



SHIRE PLAN

2011/12

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MAYOR'S FOREWORD



Lynette De Santis

CHIEF EXECUTIVE OFFICER'S FOREWORD



Alan Hudson

CONTACT US

The Tiwi Islands Shire Council operates offices in the communities of Wurrumiyanga, Pirlangampi and Milikapiti, as well as in Parap, Darwin.

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

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INTRODUCTION

The financial year July 2010 to 30 June 2011 will be the fourth year of this Shire's operation. During most of the preceding three years Council faced not only developmental issues but extreme difficulties in even producing accurate and timely financial reports and information as a basis of decision making.

With the remediation of the tech 1 financial management system completed in April 2010 some semblance of reporting was restored but this also served to highlight inherent problems in the proper allocation of expense against various funding programs. This was further exacerbated by the contractual arrangement whereby financial management was undertaken by "Councilbiz". Without knowledge of either the programs, the funding allocations and discreet project budgets there were continual and widespread incorrect allocations of expenses. This was then reflected in what appeared in some programs to be under expenditure which continues to be resolved.

The Tiwi Islands Shire Plan has been developed utilising information obtained through consultation with key stakeholders that included Council staff, meetings with funding agencies and engagement with community members. Participants in discussions were asked to identify their perceptions of the strengths, weaknesses, opportunities and threats facing the Shire Council. The Plan was advertised for public comment and feedback.

Elected members have made a particularly greater contribution through their participation in both these various consultative forums and their own workshops with senior staff. Specifically the revised staffing structure is a reflection of their policy formulation in so much as it embodies the alignment of like programs by functional responsibilities and a more even sharing of workloads by management.

This plan also reflects community aspirations for infrastructure needs that reflect both private and public initiatives. Whilst these initiatives reflect significant economic benefit, especially in employment opportunities, service delivery and capital investment, they also begin to change the restrictive "community" nature of township activities.

INTRODUCTION (continued)

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 its constituent communities, outlines strategies and requirements 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 and to maximise economic opportunities and sustainability.

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
- Provide a comparable basis for outcomes to enable a proper assessment of performance

VISIONS AND VALUES

“SERVICE FOR A TIWI FUTURE”

- 1. Employ, develop and retain employees with an emphasis on creating pathways for Tiwi People through mentoring and by encouraging diversity, equity and respect.**
- 2. Achieve customer satisfaction through communication and consultation with all stakeholders to maintain the integrity of effective services for the needs of the people.**
- 3. Management of finances, assets and infrastructure will be responsible, accountable and transparent.**
- 4. Manage resources in an environmentally sustainable manner, in harmony with country and culture.**
- 5. Encourage initiative through decentralisation and empowering managers to be adaptable, proactive and responsive to changing business needs.**
- 6. Develop and maintain effective internal and external relationships.**
- 7. Communicate in an open, honest and culturally appropriate way that is reflective of compliance and governance best practices.**
- 8. Facilitate the development of socio-economically responsible opportunities on the Tiwi Islands.**

REPRESENTATION

The following principles have been considered in developing the governance/representation structure for the Shire:

- 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

The following representation model for the Shire has been approved by the Minister and was formally gazetted on 30 June 2008

Members of the Tiwi Islands Shire Council			
Nguiu	Milikapiti	Wurankuwu	Pirlangimpi
Barry Puruntatameri	Lynette De Santis	Kathleen Tipungwuti	Emmanuel Rioli
Teresita Puruntatameri	Raelene Mungatopi		Henry Dunn
Walter Kerinauia	David Boyd		Pirrawayingi
Francis Maralampuwi Kurrupuwu			
Richard Tungutalum			

Ward	No. of Members
Nguiu	5
Pirlangimpi	3
Milikapiti	3
Wurankuwu**	1
TOTAL:	12

REPRESENTATION

Local Advisory Boards

To achieve these principles of representation and Community input the Council has approved the establishment of 3 local advisory boards. The bases of that approval are as follows:

- Boards for Wurrumiyanga (representing Nguui and Wurankuwu wards), Pirlangimpi and Milikapiti.
- Boards are constituted of
 - two members from each skin group (4 male and 4 female)
 - two members to represent the non skin group residents
 - the Councillors from that ward
- Secretariat services (minutes etc) are to be provided by the Council secretariat
- Minutes of board meetings to be provided to the next Shire Council meeting and the Chairman of the board available to speak to them or expand on any issues therein.

Council Structure

Council has also reviewed the Langford report into Council representation and advice from, the electoral commission as to voter demographics.

