



Tiwi Islands Regional Council Regional Plan and Budget 2020/21



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Message from the Mayor

On behalf of the Tiwi Islands Regional Council, it is my pleasure as Mayor to present the Regional Plan and Budget for 2020/21. The Regional Plan and Budget is an opportunity to share our Council's priorities for the year ahead. Working together to create a positive future for our communities.



The release of the Regional Plan and Budget 2020/21 comes at a difficult time with the outbreak of Coronavirus, which is happening all over the Australia and the world. I want to assure Tiwi people and other residents of Bathurst and Melville Island that we are working closely with the Tiwi Land Council and governments to protect our communities.

This Regional Plan and Budget is a chance for us to think about how we can work together to create a better community for our kids, who are the future. In the next year, I want to keep listening to our community members to hear your ideas about how we can improve and move forward together. I also expect our Councillors to be leading by example in their communities, working together with residents and stakeholders so that we can arrive at shared outcomes on the Tiwi Islands.

TIRC will continue to collaborate with the Northern Territory and Commonwealth governments to deliver quality community engagement, financial and infrastructure services across the Tiwi Islands. This includes a partnership with the Northern Territory Government to upgrade the Melville Island road network. We thank the Northern Territory Government for their significant contribution to the new inter-island vehicle and passenger ferry, Murantingala 1.

Thank you to all of our traditional owners and on-island stakeholders for working with Council to keep our families safe and see improvements to our community. I also thank all of the Territory and Commonwealth departments for continuing to work with TIRC to deliver community and infrastructure services. I look forward to working with all of you in the year ahead.

Leslie Tungatulum
Mayor



CEO Foreword

The Tiwi Islands Regional Council Regional Plan and Budget 2020/21 provides a way forward in how Council intends to meet community needs and aspirations, whilst we experience challenges with COVID-19 as a local government service provider.

At this time, I want to thank the Mayor, Councillors and Local Authority Committee Members for all your support and hard work throughout this time. I want to acknowledge the role of TIRC employees, as they all have continued to work ensuring services had minimal disruption, therefore adapting to the current global COVID-19 pandemic. Thank you!



The two car inter-island ferry is now successfully connecting Bathurst and Melville Island for vehicles and passenger more efficiently than ever before. I'd like to once again acknowledge our former TIRC CEO, Marion Scrymgour, our Local Member for Arafura, Lawrence Costa MLA, the Minister for Local Government, Housing and Community Services, Gerry McCarthy, the Chief Minister, Michael Gunner, senior departmental officers, visitors and stakeholders who made this dream a reality.

In the new financial year, work will begin completing major projects across all three communities and homelands. TIRC will work on repairs to the Bima Wear building, maintaining this important community resource. Pirlangimpi community will also be receiving a pool upgrade with new shades and fencing. The Milikapiti Oval upgrade now completed, bringing football competitions back to Milikapiti for the first time in nearly ten years. I take this opportunity to acknowledge our appreciation to both the Northern Territory and the Commonwealth Governments, our major funding bodies in making funding available for projects, a reality for the Tiwi people.

As the largest employer on the Tiwi Islands, management and I continue to work hard by creating employment and training opportunities for Tiwi. We are proud being the largest employer of Tiwi people on both islands. We have successfully signed off three Host Agreements with the Tiwi Islands Training and Education Board (TITEB). The Host Agreements are on hold due to the COVID-19 restrictions.

A special acknowledgement of appreciation to both levels of government and other agencies for their strong leadership and our first responders for keeping us all safe.

I am excited and looking forward to the next chapter of Council's journey as we strive to continue building a stronger team for the betterment of service delivery. As CEO, my intention is to work closely with the Mayor and together we will strive in building on existing stakeholder relationships with Tiwi Land Council; government agencies and local community businesses and non-government agencies in the year ahead for the betterment of services for Tiwi; the Tiwi Islands and local government.

Valerie Rowland
CEO



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About the Tiwi Islands Regional Council

Contact us

The Tiwi Islands Regional Council (TIRC) has offices in the following locations:

- Wurrumiyanga
- Pirlangimpi
- Milikapiti
- Darwin

When requesting a response from TIRC or its representatives, please include your name, phone number, postal and email address so that we can get back to you accordingly. The contact details for TIRC and its respective offices are listed on the table below.

Email	info@tiwiislands.nt.gov.au
Website	www.tiwiislands.org.au
Postal address	PMB 267, Winnellie, NT, 0822
Wurrumiyanga	(08) 8970 9500
Pirlangimpi	(08) 8970 9600
Milikapiti	(08) 8939 4333
Darwin	(08) 8919 0403

Corporate documents are published on the Council website www.tiwiislands.org.au in compliance with the *Local Government Act 2008 (NT)*. Documents on the TIRC website offer important information about TIRC local government plans and services and include but are not limited to:

- Regional Council Plans and Budgets
- Annual Reports and Audited Financial Statements
- Information about TIRC fees and charges
- Council meeting dates, minutes and agendas, including Ordinary Council Meetings and Local Authorities



Citizenship ceremony Wurrumiyanga



Our Region

Tiwi Islands Regional Council



The Tiwi Islands Regional Council (TIRC) is the Australian local government representative body that covers Bathurst and Melville Islands. TIRC delivers local government services and community programs to a population of 2,453 (ABS, 2016). As of May 2019, there are 1,592 registered voters across both islands.

Tiwi people have maintained an unbroken connection to the land for tens of thousands of years and have been separated from the Australian mainland since the last ice age approximately 11,000 years ago. This isolation has produced a unique culture, defined by a singular language, complex kinship system, and connections to country, totemic relationships to animals and distinct dance and artistic styles.



TIRC boatshed crew at the launch of the new inter-island vehicle ferry



Our Councillors

Bathurst Island Ward



**Mayor Leslie
Tungatulum**



**Councillor
Jennifer Clancy**



**Councillor Wesley
Kerinaia**



**Councillor
Francisco Babui**



**Councillor Kevin
Doolan**



Valentine Intalui

Milikapiti Ward



**Deputy Mayor
Lynette De Santis**



**Councillor Connell
Tipiloura**



**Councillor Pius
Tipungwuti**

Pirlangimpi Ward



**Councillor Osmond
Pangiraminni**



**Councillor
Mary Dunn**



**Councillor Therese
(Wokay) Bourke**



Councillor Portfolios

DIRECTORATE	Wurrumiyanga	Pirlangimpi	Milikapiti
Infrastructure & Asset Services			
Fleet & Trade	Jennifer Clancy	Mary Dunn	Pius Tipungwuti
Civil Works	Jennifer Clancy	Mary Dunn	Pius Tipungwuti
Town Services & Outstations	Wesley Kerinauia	Mary Dunn	Lynette De Santis
Homelands	Wesley Kerinauia	Mary Dunn	Lynette De Santis
DIRECTORATE	Wurrumiyanga	Pirlangimpi	Milikapiti
Community Development & Services			
Sport & Rec and Libraries	Kevin Doolan Valentine Intalui	Osmond Pangiraminni	Connell Tipiloura
Youth & Community	Kevin Doolan Francisco Babui	Osmond Pangiraminni	Connell Tipiloura
Community Safety	Kevin Doolan Francisco Babui	Osmond Pangiraminni	Connell Tipiloura
DIRECTORATE	Wurrumiyanga	Pirlangimpi	Milikapiti
Corporate and Finance Services			
ICT & Systems	Leslie Tungatulum	Therese (Wokay) Bourke	Lynette De Santis
Finance	Leslie Tungatulum	Therese (Wokay) Bourke	Lynette De Santis
Governance & Compliance	Leslie Tungatulum	Therese (Wokay) Bourke	Lynette De Santis
Human Resources	Leslie Tungatulum	Therese (Wokay) Bourke	Lynette De Santis



Local Authorities

Local Authorities are a forum where community issues, concerns, ideas and projects can be raised and communicated to the Council. They play an important role as a two-way feedback mechanism between the Council and the community. Members represent the four skin groups of the Tiwi Islands and provide a link to cultural authority in our local decision making.

Our three largest communities, Wurrumiyanga, Pirlangimpi and Milikapiti are represented by local authorities. Each group meets quarterly to discuss community priorities for Council consideration.

