



Tiwi Islands Shire Council Shire Plan 2009-2010



**The Tiwi Islands Shire Council Shire Plan
includes the following sections:**

- Mayors forward
- CEO's forward
- Main report
- Issues summary
- 3 year budget
- Schedule of rates, fees and charges
- Global service profile
- Strategic Plan
- Organisational Structure

Mayors Foreword

The Tiwi Islands Shire Council acknowledges the traditional owners of the Tiwi Islands.

The Tiwi Islands Shire Council services the following communities Nguiu, Pirlangimpi and Milikapity and the outstations.

The issue of representation has been addressed in the shire plan, with all communities engaging in community input. In addition to this, each elected member has considered all items raised by communities and I am proud to say that virtually all requests have been accommodated in this draft shire plan.

The isolation, autonomy, strong culture and rugged beauty of the Tiwi Islands are what make it different and exciting. These qualities will hold the key to its future success. This success will be developed through advances in tourism, agriculture, aquaculture, sustainable use and management of natural resources, and through successes in creativity and self sufficiency brought about by physical isolation.

I hope that the draft shire plan, prepared in consultation with members of the Council, will form the basis for further informed consideration with the broader community, stakeholders and the Shire Council. To this end, I encourage feedback from the community and stakeholders on this plan so that we the Council can take your views into account when finalising the plan.

The Tiwi Islands Shire Council has clearly embraced reform and is ready for the next step with enthusiasm. My sincere thanks and appreciation is extended to all elected council members for their commitment, and positive outlook for the future.

Lynette De Santis
Mayor
Tiwi islands Shire Council

29th May 2009

Chief Executive Officer's Foreword

This draft shire plan provides direction to communities, staff and other stakeholders on the second year of operations for the Tiwi Islands Shire Council.

It is being released for public comment and will be continue to be refined until it is adopted by the Elected Council in July 2009.

Consultation with key stakeholders including, residents of the Shire, industry groups, representatives of key government agencies, and various indigenous organisations will / have been undertaken and will continue in order to develop a business plan that will truly reflect the aspirations and operations of the Shire and its constituents.

Mark Goode
Chief Executive Officer
Tiwi Islands Shire Council

29th May 2009

Contact Us

The Tiwi Islands Shire Council welcomes and values comments, questions and suggestions regarding the Shire Plan. All constructive comments will be acknowledged and considered for incorporation in future plans. Please include your relevant contact details (full name and post or email address) when contacting us.

We look forward to hearing from you.

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Local Government Reform Information: 1300 654 368

1. Introduction

On 31 January 2007, the structural reform of local government was announced by the Northern Territory Government. The structural reform will transform the way local government services are delivered to all Territorians living in rural and remote communities. The reform involves the establishment of eight large Shire and three small Shires and the retention of five existing municipal councils (Alice Springs Town Council, Darwin City Council, Katherine Town Council, Litchfield and Palmerston City Council). Coomalie, Wagait and Belyuen remain as existing, with these three becoming small Shires. The new local government structure came into full effect on 1 May 2009.

The new Shire incorporates the previous local government body, Tiwi Islands Local Government Council.

Consultation with key stakeholders including the Shire Council Committee, residents of the new Shire, industry groups, representatives of key Government Agencies, indigenous organisations and existing Councils has been undertaken and will continue in order to develop a Shire plan that will truly reflect the aspirations and operations of the new Shire.

2. Issues and Solutions (Environmental Analysis)

The Tiwi Islands Shire Plan has been developed utilising information obtained through consultation with key stakeholders that included Transition Committee and 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 new Shire Council.

This plan includes additional issues and feedback provided from public comment on the draft released in December 2007.

In addition, all available documents and literature relevant to the establishment of the Shire were reviewed as part of the preparation of this Shire plan.

The process of identifying issues facing the new Shire and developing solutions to these issues is called an "environmental analysis". Solutions to issues are included within the plan as strategies or actions of the Shire Council.

Details of the environmental analysis undertaken in the development of this plan are contained in [Appendix 1: Issues Summary](#).

3. Governance and Representation

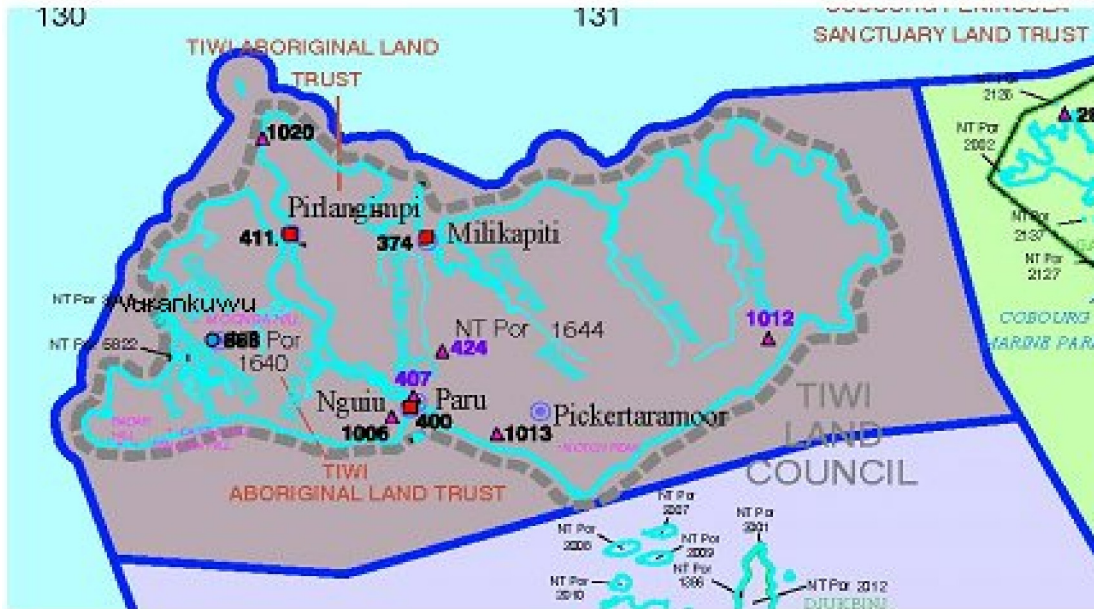
Principles for Developing the Governance Structure:

The following principles have been considered in developing the governance 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
- Incorporate transitional requirements in mapping out governance implementation
- 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

Shire Boundaries:

The boundaries of the Shire are shown in the following map.



Relevant Facts:

Area

The new Shire Council covers an area of approximately 7,522 km² of land.

Localities

For a complete list of localities refer [Appendix 2: Communities and Localities](#)

Population

The total estimated resident population* of the Shire is 2,512.

The estimated resident population of the major localities within the Shire are shown in Table 1 below.

Table 1: Resident Population by locality (ABS Census 2006)
Estimated

Locality	Population
Nguiu	1495
Pirlangimpi	434
Milikapiti	449
Wurankuwu**	85
Other Communities within Shire	49
Total	2,512

• The Australian Bureau of Statistics uses a number of methods to represent population, including Usual Resident Population and Estimated Resident Population. The Northern Territory Government and the Northern Territory Grants Commission use Estimated Resident Population figures when representing population. Where Estimated Resident Population figures at the locality or Shire level are not available through the 2006 Census Data, the Northern Territory Government has developed a formula to calculate these figures. This formula is undergoing constant refinement and as such the figures in Table 1 are subject to change.