On the basis of the presentation by the report's authors and in light of the relatively unchanged voter demographics for the Shire Council has decided the following:

- There are no grounds for alteration to the ward or representation structure of Tiwi Shire Council at this time
- There are no grounds for and they do not favour any changes to the current methodology for appointment of the Principle (mayor) and Deputy Principle members

ELECTED MEMBERS OF COUNCIL



Lynette De Santis
Mayor



Barry Puruntatameri
Deputy Mayor



Raelene Mungatopi



Pirrawayingi



Kathleen Tipungwuti,



Richard Tungutalum



Emmanuel Rioli



David Boyd



Teresita Puruntatameri



Walter Kerinauia (Jnr)



Maralampuwi Kurrupuwu



Henry Dunn

BACKGROUND

Tiwi Islands Shire Council (TISC) was formed consequent to reform of Local Government by the Northern Territory Government and commenced on 1 July 2008. Councillors are elected for 4 years with the next election due after March 2012. Prior to this local government authority for the Tiwi Islands was vested in "Tiwi Islands Local Government (TILG)"

Prior to the election of the Council statutory and operational control of Council matters and decisions was vested in the appointed CEO and an officer appointed by the Northern Territory Government (NTG).

During this period the NTG also committed the Shires to contracts for hardware and software and to membership of a corporate entity, Councilbiz, the purpose of which was to administer and provide support for Councils' usage of the various software programs.

Implementation of these programs especially the "Tech 1" suite of programs has subsequently proven to be so problematic as to be an obstacle to proper accountability and financial decision making. Consequently many of the administrative changes and strategies inherent in this plan have to date been delayed, are designed to address these problems or are aimed at avoiding repetition

of them in the future. In the absence of full financial information on a regular basis Council has astutely been conservative in its expenditure and commitments. Whilst this has been a successful strategy in avoiding both debt and over expenditure it has resulted in a number of instances of Funding bodies demanding the return of large amounts of funds. In this regard Council's conservatism and diligence has had the consequence of financial penalty, ostensibly for "underperformance".

In many ways this plan aims to address such shortfalls by instigating an administrative and accounting regime which is outcome focused.

In some ways the relationship between Council and other community organisations has, in the past been less than healthy. This plan also emphasises strategies for proper healthy relationships between all stakeholders in the Tiwi Shire.