The current membership of Tiwi Local Authorities is listed below:

Wurrumiyanga

Member	Councillor/Ordinary Member	Representative Group
Leslie Tungatulum	Councillor	Bathurst Ward Councillor
Jennifer Clancy	Councillor	Bathurst Ward Councillor
Valentine Intalui	Councillor	Bathurst Ward Councillor
Nilus Kerinaiaua	Ordinary Member	Warntarringuwi (Sun)
Marie Francis Tipiloura	Ordinary Member	Warntarringuwi (Sun)
John Ross Pilakui	Ordinary Member	Miyartuwi (Pandanus)
Richard Tungatulum	Chairperson	Miyartuwi (Pandanus)
Bradley Tipiloura	Ordinary Member	Lorrula (Rock)
Ronald Joseph Tipungwuti	Ordinary Member	Lorrula (Rock)
Bonaventure Timeapatua	Ordinary Member	Takaringuwi (Mullet)
Annunciata Pupangamirri	Ordinary Member	Takaringuwi (Mullet)
Venard Pilakui	Ordinary Member	Wurankuwu
Miriam Agatha Tipungwuti	Ordinary Member	Wurankuwu
Vacant	Ordinary Member	Non-Skin

Pirlangimpi

Member	Councillor/Ordinary Member	Representative Group
Osmond Pangiraminni	Councillor	Pirlangimpi Ward Councillor
Mary Dunn	Councillor	Pirlangimpi Ward Councillor
Therese Bourke	Councillor	Pirlangimpi Ward Councillor
Andrew Orsto	Ordinary Member	Warntarringuwi (Sun)
Mario Walarmerpui	Ordinary Member	Warntarringuwi (Sun)
Belinda Lee	Ordinary Member	Miyartuwi (Pandanus)
Carol Maria Puruntatameri	Ordinary Member	Miyartuwi (Pandanus)
Miriam Stassi	Ordinary Member	Lorrula (Rock)
Henry Dunn	Ordinary Member	Lorrula (Rock)
Thecla Bernadette Puruntatameri	Ordinary Member	Takaringuwi (Mullet)



Patrick Gerard Puruntatameri	Ordinary Member	Takaringuwi (Mullet)
Andrew Warrior	Chairperson	Non-Skin

Milikapiti

Member	Councillor/Ordinary Member	Representative Group
Lynette De Santis	Councillor	Milikapiti Ward Councillor
Connell Tipiloura	Councillor	Milikapiti Ward Councillor
Pius Tipungwuti	Councillor	Milikapiti Ward Councillor
Vacant	Ordinary Member	Warntarringuwi (Sun)
Trevor Wilson	Ordinary Member	Warntarringuwi (Sun)
Thomas Puruntatameri	Ordinary Member	Miyartuwi (Pandanus)
Patrick Freddy Puruntatameri	Ordinary Member	Miyartuwi (Pandanus)
Roy Farmer	Ordinary Member	Lorrula (Rock)
Loretta Cook	Ordinary Member	Lorrula (Rock)
Malcolm Wilson	Chairperson	Takaringuwi (Mullet)
Christine Joran	Ordinary Member	Takaringuwi (Mullet)
Jed Leach	Ordinary Member	Non-Skin



TIRC meeting with West Arnhem Regional Council



Audit and Risk Committee

The Tiwi Islands Regional Council Audit and Risk Committee was established in March 2016 in order to ensure that effective internal control and risk management frameworks exists across Council operations and as a way to facilitate best practice corporate governance.

Scope

The scope of the Audit and Risk Management Committee includes, but is not limited to the following:

- Oversight of compliance with statutory responsibilities and Council policies
- Assessment of internal financial accounting and management controls
- Review of risk management strategies and initiatives
- Adequacy of audit scope and coverage
- Monitoring the effectiveness and efficiency of external audit
- Management response and timeliness of action taken to correct audit findings

The Audit and Risk Management Committee is comprised of five members, consisting of three Councillors and two independent external members.

Members

Member	Title
Brendan Dowd	Independent Chairperson
Sandra Cannon	External Member
Leslie Tungatulum	Representing Bathurst Island Ward
Therese (Wokay) Bourke	Representing Pirlangimpi Ward
Lynette De Santis	Representing Milikapiti Ward

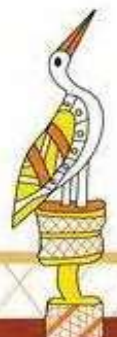
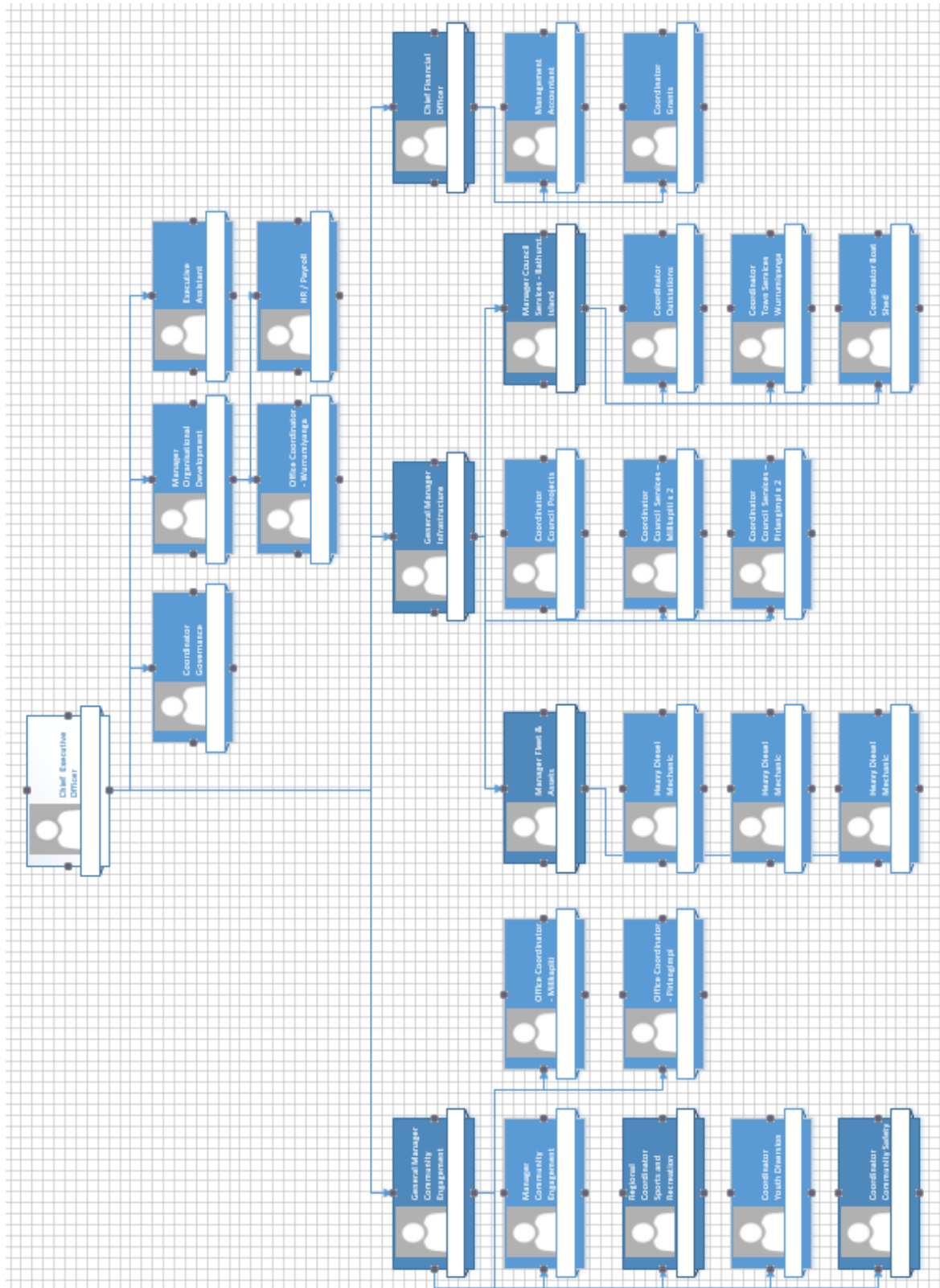
Meetings

Meeting dates, terms of reference, works plans and responsibilities of Audit and Risk Committee members can be downloaded from the Tiwi Islands Regional Council Website www.tiwiislands.org.au