** This figure includes Wurankuwu and 4 Mile Camp.

Statutory Requirements

The new Shire has statutory obligations under a variety of Northern Territory and Australian Government legislation. The most important legislation governing the Shire is the *Local Government Act 2008 (NT)*. The *Local Government Act 2008* (the Act) can be viewed at www.dlgh.nt.gov.au

In particular, the Act sets out rules for election systems, obligations of Councillors and many other matters relating to the governance and administration of the Shire.

Basis for Good Governance

The following provides the generally accepted basis for good governance and has informed the development of a Governance Charter for the new Shire:

- Build upon the foundations of governance best practice
- Build upon existing community strengths and capacities
- Ensure plans and services are driven by a clear vision
- Promote ethical and responsible decision making
- Ensure openness and integrity in financial reporting
- Recognise and manage risk
- Encourage improved performance

Recognise the legitimate interest of stakeholders

Members of the Tiwi Islands Shire Council

Nguiu

Barry Puruntatameri
Teresita Puruntatameri
Francis Xavier Kurrupuwu
Walter Kerinauia
Richard Tungutalum

Milikapiti

Lynette Desantis
Raelene Mungatopi
David Boyd
Wurankuwu
Kathleen Tipungwuti

Pirlangimpi

Manyi Rioli
Henry Dunn
Maruis Puruntatameri

Shire Council Charter

As part of development of the Shire's Shire Plan a draft Governance Charter has been developed. This can be further developed and will ultimately be adopted by the new Council.

Refer to [Appendix 3: Governance Charter](#)

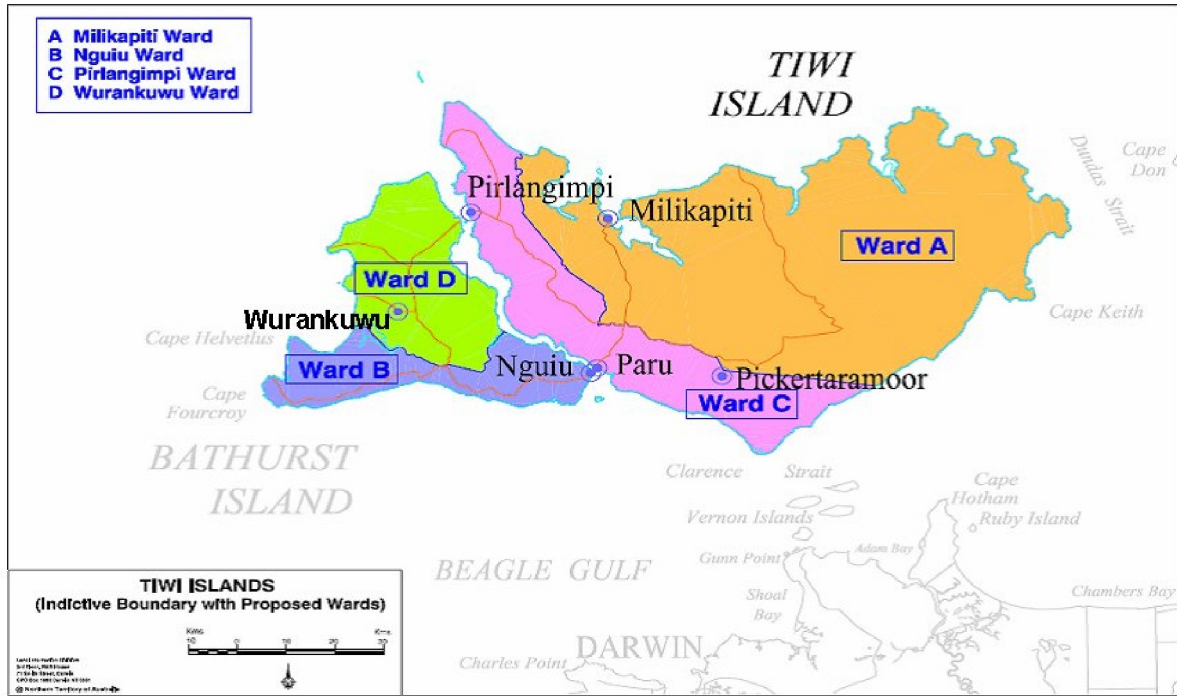
Shire Elected Representation

The Shire Transition Committee has made representation to the Northern Territory Government and the Northern Territory Local Government Advisory Board in terms of its proposed system of elected representation.

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

Ward	No Elected Members
Milikapiti	3
Nguiu	5
Pirlangimpi	3
Wurankuwu	1
Total	12

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Election of Mayor or President

The new Local Government Act provides that the chairperson of the Council can hold the title of either President or Mayor. The Council will make the decision as to the title, but as an interim measure the Transition Committee has decided on the interim title of mayor.

In addition, the new Act provides that the first Council will elect the President/Mayor from within the Council and then decide whether subsequent elections will include a separate election for a President/Mayor.

In the case of the Tiwi Islands Shire, the Transition Committee and feedback from community consultation demonstrated a clear preference for the Mayor to be elected from among the elected council members.

Community Engagement through Local Boards and Other Processes

Local Boards

A Local Board is a voluntary group of members of the community who provide advice to the Shire Council and a voice on local issues and priorities. A network of Local Boards will be established by the Shire to enable Council to have a systematic approach to gaining input on issues that affect a particular community or local region.

An outline of the function, status, membership, establishment, communication and procedures of Local Boards is contained within the Local Government Act. Within the terms of this legislation, there is also opportunity for the Council and community to provide considerable direction towards the development and form of Local Boards.

A Local Board will have the following roles:

- Provide advice to the Council on service delivery plans for communities or local regions, and have input into Shire Plans.
- Provide advice on specific Council community and social projects that impact on that community or region
- Alert Council to new and emerging issues within the scope of Council activity
- Provide a voice for the community and ensure the cultural, economic, social and environmental needs of the local community or region are considered by the Council
- Other delegated roles such as organising community events.

Members of Local Boards will be nominated by the Shire Manager in the first instance, and then by Council in consultation with community leaders. Existing Community Councils and other community groups will be encouraged to submit a Local Board proposal to the Shire Manager. Assistance will be provided from the Department of Local Government and Housing in the development of Local Board proposals into the first year of Shire operations.

Local Boards will be supported by Council staff who will act as secretariat to the Board and provide other support as required. Staff will also be responsible for providing an induction program to Board members, and ongoing training as needed.

For further details on Local Boards, refer to [Appendix 4: Community Engagement](#)

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Other Community Engagement Processes

Establishment of Stakeholder Forums/Advisory Committees

The Council or CEO may from time to time establish formal or informal forums with particular stakeholders to allow for discussion and input from these stakeholders.

Such forums will include in the first instance:

- A forum for Australian Government Shire Managers to meet with the CEO and senior staff to discuss operational issues within communities
- A forum for locally resident Shire people including mining, forestry, tourism, contractors and others to discuss issues of concern with the CEO and senior staff and to provide feedback on the impact of Shire service provision on their Shires

Council meetings open to the public

Except under exceptional circumstances, Council meetings will be open to the public. This ensures transparency in decision making processes and accountability to residents.

Formal deputations to Council

In addition, the Council will accept formal deputations from Local Boards and other interest groups at Council meetings, to put a particular point of view or argue a case for a particular action to be supported by Council (For example traditional owners, or youth groups may wish to present their views on the allocation of Council resources or service priorities).

Meetings of Electors (Public Meetings)

Councils and Local Boards may also call meetings of the electors in their area. These may be used to provide information and discuss particular issues.

Communication and Media

The Shire will use a number of different media based communication tools to meet its obligations to facilitate communication between the Council and Shire residents and to ensure residents are kept properly informed about Council's policies, programs and decisions.