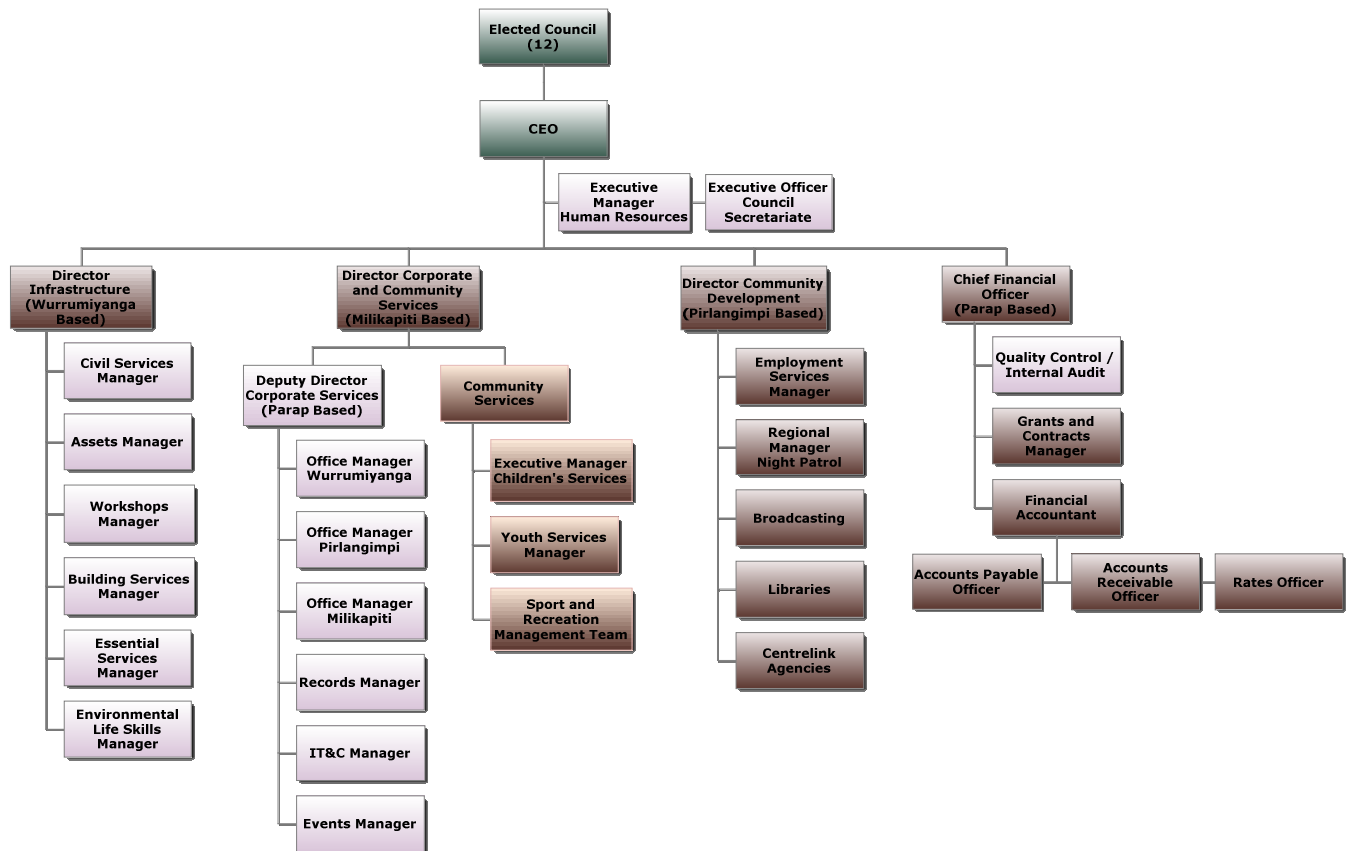
SERVICE DELIVERY

Council's planning for service delivery centres around:

- It's structure as a corporate body and how this meets the needs of the services Council delivers
- The functions it performs, how these interact and how it is desirable that each is financially and physically sustainable
- It's infrastructure

All three of these resources are dependant on each other for functionality and sustainability and can not be considered in isolation without affecting the others and ultimately themselves. Consequently this plan aims to at all times take a holistic approach to resource planning and this inter-dependency.

CORPORATE STRUCTURE



FUNCTIONAL STRUCTURE

- At this time Council's core and non-core functions operate concurrently, are intermingled and are administered and accounted for without substantial differentiation.
- It is Council's policy that all functions should be sustainable in their own right. It is clear however that for a very long time many core functions have been greatly subsidised, in a manner which is longer acceptable, by other programs, especially CDEP.
- It is clear also that many programs do not meet the real costs of achieving the outcomes demanded as conditions of funding.
- Likewise the level of funding and revenue available for Council to meet its statutory obligations is grossly inadequate.
- The Council's approach to these shortfalls includes changing its current structure, essentially to separate not only its core and non-core activities but to have each of its functional areas operate as business units in their own right.

STRATEGIC STANCE ON OUR FUNCTIONAL STRUCTURE

- It is proposed to separate core and non-core services.
- The proposed mechanism is to have all but essentially core services run by a subsidiary (recognising that formation of this subsidiary will require Ministerial approval)
- In essence this will further highlight the past inter-dependency which has enabled underfunding of both core roles and non-core programs to continue.
- It will enable some core functions to access funds that are otherwise unavailable by virtue of Council's "government" status, particularly from philanthropic sources.
- It will also enable eligibility to other sources of funds that are restricted to non-profit community organisations
- It will provide an increased level of separation of community enterprises and thus enhance risk management by providing clarity of results, separation of initial liability and greater reliance on "business unit" sustainability.
- It will enhance our capacity for quality staff recruitment and retention by enabling salaries to be more beneficially packaged for taxation purposes.

FUNCTIONAL STRUCTURE (continued)

OUTLINE OF PROPOSED STRUCTURE

- It is proposed that all non-core activities be conducted by a Company Limited by Guarantee (where the liability of members is limited to the amount provided in its constitution as guaranteed)
- There would be no members of the company other than the Tiwi Islands Shire Council
- The company's board would be constituted entirely of Shire Councillors and the CEO, with a provision for this board to also change in the event that the membership of Council changes (eligibility in its rules defined as being either a Councillor or the CEO, with the CEO being ineligible to be Chairman but automatically being the Company secretary)
- Day to day management would NOT alter with the Shire CEO and Directors carrying dual authority to control the day to day affairs of the activities conducted by the subsidiary.
- Whilst many staff would be paid by the entity, they would also be bound by Council policies and procedures.

Attributes of the Subsidiary

- A Company Limited by Guarantee and registered nationally with the Australian Securities Investment commission (ASIC)
- Membership not shareholders
- Has rules that ensure control consistent with current Council membership/management (at CEO level)
- Established primarily for not for profit purposes (possibly, dependant on the community support nature of its activities, with public benevolent status).
- Would not pay either dividends or bonuses to members but may apply surplus funds for community purposes.
- Would NOT remunerate Board members in their capacity as board members but may otherwise employ them.
- May receive gifts and donations but must establish a trust fund to separate "donations" from other revenue.
- Will provide that, in the event of its winding up the trust funds be transferred to an organisation with equivalent status.
- May otherwise do all things that a real person may do such as hold property and enter contracts.
- Would be a "controlled entity" for accounting purposes and reported on fully in Council's own annual reports



FUNCTIONAL STRUCTURE (continued)

Proposed functional structure

TIWI ISLANDS SHIRE COUNCIL

LOCAL ADVISORY BOARDS

CEO

CORPORATE SERVICES

Administration
Risk Management

COMMUNITY SERVICES

Advocacy
Community Engagement

COMMUNITY DEVELOPMENT

Community Planning

INFRASTRUCTURE

Civil Work
Civil Services
Asset Management

FINANCIAL SERVICES

Compliance
Reporting
Budgeting

TIWI COMMUNITY SERVICES LTD

Administration services
Events Management
IT and Comms
Business Planning

Youth Services
Children's Services
Sport and Recreation
Women's Programs

Communication Services
Cultural Protocols
Employment Services
Justice Programs

Fleet / Asset services
Civil Works contracts
Project Management
Building Services
Housing Services
Transport

Accounting
Contract Services
Revenue Services
Quality Control

AGENCY SERVICES

Post Office, Essential service contracts, Airport contracts, Centrelink agency, Libraries.

