services to all communities
Library and Cultural Heritage Services	Council provides two Library spaces but has limited funds to Employ staff for the function. Engagement with stakeholders with a view to maximise services within resourcing
Civic Events	The continuation of supporting or hosting important

Services	Council Actions
	community events
Local Emergency Services	Council's role in this is essentially one of co-ordination and participation through other stakeholders, especially Northern Territory Police Fire and Emergency Services (NTPFES).
Training and Employment of Local People in Council Operations	This is an ongoing role that Council plays in the context of staff development, recruitment and succession planning.
Administration of Local Laws (by-laws)	Whilst no such by-laws currently exist initial discussions have identified Animal control and development/building consents and standards as priorities.
Public and Corporate Relations	A key priority in Council's plan is its communication strategy, especially the need to engage with youth in our communities.
Customer Relationship Management including Complaints and Responses	Council has appointed a community relations and information team and implemented a complaints handling protocol to ensure both proper and appropriate responses to constituent's concerns and issues.
Governance including Administration of Council Meetings, Elections and Elected Member Support	The Governance Unit comprising a manager and officer provides effective leadership in governance activities to support the strategic direction of Tiwi Islands Regional Council.
Administration of Local Authorities, Advisory Boards and Management Committees	This area is responsible for overseeing the establishment and ongoing implementation of good governance structures and processes. The Regional Council continues to work with Local Authorities and Skin Groups as an integral part of our Community Consultation and Engagement strategy.
Advocacy and Representation on Local and Regional Issues	Local Authorities exist in each Community, with Local Authority and Skin Groups representatives being sought in the coming year for representation on Council Sub-committees. Governance KPI's reflect our endeavour to ensure these core services are addressed.

Into the Future

Following the Compliance Review, the subsequent appointment of an Official Manager and the associated failings in financial controls, Council has determined the primary elements of future planning rotate around

- Effective Governance structures and systems,
- A financial Recovery Plan,
- Promotion and development of independent contractors providing core service activity across the Tiwi Islands, where there is a clear benefit to Tiwi people.

Financial Recovery Plan

A financial Recovery Plan has been approved by Council and broadly sets out the road to financial recovery. The financial Recovery Plan adopted to date is composed of the following elements:

A revised Organisational Structure

- Reducing Senior staff positions and repositioning the Council in respect of roles and responsibilities,
- Reduction of staff where possible within service provision limits,
- Limitations on filling non-essential positions,
- Reviewing remuneration equalization and conditions of staff.

A review of Assets

- A review of Assets that may be disposed of to generate cash income is ongoing. In the 2015/16 Budget six motor vehicles have been identified along with other surplus equipment up for sale and disposal,
- Tiwi Islands Training and Education Board (TITEB) will be taking over unused Office of Township Leasing (OTL) assets reducing the impact on TIRC for maintenance and Rent,
- Significant improvements in Asset identification reducing loss.

Engagement with Business Opportunities

- Under the restructure there has been an emphasis on developing Business Services in an attempt to take advantage of all business opportunities on the islands. Territory Housing has been re-engaged and are providing additional consistent work to TIRC staff,
- Memorandum Of Understanding – Melville Island Road Development.

Rebuilding Partnerships

- An effort to rebuild partnerships with a strategic view of reducing costs directed to TIRC alone,
- We have currently negotiated with TITEB to contribute.

Outsourcing

- All outsourcing opportunities are being explored, including the benefits associated with outsourcing services to CouncilBiz.
- Local organizations are being encouraged to consider tendering for TIRC contract, reducing the actual service delivery by TIRC in favour of island based contractors.

Currently negotiating with a range of family trusts over opportunities that have been identified and will be advanced in this financial year.

Administration

- Reduced ICT costs/ Telstra contract/Bring Your Own Device policy,
- Reviewing the FBT calculation process – Statutory v Logbook method,
- Freeze on Elected members allowances and reorganizing payment systems.

Local Implementation Plan (LIP)

The Local Implementation Plan for Wurrumiyanga was initially enhanced to meet matters raised by Council. The plan was endorsed after Council recognised the specific commitments relating to service delivery and because the Tiwi Islands Regional Council was initially recognised as a key stakeholder and delivery partner. However from the day the plan was agreed to government has ignored these priorities, partially excluded the Regional Council and failed to consult. Accordingly the Regional Council has not participated in requests to be involved in updating the LIP.

Local Authorities and Skin Groups

The Council continues to work with Local Authorities and Skin Groups as an integral part of our Community Consultation and Engagement strategy.

Local Authorities exist in each Community, with Local Authority and Skin Group representatives being sought in the coming year for representation on Council Sub-committees.

Council was successful in obtaining additional grant funding from the Department Local Government and Community Services during 2014/15 to employ a full time Financial Advisor/Trainer. This position is for twelve months (fixed term) based at Wurrumiyanga and will focus on providing financial reporting/budget training and undertake community engagement/awareness events in each community.

Stakeholder Relationships

The Council recognises that in the past this was an area not well engaged by Council and in part lead to the circumstances of 2014/15.

The Council intends to facilitate information sharing with these parties to encourage transparency and minimise duplication of services.

These organisations include but are not restricted to: Tiwi Land Council; Shop Committees and Progress Associations; Church; Schools; Art Centres; Fishing Lodges; NT Police; other Federal and NT Government Agencies and all privately operated businesses.

Service Delivery

Council's planning for service delivery centres around:

- It's structure as a corporate body and how this meets needs,
- The functions it performs, how these interrelate to become financially and physically sustainable,
- It's infrastructure,
- Outsourcing of services.

All four of these notations are dependent on each other for functionality and sustainability. Consequently this plan takes a holistic approach to resource planning and this dependency.

The Tiwi Islands Regional Council operates with a holistic service delivery approach across all Communities within the Tiwi Islands. The Strategic Plan for Service Delivery is detailed by Directorate and further exemplified by Independent Business Units.



With Permission Bede Tungutalum 'Owl Man

PART 2

2.1 Governance

The Governance team provides effective leadership in governance activities to support the strategic direction of Tiwi Islands Regional Council. This area is responsible for overseeing the establishment and ongoing implementation of good governance structures and processes.

High level management advice, guidance and support are provided to the Council, Council Committees, Senior Management and staff.

Governance support also extends to each community (Local Authority Members), and ensures ongoing compliance with NT Legislation and Regional Council policies and procedures.

Leadership Training will also need to extend to grass roots community members via regular structured community engagement forums (Local Authorities in each community). This strategic focus will provide opportunities and a pathway for Local Authority members to consider future representation on Council.

Council supports the establishment of a Youth Council as this will develop, mentor and support youth to be future leaders in their communities.



SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> Experienced and knowledgeable staff Staff and Councillors interact well Good understanding of Legislation Council working together as a team Compliance with Agendas and Minutes Good relationships with NT Local Government staff Good relationships with Local Government Association of the Northern Territory (LGANT) staff Building relationships with Local Authority Members 	<ul style="list-style-type: none"> New Section – staff still learning Outstanding training requirements Reporting timelines to be prioritised Ensuring Action Items are followed up and done
Opportunities	Threats
<ul style="list-style-type: none"> Strengthen relationships with all NTG Departments Strengthen relationships with Tiwi Land Council Network with other NT Councils Advocate for additional resources for governance training LGANT to continue supporting newly established Governance Reference Group Utilise the Wurrumiyanga LIP to facilitate Governance and Leadership Training 	<ul style="list-style-type: none"> Policy and Procedures not being followed Councillors other commitments prevent them being available for training Funding cutbacks



KEY PERFORMANCE INDICATORS

Key Performance Indicator	Action	Measure of Success
Compliant with <i>Local Government Act</i> , Regulations and Ministerial Guidelines.	Regular liaison with LG staff	99 % Compliant
Council Members are aware of their roles and responsibilities, separation of powers, and meeting attendance	Governance Training	Council Meetings are well attended, Quorums achieved, well structured Agendas with good understanding of reports by all councillors.
Councillors Portfolios are recognised by Council staff and regular updates are provided by staff to Councillors on their portfolio areas of responsibility.	Ensure staff are aware of Councillor Portfolios	Regular meetings are being held between Councillors, Directors and Staff in their Portfolios
Newly established Local Authorities are operating efficiently and working in conjunction with the Regional Council.	Ensuring that protocols are followed to keep information flowing both ways	Regular meetings of Local Authorities are being held with information shared across communities providing a forum for community engagement.
Council Policies and procedures are updated regularly to ensure compliance with NT and Federal Legislation.	New Policy Framework to be developed and implemented	Update all existing policies and procedures progressively during 2015-16

Funding

Funding is by internal allocation.