These will include:

- Shire Council newsletter, regularly produced and distributed by Council
- Local and Territory newspapers
- Community radio stations
- Service Centre noticeboards, maintained and regularly updated by Council
- Tiwi Islands Shire web-site

The Tiwi Islands Shire website is at: <http://www.tiwiislands.nt.gov.au>

For further details on all community engagement forms described above refer to Refer to **Appendix 4: Community Engagement**.

Establishment of Committees

The Shire may establish Council committees. The members of a Council committee may include people who are not Council members. A Council committee can have a wide range of executive or advisory functions. An executive committee carries out on behalf of the Council functions delegated to it by the Council. A Council committee is subject to control and direction by the Council. Subject to any direction by Council, a Council committee may determine its own procedures. An example of such committees is the Finance Committee which advises council on financial matters.

The Tiwi Islands Shire Council Finance Committee is the first committee of the shire, formed under Part 5.2 of the new Local Government Act.

5. Strategic Plan

The Shire Strategic Plan has been developed based on feedback obtained through a series of workshops with key stakeholders including the Shire Transition Committee and staff from the former Tiwi Islands Local Government.

Issues and related solutions identified in Section 3 of this Shire Plan have formed the basis for the development of strategies to achieve the Shire's identified goals and outcomes.

The Shire's Strategic Plan contains the following:

- Vision
- Mission
- Core Values
- Goals
- Outcomes
- Strategies

The Strategic Plan forms the basis for the development of service delivery plans and associated actions required to implement the Council's strategies and achieve the Shire's outcomes.

Refer to [Strategic Plan](#)

6. Service Delivery Plans

The development of service delivery plans has been based on the identification of individual services and the classification of those services as follows:

- Core Services
- Commercial Services
- Agency Services
- Other Council Services

Core Services

Core Services are services that all Shire Councils are required to deliver to specified communities from 1 May 2009 under the Local Government Act.

The following core services will be provided to communities in the Shire:

- Administration of Local Boards, Advisory Boards and Management Committees
- Administration of Local Laws
- Advocacy and Representation on Local and Regional Issues
- Asset Management
- Cemetery Management
- Civic Cultural and Sporting Events
- Companion Animal Welfare and Control
- Council Planning and Reporting
- Customer Relationship Management
- Financial Management
- Fleet and Plant Management
- Governance
- Human Resource Management
- Information Technology and Communications
- Library and Cultural Heritage
- Lighting for Public Safety including Street Lighting
- Local Emergency Management
- Local Road Maintenance
- Local Road Upgrade and Construction
- Maintenance and Upgrade of Council Controlled Buildings, Facilities and Fixed Assets
- Maintenance and Upgrade of Council Controlled Parks, Reserves and Open Spaces
- Public and Corporate Relations
- Records Management
- Revenue Growth
- Risk Management
- Traffic Management on Local Roads
- Training and Employment of Local People in Council Operations
- Waste Management (including litter reduction)
- Weed Control and Fire Hazard Reduction

Commercial Services

Commercial Services are services that the Shire is undertaking on a full commercial basis with the intention of

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using profits from commercial activities to improve services to the community. The following Commercial Services may be undertaken by the Shire:

- Horticulture
- Housing and Infrastructure Maintenance
- Non Council Roads
- Post Office Agency
- Power, Water and Sewerage

Agency Services

Agency Services include services that the Shire Council has agreed to deliver on behalf of other Government Agencies on a fee for service basis. These services will be fully funded by the relevant agency and that funding will include a contribution to administrative costs associated with delivering the service. The following Agency Services will be delivered by the Shire subject to ongoing funding arrangements:

- Airstrips
- Community Safety
- Economic Development Support
- Employment and Training
- Family (Including Child Care)
- Outstation/Homeland Municipal
- Sport and Recreation
- Youth

The following agency services may be delivered by the Shire subject to ongoing negotiations with relevant agencies:

- Aged and Disabled Care
- Arts and Culture
- Centrelink
- Community Media
- Environmental Health
- Family Finance Skills
- Natural and Cultural Resource Management

Other Council Services

These are services that each Shire chooses to deliver from its own-source revenue. These are services that are not funded on an Agency or Commercial basis. The following additional services will be delivered by the Shire:

- Swimming Pools

Government initiated projects

A number of community projects have been developed through initiatives of Commonwealth and Territory Government Agencies including internet cafes, art galleries, horticultural projects and similar Shire enterprises. The proponents have generally initiated the projects on the understanding that the projects would become self sustaining over time and funding was limited to initial capital cost and start-up.

Shared Service Centre

The East Arnhem, West Arnhem, and the Tiwi Islands Shire Councils are sharing a Service Centre based in Darwin. This Centre will provide financial management services, payroll, asset accounting, record management

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and information technology services. Joint procurement arrangements with other shires, and possibly through LGANT to the National Procurement Network, are likely to reduce the high costs of delivering services.

The Centre will provide the following services to the three Councils:

- Payroll Processing
- Creditors Processing
- Debtors Processing
- Contracts and Purchasing Services
- Bank Reconciliation

7. Organisation Structure

Governance Objectives supported by the Organisation Structure

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

- Improved control over outcomes within the community
- Strong and developing leadership
- Improved ability to influence government policy
- Increased staff accountability through the utilisation of performance based contracts and performance management and monitoring tools
- Long term financial sustainability through prudent financial management supported by regular and accurate financial reporting
- Formal induction for the CEO / Managers in local issues and induction and training for elected members in governance practices e.g. legal / accounting
- Improved selection processes for CEO and Managers
- Clear directions and policies and regular monitoring, review and advice on performance of the portfolio of programs and projects
- Clear and comprehensive roles and responsibilities of the Council and their committees, supported by appropriate policies and delineated from the role of the CEO and management
- Fully integrated Council plans, projects and budgets to ensure strategic priorities clearly drive project and resource allocation decisions
- Alliances and partnerships will be actively managed to ensure stakeholders' needs are identified, projects are targeted and commitment is secured
- Prioritisation of projects within and between program areas will be supported by decision making tools and processes to ensure the right mix of initiatives to achieve the goals and outcomes of the Council's Strategic Plan

Administrative Objectives supported by the Organisation Structure

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, aged care, waste management and housing maintenance
- Apply a consistent and beneficial approach to employment across the region to maximise outcomes for the community and the individual
- Ability 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 and scaleable, enabling data and information essential to operations to be collected internally and externally, analysed and delivered at the appropriate level

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- Professional skills in the following disciplines:
- Management and Administration
- Strategic and Shire Planning
- Accounting/Financial
- Engineering/Technical
- Information Technology
- Community Development
- 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
- Centralised information technology and administrative systems and processes
- 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
- Autonomy of operation with a limited number of supervisory controls

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

- Customer satisfaction
- Quality of work output
- Financial performance
- Finished staff work
- Decision making
- Organisation of priorities
- Problem solving

Innovation and change In today's environment an organisational structure should:

- Support decentralisation of decision making
- Empower autonomy of operation
- Encourage cross functional cooperation
- Be adaptable to a rapidly changing environment
- Encourage multi-skilling and a variety of job design without organisational chaos
- Encourage initiative
- Be non-hierarchical
- Have as low ratio of administration (management) as possible
- Have a customer focus

Operational Locations

In 2008/2009 the Shire provides services from the following operational locations: Service Delivery Centres:

- Milikapiti
- Nguiu
- Pirlangimpi

Wurankuwu Headquarters:

- Nguiu

Shared Services:

- Darwin

The operational model includes service delivery centres at appropriate locations and a centralised administration office. The make up of each service delivery centre will vary according to identified needs but will include at a minimum a Community Manager, a Customer Service Officer and Operations Staff. Communities with higher asset maintenance needs will clearly have a higher need for additional local staff.