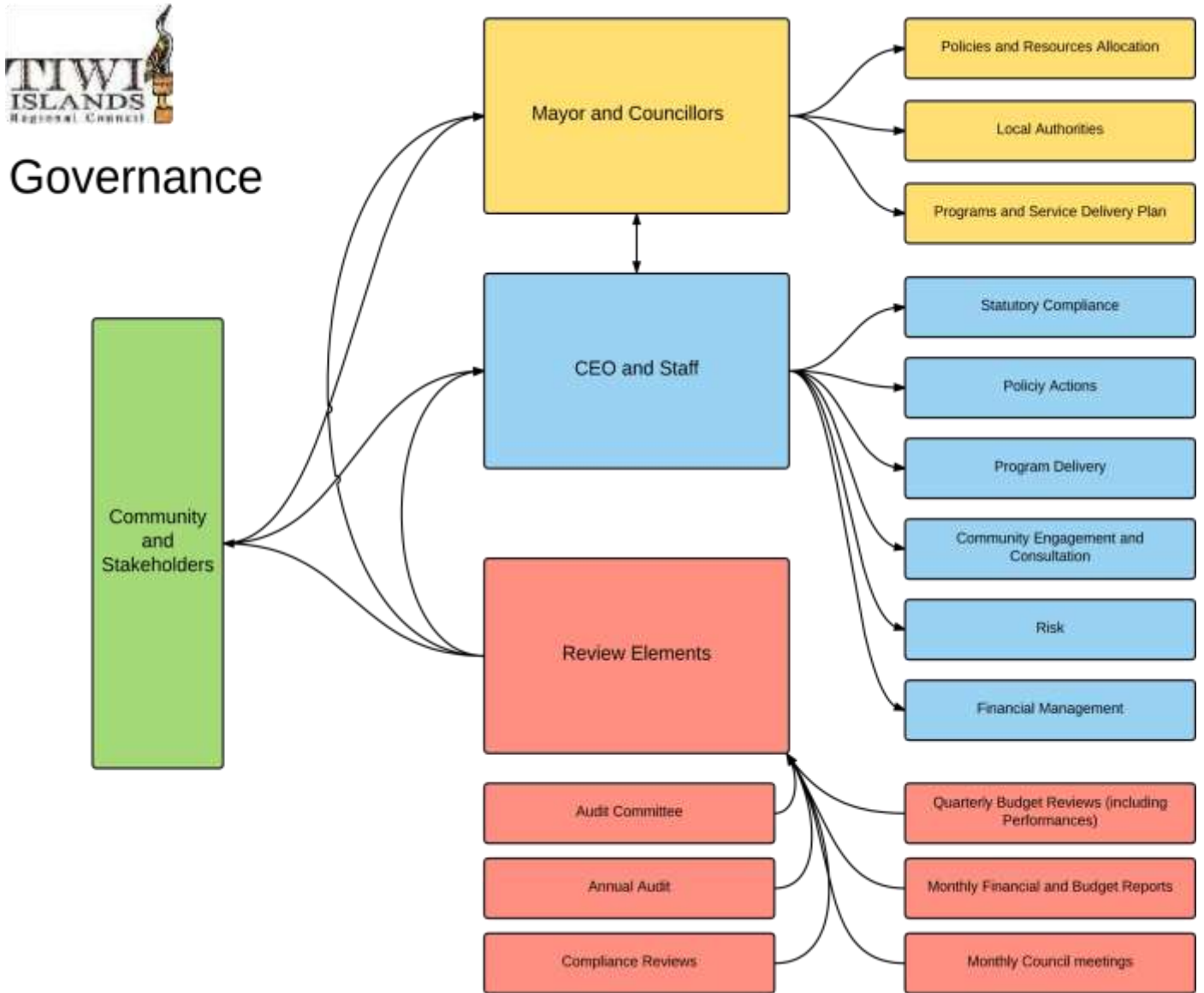
TIRC Corporate Structure

Our corporate structure is outlined below. TIRC reviews this structure regularly to ensure resources are allocated appropriately and to foster collaboration across our organisation.



Governance Model

The governance model shows how different components of the organisation interact with each other and the community to deliver responsive, accountable governance to the Tiwi Islands.

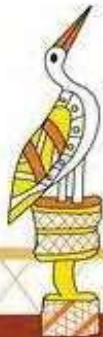


TIRC Staff Demographics - April 2020

Description	Wurr.	Pirl.	Mili.	Dar.	Total	%
Male	49	16	12	3	80	64%
Female	20	12	11	2	45	36%
ATSI	54	25	21	0	100	80%
NON-ATSI	15	3	3	5	25	20%
Full Time	38	13	12	4	67	54%
Part Time	10	11	8	0	29	23%
Casual	21	4	3	0	28	22%
Age under 20	0	1	0	0	1	1%
20-25	5	1	3	0	9	7%
25-30	8	5	5	0	18	14%
30-35	17	4	4	3	28	22%
35-40	11	4	4	2	21	17%
40-45	8	4	0	0	12	10%
45-50	7	1	2	0	10	8%
50-55	2	5	3	0	10	8%
55-60	6	0	0	0	6	5%
60-65	5	2	2	0	9	7%
65-70	0	1	0	0	1	1%
< 1 year of service	31	9	2	3	45	36%
1-2 years	8	1	3	1	13	10%
2-3 years	3	1	1	1	6	5%
3-4 years	8	3	4	0	15	12%
4-5 years	4	2	2	0	8	6%
5-6 years	2	2	2	0	6	5%
6-7 years	4	0	3	0	7	6%



7-8 years	0	2	1	0	3	2%
8-9 years	1	1	0	0	2	2%
9-10 years	2	1	1	0	4	3%
Over 10 years	6	6	4	0	16	13%
Total Employees	69	28	23	5	125	100%



Legal Frameworks and Assessments

The new *Local Government Act 2019 (NT)* will come into effect on 1 July 2021. The requirements of a Regional Plan contained in this document and outlined below are from the *Local Government Act 2008 (NT)*.

Requirements of a Regional Plan

Local Government Act 2008 (NT) Section 23.

22 Municipal, regional or shire plans

- (1) Each council must have a plan for its area.
- (2) The plan for a municipal council is called the ***municipal plan***, for a regional council, the ***regional plan***, and for a shire council, the ***shire plan***.
- (3) A council's municipal, regional or shire plan:
 - (a) must be accessible on the council's website; and
 - (b) must be available for inspection at the council's public office; and
 - (c) must be available for purchase at a fee fixed by the council from the council's public office.

23 Contents of municipal, regional or shire plan

- (1) A municipal, regional or shire plan:
 - (a) must contain:
 - (i) a service delivery plan for the period to which the municipal, regional or shire plan relates; and
 - (ii) the council's budget; and
 - (b) must contain, or incorporate by reference:
 - (i) any long-term, community or strategic plan adopted by the council or a local authority or local board and relevant to the period to which the municipal, regional or shire plan relates; and
 - (ii) the council's long-term financial plan; and
 - (c) must contain, or incorporate by reference, the council's most recent assessment of:
 - (i) the adequacy of constitutional arrangements presently in force for the council under this Act and, in particular whether they provide the most effective representation for the area; and



- (ii) the opportunities and challenges for local government service delivery in the council's area; and
- (iii) possible changes to the administrative and regulatory framework for delivering local government services in the council's area over the period to which the plan relates; and
- (iv) whether possibilities exist for improving local government service delivery by cooperation with other councils, or with government agencies or other organisations; and

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

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

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



TIRC staff running a community barbeque



Assessment of Constitutional Arrangements

TIRC is required by the legislation (*Local Government Act s23(2)* and *Local Government Electoral Regulations s63*) to review electoral representation arrangements at least once during each Council term.

The purpose of the Electoral Representation review is to assess whether the arrangements provide the most effective possible representation for residents in the Council's area.

The current representation ratios advised by the NTEC are listed below:

Ward	Voters enrolled	Councillors	Voters to Councillors ratio
Bathurst Island	1054	6	175
Pirlangimpi	262	3	87
Milikapiti	295	3	98

Changes to Council electoral structure

In April 2017, following advice from the Minister and the Northern Territory Electoral Commission, TIRC merged the Wurankuwu and Nguiu wards and created the Bathurst Island Ward. The merge resulted in an improved voter to councillor ratio for the new ward with one councillor per 175 electors.

The Bathurst Island Ward now elects six Councillors. The total number of TIRC Councillors has not changed, and the method to elect the Principal (Mayor) and Deputy Principal members remains the same. These changes to the electoral structure came into effect at the NT Local Government Election on 26 August 2017.

TIRC will review the constitutional and electoral arrangements in this term of office as per the *Local Government Act 2008 (NT)*. In March 2019 Council received correspondence from the Department of Local Government, Housing and Community Development (DLGHCD) regarding the review of Council electoral representation. Given that this term of Council is an unusual one (due to delayed elections across the Territory), and with new legislation anticipated in the near future, Councils have been given the option to consider providing a short report that briefly addresses the matters outlined in regulations 63(2) and (3) of the *Local Government (Electoral) Regulations 2008*.