2.2 Corporate Services/Organisational Services

Human Resources (HR)

The Human Resources Unit provides strategic HR leadership to encourage best practice in the management of the staff of the Tiwi Islands Regional Council. It supports a distributed environment through leadership, policy development, operational services, consultancy and advice.

Areas covered include – recruitment and appointment, payroll functions, training and staff development, Workplace Health and Safety and mentoring.

Goals

- Improve quality assurance through development of streamlined procedures and processes in Human Resources and Payroll,
- Payroll processing within three days of the end of pay period,
- Improve the Work, Health & Safety and Risk Management capacity of the organisation.

Strengths	Weaknesses
<p>Ability to run all HR services with minimal assistance from external providers i.e.: payroll, grievances, recruitment, training coordination, employment of 3 Tiwi staff in the unit.</p> <p>Staffing knowledge and diversity – staff capabilities are varied along with cultural background. This provides the advantage of being able to meet client requests, business obligations/objectives effectively through multiple skills sets and cultural awareness.</p>	<p>Inconsistency in accuracy of data entry; heavy workload around payroll and demand for services variable; poor understanding by other units of function of Human Resources and Payroll.</p> <p>Weaknesses to be overcome by development of streamlined processes, expanded use of checklists for data entry and provision of information to other units on the function of the unit</p>
Opportunities	Threats
<p>Continue to access matching funding program and Mentoring program if both are offered in the 2015-16 financial year</p>	<p>Loss of contract and grant funding would reduce the organisation financial capability and may lead to job losses within the unit.</p> <p>The use of multi-tasking and cross unit expertise will support consistent delivery of services, maintain 100% time use by all staff within the unit.</p>

KEY PERFORMANCE INDICATORS

Key Performance Indicators	Action	Measure of Success
Maintain organisational structure and record changes to demographics	Recruitment and selection processes responsive and timely, records maintained	Point in time update of the organisational structure as changes occur during the year. Monthly report on new staff, terminations and, recruitment status for vacancies, and demographics by locality for gender, age and Tiwi staff.
Payroll completed on time and HR data is current and accurate	Payroll processed and paid each fortnight following pay period ending. Forms used for staff data entry.	100% of Exception Timesheets processed
Work Health Safety Committee meetings organised	Minutes and Action items circulated after scheduled meetings.	Ten WHS Committee meetings per year.
Staff Development	Implement the Workforce Development Plan	Report the type and number of courses run and number of participants

Administration

Regional Council administration offices deliver information and services to community residents and support to Elected Members, Local authorities, Directors and other Council Program/Business units across the three communities.

The Council Offices also provides assistance and information to external agencies.

The Goals of the unit are

- to provide effective and timely administrative support to communities and organisation,
- adequate staffing to maintain a healthy work environment,
- financial management of administrative operations.

SWOT ANALYSIS

Strengths	Weaknesses
A dedicated office manager at each office location, Corporate Support Officers at Milikapiti and Pirlangimpi provide back up support. This resource can and will be used to provide a point of contact for Local Authorities and support the Governance Manager in organising meeting logistics	Limited administrative staff at community offices, leaving offices understaffed during leave. Engaging part time staff to provide backup reception work and undertake cleaning duties to achieve two results – one to provide administrative back up and secondly to free up time of Office Managers to undertake their expanded roles with Local Authorities.
Opportunities	Threats
Promotion of office meeting rooms to external clients to boost income, promotion of rooms, facilities and fees. Increased income can be used to offset office running costs.	No threats from external forces identified at this time.

KEY PERFORMANCE INDICATORS

Key Performance Indicators	Action	Measure of Success
Office open and functioning	Adequate staff to provide reception and administrative services	Count days each Office has an unplanned closure, aim <5 days per year.
Budgets maintained and financial actions recorded	Run monthly budget reports	Provide monthly reports budget variances >10%, savings identified and re-assigned to offset any shortfalls
Local Authority meetings supported	Meeting organisation and administrative support.	Number of Local Authority meetings supported at community location against number of meeting scheduled.



With permission Bede Tungutalum

Information Communication and Technology

ICT provides essential communications services to all levels of the Council, from the CEO to mechanics in the vehicle workshops. ICT is increasingly at the very centre of all Council functions.

ICT provides services, support, updates, maintenance and provisioning for desktops, laptops, tablets, iPads, mobile phones, satellite phones, printers, still cameras, video cameras, turbo modems, turbo routers, projectors and landlines. ICT manages assets for asset tracking, asset warranty and replacement, manages Council communications via the Council website and newsletter, provides new account set up and passwords, email support and troubleshooting, printing support and troubleshooting, policy development for mobile phones, satellite phones, e-waste, Council communications and internet and email acceptable use, maintains and supports internet connectivity for Council offices and remote users, provides file management services, security and support, and manages contracts with service providers such as Telstra, CSG, Dell and CouncilBIZ.

GOALS

1. Reduce overall Communications costs without reducing service delivery
2. Develop Council communications



SWOT Analysis

Strengths	Weaknesses
<p>Lack of competition Local knowledge Wide area of expertise to address a multitude of problems On the ground support for all staff CouncilBIZ single provider for server based applications and support</p>	<p>Lack of staff in each location Slow service delivery, particularly at Milikapiti and Pirlangimpi Lack of IT skilled labour on the islands Slow chain of supply for IT provisioning Low level of IT literacy among staff CouncilBIZ single provider for server based applications and support</p>
Opportunities	Threats
<p>Promote ICT services and skills to other organisations on the islands, such as NGOs, NTG and Federal Government. Opportunity to train young people in all aspects of ICT, enabling a potential career in ICT Encouraging young Tiwi's through work experience from Xavier and Tiwi Colleges Involvement of competition for Telstra in the Council's communications infrastructure development No independent IT support on either island, especially for the community</p>	<p>Reliance on third party suppliers and providers Slow supply chain of essential hardware No redundant hardware in any office, particularly network hardware, such as switches and routers No redundant network connections in Council Offices Dependent on CouncilBIZ for 3rd Level support Slow maintenance and service response from major providers such as CSG for printing and Telstra for communications</p>

Key Performance Indicators	Action	Measure of Success
Reduce overall Communications costs	Monitor Telstra billing Reduce overall numbers of landlines and faxes Refine Telstra accounts	Reduced communications costs Reduce Telstra monthly bill
Maintain, upgrade and manage the replacement of all Council ICT equipment	Maintain complete inventory of all ICT equipment and software Regular inspection of all equipment Inventory to track warranty, purchase date and disposal date Work with finance to devalue all equipment, especially large items Budget for managed replacement of all large and small items	Smooth functioning of all ICT assets Regular inspections Regular turnover of out of warranty ICT equipment
Maintain and develop Council communications	Manage Council website and newsletter Develop alternate means of communication – Corporate Facebook page, mobile phone app.	Increased public profile of TIRC Engagement of local businesses in TIRC communications projects Compliance with NTG. regulations



Community Engagement

Support participation by Tiwi Islands residents in the development, delivery and presentation of culturally appropriate and safe events for the community and visitors with regular side activities, on and off shore, including and not limited to sport, performing arts and art.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Committed staff • Support of elected members and communities 	<ul style="list-style-type: none"> • Time spent of writing applications for small program funds • Lack of adequate infrastructure • No volunteer support
Opportunities	Threats
<ul style="list-style-type: none"> • Retention of workers and commitment to tasks • Continuous and regular communications regarding events development within Council • Development of interactive online presence for Tiwi Events • Encouragement of entrepreneurial activities by men and women for day trippers i.e. selling of arts and crafts on the beach 	<ul style="list-style-type: none"> • Lack of recurrent revenue or financial support • Competing events • Lack of trained staff

KEY PERFORMANCE INDICATORS

Key Performance Indicator	Action	Measure of Success
Organise Community Events	Bring together diverse partners across Community	Increase organisations' participation Increase audience attendance
Organise performances	Bring together diverse partners across community & offshore	Increase organisations' participation Increase audience attendance
Promotion Tiwi Islands Events & Brand	Regularly update TIRC electronic diaries, website & local/national notifications	Increased number of print articles Monitor and grow number of electronic hits
Continue developing Events Risk Assessment (RA) including Job Safety Analysis (JSA)	Bring participants together to understand RA process for events	Signed off by HR All risks minimised to avoid culpability, litigation & damage to reputation.
Events Facilities development & refurbishment	Work with & advise relevant TIRC business units & consultants	All events held in TIRC facilities



Records Management

Records Management is the discipline and organisational function of managing records to meet operational business needs, legal accountability requirements and community expectations.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Availability of system • Specific expertise 	<ul style="list-style-type: none"> • Staff shortages • Training delays • Backlog of cataloguing and archiving. • Poor records culture • Poor records system
Opportunities	Threats
<ul style="list-style-type: none"> • Increased staff participation • Job sharing 	<ul style="list-style-type: none"> • Reliance on individual presence • Loss of key staff

KEY PERFORMANCE INDICATORS

KPI	Action	Measure of Success
Review Internal Quality Control	Review and revise Records Management Policy	Policy adopted in line with Local Government records management policy
Ensure Council meets Freedom of Information legislative requirements	Review procedures and checklists for records management principles	Rollout one new records management procedure or training session per month with 50% attendance for administrative staff
Archiving	Appraising, sentencing and disposal of records	Maintaining 80% currency in records management
Manage InfoXpert and Infocouncil	Licencing, upgrades, application development and training	85% of staff trained in reporting and recording data at all times

Finance

Finance is responsible for the smooth operation of the Regional Council through direction, control and administration of the financial activities of the Tiwi Island Regional Council and to provide the Chief Executive Officer and the Council with financial assessments and information that will ensure planning and budgeting activities meet the Council's goals.