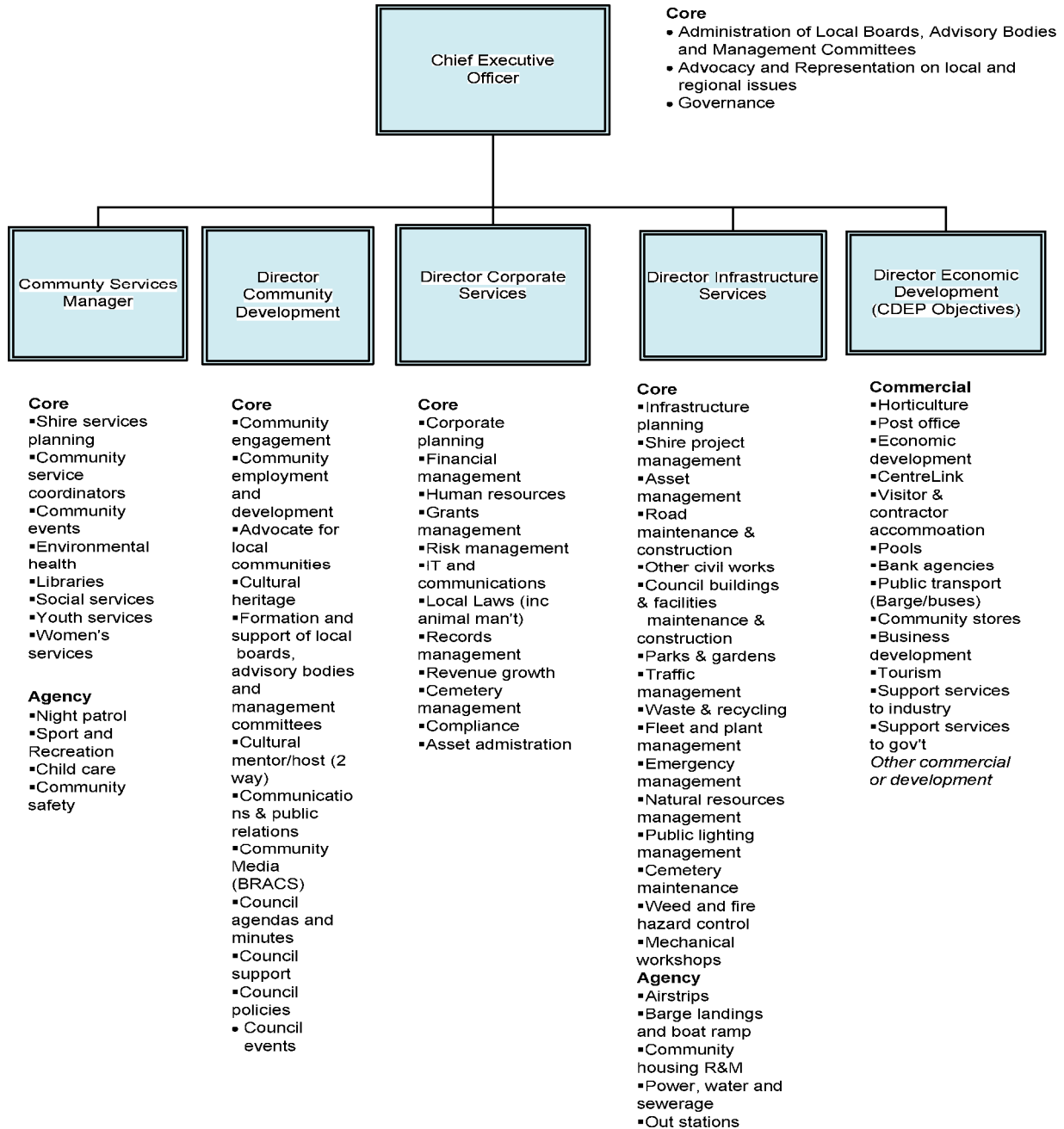
The centralised administration office will be networked to local offices and play a strong coordination role in liaison with Local Boards and committees. Major strategic projects will be directly managed through the Shire headquarters.

Shared service arrangements with the Northern Shared Service Centre will be managed from the Tiwi Island Shire Headquarters by the CEO and Director of Corporate Services.

Directorate Structure

The directorate structure outlined below provides a framework for the strategic delivery of more efficient and effective services. Professional expertise will be available at the regional level however there will remain a strong need for the local delivery of services in communities.

Figure 2: Directorate Structure



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The Shire’s organisational structure will facilitate increased service provision across the region and increased opportunities for local and indigenous employment.

Overall, the structure provides for the following:

Service Delivery Area	Full Time Equivalent (FTE's)	Estimated Actual Staff (Headcount)
Core Services (Communities)	47	70
Core Services (Headquarters)	19.5	22
Sub Total Core Services	66.5	92
Agency Services	Actual numbers dependant on final funding agreements	25
Commercial Services	Actual numbers dependant on finalising contract and decisions about the structure of local Shirees	15
Other Council Services	Included in Core Service Staffing Levels	20
Total	TBC	152

Detailed Organisation Charts (including staffing levels) for the Community Service Delivery Centres and Headquarters are available on request from the Shire.

8. Rating Policy

Council's rates and charges for the 2008/2009 financial year were formally declared on 31 May 2009. This declaration accords with Northern Territory Government determinations on the 2008/09 financial year rating policy. The rating policy of the Shire Council shall be as follows:

Pastoral Leases and Commercial Agricultural Properties

In 2008/2009 the rate for pastoral leases and commercial agricultural properties will be calculated by multiplying the unimproved capital value (UCV) by 0.00060. The minimum amount payable will be \$710.

In future years, in accordance with the new Act, all proposals for rating of pastoral leases will have to be presented by the Shire to the Minister for Local Government for approval prior to any change in the rating. This requirement is enshrined in the new Local Government Act. The Minister will issue guidelines to councils indicating the issues that will have to be taken into account in presenting a proposal to the Minister. The Minister will be required to consult with Cabinet on Shire rating proposals.

The major commercial agricultural property on the Tiwi Islands is the Great Southern Plantations lease. A separate rate equivalent contribution will be negotiated with Great Southern given its special status on the island and specific impacts on local government services and infrastructure.

Active Mining, Extractive and Petroleum Leases

Only active mining, extractive or petroleum leases will be rateable. The assessed value of an active mining, extractive or petroleum lease shall be 20 times the yearly rent payable in respect of the lease, where the rent is \$10 per hectare. This is in line with the approach taken in Western Australia and Queensland, where the rateable value of a mineral lease is calculated on the basis of its rental value.

The guideline rate for mining land is to be the same as the guideline rate for 'commercial non-agricultural', calculated by multiplying the assessed value by 0.00284. The minimum rate shall be \$710. Under this model the great majority of extractive and mining leases in the Territory will pay the minimum amount of \$710.

The Shire plan rates only mineral, extractive and petroleum tenements with current authorisations for commercial production. The Minister for Local Government will be releasing more detailed guidelines on the rating of mineral leases in the near future. The Shire's rating policies and estimates will be adjusted, if necessary, to comply with the Minister's guidelines. In future years, under proposed amendments to the Local Government Act, all proposals for rating of active mining, extractive and petroleum leases will have to be presented to the Minister for Local Government for approval prior to any change in the rating. This requirement will be enshrined in the new Local Government Act. The Minister will be required to consult with Cabinet on Shire rating proposals. The amount the council intends to raise by way of rates from these leases in the shire for the 2009-2010 financial year is \$5,000.

The major mineral lease operation on the Tiwi Islands is the Matilda Minerals sand mining operation. A separate rate equivalent contribution will be negotiated with Matilda Minerals given its special status on the island and specific impacts on local government services and infrastructure.