An assessment of electoral arrangements was conducted in 2020 and the Department of Local Government, Housing and Community Development (DLGHCD) has been notified that there are no changes to the electoral arrangements. Council will continue to work with the Department in all matters relating to reviews of constitutional arrangements. Council has been advised that it can conduct a further review of electoral boundaries and other constitutional arrangements after the next election in



August 2021. The assessment of electoral arrangements report is available on the Council website.



Assessment of Opportunities and Challenges

Opportunities

The 2020/21 financial year presents a range of opportunities for TIRC. Some of these are discussed below:

- Local employment

TIRC is the largest employer of Tiwi people on Bathurst and Melville Island. Council is proud of the high percentage of Tiwi staff, with 102 (82%) of our 124 staff members identifying as Tiwi, Aboriginal or Torres Strait Islander. Travel restrictions to the Tiwi Islands that have come about because of the COVID-19 pandemic present opportunities for TIRC to continue to emphasise the recruitment of local people. Council is sometimes required to engage off-island contractors; however, this is not possible at this time. Consequently, TIRC plans to double down on our emphasis to recruit and retain Tiwi people and to create more pathways for Tiwi people to achieve their potential working for Council to deliver quality infrastructure and community services to the communities.

- Inter-island vehicle and passenger ferry

The launch of the new inter-island vehicle and passenger ferry presents an important opportunity to review and reset the way we deliver this critical service. Transporting two vehicles at a time the new inter-island ferry has doubled our capacity. Council has taken steps to capture more accurate passenger usage data. This data can be used in performance measures and to represent accurate service use in current and potential applications for further funding to subsidise this costly but essential service. TIRC has also embedded additional processes for the purchase of inter-island vehicle and passenger ferry tickets to ensure that Council is generating revenue from the limited places where that is possible in our remote context. The inter-island vehicle and passenger ferry presents a great opportunity for Council to reduce wait times and facilitate the movement of Cultural, Economic, Sporting, Education and political life between Bathurst and Melville Island.

- Working more closely with on-island stakeholders

Travel restrictions to the Tiwi Islands will likely be in place for months ahead. This will affect our services, however, it also presents opportunities to refocus our efforts to utilise on-island skills to deliver projects. With a limitation on non-essential workers to remote communities, TIRC will have to rely on the skills, knowledge and expertise of other on-island organisations to complete critical infrastructure works. In the year ahead, Council aims to build on the good work already being done to strengthen our relationships with other local stakeholders to collaborate and share limited resources and skills to help build a bright future for the Tiwi Islands.

- Integration of IT systems with local government processes

Limitations on non-essential travel to and between communities on the Tiwi Islands is resulting in innovative adjustments to critical governance processes. This includes



increasing the capacity of Council to link up with multiple participants for teleconferencing. Despite the additional challenges in this unique time, Council meetings still need to go ahead and the ability for multiple stakeholders to connect remotely via teleconference is an effective and replicable strategy for business continuity in the year ahead. Council is developing a specific teleconferencing policy as a key communication investment to better integrate Information Technology (IT) into our governance processes, including video link ups.

- Adapt and adjust programs to changing environments

TIRC is actively adjusting our programs and services to meet the requirements of a rapidly changing set of circumstances brought on by the Coronavirus pandemic. This includes the coordination of learning materials and the delivery of children’s meals in lieu of running group activities during school holidays.

Furthermore, TIRC will continue to adapt its service delivery models in the next 12 months, ensuring that the Tiwi people continue to benefit from the opportunities made available to them by Territory and Commonwealth funded programs. Although Community Engagement programs will diversify due to Covid-19 and offering advice on the rule to families about the reasons for “physical -distancing” a core part of the staff adaptability in communication. In additional, the staff were able to explore their creative and innovative abilities ensuring the impact of Covid-19 will have minimal impact to services, the programs and the young Tiwi children wherever possible.



Funded by the NT Government, TIRC has secured a new inter-island vehicle ferry



Challenges

As a Regional Council in a remote community, TIRC will face a number of challenges in the coming year. These are amplified by the current COVID-19 pandemic. Some of these are discussed below.

- COVID-19

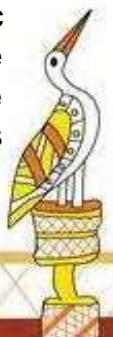
The Coronavirus outbreak is having a significant impact on service delivery on the Tiwi Islands. TIRC is adapting to new travel restrictions and social distancing regulations in a number of critical areas. Group activities are no longer allowed across the Northern Territory, resulting in adjustments to the way that community programs are delivered. Limitations on non-essential travel to and between the Tiwi Islands has and will continue to see an increase in meeting participation via teleconference. In reference to an earlier statement of the Annual Plan, the restrictions imposed on travel will enable TIRC to utilise services from island bound communities for example, Bathurst Island Housing Association (BIHA); Tiwi Resources and Tiwi Plantation, the latter for major road projects as required. Similarly, recruitment of off-island workers in critical management positions has slowed due to the necessary fourteen (14) day self-quarantine period required of all personnel travelling to remote communities. An increase in the need for staff to work from home in Darwin is affecting ordinary Council functions. Mail and deliveries have slowed placing additional stress on supply lines for parts and equipment. TIRC already operates in a challenging remote environment and the impact of Coronavirus is significant, requiring flexibility, communication and collaboration within TIRC and with our stakeholders and funding providers.

- Socio-economic context

The Tiwi Islands are a remote Indigenous community approximately two and a half hours from the next service town by boat or 15 minutes (80km) by air. Despite a relatively large population (approximately 2,500) for a remote Indigenous community, employment opportunities are very limited. TIRC is enthusiastic about job creation for local people; however, this is not always possible due to the limited revenue base TIRC has and a heavy reliance on tied grant funding for specific programs. ABS data from 2019 shows that out of 547 local government areas in Australia, the Tiwi Islands is ranked 544 as one of the poorest in a measure of average household income. TIRC operates in a space of market failure, where third party service providers are few and far between and housing is in short supply. Poor educational outcomes and chronic illness amongst our young Tiwi. Chronic illness is evident for TIRC with many of our employees seeking major medical assistance. Despite these difficult economic circumstances, TIRC continues to provide essential services for Tiwi people and plans to build on the good work established in recent years by Council leadership in the year ahead.

- Low rates base

The Tiwi Islands has a low rate of home ownership and the low socio-economic circumstances of residents restricts TIRC's ability to collect rates. Finding new revenue streams and ways to access untied funds is a constant challenge. For example, there is no metred parking on the Tiwi Islands and the enforcement of by-laws as well as



debt collection is extremely challenging. All programs with a user-pay model struggle in participation given the costs associated and, typically, fixed incomes of participants. This leads TIRC to a heavy reliance on government grants to sustain operations. In the long term, Council's revenue base needs to expand but this will continue to be a challenge in the remote context.

- Staff recruitment and housing

TIRC has a high degree of staff movement, with a transient population that move between the communities and the mainland with relative frequency. On top of that the number of houses available to staff in each community is very limited. This restricts the ability of Council to engage off-island expertise. An increase in staff housing stock would create new opportunities to recruit skills not already available on the islands and improve services to the communities. Provision of staff housing is also an equity issue for staff. Tiwi staff living in overcrowded community housing may see productivity increases when staying in their own accommodation arranged by Council. This places increased demand on limited staff housing stock. The CEO daily juggles these challenges and an increase in staff housing would help alleviate some of these challenges.

- Fleet renewal and heavy plant

TIRC has made significant improvements to financial legacy issues of the past. However the impact of some of those major challenges remain. TIRC has dedicated untied funds to financial recovery and that has limited our ability to renew our light vehicle and heavy plant fleet. A fleet of reliably functional vehicles is essential for our organisation, particularly where regional coordinators are required to visit all three communities via road to ensure programs are being delivered. This is a major pinch point and will take some time to address and renew. Heavy plant is aging and can be unreliable. This is a major safety risk as well as a restriction on income generating activities that the fleet could have been used for. TIRC will continue to apply for grants to renew our heavy and light vehicle fleet.



Assessment of Administration and Regulatory Framework

The regulatory and administrative framework that Tiwi Islands Regional Council (TIRC) operates within is set out by the *Local Government Act 2008 (NT)* and associated regulations. With guidance from the NT government, TIRC is going through a period of transition in order to comply with the *Local Government Act 2019 (NT)*. The new act will come into effect on 1 July 2021. This Regional Plan reflects the requirements of a Regional Plan as outlined in the *Local Government Act 2008 (NT)*.