COMMUNITY ENTERPRISES

Community Farms, Service Station/s, Visitor and contractor accommodation, Mechanical Workshops, Tourism, Swimming pools, Recreation halls, Animal control, Sports ovals, Barge landings, IT access/services.

COMMUNITY DEVELOPMENT

Community Development seeks to empower individuals and groups of people by providing these groups with the skills they need to effect change in their own Community.

The Community Development directorate addresses this in the Tiwi Islands Communities through the delivery of social networking services, such as:

- Libraries
- Broadcasting
- Centrelink
- Community Liaison
- Night Patrol
- Employment Services
- Skin Groups; and
- Youth Diversion

In relation to Customer Service, we:

- Satisfy funding expenditure through regular reporting and recording with existing mechanisms.
- Meet the needs of community members
- Provide conduits for the exchange of information on the communities at a grass roots level
- Provide mechanisms for community consultation, and
- Provide ongoing training and development to all staff.

In relation to Supporting decentralisation of decision making, we:

- Have a director based within the community.
- Established management across all service areas.
- Supervisors allocated in the majority of services areas.

In relation to encouraging cross- functional cooperation, we:

- Liaise regularly at Director and Councillor meeting, and
- Sharing of portfolio areas in the absence of the relevant director.
- Cooperation between service areas is paramount to successful delivery

In relation to being adaptable to rapidly changing environment we:

- Flexibility of working hours to address community needs
- Multi-faceted programs that can adapt their output in response to community demand

In relation to encouraging initiative, we:

- Provide a workplace that encourages staff to develop new or different ideas.
- Seek community consultation and advice on new initiatives,

CORPORATE AND COMMUNITY SERVICES

The Corporate and Community Services Directorate has the responsibility of delivering services under the following areas:

- Children,
- Youth,
- Women,
- Sport and Recreation,
- Administration,
- Australia Post Agencies,
- Events Management,
- Information Technology and Communications, and
- Records Management

In relation to Customer Service, we:

- Satisfy funding expenditure through regular reporting and recording with existing mechanisms.
- Meet the needs of community members, and
- Provide ongoing training and development to all staff.

In relation to Supporting decentralisation of decision making, we:

- Have a director based within the community.
- Established management across all service areas.
- Supervisors allocated in all services areas.
- Monthly manager meetings, and
- Develop an Operational Plan that outlines activity, timeframe and responsible person(s).

In relation to encouraging cross- functional cooperation, we:

- Liaise regularly at Director and Councillor meeting, and
- Sharing of portfolio areas in the absence of the relevant director.

In relation to being adaptable to rapidly changing environment we:

- Maintain knowledge in relation to Information Technologies and attend training provided to learn new computer skills.
- Flexible work-life balance attitude to maintain happy staff and a comfortable work place,
- Develop an Operational Plan that outlines activity, timeframe and responsible person(s).

In relation to encouraging initiative, we:

- Provide a workplace that encourages staff to develop new or different ideas.
- Seek community advice on new initiatives,
- Use existing marketing tools to promote initiatives, and
- Acknowledge and celebrate completed initiatives.

FINANCE

Tiwi Island Shire Council Parap Finance Department objective is to ensure a flexible, accurate and timely finance data collection and processing. This is to enable accurate reporting for both internally and external purposes.

The function of managing the council's financial resources includes establishing, operating, and maintaining accounting systems controls and procedures, financial planning, framing budgets and budget submissions, obtaining grants, managing funds in the form of allocations and revenue from charging, trading and investments.

This also includes the monitoring and analysis of assets to assist the delivery of economic and social services to council stakeholders.

INFRASTRUCTURE

Shires Infrastructure department provide a variety of services across the Tiwi Islands. The Director 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.

The Director also provides Engineering advice through his role as Shire Engineer. This function ensures that appropriate engineering processes are incorporated into activities carried out by the business units, especially Housing and Civil Works.