Commercial properties (excluding mining and pastoral)

The minimum rate or service charge for commercial properties (not otherwise classified above) will be \$710 per operational location or, where the commercial property is on rateable title with a UCV in excess of \$250,000, an amount calculated by multiplying the unimproved capital value by 0.00284.

No commercial properties with an assessed UCV in excess of \$250,000 have been identified in the Shire. It is estimated that the total rates from this sector in the Shire will be \$7,000 in 2008/09. Further, where a Shire uses a waste management facility operated by the Shire and/or receives waste collection from the Shire waste charges will apply.

Residential Properties including Public Housing

A significant majority of indigenous housing in the Northern Territory falls within the jurisdiction of existing community government councils. Most of the former councils on indigenous land levied a poll tax against residents of indigenous housing in lieu of the revenue that would otherwise be derived from rating property.

The concurrent reforms to the management of indigenous housing in the Territory provide an opportunity for Shire councils to move to a fairer, simpler and more efficient method of collecting local government revenue in indigenous townships.

From 1 May 2009, Territory Housing assumed direct responsibility for tenancy management of housing stock in most indigenous communities. The Australian Government and Territory Government have agreed that these tenancy

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arrangements will include the payment of a 'rate equivalent' per dwelling, replicating the current payment of rates to municipal councils in respect of public housing in major centres such as Darwin or Alice Springs. The responsibility for payment of the rate equivalent will rest with the management authority.

For example, where a Shire council provides local government services to 500 dwellings managed by Territory Housing, the Shire council will charge Territory Housing the annual rate equivalent amount multiplied by 500. Like any 'landlord', Territory Housing will cover its 'rate' payments through rent collected from residents and other sources of tenancy management income. Due to current non-applicability of unimproved capital values on inalienable indigenous land, the 'rate equivalent' will be a flat service charge.

In the Northern Territory Government Gazette No. S30, dated 30 June 2008 the Territory Government made a determination on the service charges for remote public housing in the Shire, this charge is a flat rate of \$600 per dwelling per annum for houses currently managed by local government bodies. In addition, where the existing council provides a garbage collection service, there may be an additional guideline charge of \$150 per dwelling.

The minimum rate for residential properties within Shire residential allotments will be \$600 per dwelling. The amount that Council intends to raise by way of rates from residential properties in the Shire is \$264,000 in 2008/09. Garbage Charges in the shire is \$150.00 per residential allotments. The amount the council intends to raise by way of garbage charges in the shire is \$70,000.

Rating Exemptions

Certain land is exempt from rating under the Local Government Act, including:

- Crown Land - occupied by the Territory or land owned by the Commonwealth other than for industrial or commercial uses
 - Community Land – reserves, parks, sports grounds, gardens, cemeteries or roads which are a public place
 - Land Owned by Religious Bodies – churches, manses, teaching buildings etc
 - Public Hospitals
 - Land used for a Public Benevolent Institution or Public Charity
 - Educational Institutions – schools, universities, tertiary education, youth centres
 - Libraries or Museums
 - Land exempted under other Acts

9. Three Year Financial Plan

Councils are responsible for the delivery of a broad and unique range of services to their communities, with different communities within the Shire having their own different priorities.

The new Shire is responsible for:

- Delivering Core Services
- Providing Corporate Governance
- Providing Advice and Advocacy
- Ensuring Legislative Compliance

and managing the following resources:

- Financial Resources
- Human Resources
- Physical Resources
- Information Resources
- External Resources (Suppliers and Contractors)
- Partnerships and Relationships

The Shire will deliver a range of Agency, Commercial and Other Council Services that contribute toward improving the level of services provided to their communities.

The Shire is faced with the challenge of delivering a broad range of services to a standard acceptable to the community whilst at the same time raising revenues required to deliver core services within the context of its community's ability to support those services.

Long term financial planning (3-5 years or longer) assists the Shire in delivering services in a sustainable way and will be undertaken to ensure that:

- Managers and elected members understand the current financial position of the Shire and how various financial elements impact on each other
- Guidelines are set to underpin the long term financial capacity
- Short term decisions and annual Budgets are made within the framework of longer term financial capacity
- Available funds are maximised for the benefit of the community

The key component of any financial strategy in a service delivery organisation is to balance community demands and expectations with the Shire's financial capacity.

A long term financial plan will link the strategic direction and policy of Council into the delivery of a range of services. The extent and standards of service delivery will depend largely on Council's preferred position on debt, cash reserves, liquidity and rating. The financial information contained in any long term plan simply reflects this. There is no right or wrong position but rather a "preferred" position based on strategic needs and level of financial conservatism.

This financial plan is being constantly revised as further financial information becomes available.

Overview - Three Year Financial Plan

In order to assist in the discussions on development of the new Shire, a three-year financial plan has been

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prepared as the basis on which discussion and decisions on service delivery and revenue requirements and therefore the long-term financial viability of the organisation can be made.

A major task of the new Council is to ensure, over time, consistency of standard of service delivery across all existing and new areas of the Shire.

The 3 Year Financial Plan has been based on the Core, Agency, Commercial and Other Council Services.

The major financial assumptions that have been made in the development of the first three-year financial plan for the Shire are summarised below:

Shire Plan – 2009-2010

FINANCIAL ITEM	ASSUMPTIONS
Operating Expenditure	
Ongoing operations	<ul style="list-style-type: none"> • Ongoing base operational expenditure has been developed for each service from first principles and compared with existing 07/08 budget details where possible • Operational income and expenditure has been expressed in 2008/2009 values to facilitate development of detailed budgets for the first year of operation of the new Shire • No attempt has been made to allocate minor labour costs across core services with minimal budgets • Given the limited information available on many of the minor services, a nominal provision of \$5,000 has been made for that service in each community. This will be reviewed in subsequent revisions of this plan. • A provision of \$10,000 per annum per community has been made for the maintenance of Council facilities • FaHCSIA will provide \$10,000 per annum for vet clinics in each community
Road Maintenance	<ul style="list-style-type: none"> • The existing communities general purpose road grant funding has been used as the basis for establishing the initial road maintenance budget. This will be reviewed once actual road maintenance needs have been determined • A provision of \$482,000 pa has been allocated for the road maintenance program • No provision has been made for the transfer of DPI roads over the three year planning period • Local community civil works teams will continue to undertake relevant DPI road maintenance activities under contract
Waste Management	<ul style="list-style-type: none"> • No provision has been made for Waste related capital works on the assumption that essential works are being undertaken during the current year as part of the Federal Government's intervention strategy • No allowance has been made for provision of additional household bins • There has been no specific allocation of plant costs to the waste service but significant plant operating expenditure has been budgeted under the Plant and Equipment Service
New operating initiatives	<ul style="list-style-type: none"> • No new operating initiatives have been included in this first draft • The first year costs associated with the establishment of ICT infrastructure and the introduction of new Shire systems have not been included as they will be funded by the DLGHS.
Depreciation	<ul style="list-style-type: none"> • Depreciation schedule is currently being finalised
Interest on borrowings	<ul style="list-style-type: none"> • No loan borrowings have been provided for
Operating Income	

Financial Statements

A three year financial plan includes the following:

- Income and Expenditure Statement
- Balance Sheet
- Statement of Cash Flow

Existing 2006-07 Annual Financial Statements and the 2007-2008 TILG budget have been used as the basis for development of this plan.

The Income and Expenditure statement contains financial details for those agency service profiles where funding details were provided. This statement will need to be updated when full details for all agency and commercial services are available.

A copy of the shire three year financial plan is available on request from the Council.