The *Local Government Act 2008 (NT)* legislates the creation and function of local councils in the Northern Territory. All local government areas function under this legislative framework, however, there are significant barriers to sustainable operations and service delivery in remote communities. These barriers include short term funding grants which fill a gap created by limited service providers and market failure, which obstruct long term financial planning and sustainability. The imposition of onerous compliance requirements disadvantage remote communities that already struggle to raise revenue through the impracticality of issuing fines and an extremely limited rates base.

TIRC is responsible for enforcing Council by-laws that control particular activities within Tiwi community boundaries at Wurrumiyanga, Pirlangimpi and Milikapiti. These by-laws pertain to littering, animal management and the expected behaviour of Councillors. However, these by-laws can be difficult to enforce in our remote context.

Council understands the important role that administration and reporting measures play in our governance model however seeks recognition of the pressure that they place on regional and remote councils. An absence of financial assistance for administration will contribute towards greater inequality between municipalities and regional councils. The resources to achieve regulatory compliance are drawn from Council's minimal discretionary funds. With limited funds available Council must often choose between allocating funds to community projects or to achieving regulatory measures.



Cooperation Opportunities

Over the next twelve months TIRC will cooperate and pursue opportunities that will benefit the Tiwi people with groups including local service providers, Tiwi organisations, councils, corporate partners Northern Territory and Commonwealth governments.

Our organisation has invested significant resources to strengthen our relationships with local businesses, government and enterprises across the Tiwi Islands. This is regularly evident during community clean-ups. TIRC brings together organisations including the Red Cross, Tiwi Enterprise, Nguiu Ullintjinni Association (NUA), local schools, Tiwi Islands Training and Education Board (TITEB) and the Community Development Program (CDP) to work collaboratively and clean the Wurrumiyanga community.

Collaboration with local service providers such as the school to run sport and recreation activities is another example of TIRC cooperating with organisations to deliver improvements for the community. To date staff have delivered programs ranging from school holiday programs, Aus Kick, inter-island sport competitions, sporting activities, meal drop offs and in the recent period, delivering activity packs to young people with consideration to social distancing regulations. Council looks to on-island service providers to share resources to meet the needs of community members such as free counselling services offered by Catholic Care NT. These informal partnerships create pathways to healing and restorative justice for youth diversion clients.

Our relationships with the Tiwi Land Council, Tiwi Islands Training and Employment Board and our Tiwi partners will continue to grow as we share experiences and resources in order to deliver better results for our Tiwi people. TIRC also works closely with other councils and LGANT to share knowledge, participate in training and develop mentoring opportunities that will benefit staff and the community.



TIRC community safety team



Strategic plan

Hierarchy of plans

We recognise the importance of having relevant and meaningful plans to assist management in delivering the Council's priorities.

The 'TIRC Strategic Plan – Towards 2020 Vision and Beyond' sets out our overarching vision and our aspirations. Each element of the strategic plan informs the next level of our corporate planning. Our Council objectives are derived from our goals. They are realistic expectations that will be used in the coming year to create operational plans for each business unit.

Sitting below the Regional Council Plan are the Local Authority Plans. These plans will be developed to clearly define Local Authority priorities for the coming years. These plans will be aligned with the goals and objectives of the Council Plan.

Considering our strategic plan in this way enables us to measure progress against objectives and more effectively report back to Council, stakeholders and the NT Government on our activities.



Our Vision

“Service for a Tiwi future”

Our Mission

Represent the Tiwi community by:

- Being an advocate to other levels of Government. Facilitating activity in partnership with others.
- Deliver services that meet the Tiwi community’s needs.
- Provide leadership to the Tiwi community.
- Comply with all obligations prescribed by legislation.

Our Goals

In creating our strategic plan, our Councillors and staff met to determine the overarching goals that drive our service delivery and informs Council plans, actions and behaviours. Our organisational goals are to:

1. Develop and retain employees and emphasize the recruitment of local people.
2. Provide effective Council services to the Tiwi Communities and other stakeholders.
3. Manage finances, assets and infrastructure in a responsible, accountable and transparent manner.
4. Manage resources in an environmentally sustainable manner, respecting country and culture.
5. Improve Council operations.
6. Communicate in an open, honest and culturally appropriate way.
7. Achieve best practice in compliance and governance.
8. Facilitate the development of socio-economically responsible opportunities on the Tiwi Islands.



TIRC staff learn waste management approaches at Santa Teresa, MacDonnell Regional Council



Council Goals and Objectives

Goal 1	Provide effective Council services to the Tiwi Communities and other stakeholders
Objective 1.1	Maintain roads, infrastructure, assets and inter-island ferry
Objective 1.2	Provide regular waste collection and responsible tip management
Objective 1.3	Maintain community infrastructure such as sporting ovals and swimming pools
Objective 1.4	Maintain and clean public spaces
Objective 1.5	Provide essential community services and infrastructure. Services include; libraries, post offices, administration offices, child care, sports and recreation, youth diversion, Centrelink, community safety, funerals and cemeteries
Objective 1.6	Ensure service delivery meets community expectations
Objective 1.7	Contribute to a safer community environment
Objective 1.8	Promote healthy communities and healthy living

Goal 2	Develop and retain employees and emphasise the recruitment of local people
Objective 2.1	Develop and implement work health safety and our risk management capacity
Objective 2.2	Encourage best practice management of staff
Objective 2.3	Pay all staff according to appropriate Local Government Industry awards and conditions
Objective 2.4	Provide a safe and respectful workplace for all employees
Objective 2.5	Promote professional development through training and mentoring opportunities for employees
Objective 2.6	Meet standard recruitment practices in a timely manner

Goal 3	Manage finances, assets and infrastructure in a responsible, accountable and transparent manner
Objective 3.1	Manage and improve Council infrastructure
Objective 3.2	Develop an asset management plan to protect the value and integrity of Council assets
Objective 3.3	Ensure responsible management of all Council finances
Objective 3.4	Regular reporting to Council, Local Authorities and Northern Territory Government
Objective 3.5	Meet regulatory requirements to respond to audits in a timely manner

Goal 4	Manage resources in an environmentally sustainable manner, respecting country and culture
Objective 4.1	Seek approval of the Aboriginal Land Trust for environmental matters beyond township boundaries and regarding sacred sites
Objective 4.2	Implement best practice waste disposal and management



Objective 4.3	Promote best practice disposal of e-waste and recycling
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Goal 5	Improve Council operations
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Objective 5.1	Ongoing review of all Council policies and procedures
Objective 5.2	Decentralise Council operations across our three communities
Objective 5.3	Ongoing review of the Council corporate structure
Objective 5.4	Manage our budgets to work more efficiently and reduce overheads
Objective 5.5	Seek regular feedback from the community on TIRC services

Goal 6	Communicate in an open, honest and culturally appropriate way
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Objective 6.1	Contribute regularly to community noticeboards and social media
Objective 6.2	Regularly update the Council website
Objective 6.3	Engage with community elders and skin groups including two way conversations at Local Authority meetings
Objective 6.4	Provide clear information in ways that all members of the community can understand
Objective 6.5	Conduct and participate in regular stakeholder meetings

Goal 7	Achieve best practice in compliance and governance
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Objective 7.1	Ensure compliance with the <i>Local Government Act</i> and it's regulations
Objective 7.2	Ensure compliance with the <i>Northern Territory Information Act</i>
Objective 7.3	Liaise with the Department of Local Government
Objective 7.4	Ensure compliance with electronic document records management
Objective 7.5	Ensure business units comply with relevant internal and/or external procedures, policies and guidelines

Goal 8	Facilitate the development of socio-economically responsible opportunities on the Tiwi Islands
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Objective 8.1	Participate in the Tiwi Partners economic cooperation
Objective 8.2	Support local businesses and service providers where possible
Objective 8.3	Assist in major events which draw tourists to the Islands
Objective 8.4	Participate with other Tiwi based enterprises in major infrastructure developments



Service Delivery Plans

TIRC Service Delivery Plans outline the ways in which each section of the Council can contribute to achieving the strategic goals of the Council.

Each Service Delivery Plan contains the specific goals and objectives that this section contributes to. Each plan also describes their activities, service level commitments and whether there are any regulatory or compliance issues relating to this delivery.