The finance department functions can be divided into two areas;

1. Financial Accounting (Accounts Payable, Accounts Receivable, Property and Rating, Internal and External Audit)
2. Management Accounting/Grants and contracts

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Qualified and experienced finance professionals • Delegations specific to functions and direct link to financial management • Good communication processes 	<ul style="list-style-type: none"> • Staff Retention (loss of knowledge and continuity) • Managers financial knowledge and lack of management reporting historically • Communication flows from day to day activities to financial inputs • Ancillary IT programs licenced but yet to be implemented/activated
Opportunities	Threats
<ul style="list-style-type: none"> • Development of Managers skill and knowledge base in actively managing their business units. • Increase interest income through term investments • Build better relationships with Funding Bodies 	<ul style="list-style-type: none"> • Habitual disregard for procedures and finance policy • Loss of key staff • Break down of communication

KEY PERFORMANCE INDICATORS

Key Performance Indicators	Action	Measure of Success
Increase Grant Subsidy Income by 20%	Apply for all grant related funding that become available during the 2015/ 2016 financial year	<ul style="list-style-type: none"> Funding opportunities applied for by the Council Number of funding applications approved Increase in grant subsidy income
Increase Income through Commercial Contracts	Liaise with Federal and Territory Government Departments and private enterprise to secure new contractual arrangements	<ul style="list-style-type: none"> Number of commercial contract tenders submitted Increase in commercial contract income
Grant subsidy funding expended in full	Monthly budget vs variance expenditure reporting completed by all Business Unit Managers	<ul style="list-style-type: none"> Monthly budgeted expenditure equals monthly actual expenditure
Grant Subsidy Income received in timely manner	Monthly budget v variance income reporting completed by all Business Unit Managers	<ul style="list-style-type: none"> Monthly actual income equals or exceeds monthly budgeted income
Programs funded for the 2015/2016 are completed by the end of financial year	Monthly reports submitted by Business Unit Managers to	<ul style="list-style-type: none"> No incomplete programs or projects outstanding at 30 June 2016
Decrease over 90 days debtors	<p>Monthly aged receivable reports prepared</p> <p>Monthly statements sent to debtors</p> <p>Monthly telephone communication with all debtors > 90 days</p>	<ul style="list-style-type: none"> Total of 90 days or more outstanding equates to less than 30% of total debtors Statements sent by 10th of each month Telephone communication made by 15th of each month
Decrease over 90 days creditors	Monthly aged payable report prepared	<ul style="list-style-type: none"> Total of 90 days or more outstanding equates to 20% or less of total creditors All invoices received have a matching purchase order in the system All invoices are signed off for payment within 14 days of receipt

FUNDING AND PARTNERSHIPS

Funding Agency Name: Internal

Income or Grant funding Title: Internal allocation
Purpose: Income from the NT Operating Grant, Federal Assistance Grant and administration fees from other funding agreements contribute toward Finance staff wages and on-costs.



2.3 Infrastructure Services

The Regional Councils Services department (Infrastructure) provides a variety of services across the Tiwi Islands. The Director of Infrastructure Services provides executive leadership within the department and oversees the activities of the key business units within the department via their corresponding business unit managers, coordinators and team leaders.

Civil Works

- Road maintenance and stormwater drainage (FAA)
- Road repairs (Roads to Recovery)
- Road rectifications (Disaster Relief and Resilience)

Town Services

- Waste collection and disposal
- Parks, Gardens and public spaces
- Cemeteries
- Inter Islander passenger and vehicle service

Fixed asset management

- Staff Housing
- Council facilities
- Commercial building works
- Motel and contractors (commercial accommodation)
- Project management (Asset based grants)

Airport Services (contract)

- Inspections
- Maintenance
- Emergency response

Fleet

- Fleet asset management
- Fleet repairs and maintenance

Outstations

- Municipal services
- Capital Works

Civil Works

Civil Works teams are located in all three communities and work on road repairs and maintenance. Completion of Civil projects including drainage, tip maintenance, earth works and traffic management as required. There is a supervisor with each team: the three teams come together and work on bigger projects as required on the islands. Locally supervisors report to the Works Coordinator, who in turn liaises with the Civil Works Manager daily.

Goals

1. Improve the long term conditions of Tiwi roads
2. Train Tiwi operators to be able to complete all civil works operations efficiently to a high standard.
3. Achieve full cost recovery of all works completed
4. Bring the condition of all three tips to conform with standards
5. Increase opportunity for outsourcing of civil services to promote private sector involvement in Council operations through contract letting and management.

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • We are the only organisation with a large range of machinery and licensed operators in all locations across the Tiwi Islands • Material is sourced on Island at no cost 	<ul style="list-style-type: none"> • Whilst licensed, a large percentage of staff has limited experience in operating and constructing roads to relevant standards. • Material available on Islands for road construction is of poor quality. • Plant is aged, unreliable and expensive to maintain
Opportunities	Threats
<ul style="list-style-type: none"> • Make our services available to customers working on the Islands • Provide Civil Works services to the new barge landing project • Co-operate and deliver improved services throughout the communities 	<ul style="list-style-type: none"> • Machinery breakdown causes delays in program delivery • Reduced program funding- funding level is already insufficient to maintain road network • Traffic on roads increases rapidly (e.g. with wood chipping enterprise). • Seasonal severe monsoonal or cyclonic weather events causing extensive damage to road network.

KEY PERFORMANCE INDICATORS

Key Performance Indicators	Action	Measure of Success
Road network is maintained	Civil works crews to complete regular maintenance grades	Roads remain open and in good condition throughout the year
Upgrade works are completed to meet relevant standards	Civil works manager to oversee delivery of specified projects	Projects are completed on time and budget to relevant standards
R2R works are costed and acquitted	Works crew to complete day sheets recording expenses against programs. Civil works manager to table costs. Director Infrastructure/Contracts manager to complete works programs and acquittals	Programs are costed, completed and acquitted with no carry forwards or outstanding acquittals

FUNDING AND PARTNERSHIPS

Roads to Recovery

Funding Agency Name: AG Department of Infrastructure and Transport
 Income or grant funding title: Roads to Recover 2014 – 2019
 Purpose: Roads to Recovery is an Australian Government initiative designed to provide direct funding to Local Government for road repairs.

Disaster Recovery

Funding Agency Name: NT Department of Local Government and Regional Services.
 Income or grant funding title: Natural Disaster Relief and Recovery Arrangements
 Purpose: This grant is provided to assist the Council in meeting the cost to recover from damage to roads due to heavy rainfall and flooding.

Financial Assistance Grants

Funding Agency Name: AG Department of Regional Australia, Local Government, Arts and Sport.
 Income or grant funding title: Financial Assistance Grants to Local Government
 Purpose: These untied grants provided to Local Governments for a range of purposes including roadwork and other civil services.

Town Services

Town Services provides functions including maintenance of public parks, gardens, and drainage, waste collection and management, funerals and servicing of public toilets in all communities. Works coordinators direct township services officers at a local level.

In Wurrumiyanga the additional function of the Inter Island Vehicle and Passenger transport service sits within this Township Services unit

Goals

1. To have all community public areas maintained throughout the duration of the wet season.
2. Provide uninterrupted service in the Marine services area
3. Improve efficiency of waste collection service
4. Achieve full cost recovery of all works completed.
5. Increase opportunity for outsourcing of town services to promote private sector involvement in Council operations through contract letting and management.