Infrastructure oversees the delivery of the following facilities and services:

- Civil Works
- Road maintenance and construction
- Stormwater drainage
- See further details contained in 'Civil Works Business Plan'
- Community Services
- Parks and Gardens
- Cemetery
- Ferry Services
- Housing
- Staff housing
- Visitors Accommodation
- Contractors quarters
- Territory Housing contract (repairs and maintenance)
- Building Construction Outstations
- Essential Services
- Power and Water contract
 - Power
 - Water supply
 - Sewerage
- Airport contract
 - Inspections
 - Maintenance
- Emergency response
- See further details contained in 'Essential Services Business Plan'
- Workshop
- Internal heavy fleet
- Internal light vehicles
- External customer light vehicle repairs (Pirlangimpi and Milikapiti only)
- Small plant

INFRASTRUCTURE (continued)

- Asset Management
- Fleet management
- Life cycle costing of all Shire Assets
- Project management
- Natural Resource Management
- Environmental compliance
- Licensing
- Project Management
- Disaster Management
- Environmental Life Skills Program Management
 - This is a new area that has been identified for Council and will be undergoing a development of a formal business plan in 2011-2012
 - Issues that will be addressed in 2011-2012 will be:
 - Licensing of Wurrumiyanga tip
 - Progressing the investigations into a new, more appropriately located, tip site for Wurrumiyanga
 - Progressing the Weed Control Program in conjunction with Parks and Gardens
 - Progressing the Tiwi Water Resource Strategy

INFRASTRUCTURE (continued)

Despite the prior amalgamation of Local Government Councils on the Tiwi Islands and the availability of funds as part of the incentive package at the time of settlement of Township Leasing, there remain shortfalls in key infrastructure requirements and the impact of current programs in some locations is severely eroding infrastructure without any provision for repair or replacement.

In particular:

- There has been no provision for new housing in either Pirlangimpi or Milikapiti, or at outstations for the past 9 years.
- The jetty at Wurrumiyanga burnt down 2 years ago and is yet to be replaced
- All roads outside main communities remain unsealed and susceptible to inundation, erosion and seasonal barriers as to their use.
- Roads at Wurrumiyanga are being quickly destroyed by the presence of trucks, tracked loaders and other heavy equipment presently using these roads for access to building sites under the SIHIP program
- All major items of plant and equipment have passed or are approaching the end of their effective working life
- Sports ovals at Pirlangimpi and Milikapiti lack reticulation and all ovals require top dressing, aeration, some re-seeding/turfing and ancillary facilities such as change rooms, toilets, spectator shade and public address systems
- There is no swimming pool at Milikapiti thus endangering the lives of residents, particularly children who seek to cool off during the wet season. There is also an ever present danger of crocodiles at the beach and in local water holes.
- The barge landing at Wurrumiyanga is unsealed gravel and is severely eroded due to the need for barges to maintain running engines to hold steady in the currents of Apsley Straits. This is further exacerbated by the high frequency of barges carrying plant, equipment and materials for the SIHIP program.
- The ferry crossing between Melville and Bathurst island is totally devoid of any safe access and egress jetty for passengers to alight to and from boats between the Islands. This is particularly onerous on elderly and frail residents.
- The recreation hall at Pirlangimpi contains asbestos and is inadequate to meet the needs of the community's population.
- The recreation hall at Milikapiti requires major repairs, particularly in the context that it is the designated cyclone shelter for the community yet has insecure, substandard access through the main doors.

INFRASTRUCTURE (continued)

- The recreation hall at Wurrumiyanga is in a state of disrepair, is poorly located to meet the community's needs and unsuitable for use at many times of the day because of the construction recently of the SIHIP contractor's accommodation complex. This latter aspect, in itself raises concerns as to traffic control related safety issues and the inherent dangers in having large numbers of children in very close proximity to such worker's accommodation.
- Almost all of Council's vehicles are beyond both their economical and useful life, with the cost of keeping them going to maintain services now an unfunded liability.
- Waste disposal practice, particularly planning and practices around the running of disposal sites has until recently been without regard to standards or in line with licensing requirements. Likewise access arrangements and tenure issues with land owners have been either loose or disregarded. Major issues now exist with the disposal of extremely large volumes of hard waste (mainly builder's rubble and demolished houses, with initial estimates being in the vicinity of 4,000 tonne) at the new tip site at Wurrumiyanga. This has been dumped contrary to Council's declared requirements for both prior arrangement and payment of a fee of \$120/tonne.
- Equipment involved in waste collection is, without exception and at all locations approaching the end of its useful life, unreliable and excessively expensive to maintain
- At both Pirlangimpi and Milikapiti, Council now lacks appropriate and adequate office and workshop facilities to adequately service its residents needs
- At all locations Council has severe lack of staff housing. Provision of additional housing is made difficult not only because of the cost and lack of adequate funds for this purpose but also by the protracted processes now required under the Commonwealth's 5 year leasing and office of Township leasing statutory arrangements in each community. In one instance leasing arrangements have also been frustrated by the refusal of Tiwi land Council to be party to required lease agreements. The lack of adequate staff housing is particularly emphasised as a factor in our ability to recruit skilled tradesmen and the consequent restrictions in offering trade training to Tiwi people.
- There is a severe shortage of public toilets in all communities within the Shire.
- The provision and sustainability of adequate street lighting is problematic with the activities of teenagers late at night in some locations resulting in constant damage to lighting
- Subsequent to the completion of Councilbiz IT hardware contracts, there is a need to instigate a program of updating all IT hardware.