Service delivery plans are laid out in the following order:

- Chief Executive Officer
- Infrastructure
- Community Engagement
- Finance
- Organisational Development and Change (Human Resources)



Leslie Tungatulum, Gerry McCarthy, Lawrence Costa and Michael Gunner launch the new inter-island vehicle and passenger ferry *Murantingala 1*



Chief Executive Officer Service Delivery Plan

Office of Chief Executive Officer

Responsible officer	Chief Executive Officer	Number FTE	1
Strategic goal	As a best practice to manage and lead a strong executive team in the delivery of local government services for Tiwi people in Wurrumiyanga, Pirlangimpi and Milikapiti and the funded Outstations.		
Primary outcome	To continue to strengthen existing working relationships with government agencies and stakeholders to better provide service outcomes for Tiwi and the wider community.		
Program description	The Office of the CEO provides an important leadership function across all areas of the organisation. The office is responsible for ensuring 100% compliance with the Local Government Act and to ensure the vision of Council is carried out in every day operations.		
Key functions and outputs	<p>The Chief Executive Officer's key functions is to ensure policies and procedures, plans and lawful decisions are being implemented; and To undertake the day to day management of the Council's operations (including the management of Council staff); and To provide or obtain for the Council the information and advice the Council reasonably requires for effectively carrying out its functions; and To ensure that the Council constituency is kept properly informed about the Council policies, programs and decisions and to ensure that appropriate and prompt responses are given to specific requests for information; and To ensure that the Council's assets and resources are properly managed and maintained ; and To ensure that property standards of financial management are maintained and, in particular, proper controls over expenditure; and To ensure that financial and other records are properly made and maintained; and To appoint, manage and, where necessary, terminate the appointment of Council staff *(other than the CEO); and To carry out other functions delegated to the CEO by the Council or assigned to the CEO under this or any other Act.</p> <p>To maintain effective communication across the organisation and to continue to build working relationships with all external stakeholders for the betterment of local government services for Tiwi on the ground.</p>		
Key performance indicators	Reporting frequency	Unit	Target



Improve productivity across all business units and align business activities with strategic and operational plans.	Annual		Improve staff attendance through reduction in AWOL hours by 10%
Delivery of quality products and services in accordance with service level agreements and customer expectations.	Monthly reporting to Council Annual reporting to Council		Achieve compliance with service delivery targets set out in each division
CEO will maintain high standards of corporate governance and compliance with the Local Government Act	Monthly		100% compliance with Local Government Act



Children engaging in sport and recreation activities at Wurrumiyanga



Governance and Compliance

Responsible officer	Manager Governance and Compliance	Number FTE	2
Strategic goal	Achieve Best Practice in Compliance and Governance		
Primary outcome	Tiwi Islands Regional Council is compliant with the Local Government Act, Regulations and Ministerial Guidelines and Instructions.		
Program description	Lead and manage the implementation of Tiwi Islands Regional Council governance operations Provide high level executive support to the CEO, Mayor and Councillors.		
Key functions and outputs	<p>Key functions include:</p> <p>Manage Council's compliance with statutory obligations for Council Meetings including By-Laws.</p> <p>Manage Council's compliance with statutory obligations for Local Authority Meetings.</p> <p>Administer Council and Local Authority Meetings</p> <p>Administer Audit and Risk Committee Meeting</p> <p>Manage Council's compliance with the Local Government Act and Regulations with the Tiwi Islands Regional Council Plan and Annual Report.</p> <p>Manage and provide high level Executive Support for the CEO, Mayor and Councillors.</p> <p>Oversee the development and implementation of Council and Local Authority communication mediums</p>		
Key performance indicators	Reporting frequency	Unit	Target
Compliance with the Local Government Act for Council and Local Authority meetings	Monthly compliance regulations achieved	12	100%
Production of the Tiwi Islands Regional Council Plan and Annual Report	Annual		100%
Percentage of Council and Local Authority Decisions implemented	Six monthly review of decisions and actions register		>90%



Infrastructure Service Delivery Plan

Airport Inspections and Maintenance

Responsible officer	General Manager Infrastructure	Number FTE	1
Strategic goal	To provide effective Council services to the Tiwi Communities and other stakeholders Manage finances, assets and infrastructure in a responsible, accountable and transparent manner		
Primary outcome	Maintain safe airports to Civil Aviation Safety Authority (CASA) regulations Respond to emergency landing requests 24/7 Issue appropriate NOTAMS as required Council's airport runways, surrounds and perimeter fencing are maintained to CASA requirements		
Program description	Daily inspection of airport incl. runway, grassed areas around runway, safety markings and fixtures, fencing and trees and other obstacles Ensure runway, surrounds, and perimeter fencing are maintained in sound and serviceable condition		
Key functions and outputs	Daily inspections of all airstrips (Bathurst Island, Pirlangimpi and Milikapiti) Daily inspection sheets available for CASA inspection NOTAMS (notice to airmen) issued immediately after an issue is identified Any issues are promptly identified and recorded, with follow through to ensure remedial action is satisfactorily completed All inspection sheets sent to finance fortnightly for claims against contract with Department of Infrastructure, Planning and Logistics (DIPL).		
Key performance indicators	Reporting frequency	Unit	Target
Daily inspections	Daily		365 days per year
NOTAMS issued as required in timely manner	As required		Not applicable
Emergency landing requests responded to with 30 minutes	As required		100%
Inspection sheets sent to finance	Monthly		100%
All maintenance issues addressed in timely manner	All maintenance issues addressed in timely manner		Not applicable



Civil Works - Wurrumiyanga

Responsible officer	Shire Services Manager	Number FTE	2
Strategic goal	To provide effective Council services to the Tiwi Community and other stakeholders		
Primary outcome	Council's road network outside town boundary is managed and maintained Storm water network in communities and outside town boundary is managed and maintained		
Program description	Maintain infrastructure to provide efficient, safe and affordable assets in accordance with legislation, standards and Council policies.		
Key functions and outputs	<p>Maintain all connector, main roads and community roads</p> <p>Maintain all culverts, table drains and drain runoffs on connector roads and in Wurrumiyanga community</p> <p>Maintain road shoulders and table drains outside Wurrumiyanga.</p> <p>Rubbish truck and dump management (See Separate Service Profile Waste)</p> <p>Repairs to asphalt on community roads</p> <p>Civil projects as required</p>		
Key performance indicators	Reporting frequency	Unit	Target
Seasonal grading of all main connector roads	Six monthly		Connector roads open 80% of the year
Routine maintenance of asphalt in Wurrumiyanga	Monthly	Inspection	12 condition inspections
Seasonal maintenance of all culverts and drains in Wurrumiyanga community	Seasonal		Not applicable
Seasonal maintenance of table drains, culverts and runoffs in connector roads	Seasonal		Not applicable



Civil Works - Melville Island (Pirlangimpi and Milikapiti)

Responsible officer	Shire Services Manager	Number FTE 4	1 Pirlangimpi 3 Milikapiti
Strategic goal	To provide effective Council services to the Tiwi Community and other stakeholders		
Primary outcome	1. Maintain Council's road network outside the town boundaries 2. Maintain the storm water network outside of town		
Program description	Maintain infrastructure to provide efficient, safe and affordable assets in accordance with legislation, standards and Council policies		
Key functions and outputs	<p>Maintain all connector roads, main roads and community roads</p> <p>Maintain all culvert drains and run offs on connector roads</p> <p>Maintain all bridges</p> <p>Maintain road shoulders and table drains outside townships (noting invitation for roads deemed under the Land Rights Act) Waste Management sites – assist in banking up waste at sites</p> <p>Maintenance of gravel pits</p> <p>Liaise with DIPL regarding special Capital Works Project – unsealed Road - \$5 Million DIPL 2019/2020</p> <ul style="list-style-type: none"> • Survey and design – Project Management (external contractor) • Kms road between Yipilika and 3 ways • Roadway between Milikapiti and 3 ways 		
Key performance indicators	Reporting frequency	Unit	Target
Connector Roads maintained and graded	Six monthly		Connector roads open 80% of the year
Road Maintenance unsealed road	Major roads routinely graded		Not applicable
Culverts and drains maintained and kept clear			Not applicable



Commercial Building Services

Responsible officer	General Manager Infrastructure	Number FTE	
Strategic goal	To provide effective Council services to Tiwi communities and other stakeholders Manage finances, assets and infrastructure in a responsible, accountable and transparent manner Improve Council operations		
Primary outcome	Effectively manage Council leased properties to increase Council revenues and to maintain Council assets		
Program description	Maintenance of Council buildings rented/leased to others for commercial activities		
Key functions and outputs	All leased buildings maintained, inspected yearly and all requests for repairs reposed to in a timely manner		
Key performance indicators	Reporting frequency	Unit	Target
All leased buildings inspected annually	Annual	Inspections	1 per building
All requests for emergency repairs responded to within 1 day	Six monthly	Response time	75% of jobs responded to within one day
All requests for repairs responded to within 1 week	Six monthly	Response time	75% of jobs responded to within one day