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Certified staff for relevant activities (poisons, machinery, etc.). • A spare waste collection truck to ensure service has no major interruptions. 	<ul style="list-style-type: none"> • Limited number of staff with coxswains' certificates to meet compliance regulations • Unreliable plant/grass cutting equipment
Opportunities	Threats
<ul style="list-style-type: none"> • Improved collection of waste disposal fees for commercial collection and disposal • Increased revenue from ferry passengers and vehicle freight 	<ul style="list-style-type: none"> • Maintenance plant breakdown causes delays in program delivery • Loss of certified staff to competing businesses (coxswains- Melville Port)

KEY PERFORMANCE INDICATORS

Key Performance Indicator	Action	Measure of Success
Community cleanliness	Works coordinators to ensure grass cutting and maintenance is completed	Communities are maintained to meet community expectations
Meet National Compliance of marine services operations	Ensure that vessels are surveyed, operators are licensed and that minimum staffing requirements are met	Full compliance with National Marine Safety Board Regulations
Regular waste collection service	Works Coordinators schedule waste collection services	Waste collected twice weekly without interruption
Improve the appearance of Communities	Proactive poisoning of drains and bollards to reduce workload of maintenance	Public areas maintained throughout the season

FUNDING AND PARTNERSHIPS

Marine Services obtains funds through both commercial and internal costing for transporting vehicles between Bathurst and Melville Islands. This area runs a significant deficit and is subsidised through rates.

The Town Services team obtains a minimal amount of commercial earnings through performing private work such as mowing services and on Island freight transport.

Currently there is no cost recovery on funeral services.

Waste collection is funded through the waste collection component of the rates levy.

Public area maintenance is funded through rate collection.

Fleet Administration

The Fleet Business Unit comprises workshops in all three communities, with the Regional Fleet Manager being based in Wurrumiyanga. The workshop performs repairs and maintains all Council light vehicles, plant and equipment including light engines and lawn mowers. All workshops are capable of performing private works but Council assets take preference.

Fleet owns all the vehicles and plant excluding a few specially funded program vehicles and hires these assets to other council business units on a daily, weekly or monthly basis. Daily and weekly rentals are mainly fleet pool vehicles to units that do not have vehicle allocations while monthly rentals are the allocated vehicles. This type of rental includes fuel and other components of the fee are registration, insurance, maintenance and administration.

Fleet also buy and dispose of vehicles; ensures all vehicles and plant are registered and in a roadworthy condition; looks after the fuel for the Council use, retails fuel for Milikapiti as well as orders and arranges for delivery of fuel for the generator at Wurankuwu. The workshops are separated into Local Authority areas but Fleet is operated as a regional unit.

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> Only workshops on Melville Island, Only fuel at Milikapiti and The only plant and equipment on the Tiwi Islands. 	<ul style="list-style-type: none"> Too many old and obsolete vehicles, There is a problem attracting suitable mechanical staff to the islands. We have unreliable parts delivery, vehicle misuse and abuse
Opportunities	Threats
<ul style="list-style-type: none"> The possibility of a retail outlet incorporating the fuel sales. Sale of older vehicles will help with funds to purchase new vehicles and training for current mechanical staff. 	<ul style="list-style-type: none"> Cuts to funding and grants will affect the purchasing on new vehicles, Fuel contamination and Lack of quality staff with good diagnostic skills

KEY PERFORMANCE INDICATORS

Key Performance Indicators	Action	Measure of Success
To have fully staffed and fully equipped workshops in each community with competent mechanics.	Advertise differently, more training for staff and the purchase of special tools and equipment.	Less wrong diagnosis, less down time, and the quicker turn around due to the right tools.
The disposal of all obsolete and surplus plant, equipment.	On Island tender auction and private sale.	A significantly reduced fleet.
Bi-annual turn over of light vehicle fleet.	Trade-in or sale of vehicles by age or kilometres and release tender for supply of vehicles that meet council's requirements.	A one time turn over of light vehicles and have modern up to date fleet with less maintenance costs.

FUNDING AND PARTNERSHIPS

Funding Agency Name:	Internal
Income or grant funding title:	Internal Allocation
Purpose:	Income from the NT Operating Grant, Federal Assistance Grant and administration fees from other funding agreements contribute towards Corporate Services staff wages and on-costs.
Funding Agency Name:	Commercial Income
Income or grant funding title:	Fleet Hired Fees and Charges
Purpose:	Income from the Fees and Charges for vehicle hire.

Airport Inspections and Airport Maintenance

Airport Services provides inspections and maintenance services to the Department of Lands and Planning under contract. The services are performed by Council Officers at each of the three communities and include daily inspection of the airstrip and immediate surrounds, maintenance of furniture and lighting, vegetation control such as grass slashing within the fenced area and other vegetation removal along approach and departure areas and emergence response.

SWOT ANALYSIS

Strengths:	Weaknesses
<ul style="list-style-type: none"> All staff has the necessary accreditation to complete works (ATSIC cards) within the restricted areas Regional Council owns all necessary equipment to deliver these services. Long term contracts are in place (36 months) 	<ul style="list-style-type: none"> Does not sustain any full time position at any location
Opportunities	Threats
<ul style="list-style-type: none"> Commercial income opportunities for works outside of the service schedule LGANT negotiating to hand over the airstrips to Council by 2018, meaning that the Council will have more control over the asset. 	<ul style="list-style-type: none"> loss of the PWC Essential Services contract will mean restructuring delivery and certifying new staff likelihood of these contracts going to tender when completed

KEY PERFORMANCE INDICATORS

Key Performance Indicator	Action	Measure of Success
Daily inspection	Inspect airstrip and surrounds in accordance with the contract specifications	Daily log shows 100% compliant
Reporting additional inspections	Report to finance all incidences of requests for additional assistance regardless of who requested the assistance	No work is preformed outside of normal daily duties without finance being provided the details of who requests the assistance and time spent on the request.
Maintenance completed	Slash airstrip and complete works as per schedule	Maintenance completed as per agreed service schedules

FUNDING AND PARTNERSHIPS

Funding Agency Name: Department of Construction and Infrastructure (DCI)
 Income or grant funding title: Repairs and Maintenance of Airstrips
 Airport maintenance inspections
 Purpose: The agreement sets out the services required and the financial payments to be received for the various tasks in the agreement.

Fixed Asset/Project Management

Fixed Asset/Project Management includes repairs and maintenance to Council Facilities and Staff Housing, delivery of asset based grants (ABA/SPG and CIG), commercial works, HMP fencing and Outstation housing repairs and maintenance.

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Council has a variety of licensed/certified trades in permanent employment • Council owns all necessary equipment to deliver these services. • Asset management system currently in place to manage workflow • CAL accreditation (can tender for NTG works) • Registered to receive all NTG tender releases 	<ul style="list-style-type: none"> • Council no longer has all trades in each location. • Currently no project manager/ trades coordinator position.
Opportunities	Threats
<ul style="list-style-type: none"> • Commercial income by completing works for other local businesses/service providers and residents. • Grant application opportunities annually 	<ul style="list-style-type: none"> • Poor/slow delivery of grants/projects reduces applications being successful. • Lack of administration reflecting service delivery making acquittals difficult to achieve.

KEY PERFORMANCE INDICATORS

Key Performance Indicator	Action	Measure of Success
Maintain profitability	Ensure all working hours are recorded accurately and reflected on Job sheets	Maintain billable hours to above 80%
Deliver and acquit all grants within specified time frame	Project manager to ensure works are completed and costs are recorded for acquittal	Grants delivered and acquitted within specified time frames
HMP- fencing	Complete administration and deliver works program	Deliver fencing works and complete acquittal within specified time frame
Response times to repairs	Respond in a timely manner to critical repairs (leaks, electrical etc.)	Repairs and maintenance delivered efficiently

FUNDING AND PARTNERSHIPS

Building Services

Funding Agency Name:	Department of Housing
Income or grant funding title:	Panel of qualified trade repairs
Purpose:	Completion of commercial works on TH assets
Funding Agency Name:	Northern Territory Government
Income or grant funding title:	Outstation Housing Repairs and Maintenance and Outstation Capital
Purpose:	This grant funds repairs and maintenance of outstations on two islands in particular wages and materials for trades, and miscellaneous repairs to essential services infrastructure.
Funding Agency Name:	Internal
Income or grant funding title:	Internal Allocations
Purpose:	Funding from all operational areas for staff housing and facility maintenance.
Funding Agency Name:	ABA, SPG, CIG (various)
Income or grant funding title:	Project grant funding
Purpose:	Delivery of specified grants/capital improvements

Outstations Municipal and Essential Services and Housing Maintenance Services

Outstations Municipal and Essential Services (MES) is delivered by our outstations officers, providing maintenance to Essential Service Infrastructure such as bores, water tanks, water lines, generators, solar power systems and septic systems. Infrastructure and Housing Assets are inspected four times annually and maintenance is completed as required. Housing repairs and maintenance are completed by our fixed asset team.

SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> Staff retention in this area is strong, with an in depth knowledge of infrastructure history and operation. Regional Council owns all necessary equipment to deliver these services. Asset management system currently in place to manage workflow 	<ul style="list-style-type: none"> No funding available to maintain access tracks to Outstations
Opportunities	Threats
<ul style="list-style-type: none"> Wurankuwu is planning on starting a Housing Association to offset running costs of community and housing repairs and maintenance. 	<ul style="list-style-type: none"> Funding under the current agreement is tied to individual communities and fuel consumption at Wurankuwu is well above the amount provided.

KEY PERFORMANCE INDICATORS

Key Performance Indicator	Action	Measure of Success
Response times to repairs and maintenance	Respond in a timely manner to requested repairs (within funding parameters)	Repairs and maintenance delivered efficiently- minimal interruption to residents
Minimum inspections are completed	Outstations officers to complete inspections at least twice annually with format provided by the Department	Practical component of grant acquittal completed.

FUNDING AND PARTNERSHIPS

Funding Agency Name:	Department of Regional Development and Women's Policy
Income or grant funding title:	Homelands Program- Municipal and Essential Services and Housing Maintenance Services
Purpose:	Provide Municipal and Essential Services and Housing Maintenance Services to all recognised Tiwi outstations
Funding Agency Name:	Northern Territory Government

2.4 Community Support/Organisational Services

The Community Support directorate is responsible for the provision of services through business units including Sports and Recreation, Children's Services with Families as First Teachers (FaFT), Youth and Community, Community Safety, Centrelink and Libraries

The business units provide sports and recreational opportunities to men, women and children and are responsible for maintaining safe and effective sports and recreation facilities for internal and public use and private hire. Additional programs and support for community residents are delivered through the provision of child care, youth diversion, and community works programs.

Our communities are kept safer through the operations of the Community Safety patrolling teams. Our teams provide culturally appropriate support and/or intervention for vulnerable people and assist them home or into the care of other support agencies.

Community residents in Pirlangimpi and Milikapiti receive support through the provision of Centrelink Services based within the central business areas of the community. Comfortable libraries with Internet capabilities are situated in buildings near residential areas.

The business units operate across three communities and at sites including the Swimming Pools, Ovals, Recreation Halls, and Childcare Centres, Women's Centres, Libraries, Business Centres and Council Offices.

Sport and Recreation

Tiwi Islands Sports & Recreation team operates across the Tiwi Islands, from 8am – 8pm Monday to Friday, delivering activities at recreation halls, pools and ovals.

Our facilities at each location include:

Recreation Halls	Swimming Pools	Gym	Ovals
Wurrumiyanga	Wurrumiyanga	Wurrumiyanga	Wurrumiyanga
Milikapiti	Pirlangimpi		Milikapiti
Pirlangimpi			Pirlangimpi

Key Performance Indicator	Action	Measure of Success
The number of participants and activity	<ul style="list-style-type: none"> Promote activities Provide transport across islands Deliver different sports of interest Implement a calendar of events 	Participation numbers are 165 per month.
Employment of Indigenous people	<ul style="list-style-type: none"> Employ local Tiwi people Train new and existing staff 	90% of employees are Indigenous
Increase revenue	<ul style="list-style-type: none"> Operate kiosks frequently Improve booking systems for use of facilities Review associated fees and charges 	50% increase of revenue from last recorded figures
Workforce Training and Development	<ul style="list-style-type: none"> Identify training needs Participate in training 	All staff participates in annual performance review and agree to undertake one training session per year.

Children's Services

Key Performance Indicator	Action	Measure
Working with children	<ul style="list-style-type: none"> Develop and implement new activities Implement the dedicated learning resources for specific programs (FaFT) Ensure staff members have currency of Working With Children (WWC) clearances 	Increase in delivery and participation in activities from previous year
Keep children's cultural identity strong	<ul style="list-style-type: none"> Use Tiwi language in story/songs Use skin group elders in activities 	Elders are teaching children to sing and dancing traditional ways.

Working with families and the community	<ul style="list-style-type: none"> • Conduct informal and flexible discussions with families • Invite community to activities 	Increased participation of informed parents
Working with other services	<ul style="list-style-type: none"> • Maintain links with other agencies • Attend meetings with agencies 	Partnership are maintained with a monthly meeting
Indigenous Employment	<ul style="list-style-type: none"> • Recruit, employ and training Indigenous staff into the organisation 	50% of staff are Indigenous
Meals Program	<ul style="list-style-type: none"> • Employ two people in the program • Consultation on preferred meals • Healthy meals provided 	Customer satisfaction

Youth and Community

Tiwi Youth and Community (TY&C) provides youth diversion activities, case management and reintegration services to Tiwi youth and their families.

TY&C services are provided at Wurrumiyanga, Milikapiti and Pirlangimpi. The TY&C office is based at Wurrumiyanga on Bathurst Island and operates from 8am to 4.36pm Monday to Friday.

The youth program for young offenders consists of the young offender:

- apologising to the victim/victims family verbally or in writing and making a commitment not to reoffend,
- undertaking community volunteer hours,
- must attend school or training.

TY&C coordinates cultural bush camps for young Tiwis when funding is made available.

All regulatory and compliance issues that govern the operation of TY&C come under Part 3 of the Youth Justice Act.

Key Performance Indicator	Action	Measure
Providing diversionary activities to youth at risk of entering the youth justice system	<ul style="list-style-type: none"> • Mentoring • Recreational activities • Re-engagement 	<ul style="list-style-type: none"> • 10 school visits delivering 'positive message' sessions • Actively participate in 'bush camps' and local sport and recreation activities • Increased attendance and participation levels at school.
Provide case management support of youth referred to a pre-court program	<ul style="list-style-type: none"> • Conduct <ul style="list-style-type: none"> ○ Assessments ○ Referrals ○ Youth Justice conferences 	Maximum of 40 youth to receive case management.
Reintegration support for youth returning from detention centres, boot camps or community supervision	<ul style="list-style-type: none"> • Support to <ul style="list-style-type: none"> ○ Return to school ○ Return to community ○ Commit to supervision 	Maximum of 16 youth receiving support to reintegrate.
Workforce Development	<ul style="list-style-type: none"> • Identify training needs • Participate in training 	Annual performance review conducted and agreement to undertake one training session per year is made

Community Safety

The Community Safety team provides regular patrols in all communities on the Tiwi Islands.

Our Wurrumiyanga team patrols between 11:00 am and 11:00 pm and our Milikapiti and Pirlangimpi team between 3:00pm and 11:30 pm, Monday through to Saturday.

Our Community Safety team provides safe and culturally appropriate support and services to community members.

Community Safety focuses on ensuring vulnerable people are free from the risk of harm and are conveyed home or to a safe location with a parent, carer or responsible person.

KPI	Action	Measure
Employment of Indigenous persons	<ul style="list-style-type: none"> • Employ local Tiwi people • Train new and existing staff 	85% of employees are Indigenous
Community Patrols	<ul style="list-style-type: none"> • Foot and vehicle patrols conducted by two or three employees • Concentrated effort on dealing with younger people out at night. • Convey vulnerable persons to safe place/care. 	5 patrols per week
Community and Stakeholder Collaboration	<ul style="list-style-type: none"> • Regular meetings with stakeholder and skin groups. 	One meeting in each quarter of the year.
Reporting	<ul style="list-style-type: none"> • Daily sheets/incident reports completed at end of shift 	Departmental reports compiled accurately and submitted in a timely manner.
Workforce Development	<ul style="list-style-type: none"> • Participation in relevant training for patrollers • Roster regular training days • Identify training needs 	Annual performance review conducted and agreement to undertake one training session per year is made.

Centrelink

Provide assistance and support to community members with Centrelink services on Melville Island.

The offices are staffed by Tiwi employees, providing a culturally appropriate service between Monday to Friday from 8:15 a.m. to 4:00 p.m. at Milikapiti, and 8:30 a.m. to 3:30 p.m. at Pirlangimpi.