Key Conclusions

The Shire will have a high dependency on revenues from fully funded agency services

The financial analysis highlights that under the new Shire structure the Council will have annual revenues totalling at least \$10.9 million in the first year of which at least \$6 million (54%) will be generated from the delivery of agency and commercial services. A number of additional agency and commercial contracts are expected to be added to the Shire's planned operations in 2008.

Agency dependency will grow as additional contracts are finalised. It will be important to ensure that all agency contracts are negotiated and operated on a commercial basis

There is a significant reliance on grant funding

Despite an increase in the rating base of the Council there remains a significant reliance on grant funding. Under the proposed model rate revenue comprises approximately 3.2% of total revenue.

Road funding will be a key driver of the new Shire's Financial Plans

Funding of road infrastructure is likely to be the biggest risk to the new Shire. Ongoing improvement and maintenance of the roads will be a major service delivery issue that will require the development of road asset management plans and long term prioritisation of the work required under those plans.

There is no provision for new borrowings under the proposed Financial Plan

The use of debt is a legitimate means of financing major new or replacement infrastructure projects. Further discussion and analysis needs to be undertaken as to the appropriateness of utilising borrowings for financing long term capital works and asset refurbishment, and the future capacity of the Shire to service debt

Council's liquidity position will remain sound

Under the assumptions utilised in this Shire Plan Council has a strong liquidity position upon which to build future operations.

There is a need to resolve issues relating to Shire assets

The existing Council asset register and further asset information collected by DLGHS over the last 12 months has formed the basis of the asset analysis. However the following issues need to be addressed by the incoming senior administration:

- The accuracy of the existing council asset register, in particular the inclusion of assets that are obsolete or unable to be located leading to an overstatement of assets in the Shire's balance sheet.
- Inadequate valuation of gifted assets
- The likely condition of assets after the shire takes formal possession on 1 May 2009
- The ownership (and liability) in relation to fixed assets, given that many were built on Aboriginal Land without leases from the relevant Land Trust.
- The impact of the Australian Government 'intervention' leasing arrangements; and the move to a public housing model in respect to indigenous housing.

Shire Plan – 2009-2010

- The ongoing responsibility (and management authority), if any, of the shire in relation to fixed assets that will be used by third party providers to deliver services previously delivered by local government. Prior to transfer of assets to the Shire and subsequent insurance of the assets, it is intended that Shire assets will be re-valued as necessary.

Tiwi Islands Shire Council

Schedule of Rates, Special Rates, Fees and Charges
2009/2010



(Effective: 31 July 2009)

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General

Council Resolution to Strike Rates and Charges

Council resolved at its meeting (*Insert date and decision No*) to determine the following:

- General Rates,
- Special Rates
- Charges
- Fees

General Rates (S155)

The Council declares rates on Rateable Properties within the Shire in order to pay for services provided to the land owner.

Special Rates (S156)

Council is not imposing any Special Rates this year.

Charges (S157)

Council will impose Charges on land for work or services it provides for the benefit of the land, and/or occupiers.

Charges for Works and Services provided to Exempt Land (S144)

The basis of any Charges under S 157 to exempt Land is to provide a broad range of Works and services for the benefit of the land owner and their occupiers. They include but are not limited to:

- Parks, ovals and swimming pools
- Rubbish collection and disposal
- Power, water and sewerage system maintenance
- Community programs
- Recreation halls
- Ferry and dingy services not covered by fees recovered
- Transport system
- Other community services

Payment

Rates and charges declared under this declaration may be paid within 28 days of the notice.

Details of due dates and specified amounts will be listed on the relevant notice of Rates and Charges.

Variations to those options for payment will be administered according to the conditions outlined on the front and reverse of the Notice of Rates and Charges.

Late payments

A ratepayer who fails to abide by such conditions may be sued for recovery of the principal 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.

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

Rates and Charges on Properties 2009-10

General Rates (\$155)	Comment	Charge
Residential Properties		\$600 each
Commercial Properties	Rates will be based on size of business	\$710 minimum
Other Properties	Rates will be based on size of business	\$710 minimum

Charges (157)

Garbage Collection – Residential Rateable	1 bin per house	\$150 each
Garbage Collection – Other Commercial Rateable	Charge based on the size of the business and volume of waste	\$150 minimum
Additional 240lt garbage Bin – per annum	The higher bin charge is to discourage waste	\$330.00 each

Works and Services for Exempt Land (\$144)

Schools	Charge based on the level of services provided	\$710 minimum
Land belonging to a religious body	Charge based on the level of services provided	\$710 minimum
Public hospitals	Charge based on the level of services provided	\$710 minimum
Land owned by a land trust	Charge based on the level of services provided	\$710 minimum

Fees

General Conditions

Facility hire, within this document, states three levels.

These are:-

- The full fee payable
- The concessional fee for regular weekday use by non-profit community organisations, and
- A concessional fee for either one-off events on Friday evenings or weekends, or events which span more than the session use specified.

Non-profit organisations requesting concession fees to be negotiated will need to put their request in writing.

Indemnity:

Organisations hiring Council facilities are required to have public liability insurance cover.

Groups and individuals without their own public liability insurance must be aware that the Tiwi Islands Shire Council will not be held liable for any accident through the actions or negligence of group members or guests.

Responsibility for Damage to Shire Property:

The cost of damage to Shire property will be recovered from the party responsible. In the case of hire of Shire property the hirer will be held responsible and in the case of a permit/licence holder the holder will be held responsible. The cost of repair will be calculated as the:

- Actual invoiced cost to the Shire of materials and services used
- Costs of Shire labour, plant and stores used including overheads
- Sub Total: add 15% to sub total = Total Cost that will be recovered

Seasonal Oval Allocations:

Shire ovals are made available for sporting organisations to use for Wet and Dry season competitions, training and pre-season use.

Seasons:	Wet Season	1 October to 31 March
	Dry Season	1 April to 30 September

In the first instance the Shire allocates ovals through peak sporting bodies so that they may then arrange club fixtures.

The definition of a peak sporting body is-

“An organisation representing the interests of those involved in the nominated sport and one affiliated with a national body that recognised the peak body for the sport in the Northern Territory.

A peak body will also be registered as an incorporated body with the NT Office of Business Affairs or the Department of Justice and hold a current public liability insurance policy.”

Administration Fees

Rate Assessment Record Inspection Fee:

Pursuant to Section 152 of the Local Government Act, any person is entitled, when the Shire Office is open to the public, to inspect the rate assessment record free of charge.

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Rate Assessment Record Inspection Fee: Nil

Fees for Written Confirmation:

A charge on each property will be levied for the furnishing of written information of details from the Rate assessment Records. This information will only be supplied upon receipt of the required sum together with the written request in the required format.

Fees for Written Confirmation:

Rate Search Fee

- 1 Business day prior notice \$39.00 △
- Urgent same day request \$78.00 △

Reprint of Rate Notice Fee

- Per copy current rating year \$12.00
- Per copy prior rating year \$17.00

Provision of written confirmation by Facsimile or Post \$12.00

Dishonoured Cheque/Direct Debit Fees

- 1st presentation – administration fee \$50.00
- 2nd presentation – administration fee \$100.00

Preparation of Licence & Agreement Conditions

- Prepared by External Solicitor Solicitors costs + GST
- Prepared In-house \$300.00

Research and/or Retrieval of Council Records:

To conduct research of Shire records. The charge per staff member/hour or part thereof. \$100.00

Advertising Signs

Sports ovals site p/week:

- Commercial \$250.00
- Non-commercial \$100.00

After Hours Callouts

Staff per hour (min 3 hours)	\$90.00
Plant at normal hire rates (see above)	

Bins – Additional Domestic Use

Additional 240lt garbage Bin – per annum	\$330.00
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Note: Additional services costs will be invoiced annually directly to the owner

Car Ferry – Between Nguiu and Paru

Fees must be paid in advance at the Council office, and a receipt presented to the ferry operator before the vehicle will be transported.