Council Recreational Facilities

Responsible officer	General Manager Infrastructure	Number FTE	Part of Town Services FTE
Strategic goal	To provide effective Council services to Tiwi communities and other stakeholders Manage finances, assets and infrastructure in a responsible, accountable and transparent manner		
Primary outcome	Community access to well-maintained recreational facilities able to host after school programs, holiday programs or community events		
Program description	Effective asset management of all Council recreational facilities such as the Wurrumiyanga Recreation Hall and gym, Wurrumiyanga pool, the Milikapiti Recreation Hall and the Pirlangimpi Recreation Hall and pool		
Key functions and outputs	Ensure all facilities are maintained and safe for community use Repair facilities as required Ensure toilets, kitchen, showers or water supply are working Ensure all electrics, such as lighting or fans, are working Clean around facilities, removing weeds or long grass Manage major refurbishment of pool over 2020-21		
Key performance indicators	Reporting frequency	Unit	Target
Inspection of facilities	Monthly	Inspections	All facilities inspected monthly
Clean around facilities	Fortnightly	Cleans	12 cleans per year



Fleet Services

Responsible officer	Fleet Manager	Number FTE	1
Strategic goal	Manage finances, assets and infrastructure in a responsible, accountable and transparent manner		
Primary outcome	Manage and improve Council infrastructure Develop an asset management plan to protect the value and integrity of Council assets Council staff have access to registered, safe and usable vehicles		
Program description	Manage Council fleet, including heavy and light vehicles Manage disposals of Council equipment		
Key functions and outputs	Registration and registration renewal of all Council light and heavy vehicles Disposal of all fleet that is either unserviceable, cannot be re-registered or is no longer fit to purpose Development of a fleet asset management plan with the Finance division Purchase of all new Council heavy and light vehicles.		
Key performance indicators	Reporting frequency	Unit	Target
All Council vehicles registered and registration renewed on time	Yearly	Registrations	100%
Plant and vehicles that are purchased are fit for purpose	Not applicable	Not applicable	Not applicable
Obsolete plant is disposed of in a timely and cost effective manner	Yearly	Disposal	Within 6 months of identifications for disposal
Asset management plan is developed	Not applicable	Plan	Due by June 2020



Funeral Services - Wurrumiyanga, Pirlangimpi and Milikapiti

Responsible officer	General Manager Infrastructure	Number FTE	
Strategic goal	To provide effective Council services to Tiwi communities and other stakeholders Manage finances, assets and infrastructure in a responsible, accountable and transparent manner Manage resources in an environmentally sustainable manner, respecting country and culture		
Primary outcome	Provide essential community services and infrastructure Manage and improve Council infrastructure Seek approval of the Aboriginal Land Trust for environmental matters beyond township boundaries and regarding sacred sites		
Program description	Provide funeral services for Tiwi community including graves and maintenance of cemeteries		
Key functions and outputs	Provision of onsite services at the cemetery on funeral days. Maintain community cemeteries, cut the grass, keep weeds at bay and fill any collapsed graves		
Key performance indicators	Reporting frequency	Unit	Target
Arrange for burial lot to be prepared before and after service	Monthly	Report to Council	Not applicable
Maintenance of all cemeteries	Monthly inspection and maintenance	Inspections	12 per year



Homelands and Outstations

Responsible officer	General Manager Infrastructure	Number FTE	3
Strategic goal	To provide effective Council services to Tiwi communities and other stakeholders Manage finances, assets and infrastructure in a responsible, accountable and transparent manner Improve Council operations		
Primary outcome	Maintain and improve Tiwi outstation housing and municipal services Ensure service delivery meets community expectations		
Program description	Supply essential services and housing maintenance to Tiwi outstations		
Key functions and outputs	Provision of municipal and essential services and housing maintenance services to outstations as per the funding agreements. Maintain and service all Outstation water, sewerage and power Ensure Outstations are kept clean, rubbish collected and removed, grass and surrounds slashed Ensure the program works is carried out within the funding available Ensure that the team issues all invoices and works programs to finance each month Maintain Outstations fleet and equipment Complete MESSPG special projects and HEA projects as per the funding agreements.		
Key performance indicators	Reporting frequency	Unit	Target
Maintain Outstation infrastructure and municipal services including water, power and sewerage	Six monthly as per the funding agreement		Not applicable
Ensure that all Outstations are kept clean of rubbish and long grass	Six monthly submission of maintenance logs to Homelands	Maintenance logs	Six monthly reports submitted annually
Delivery of all invoices and work orders to finance each month	Monthly	Maintenance logs	12 requests to invoice per year



Inter-island Ferry

Responsible officer	Shire Services Manager Wurrumiyanga	Number FTE	4
Strategic goal	To provide effective Council services to the Tiwi Community and other stakeholders		
Primary outcome	An inter-island car and passenger ferry operates on weekdays throughout the year		
Program description	The Council is responsible for the operation of the inter-island ferry service and maintenance of the inter-island ferry In 2018 the NT Government allocated \$500,000 towards the replacement of the car and passenger ferry		
Key functions and outputs	<p>The car and passenger ferry operates between Bathurst and Melville Island.</p> <p>Hours of Operation Monday to Friday 8.30 am – 4.00pm <u>Weekends during football season on match days.</u> 12 Games to cross on Ferry 4 Tiwi Bombers games Saturday No cars on football days only passenger <u>Ceremonies on weekends and out of hours</u> The Ferry carries cars and passengers for ceremonies. Emergency out of hours travel between islands as required (i.e. police or emergency services) Collection of all operational data, incl. cars and passengers carried each day and a log of all maintenance work</p>		
Key performance indicators	Reporting frequency	Unit	Target
Ferry operates to scheduled hours	Monthly reports to council		95%
Tickets collected for all vehicles crossing	Monthly reports to council		100% compliances
Ensuring routine maintenance of vessel and outboard engines, inc. the passenger dingy	Annual		6 full services per year
All vehicles and passengers carried safely	Annual	Incident reports	< 5 boat shed incident reports
Operate according to AMSA requirements	Annual		100% compliance with requirements



Vessels complies with both the Certificate of Operations and the AMSA periodic survey	Annual	Survey inspection	Pass annual survey inspection
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Pool Maintenance – Wurrumiyanga and Pirlangimpi

Responsible officer	General Manager Infrastructure	Number FTE	Part of Town Services FTE
Strategic goal	To provide effective Council services to Tiwi communities and other stakeholders Manage finances, assets and infrastructure in a responsible, accountable and transparent manner Improve Council operations		
Primary outcome	Pool is available and clean, ready for community use Pool equipment (pumps, filters, etc.) and water quality maintained to allow safe use of pools throughout year Pool surrounds and change rooms kept in a clean and well maintained condition Pool fencing maintained in a sound and secure condition		
Program description	Effective maintenance and servicing of pool infrastructure and surrounds		
Key functions and outputs	Pool equipment (pumps, filters, etc.) and water quality maintained to allow safe use of pools throughout year Pool surrounds and change rooms kept in a clean and well maintained condition Pool fencing maintained in a sound and secure condition Pool grounds maintained, cleaned and mowed		
Key performance indicators	Reporting frequency	Unit	Target
Pool water is tested daily and maintained to recognised pool safety standards	Daily testing	Water quality tests	365 tests over the year
Grass is cut when required, seasonally adjusted	Annually	Times mowed	8 per year
Pool and surrounds kept clean and safe, and all chemicals locked away from public	Six monthly		Not applicable
All safety signage maintained in good condition	Six monthly		Not applicable



Staff Housing Repairs and Maintenance

Responsible officer	General Manager Infrastructure	Number FTE	
Strategic goal	Manage finances, assets and infrastructure in a responsible, accountable and transparent manner Improve Council operations		
Primary outcome	Manage and improve Council infrastructure Develop an asset management plan to protect the value and integrity of Council assets Manage our budgets to work more efficiently and reduce overheads		
Program description	Maintenance and asset management of all Council staff housing including regular maintenance, scheduled painting inside and out, security and repairs		
Key functions and outputs	Houses are available in clean and sound condition for staff Regular inspections of structural integrity and standards of furnishings are undertaken, with replacement assets to be added to asset register Repairs undertaken in a timely manner		
Key performance indicators	Reporting frequency	Unit	Target
Inspections of all staff houses	Twice yearly	Inspections	Twice yearly
Structural inspection	Yearly	Inspections	Annual
Non-urgent repairs	Within a week	Repairs delivered	80%
Urgent repairs	Same day where possible	Repairs delivered	80%