KPI	Action	Measure
Maintain high level of service	<ul style="list-style-type: none"> Agency is open according to funding agreements by rostering and utilising leave calendars. Complete weekly and monthly reports to funding body 	Customer and agency satisfaction.
Workforce development	<ul style="list-style-type: none"> Staff participation in relevant training Roster training or professional development days 	Annual performance review conducted and agreement to undertake one training session per year is made.

Libraries

Provide a safe and comfortable location where community members can access Library services including Electronic media.

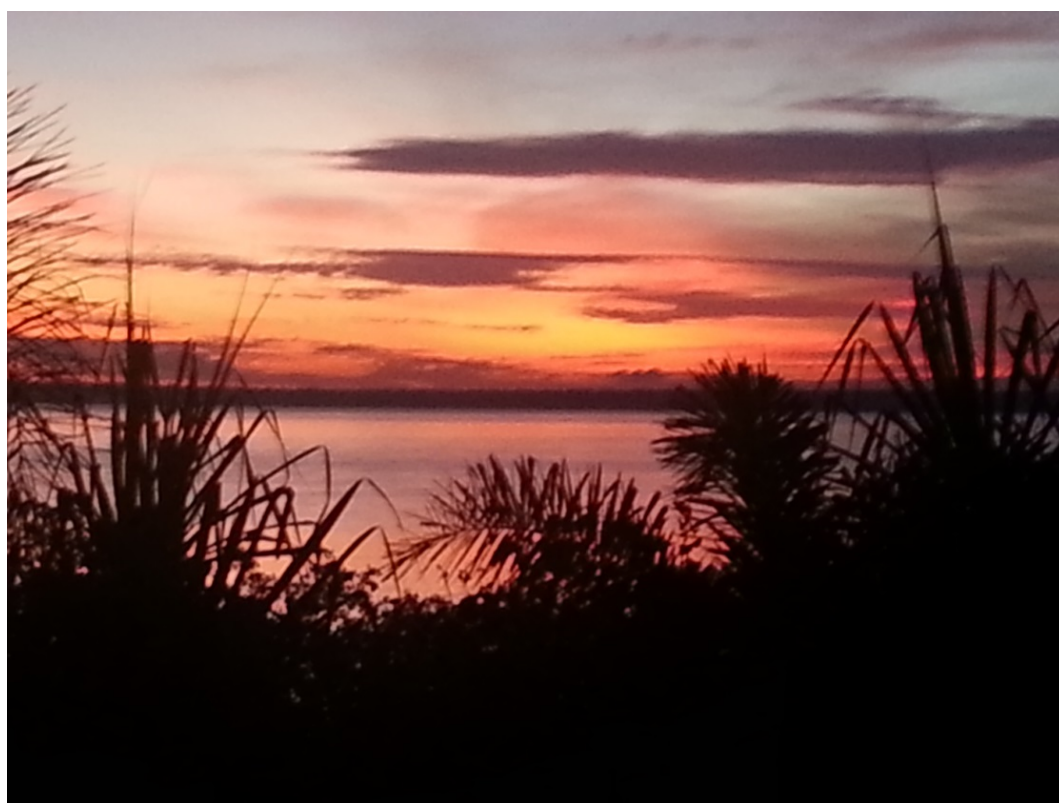
The library is opened Monday to Friday from 1:00 to 5:00 p.m. at both Milikapiti and Pirlangimpi.

KPI	Action	Measure
Increase in patronage	<ul style="list-style-type: none"> Regular opening hours to suit needs of community Provision of a variety of adult and child activities 	10% increase of patronage from the 14/15 figures
Workforce development	<ul style="list-style-type: none"> Staff participation in relevant training Roster training or professional development days 	Annual performance review conducted and agreement to undertake one training session per year is made.

FUNDING AND PARTNERSHIPS

Funding across this directorate derives from:

Australian Government	Northern Territory Government
<p>Department of the Prime Minister and Cabinet;</p> <ul style="list-style-type: none"> • Community Safety • Indigenous Sports and Active Recreation (Tiwi Sports for Life) • Milikapiti Crèche • Pirlangimpi School Meal Program <p>Department of Social Services</p> <ul style="list-style-type: none"> • Children's Services (Crèche and Outside School Hours Care) <p>Department of Human Services</p> <ul style="list-style-type: none"> • Centrelink 	<p>Department of Education</p> <ul style="list-style-type: none"> • Families as First Teachers <p>Department of Sports, Recreation and Racing</p> <ul style="list-style-type: none"> • Active Remote Communities <p>Department of Arts and Museums</p> <ul style="list-style-type: none"> • Libraries <p>Department of Correctional Services</p> <ul style="list-style-type: none"> • Youth and Community



PART 3 Budgets

Budget for the Financial Year Ending 30th June 2016

This plan contains information relating to the annual budget for the Council for the 2015 - 2016 financial year.

In accordance with Part 10.5 of the *Local Government Act* the Budget includes:

- (i) Projected Income and Expenditure;
- (ii) A summary of the Regional Council's objectives, measures and performance indicators;
- (iii) Funds allocated to the development and maintenance of the Council's infrastructure;
- (iv) The estimated funds to be raised by way of rates;
- (v) The rates declaration which includes the rates structure and assessment of social and economic effects; and
- (vi) The allowances to be paid to Council Members and Local Authority members and the total amount budgeted to meet those costs.

The Tiwi Islands Regional Council is highly dependent on grant funding to cover its operational and capital expenditure. In excess of 60 per cent of the Council's income is generated through grant funding.

At the time of preparing this budget there are a number of pending grant funding applications. These applications have been included in the estimated income and expenditure Budget. In the event that the Council is unsuccessful with any of the applications or the approved funding amount varies from the funds sought, the budget will be amended accordingly.

The Council endeavours to provide definitive grant revenue and expenditure forecasts (as opposed to estimates) for the 2015/2016 and future financial years; however this is not possible due to the funding agreements being of twelve months duration.

A more detailed account of the Council's estimated income and expenditure is provided on the pages which follow.

Council has adopted a stance that ALL functions should meet an equitable share of the costs of the services that Council's infrastructure provides to enable their continued operation. In particular this means internal cost recovery reflected in individual program budgets now includes the following elements;

- **Human resources:** Charged in the same ratio as the number of staff employed in any particular program/function, to our overall staffing levels, as a percentage of the budget for running our human resources function.
- **Finance:** Charged in the same ratio as that function/program's expenses represent a percentage of Council's overall expenditure against the budget for financial management.
- **Corporate Services:** A percentage of the budget for administration elements of our infrastructure charged at the average of the cost ratios (percentages) charged for human resources and finance

- **Staff Housing** A fixed annual cost for staff housed by Council, charged according to the nature of the dwelling (1,2 or 3 bedroom rates)
- **Motor vehicles** All budgeted for as part of fleet operations but charged according to functional use at rates that reflect daily, weekly, monthly or permanent assignment to any program or function. Where any program has been funded for the capital cost of such vehicles the cost is reduced to only cover running and service costs.
- **Miscellaneous services** These are charged at Councils declared rates between functions e.g. trades services provided to any other part of Council, machinery hire between functions.

This budget also reflects a greater emphasis on cost recovery for services provided by Council to external parties and strives to avoid subsidization of non-core services such as inter island transport.

Overall it includes estimates of increased costs of 4% per annum unless otherwise shown, but recognizes that many funding elements have not been indexed.