One way	\$75.00
Two way	\$150.00

Cemetery Charges (Under development. These fees are draft only)

All sections (includes excavation and ground maintenance)	\$2,000.00
Internment of Ashes	\$250.00
Erection of Memorial:	

This is at the cost of the family

Concrete Head Beam (Headstone foundation excluding cost of materials)	\$105.00
Miscellaneous Labour Rate per hour	\$105.00
Casual Backhoe Hire per hour (Shire vehicle)	\$100.00

Note:

Overtime rates will apply if burials are carried out on a weekend, or on a public holiday. Charges are subject to change dependant on contract variation.

After hours surcharge applies for services at 4.00pm or later. All fees are Inclusive of GST.

Community Hall Hire

Hall hire per day or evening \$280.00

Plus:

- Cleaning and Security Deposit; and \$220.00
- Key Deposit \$60.00

Note:

Friday, Saturday and Sunday evenings from 6pm, hire of the hall are for private functions and access to the kitchen areas are excluded unless prior negotiations have included this in the contractual agreement.

Time booked needs to include allocation for setting up and cleaning after use.

It is the Hirer's responsibility to contract their own security at their own cost.

Suitable lead time is required when booking a Shire Facility.

Council Chambers / Meeting Room Hire

- Full Day \$100.00
- Full day including room setup, tea/coffee facilities etc \$300.00
- ½ day or less \$50.00
- Cleaning Fee if required \$50.00

Dog Registration

Council Policy

Maximum - Two dogs per household

Dangerous dogs or cheeky dogs will be destroyed

Cats are banned from the Tiwi islands

Entire Dog \$200.00

De-sexed dog (one off fee) \$40.00

Impounding Fees and Charges:

Registered Dog Release Fee \$80.00

Freedom of Information

Personal Information:

Application Fee Nil

Supervision Inspection

- First 2 hours Nil
- Per hour thereafter \$50000

Non-Personal Information:

Application Fee \$50.00

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Processing Fee, per hour includes:	\$50.00
<ul style="list-style-type: none"> • Searching • Consultation • Decision making, supervised Inspection 	

Copies of Documentation, per A4 page	0.50
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Park Hire for Commercial Use

Park hire charge is based on the number of people expected to attend the function. Charges for additional levels of service (e.g. mowing, watering, cleaning, wear and tear) is subject to Shire determination.

Charges for Commercial Use Only:

Park, public access area	\$150.00
Access to Power in a public area	\$50.00
Security Deposit	
<ul style="list-style-type: none"> • Commercial use • Cleaning Deposit 	\$500.00 \$320.00

Plant and Equipment Hire

The Shire has plant and equipment for hire. This equipment will generally be operated by Shire staff to protect the equipment. Fees are available on request. Equipment available includes but is not limited to:

- Trucks
- Loaders
- Excavators
- Light vehicles
- Graders
- Etc

Residential Lawn Mowing

Lawn Residential Grass cutting:

Grass cutting per normal residence	\$30.00
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Large blocks will be charged on a multiple of this rate

Rubbish Removal

Weekdays per man/hr (min 4 hours)	\$42.00
Plus Supervisor – per man/hr (min 4 hours)	\$60.00
Saturday per man/hr (min 4 hours)	\$60.00
Plus Supervisor – per man/hr (min 4 hours)	\$90.00
Sunday per man/hr (min 4 hours)	\$60.00
Plus Supervisor – per man/hr (min 4 hours)	\$90.00

Swimming Pools

Council Operated Public Pools:

Adults	\$2.00
Children over 4 years	\$2.00

All children must be supervised in the water and pool premises by a paying adult.

General Hire of Public Pools:

The public pools are available for hire at a negotiated rate and terms as set by the CEO Tiwi Islands Shire Council.

Full day with own staff	\$500.00
Full day with Shire staff	\$1,500.00
Security Deposit	\$540.00

Sporting Ovals

Shire's sporting ovals are allocated to approved Sporting Organisations for seasonal and casual usage, in the first instance. If available then:

Oval Complex: (for sporting use only)

Sporting Organisations or Territory & National

Championships. Per Day	\$400.00
Fundraising / Community Events per day	\$750.00
Commercial Events per day	\$2,500.00

Seasonal User Group Allocations: (training and competition)

- Per Annum Seasonal Usage
\$1,710.00
- Per Annum Signage
\$550.00

Casual Hire:

Per session	\$330.00
Cleaning & Change room use	\$780.00
Deposit on keys	\$100.00

Trees and Shrubs (Removal or Damage)

Valuation of stolen/damaged trees, shrubs etc as follows:

Street trees & trees in parks	Current value + GST
Shrubs	
Palms, Cycads	
Tree pruning or removal works on non-Council property - per hour	\$160.00

Note:

Current value for trees, shrubs etc is assessed as current local nursery prices + replacement costs + transportation fees and administration costs + 20% for each.

In all cases GST will be added to the cost of replacement.

Waste Disposal Town Dumps /Tips

Dumping of waste at the tip without paying is illegal.

Dumping of waste outside the tip any time is illegal. Offenders will be prosecuted.

Dumping of contaminated waste and asbestos is prohibited.

Domestic Users Free

Commercial:

Uncontaminated truckloads of foliage (per tonne) \$30.00

Commercial Garbage (per tonne) \$40.00

Car Bodies or part thereof \$120.00

Clean Fill (by arrangement) Free

Hard Waste (by arrangement per tonne) \$120.00

Shire Plan – 2009-2010
STRATEGIC PLAN

Vision

The Tiwi Shire Council aims to build a strong future for all Tiwi people through effective Local Government structures and delivery of relevant local government services.

Mission

A local government organisation that will improve the lives of the Tiwi people through:

- the creation of healthier and safer communities
- the delivery of quality local government services
- active economic development on the islands
- the empowerment of people

Core Values

We have identified these key values and principles as integral in the achievement of our vision.

- Respect for the contribution of individuals
- Professionalism – administration, planning, logistics, communications and governance of the highest standard
- Results achievement of agreed outcomes identified in the organisational plans
- Integrity – dealing honestly and fairly with all stakeholders
- Innovation – developing new ways of delivering services and improving infrastructure
- Engagement – communicate effectively with residents and stakeholders
- Respect for country and culture
- Investment in training and professional development for our board, staff and community leaders

Goals, Outcomes and Strategies

Governance and Executive

Goal 1

A local government body that supports a strong governance structure and develops partnerships with governments and industries

Provide a high level of governance support for elected members

1.1 Outcome - **Manage customer and stakeholder relations**

- 1.1.1 Professional development for elected members
- 1.1.2 Provide high level support to local boards, advisory bodies and management committee's
- 1.1.3 Ensure council elections and meetings are undertaken according to legislative requirements
- 1.1.4 Conduct elected member awareness workshops for prospective nominees prior to shire elections
- 1.1.5 Provide a high level of executive support for senior management

1.2 Outcome - **Participate in regional economic development boards**

- 1.2.1 Implementation and enforcement of local by laws
- 1.2.2 Strong leadership, effective advocacy and communication supported by professional management practices

1.3 Outcome - **Establish formal and informal mechanisms for community consultation on key issues and input into decision making**

- 1.3.1 Develop a process for active participation from elected members in the review and implementation of the Local Government Regional Management Plan
- 1.3.2 Proactively seek participation in government policy development
- 1.3.3 Inform community members on the roles, functions and responsibilities of the Shire Council
- 1.3.4 Proactively lobby on behalf of community and regional issues

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- 1.3.5 Ensure high level administrative services that meet legislative requirements
- 1.3.6 Effective and Efficient Shire Management

1.4 **Outcome - Administrative and Operational Infrastructure**

- 1.4.1 Partnerships within the industry that supports the Shire

1.5 Outcome - **Develop Partnership Agreements**

Technical and Infrastructure

Goal 2

Innovative management that provides a high level of service delivery to constituents in the shire region.