INFRASTRUCTURE (continued)

Having regard to the planning workshops conducted by Council and the infrastructure needs identified in other consultative forums such as those that recently developed the Wurrumiyanga Local Implementation Plan the following priorities have been identified:

1. Provide a swimming pool at Milikapiti – estimated cost \$6-700,000
2. Seal the barge landing at Wurrumiyanga and create a secure freight handling depot on site – NTG funding of \$2M , OTL insurance recovery \$500,000 TISC contribution to planning, design and project management (part funded and in kind contribution) \$500,000. Total \$3M
3. Repairs and preventative works to non township roads \$780,000 (Melville Island)
4. Repairs to township roads (Wurrumiyanga) \$1.5M over 2-3 years
5. Replace one garbage compactor per annum for the next three years, \$155,000 each.
6. Replacement of a total of 13 trades/passenger vehicles (average \$40,000) \$520,000 (per annum for 4 -5 years)
7. Staff housing. 2 kit homes (already acquired) erection costs only \$150,000 relocatable homes (CDEP funded) \$350,000
8. Provide a basketball complex at Pirlangimpi \$250,000 (over this and the subsequent financial year)

This list is neither exhaustive nor to be construed as restricting other needs from being met should the opportunity and access to funding other needs arise

Communication Infrastructure

Not covered in the above summary of Infrastructure issues are the issues around communications within the Shire area. Key to this specific problem are the following aspects:

- Mobile phone, landlines and internet connections to the Tiwi islands are by microwave links to Darwin. These are inadequate not only as to reliability, coverage and speed but in relation to directional restrictions on reception.
- Poor and inconsistent coverage within Wurrumiyanga being far better but still comparatively poor coverage.
- Inadequate availability of both telephone and internet connection to all of the Shire area.
- Black spots with no coverage at all within township living areas
- Only one carrier (Telstra)
- Exorbitant costs – Council's server connection alone (a mere 2 GB) is \$4,000 per month, whilst by comparison mainland township residents can access 200Gb for \$30 per month.
- Many parts of Pirlangimpi and Milikapiti can access the internet only by Turbo modem.
- Where there is ADSL connected it has availability limits and it is at the slowest speed marketed inhibiting both work flow and outcomes.

PROPOSED COMMUNICATION STRATEGY

It is acknowledged that it is proposed to install fibre optic cabling to improve internet infrastructure at Wurrumiyanga. There appears to be no intention however to increase the volume or speed capability of the connection to the mainland. What is on offer is that the Shire share a 20Gb pool of internet access with the school, the health centre, the police and all other NTG employees now stationed within the township.

We are yet to be convinced that this will even amount to any increase in access for us.

Likewise there is no suggestion of improvements or increased availability of services elsewhere in the Shire.

Initial advice is that Shire should explore a twofold strategy to address the shortcomings, namely:

1. Acquire and install a dedicated second link to the mainland.
2. Install a series of microwave towers across both islands to then use the link from Wurrumiyanga to Darwin to provide better access to the remaining townships.

The cost of these options/components is currently being determined.

BUDGET

A detailed operating budget, inclusive of all revenue and associated expenses is attached and has already been approved by Council. That budget was arrived at substantially on the basis of known funding approvals, expected repetition of previous years program support for other programs, known and equivalent contract income, declared rates and charges and the prior year's miscellaneous earnings.

In addition there are the following inclusions to be made:

- Funds available at 1 July 2011
- Carried forward grant funds for specific purposes
- Carried forward debts for which all associated costs have already been met
- Specific capital item grants for infrastructure

Budget Reconciliation

Revenue		Expenditure	
Estimated Funds at 1 July 2011	\$ 3,000,000	Operating costs	\$ 20,018,947
Operating revenue	\$ 20,068,947	One off projects	\$ 322,000
Infrastructure grant	\$ 2,000,000	Balances Carried Forward (est.)	\$ 1,500,000
Project Tiwi	\$ 1,000,000	Plant/vehicle replacements	\$ 600,000
One off Projects	\$ 322,000	Pirlangimpi basketball complex	\$ 250,000
		Milikapiti swimming pool	\$ 700,000
		Barge Landing	\$ 2,000,000
		Project Tiwi	\$ 1,000,000
Total revenue	\$ 26,390,947	Total Expenditure	\$ 26,390,947

BUDGET (continued)