	2015-2016	2016-2017	2017-2018	2018-2019
OPERATING REVENUE				
Income Rates and Charges				
General rates and charges	921,000	953,235	986,598	1,021,129
Waste collection and disposal	460,000	476,100	492,764	510,010
Income Council Fees and Charges				
Shire Facilities Wurrumiyanga	15,000	15,525	16,068	16,631
Administration Service Wurrumiyanga	9,000	9,315	9,641	9,978
Administration Service Pirlangimpi	3,200	3,312	3,428	3,548
Administration Service Milikapiti	4,100	4,244	4,392	4,546
Post Office Wurrumiyanga	55,000	56,925	58,917	60,979
Inter Island Ferry Service (Barge)	140,000	144,900	149,972	155,221
Transit Accommodation - Shire	5,000	5,175	5,356	5,544
Airport Landing Fees Wurrumiyanga	155,000	160,425	166,040	171,851
Airport Landing Fees Pirlangimpi	110,000	113,850	117,835	121,959
Airport Landing Fees Milikapiti	120,000	124,200	128,547	133,046
Administration Service Wurrumiyanga	700	725	750	776
Funeral Services - Wurrumiyanga	250	259	268	277
Commercial Shire Facilities - Wurrumiyanga	110,000	113,850	117,835	121,959
Staff Housing - Wurrumiyanga	8,000	8,280	8,570	8,870
Staff Housing - Milikapiti	20,000	20,700	21,425	22,174
Commercial Building Services Wurrumiyanga	15,000	15,525	16,068	16,631
Commercial Building Services Pirlangimpi	5,000	5,175	5,356	5,544
Commercial Building Services Milikapiti	35,000	36,225	37,493	38,805
Financial management service	150	155	161	166
Town Services Wurrumiyanga	1,000	1,035	1,071	1,109
Civil Works Shire	300,000	310,500	321,368	332,615
Commercial Building Services Shire	3,000	3,105	3,214	3,326
Commercial Building Services Wurrumiyanga	5,000	5,175	5,356	5,544
Post Office Pirlangimpi	5,400	5,589	5,785	5,987
Post Office Milikapiti	7,200	7,452	7,713	7,983
Staff Housing - Shire	250,000	258,750	267,806	277,179
Operating Grant Territory Govt				
NT Operational Grant	1,255,000	1,298,925	1,344,387	1,391,441
Special Purpose Grant Federal				
Outside School Hours Care Wurrumiyanga	364,793	377,561	390,775	404,453
Outside School Hours Care Pirlangimpi	180,516	186,834	193,373	200,141
Outside School Hours Care Milikapiti	173,933	180,021	186,321	192,843
Jirnani Day Care Centre	616,109	637,673	659,991	683,091
Child Services Pirlangimpi	214,858	222,378	230,161	238,217
Creche Milikapiti	200,000	207,000	214,245	221,744
Night Patrol Shire	1,053,626	1,090,503	1,128,671	1,168,174
NT Jobs Packages (Broadcasting) Shire	87,707	90,777	93,954	97,242
Pirlangimpi School Nutrition Program	104,911	108,583	112,383	116,317
ISRP - Indigenous Sport & Recreation Program				
Shire	345,000	357,075	369,573	382,508

	2015-2016	2016-2017	2017-2018	2018-2019
Special Purpose Grant Territory Govt				
Youth Diversion Scheme	247,500	256,163	265,128	274,408
Active Remote Communities Sport & Recreation Shire	107,100	110,849	114,728	118,744
Library	63,165	65,376	67,664	70,032
Family as First Teachers DET	213,500	220,973	228,707	236,711
FAA Roads	980,000	1,014,300	1,049,801	1,086,544
Outstations Essential Services	300,000	310,500	321,368	332,615
Matching Funds Salary Inome	556,000	575,460	595,601	616,447
Outstations Converted Jobs Program	60,000	62,100	64,274	66,523
FAA General Purpose Funding	416,000	430,560	445,630	461,227
2014/2015 Local Authority Funding - Wurrumiyanga	219,206	226,878	234,819	243,038
2014/2015 Local Authority Funding - Pirlangimpi	55,334	57,271	59,275	61,350
2014/2015 Local Authority Funding - Milikapiti	69,004	71,419	73,919	76,506
Australia Day	1,000	1,035	1,071	1,109
Talent Quest and Karaoke Night Pirlangimpi	1,000	1,035	1,071	1,109
Unexpended funding prior year bought forward				
HMP Fencing Program	300,000	310,500	321,368	332,615
Outstations Housing Maintenance	150,000	155,250	160,684	166,308
2014/2015 Local Authority Funding - Wurrumiyanga	200,000	207,000	214,245	221,744
2014/2015 Local Authority Funding - Pirlangimpi	40,000	41,400	42,849	44,349
2014/2015 Local Authority Funding - Milikapiti	40,000	41,400	42,849	44,349
Strengthening Local Authorities Fund	140,000	144,900	149,972	155,221
SPG Re-branding Regional Council	20,000	20,700	21,425	22,174
Income Investments				
Corporate Management	50,000	51,750	53,561	55,436
Town Services Wurrumiyanga	2,066	2,138	2,213	2,291
Income Agency and Commercial Services				
Mechanical Workshops Wurrumiyanga	316,800	327,888	339,364	351,242
Mechanical Workshops Pirlangimpi	165,000	170,775	176,752	182,938
Mechanical Workshops Milikapiti	158,400	163,944	169,682	175,621
Mechanical Workshops Wurrumiyanga	299,000	309,465	320,296	331,507
Mechanical Workshops Pirlangimpi	42,000	43,470	44,991	46,566
Mechanical Workshops Milikapiti	221,000	228,735	236,741	245,027
Fuel - Milikapiti	240,000	248,400	257,094	266,092
Post Office Wurrumiyanga	5,000	5,175	5,356	5,544
Pool Kiosk Wurrumiyanga	6,000	6,210	6,427	6,652
Transit Accommodation - Wurrumiyanga	35,000	36,225	37,493	38,805
Transit Accommodation - Pirlangimpi	25,000	25,875	26,781	27,718
Transit Accommodation - Milikapiti	3,000	3,105	3,214	3,326
Pirlangimpi School Nutrition Program	28,000	28,980	29,994	31,044
Ranku Power Supply	30,000	31,050	32,137	33,262
Centrelink Pirlangimpi	89,730	92,871	96,121	99,485
Centrelink Milikapiti	97,206	100,608	104,129	107,774

	2015-2016	2016-2017	2017-2018	2018-2019
Airport Maintenance Pirlangimpi	40,844	42,274	43,753	45,284
Airport Maintenance Milikapiti	45,399	46,988	48,633	50,335
Airport Inspection Pirlangimpi	54,057	55,949	57,907	59,934
Airport Inspection Milikapiti	50,000	51,750	53,561	55,436
Territory Housing Milikapiti	70,000	72,450	74,986	77,610
Corporate Management	56,000	57,960	59,989	62,088
Town Services Wurrumiyanga	5,000	5,175	5,356	5,544
Territory Housing Wurrumiyanga	50,000	51,750	53,561	55,436
Commercial Building Services Wurrumiyanga	20,000	20,700	21,425	22,174
Commercial Building Services Pirlangimpi	3,000	3,105	3,214	3,326
Commercial Building Services Wurrumiyanga	10,000	10,350	10,712	11,087
Commercial Building Services Pirlangimpi	2,000	2,070	2,142	2,217
Income Capital Grants				
ABA - Milikapiti Water Park	100,000	103,500	107,123	110,872
Portable Stage (Bathurst Oval Upgrade Facilities)	100,000	103,500	107,123	110,872
Proceeds from Sale Motor Vehicles				
Fleet Administration - Shire	150,000	155,250	160,684	166,308
OPERATING REVENUE	14,107,764	14,601,536	15,112,589	15,641,530
OPERATING EXPENDITURE				
Employee Expenses				
Salary Normal	6,276,951	6,496,644	6,724,027	6,959,367
Salary Overtime	30,490	31,557	32,662	33,805
Salary Allowances	5,800	6,003	6,213	6,431
Salary Leave	962,004	995,674	1,030,522	1,066,591
Salary Workers Compensation	2,500	2,588	2,678	2,772
Salary SGC Superannuation	674,090	697,683	722,102	747,375
Salary Employer Superannuation	5,730	5,931	6,138	6,353
Salary or Dec in LSL Liability	177,392	183,601	190,027	196,678
Fringe Benefits Tax	25,500	26,393	27,316	28,272
Workcover Premium	177,392	183,601	190,027	196,678
Staff Relocation Expenses	8,000	8,280	8,570	8,870
Contract and Material Expenses				
Contract Labour - Plumbing	5,400	5,589	5,785	5,987
Contract Labour - Electrical	500	518	536	554
Contract Labour - Pest Control	1,000	1,035	1,071	1,109
Contract Material - Plumbing	2,500	2,588	2,678	2,772
Contract Material - Electrical	650	673	696	721
Consulting Fee	35,000	36,225	37,493	38,805
Legal Fee	13,000	13,455	13,926	14,413
Contract Labour Other	91,820	95,034	98,360	101,802
Operating Lease Office Equipment	7,200	7,452	7,713	7,983
Operating Lease Property	168,874	174,785	180,902	187,234
Hire Equipment	22,035	22,806	23,604	24,431
System Maintenance & Support Fee (Co	280,125	289,929	300,077	310,580