Effective management of physical infrastructure and essential services

2.1 Outcome - **Develop a process that ensures a high standard of buildings and facilities management**

- 2.1.1 Coordinate and manage where necessary the infrastructure assets for the provision of essential services
- 2.1.2 Implement an appropriate cemetery administration including planning and record management
- 2.1.3 Support and participate in local emergency services initiatives and planning
- 2.1.4 Provide and maintain public toilets in appropriate areas
- 2.1.5 Plan for a consistent approach to service delivery across all areas
- 2.1.6 Provide high level fleet and plant management
- 2.1.7 Well maintained and managed roads and traffic conditions

2.2 Outcome - **Provide safety lighting in public areas**

- 2.2.1 Ensure local roads are safe and regularly maintained
- 2.2.2 Plan and construct new roads where required and funded
- 2.2.3 Plan and implement traffic management of local roads that is safe and responsive to community needs
- 2.2.4 Improved options for transport within and between communities
- 2.2.5 Develop a regional road maintenance and re sheeting program
- 2.2.6 Maximise external funding for road construction
- 2.2.7 Innovative management of the environment including parks and gardens and waste management

2.3 Outcome - **Provide efficient and effective waste collection, disposal and recycling services**

- 2.3.1 Implement and enforce companion animal welfare policies
- 2.3.2 Work in partnership with the Tiwi Islands Land Council for the benefit of the natural environment
- 2.3.3 Improve effluent disposal systems throughout the region
- 2.3.4 Develop and integrated regional approach to managing waste including landfill and collection
- 2.3.5 Improve stormwater drainage across the shire communities
- 2.3.6 Maintain Parks and Gardens
- 2.3.7 Efficient use of energy and water resources

2.4 Outcome - **Increase utilisation of alternative energy technologies**

2.5 Outcome - **Parks and gardens developed and maintained for the use and benefit of the communities**

- 2.5.1 Improved playground facilities
- 2.5.2 Develop reticulation systems for designated parks and gardens areas
- 2.5.3 Clean and tidy communities

2.6 Outcome - **Initiate improvements to town's appearance and safety**

- 2.6.1 Ensure remote communities receive appropriate services

Shire Plan – 2009-2010

- 2.7 Outcome - **Provide services to remote communities in accordance with shire plans**
- 2.7.1 Critically review community service requirements
- 2.7.2 Develop service delivery plans for all communities in the shire region
- 2.7.3 Effective weed control and fire hazard management

- 2.8 Outcome - **Ensure effective and appropriate management of weed control and fire hazard reduction**

Corporate

Goal 3

A strong administrative structure that meets legislative and funding requirements

Financial management policies, procedures and practices that are effective and respected

- 3.1 Outcome - **High level and professional financial management**
- 3.1.1 Maximise opportunities for revenue growth
- 3.1.2 Implement and maintain asset management systems and processes
- 3.1.3 Implement risk management systems and processes
- 3.1.4 Maximise the level of external funding available to source community services
- 3.1.5 Undertake a review of existing services to identify possible implementations of a fee for service
- 3.1.6 A business service that is well managed and supports the operations of the shire council

- 3.2 Outcome - **Maintain a records management system**
- 3.2.1 Utilise modern Information and communications technology to maximise service delivery
- 3.2.2 Implement appropriate internal control mechanisms supported by documented procedures
- 3.2.3 An organisation that supports and enhances opportunities for local employment

- 3.3 Outcome - **Develop Human Resource Management Policies that supports increased indigenous employment**
- 3.3.1 Develop a training program for shire staff
- 3.3.2 Work collaboratively with the Tiwi Islands Training and Employment Board to support increased numbers of Tiwi people participating in training, apprenticeships and higher learning
- 3.3.3 Develop staff policies and conditions of employment, including outsourcing
- 3.3.4 Work with DEWR and other government agencies to achieve employment outcomes
- 3.3.5 Develop Indigenous employment strategy
- 3.3.6 Work collaboratively with education providers to provide employment opportunities
- 3.3.7 A dynamic and growing economy with strong local employment

- 3.4 Outcome - **Support development of Tiwi employment strategies with all industry partners**
- 3.4.1 Work with industries and relevant agencies to facilitate tourism employment opportunities

A strong administrative structure that meets legislative and funding requirements

An organisation that fosters Economic development that capitalises on our cultural heritage and natural environment

- 3.5 Outcome - **Promote low impact cultural and eco tourism**
- 3.5.1 Promote and support small local business initiatives
- 3.5.2 Integrate local community businesses into all economic development strategies
- 3.5.3 Local community businesses that are viable

- 3.6 Outcome - **Work with Tourism Northern Territory to develop a regional tourism plan**
- 3.6.1 Support the Development of a low impact cultural and eco tourism enterprise
- 3.6.2 Support and promote local small business initiatives

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3.6.3 Partnerships with mining, pastoral, horticultural and aquacultural industries

3.7 Outcome - **Maximise partnership opportunities**

3.7.1 A business that supports Agency programs

3.8 Outcome - **Support for agency programs**

Goal 4

A local government body that respects, and nurtures the cultural and social wellbeing of communities

A positive living environment for our communities

4.1 Outcome - **Develop a sport and recreation plan that includes partnership options with sporting organisations across the NT**

4.1.1 Develop a program for coaching, training and participation in sporting activities across the Tiwi Islands

4.1.2 Seek sponsorship and support for sporting activities

4.1.3 Manage and support Library services

4.1.4 Support and develop community information services and programs

4.1.5 Maximise opportunities to attract community programs

4.1.6 A supportive, safe and healthy environment for our communities

4.2 Outcome - **Support the establishment and management of safe houses where required**

4.2.1 Promote and support public safety initiatives in collaboration with stakeholders

4.2.2 Support the establishment and operation of night patrol services where required

4.2.3 Support and develop child care initiatives

4.2.4 Support the operation and future development of the Tiwi Islands Youth Diversion and Development program

4.2.5 Support education and prevention initiatives to reduce substance abuse

4.2.6 Develop a strategy for the support of social programs including funding options

4.2.7 Support for women and children's programs

4.2.8 Explore funding options for the support of community media including a regular newsletter

4.2.9 Protection and promotion of the shire region's heritage and culture

4.3 Outcome - **Support and promote indigenous visual and performance art**

4.3.1 Preserve and protect cultural and historical records

4.3.2 Support and promote civic events

4.3.3 Support agency aged and disabled initiatives

4.4 Outcome - **Work with relevant agencies to address the needs of the elderly and disabled, including carer support, health, accommodation and transport**

4.4.1 Work with relevant agencies to identify opportunities for in home services to the aged and disabled

Community and Culture

Goal 4

A local government body that respects, and nurtures the cultural and social wellbeing of communities

Support for improved health and education outcomes

4.5 Outcome - **Work with health departments and local providers to achieve improved environmental health**

4.5.1 Work with health departments to implement programs designed to improve physical health and wellbeing of community members

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- 4.5.2 Work with health departments and local providers to develop programs for improved mental health
- 4.5.3 Support health and education initiatives for improved outcomes