Shire Operating Budget for 2011/12

<u>INCOME</u>	BUDGET 2011/12
General Rates	\$ 430,425
Charges	\$ 313,601
Commercial Property Leases	\$ 180,000
Staff housing rent	\$ 110,000
Bank Interest	\$ 195,000
NT Ops Grant	\$ 850,000
Animal Control	\$ 30,000
After School Care Milikapiti	\$ 104,626
After School Care Pirlangimpi	\$ 74,169
After School Care Wurrumiyanga	\$ 176,311
Child Care Jirnani	\$ 573,690
Child Care Milikapiti	\$ 241,073
Child Care Pirlangimpi	\$ 148,110
Night Patrol	\$ 953,920
Vacation Care Wurrumiyanga	\$ 173,150
Vacation Care Milikapiti	\$ 104,626
Vacation Care Pirlangimpi	\$ 74,170
NT Jobs Package Broadcasting	\$ 86,367
FAA Roads	\$ 818,428
R2R	\$ 1,540,000
CDEP Participant Wages	\$ 1,875,750
Indigenous Sport and Rec	\$ 173,500
Indigenous Community Broadcasting	\$ 55,000
CDEP Community Development	\$ 127,027
CDEP Work Readiness	\$ 831,666
CDEP Service Fees	\$ 760,000
CDEP Community Development and Support	\$ 467,000
CDEP Activity Generated Income	\$ 150,000
FAA General Purpose	\$ 222,946
Environmental Health Services	\$ 860,000
Territory Housing	\$ 3,200,000
Outstation Housing Maintenance	\$ 110,013
Youth Diversion	\$ 142,700
Active Remote communities	\$ 110,456
Library	\$ 58,670
Outstation Essential Services	\$ 259,560
Matching Funds	\$ 496,660
Work Place Mentoring	\$ 118,000
Outstation Converted Jobs	\$ 60,333
Outstations Housing Management	\$ 40,000
Fuel Sales	\$ 522,000
Building Services Commercial Works	\$ 350,000

Post Office Contract	\$ 85,000
Centre Link Contract	\$ 150,000
Power and Water	\$ 650,000
Airport Maintenance	\$ 300,000
Airport Inspections	\$ 180,000
Horticulture Tiwi Enterprises	\$ 60,000
Equipment Hire	\$ 25,000
Vehicle fixed allocation	\$ 450,000
One off Income	
Carried Forward Funding(estimated pending audit)	\$ 3,000,000
Repair Public Toilets	\$ 21,600
Pirlangimpi Library	\$ 50,400
Pirlangimpi Hall Upgrade	\$ 30,000
Recreation Hall Upgrade	\$ 60,000
Closing the Gap	\$ 25,000
Water Park Feature	\$ 65,000
Flood Lighting Wurrumiyanga	\$ 70,000
Barge Landing	\$ 2,000,000
Project Tiwi	\$ 1,000,000
TOTAL INCOME	\$ 26,390,947

BUDGET (continued)

Shire Operating Budget for 2011/12

EXPENDITURE	BUDGET 2011/12
Salary Exp Normal	\$ 9,149,640
Salary Exp Overtime	\$ 180,000
Salary Exp Employer Superannuation	\$ 832,420
CDEP Participants wages	\$ 1,875,750
Workcover Premium Exp	\$ 182,960
Staff Relocation Expenses	\$ 21,000
Material Exp General	\$ 1,181,000
Material Exp Printing and Stationery	\$ 26,000
Material Exp Computer Consumables	\$ 14,000
Material Exp Meeting Catering	\$ 20,000
Material Exp Protective Clothing	\$ 20,000
Material Exp Council Uniforms	\$ 15,000
Material Exp Asset Purchases < \$5,000	\$ 225,000
Material Exp First Aid	\$ 6,000
Electricity Exp	\$ 180,000
Fuel Exp Power Generation	\$ 80,000
Fuel Exp Motor Vehicles	\$ 430,000
Oil Expense	\$ 6,000
Bank Fees and Charges	\$ 5,000
Mobile Telephone Exp	\$ 143,000
Office Telephone Fax Exp	\$ 72,000
Postage Exp	\$ 5,000
Courier & Freight Expenses	\$ 240,000
IT&C	\$ 1,250,000
Ins Premium Exp Public Liability	\$ 60,000
Ins Premium Exp Industrial Special Risk	\$ 160,000
Ins Premium Exp General	\$ 150,000
Ins Premium Exp Motor Vehicles	\$ 50,000
Advertising Exp	\$ 20,000
Training Course Fee Exp	\$ 60,000
Conference or Seminar Course Fee Exp	\$ 65,000
Tertiary Course Fee Exp	\$ 2,000
Accommodation Exp	\$ 90,000
Airfare & General Travel Expense	\$ 210,000
Taxi Exp	\$ 20,000
Travel Allowance Expenses	\$ 90,000
Vehicle Registration Exp	\$ 60,000
License Fee Expenses	\$ 5,000
Chairman Mayoral Allowance Exp	\$ 89,260
Councillor Allowance Exp	\$ 117,000
Council Meetings	\$ 90,000
Audit Fee Exp	\$ 70,000

Accounting Fee Exp	\$ 45,000
Legal and Professional fees	\$ 80,000
R & M Exp Motor Vehicle	\$ 120,000
R & M Exp Buildings	\$ 228,917
R & M Exp Plant & Equipment	\$ 145,000
Membership or Subscription Exp	\$ 35,000
FBT	\$ 35,000
Contract Labour and materials	\$ 1,270,000
Office Lease	\$ 114,000
Equipment Lease	\$ 150,000
Capital Purchases	\$ 550,000
One off Expenditure	
Balances Carried Forward (estimated pending audit)	\$ 1,500,000
Project Tiwi	\$ 1,000,000
Barge Landing	\$ 2,000,000
Replacement Vehicles / Plant	\$ 600,000
Swimming Pool - Milikapiti	\$ 700,000
Basketball Courts	\$ 250,000
TOTAL EXPENDITURE including contract mgt fee	\$ 26,390,947
Net Operational Result (Profit/Loss)	\$ -