	2015-2016	2016-2017	2017-2018	2018-2019
Software Help Desk Support	8,900	9,212	9,534	9,868
Inventory Material	443,700	459,230	475,303	491,938
Material General	1,513,739	1,566,720	1,621,555	1,678,309
Material Tyres	16,000	16,560	17,140	17,739
Material Printing and Stationery	26,366	27,289	28,244	29,232
Material Computer Consumables	7,108	7,357	7,614	7,881
Material Meeting Catering	20,319	21,030	21,766	22,528
Material Protective Clothing	7,750	8,021	8,302	8,593
Material Council Uniforms	24,795	25,663	26,561	27,491
Material Asset Purchases < \$5,000	52,500	54,338	56,239	58,208
Material Entertainment FBT	9,000	9,315	9,641	9,978
Material First Aid	750	776	803	832
Electricity	180,469	186,785	193,323	200,089
Gas	7,625	7,892	8,168	8,454
Water Charge	99,017	102,483	106,069	109,782
Sewerage Charge	30,565	31,635	32,742	33,888
Contract Labour - Cleaning	16,700	17,285	17,889	18,516
Fuel Motor Vehicles	545,500	564,593	584,353	604,806
Finance Expenses				
Bank Fees and Charges	4,664	4,827	4,996	5,171
Communication Expenses				
Mobile Telephone	18,119	18,753	19,410	20,089
Office Telephone Fax	98,280	101,720	105,280	108,965
Postage	795	823	852	881
Courier & Freight Expenses	252,732	261,578	270,733	280,208
Network Communication (ISDN, ADSL)	95,000	98,325	101,766	105,328
Internet Service Provider	350	362	375	388
Asset Expense				
Depreciation Infrastructure	2,000	2,070	2,142	2,217
Depreciation Plant	291,000	301,185	311,726	322,637
Depreciation Equipment	111,000	114,885	118,906	123,068
Depreciation Motor Vehicles	333,000	344,655	356,718	369,203
Sale of Asset M Vehicles	3,000	3,105	3,214	3,326
Depreciation Prescribed Buildings	1,650,000	1,707,750	1,767,521	1,829,384
Depreciation Prescribed Infrastructure	330,000	341,550	353,504	365,877
Miscellaneous Expenses				
Ins Premium Public Liability	53,000	54,855	56,775	58,762
Ins Premium Industrial Special Ris	114,000	117,990	122,120	126,394
Ins Premium General	50,000	51,750	53,561	55,436
Ins Premium Motor Vehicles	53,000	54,855	56,775	58,762
Advertising	25,079	25,957	26,865	27,806
Electoral Commission Expenses	10,000	10,350	10,712	11,087
Training Course Fee	120,360	124,573	128,933	133,445
Conference or Seminar Course Fee	28,250	29,239	30,262	31,321
Accommodation	65,117	67,396	69,755	72,196

	2015-2016	2016-2017	2017-2018	2018-2019
Airfare & General Travel Expense	95,562	98,907	102,368	105,951
Taxi	5,640	5,837	6,042	6,253
Travel Allowance Expenses	66,121	68,435	70,830	73,310
Vehicle Registration	34,500	35,708	36,957	38,251
License Fee Expenses	18,411	19,055	19,722	20,413
Chairman Mayoral Allowance	90,200	93,357	96,624	100,006
Councillor Allowance	228,121	236,105	244,369	252,922
Local Authority Allowances	26,400	27,324	28,280	29,270
Audit Fee	91,000	94,185	97,481	100,893
Repairs & Maintenance Motor Vehicles	2,200	2,277	2,357	2,439
Repairs & Maintenance Buildings	6,000	6,210	6,427	6,652
Repairs & Maintenance Plant & Equipment	4,000	4,140	4,285	4,435
Staff Reimbursement	5,000	5,175	5,356	5,544
Staff Police Checks	3,089	3,197	3,309	3,425
Provision for Doubtful Debts expense	45,000	46,575	48,205	49,892
Membership or Subscription	36,378	37,651	38,969	40,333
OPERATING EXPENDITURE	16,451,123	17,026,913	17,622,854	18,239,654
CAPITAL EXPENSE				
WIP Equipment	3,000	3,105	3,214	3,326
CAPITAL EXPENSE	3,000	3,105	3,214	3,326
TOTAL BUDGET	2,346,359	2,428,482	2,513,479	2,601,450
Exclude Depreciation	2,717,000	2,812,095	2,910,518	3,012,386
NET CASH SURPLUS	370,641	383,613	397,040	410,936

Rates Declaration for 2015/16 Declaration made 30 June 2015

Rates

STATEMENT ON RATES STRATEGY FOR 2015/16

The council seeks to levy and collect rates and charges based upon-

- Fairness
- Equity
- Consistency
- Statutory compliance

RATES

The Council Plan for 15/16 provides for the collection of approximately \$ 930,000 in **Rates** and \$460,000 in **Charges**.

- The rate increase is approx. equal to 3.1%, though is not uniform across sectors.
- There is no percentage increase in charges.

The rates will be assessed on, the unimproved capital value (UCV) of allotments, where a UCV has been ascribed to an allotment; or the application of a minimum rate, if no UCV exists for an allotment; or either in combination.

To achieve the target collection of approx. \$930,000 in rates, a uniform rate in the dollar value (RDV) of 2.93% will be applied to the UCV of both commercial and residential allotments. This uniform rate in the dollar differs from 2014/15 in that a differential rate in the dollar applied to residential and commercial land. The effect of this RDV on residential ratepayers is a general increase in rates payable of approx. 3.1%. However, for commercial allotments the net effect is that there is no consistent percentage increase or decrease in the amount payable by commercial landowners. The percentage change, between last year and this year, in the amount payable in rates, will vary positively as well as negatively with different lots. However no increase exceeds 3.5%.

CHARGES

The charges relate to the cost of collecting and disposing of garbage and will be levied on both domestic and commercial properties.

By way of example this means that:

- Residential rates, for typical residential premises will increase by 3.1% from \$845 to \$ 879.
- Residential charges will not increase over last year.
- Commercial rates will generally increase no greater than 3.5% but in some cases may decrease.
- Commercial charges will not increase over last year.
- The option to elect to choose certain waste disposal services with charges for commercial allotments will be available. If chosen, this option will reduce overall council charges revenue marginally.

Other fees and charges

A full schedule of other fees and charges is available on Council's website at

www.tiwiislands.org.au

Relevant interest rate

The Council fixes the relevant interest rate for the late payment of rates and charges in accordance with Section 162 of the Act at rate of 18% per annum which is to be calculated on a daily basis

Payment

The Council determines the rates and charges declared under this declaration must be paid within 28 days of the issue of a rates notice under section 159 of the Act.

Payments falling due on a weekend or public holiday may be paid by the following business day without incurring any penalty.

Alternatively ratepayers may opt for payments monthly or quarterly. To do so they must seek written agreement of the Council CEO. Where however such an option is exercised payment by later than one week from the end of each month or quarter will constitute a default and the full annual amount will become payable and recoverable.

A ratepayer who fails to pay the rates and charges notified under the relevant rates notice under section 159 of the Act may be sued or recovery of the principle amount of the rates and charges late payment penalties, and costs reasonably incurred by Council in recovering or attempting to recover the rates and charges.

Concessions

Council determines to grant a discount of 50% on the above rates to persons of Tiwi descent who both occupy and hold title to rateable residential properties within the Council area.

Socio economic impact of rates

Council has assessed the socio economic impact of its rating deliberations, within its constituent residential and business communities, and in declaring these rates and charges recognized the circumstances of Tiwi home owners and accordingly provided to allow concessions to them on the amount payable. In relation to these and other rates payers it has also provided for ratepayers to be able to apply for and make periodic payments towards the rates and charges payable.

Councillor Allowances

Council has, having regard to the Minister's direction in this regard, adopted the following schedule of annual allowances. Due to the current financial position of Council the Councillor allowances payable for 2015/16 year have been frozen at 2014/15 levels.

Ordinary Council Members

Base allowance	\$12,842.39
Electoral allowance	\$ 4,699.44
Professional development allowance	\$ 3,567.71
Maximum extra meeting allowance	\$ 8,561.59
Total Claimable	<u>\$29,671.14</u>

Acting Principal Member

Daily rate	\$ 248.43
Maximum claimable (90 days)	<u>\$22,296.48</u>

Deputy Principal Member

Base allowance	\$26,403.61
Electoral allowance	\$ 4,699.44
Professional development allowance	\$ 3,567.71
Total Claimable	<u>\$ 34,670.77</u>

Principal Member

Base allowance	\$71,404.87
Electoral allowance	\$18,794.33
Professional development allowance	\$ 3,567.71
Total Claimable	<u>\$93,766.92</u>

Local Authority Allowances

Meeting Fee (Chair)	\$162.02 (per meeting)
Meeting Fee (Ordinary Member)	\$121.26 (per meeting)



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