STRATEGIC PLANNING

Council's key strategic focus is on the following:

- 1 Ensuring economic viability and sustainability.
- 2 Transparent and accountable financial management.
- 3 Service delivery at a level that addresses community needs.
- 4 Community infrastructure that ensures a safe and appropriate living environment.
- 5 Operational efficiency with an emphasis on asset management, cost controls, planning and human resources.

STRATEGIC PLANNING (continued)

Strategy 1 – Ensuring economic viability and sustainability

- All Functions and programs to be discretely funded
- Functional areas of Council to be structured as business units in their own right
- Programs not to rely on cost shifting to be sustainable
- Full internal cost recovery to be implemented

Strategy 2 – Transparent and accountable financial management

- Emphasis on the integrity of source documents and processes at every level, especially at communities
- Pro-active controls over expenditure by approved budget/s with program manager responsibility
- Monthly reports (results against budget) to be mandatory and form the basis of all functional reports to Council
- Overview by CEO, CFO and Directors with analytical reports to Council

Strategy 3 – Service delivery at a level that addresses Community needs

- Needs assessment and quarterly review with emphasis on the role of Local Advisory boards
- Service delivery plans, goals and key performance measures to be developed for all functions and programs
- Performance assessments and outcomes to be reviewed quarterly

STRATEGIC PLANNING (continued)

Strategy 4 – Community Infrastructure that ensures a safe and appropriate living environment

- Needs identified in consultative forums such as reference groups, this plan, the Local Implementation Plan for Wurrumiyanga and Local Advisory Boards
- Formation of an Infrastructure Planning sub- committee to oversee project planning, status reports and future planning

Strategy 5 - Operational efficiency

- Asset management and replacement plan to be developed and implemented
- Asset/fleet management to be run as a discreet business unit with cost recovery from all other functions
- Internal quality control/audit/risk assessment to be a function of both finance and corporate services
- Planning to become a pre-requisite to all programs and projects with predetermined milestones for review
- Shire to position itself to become an “employer of Choice”

ADMINISTRATIVE FRAMEWORK

The organisation structure has been designed to support the following administrative objectives:

- Ability to attract and retain talented people, underpinned by policies and processes that encourage good performance, identify and provide training and development opportunities and enable flexibility in the contract appointment of senior level positions
- Ability to work effectively to deliver community outcomes identified in the Strategic Plan to the community utilising a coordinated, cross-departmental approach
- Ensure that community infrastructure provision and service delivery is clearly linked to priority community outcomes
- Present a common and coordinated approach to government agencies on funding requirements and community projects
- Utilise a “Regional” approach to targeted programs e.g. community development, economic development, sport and recreation, waste management and housing
- Apply a consistent and beneficial approach to employment across the region to maximise outcomes for the community and the individual
- To provide full financial reporting and program/project performance reporting against planned objectives and budget provided to the Shire Council on a regular basis
- Maximise the utilisation of current assets including buildings, workshops, plant and equipment
- Ability to provide an improved level of service delivery in key areas including roads, waste management, parks and reserves etc.
- Information systems and software will be of a high industry standard, enabling data and information essential to operations to be collected internally and externally, analysed and delivered at the appropriate level
- Professional skills in the following disciplines:
 - Management and Administration
 - Strategic and Shire Planning
 - Accounting/Financial
- Improve and maintain Information Technology to the standard enjoyed by the wider community
- Have a continued and stable presence in key community locations
- In-house delivery of key services where appropriate to retain, increase and utilise skills linked to labour market programs
- A focus on achieving partnerships and external funding to achieve community outcomes
- It is important to take the organisational analysis and put it into the broader context of public sector reform, in particular:
 - Emphasis on performance management and accountability
 - Competitiveness
 - Activity review and process improvement
 -

ADMINISTRATIVE FRAMEWORK (continued)

Meaningful and responsible work should be performed at all levels in the organisation structure, with employees being responsible for:

- Customer satisfaction
- Supporting decentralisation of decision making
- Encouraging cross functional cooperation
- Being adaptable to a rapidly changing environment
- Encouraging initiative

COMMUNITY RELATIONS

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

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

- Formation of it's own Local Advisory Boards
- Co-ordinator and formation of a Shire wide events committee
- Nomination of elected members on key consultative forums
- Proposed Memorandums of Understanding (MOU's) with key stakeholders such as the Tiwi land Council and Police
- Publishing of a community news letter
- Sponsorship of key areas of community interest – Tiwi islands Football league and the Tiwi bombers football club