Town Services – Milikapiti and Pirlangimpi

Responsible officer	Shire Services Manager	Number FTE	4
Strategic goal	To provide effective Council services to the Tiwi Community and other stakeholders		
Primary outcome	Maintain roads, infrastructure, and assets within the township. Maintain community infrastructure- childcare centre, football oval, staff housing, cemetery and airport. (Separate Service Profiles for Staff Housing and Airport)		
Program description	Opening and closing of facilities - toilets, airport. Mowing all public areas Cleaning – public toilets, rec centre and airport toilets Litter collection, focus on main community areas Waste collection Town and park furniture Barge landing maintenance Receiving Council deliveries from the barge		
Key functions and outputs	Clean main community areas Mowing parks, other public areas and cemetery – every 2 weeks in wet season. Mowing oval – every 1-2 weeks in wet season. Mowing of verges – every 3- 4 weeks, collect litter first Emptying of public bins Public toilet cleaning – every 2 days, open 7.30am to 4.30pm Airport cleaning- every 2 days, open 7.00am to 5pm (last plane) Waste collection Collect all deliveries from the barge landing		
Key performance indicators	Reporting frequency	Unit	Target
Community areas free of litter	Weekly inspection	Clean areas	80% clean
Grass level maintained across community	Weekly inspection	Inspections	52 Inspections per community.
Cemetery grass cut at least once a month	Monthly	Times mowed	12 mows per year



Town Services – Wurrumiyanga

Responsible officer	Shire Manager	Services	Number FTE 17	
Strategic goal	To provide effective Council services to the Tiwi Community and other stakeholders			
Primary outcome	Maintain roads, infrastructure, and assets within the township Manage and maintain the inter-island ferry (Separate Service Profile) Maintain community infrastructure- childcare centre, football pavilion, pool, offices, staff housing, and airport. (Separate Service Profiles for Staff Housing and Airport)			
Program description	Opening and closing of facilities - toilets, airport. Mowing all public areas Cleaning – public toilets, rec centre, pool facilities and airport toilets Litter collection, focus on main highway Waste collection Town and park furniture Barge landing maintenance Receiving Council deliveries from the barge			
Key functions and outputs	Clean main highway – litter – public bins authorised officers Monday to Friday Mowing parks, other public areas, and cemetery – every 2 weeks in wet season Mowing oval – every 1-2 weeks in wet season. Mowing of verges – every 3- 4 weeks, collect litter first Emptying of public bins Public toilet cleaning – every 2 days, open 7.30am to 4.30pm Airport cleaning- every 2 days, open 7.00am to 5pm (last plane) Operate the ferry Waste collection Collect all deliveries from the barge landing or freight shed			
Key performance indicators	Reporting frequency	Unit	Target	
Highway free of litter	Weekly inspection	Clean areas	80% clean	
Grass level maintained across community	Weekly inspection	Inspections	52 Inspections per community.	
Cemetery grass cut at least once a month	Monthly	Times mowed	12 mows per year	



Waste Management – Wurrumiyanga, Pirlangimpi and Milikapiti

Responsible officer	Shire Services Managers	Number FTE	Part of Town Services FTE
Strategic goal	To provide effective Council services to the Tiwi Community and other stakeholders		
Primary outcome	Rubbish collected from residential and commercial properties Waste disposal site managed		
Program description	Waste collected and safely disposed at the Council Waste Management Facilities		
Key functions and outputs	<p>Rubbish collected from residential properties</p> <p>Milikapiti Tuesday and Friday.</p> <p>Pirlangimpi Monday and Friday</p> <p>Wurrumiyanga Jubilee Park and Coconut Grove – Monday and Thursday Forrestry and Enrail – Tuesday and Friday</p> <p>Rubbish collected from commercial facilities Waste management (landfill) maintained at the three communities Civil team assist with dump management</p>		
Key performance indicators	Reporting frequency	Unit	Target
Kerbside Collection	Twice weekly, collections completed on scheduled day	Collections	90% collections on bin days
Commercial properties	Twice weekly on scheduled days	Collections	90% collections on bin days
Waste covered with appropriate filling at each community	At least once a fortnight	Tips pushed	80% per community



Mechanical Workshop – Wurrumiyanga, Pirlangimpi and Milikapiti

Responsible officer	Shire Services Manager	Number FTE	5
Strategic goal	To provide effective Council services to the Tiwi Community and other stakeholders		
Primary outcome	Council vehicles and plant are maintained and repaired		
Program description	Maintaining Council plant and vehicles including repairs to all plant, light vehicles and small equipment (hand mowers, whipper snippers, etc.)		
Key functions and outputs	<p>All plant, vehicles and equipment maintained and repaired in a timely manner</p> <p>Mechanics ensure all Councils vehicles and plant are maintained in roadworthy condition</p> <p>Mechanics support the training of pre starts for all major pieces of equipment</p> <p>Management of fuel bowsers and dispensing of fuel (where appropriate)</p> <p>Mechanics attend emergency workshop outcalls</p> <p>Mechanics service outstations – generators</p> <p>Fleet management – vehicle replacement undertaken in consultation with Management Accountant in accordance with Council's Policy</p> <p>Emergency repairs to light vehicles and plant as required</p> <p>Regular maintenance and servicing of the interisland ferry</p>		
Key performance indicators	Reporting frequency	Unit	Target
Fuel dispensing	Monthly reporting of fuel consumption	Reports	12 reports
All light vehicles serviced at least once a year	Annual	% of fleet	50%
All plant serviced at least once a year	Annual	% of plant	50%



Community Engagement Service Delivery Plan

Administration Services

Responsible officer	General Manager Community Engagement	Number FTE	4.6
Strategic goal	To provide effective Council services to Tiwi Communities and stakeholders		
Primary outcome	Offices in all communities are open to the public from 8:00am to 4:30pm Monday to Friday (business days)		
Program description	Provide Administration services to TIRC internal business units, Councillors and Local Authority members, community members and other stakeholders in all three communities		
Key functions and outputs	General administration and customer services to external and internal organisations and business units Provide fuel sales at Milikapiti Providing Australia Post services at Milikapiti and Pirlangimpi		
Key performance indicators	Reporting frequency	Unit	Target
All office location open business hours	Annual	Open hours	95%
Provide office services with high customer satisfaction			Not applicable
Local Authority and Council meetings supported	Annual	Meetings supported	12



Centrelink Services – Commonwealth Government Funding (Department of Human Services)

Responsible officer	Manager Community Engagement	Number FTE	2
Strategic goal	To provide effective Council services to Tiwi Communities and stakeholders Provide Centrelink services to community members at Milikapiti and Pirlangimpi communities		
Primary outcome	Offices in both communities are open to the public from 8:00am to 4:00pm Monday to Friday		
Program description	Provide assistance and support community members with Centrelink issues and assist the Centrelink Remote Support Team when in communities		
Key functions and outputs	Centrelink Offices at Pirlangimpi and Milikapiti offer assistance and support to all community members with Centrelink issues including Family payments, Age pensions, Disability support payments, Job search allowances, Study payments for youth and connecting with My Gov		
Key performance indicators	Reporting frequency	Unit	Target
Service open as per hours	Monthly	Days of operation	90%
Statistics Report	Monthly	Reports	100% submitted
Training modules	Quarterly	Reports	100% completed



Community Safety – Commonwealth Government Funding (Department of Prime Minister and Cabinet)

Responsible officer	Manager Community Engagement	Number FTE	12
Strategic goal	To provide effective Council services to Tiwi Communities and stakeholders Contribute to the improvement of levels of community safety and promote culturally appropriate conflict and dispute resolutions		
Primary outcome	Community members feel safer and enjoy a level of social wellbeing		
Program description	Assist vulnerable people at risk of causing or becoming victims of harm and to transport children out at night home, or to a safe place contributing to improving school attendances		
Key functions and outputs	<p>Regular patrols in communities; Wurrumiyanga Two vehicles (Male and female clients) 12.00pm – 2am Monday to Saturday (Hours change depending on community needs) 12.00pm – 2am Sunday (Hours change depending on community needs)</p> <p>Pirlangimpi One vehicle 2.30pm – 12am Monday to Saturday</p> <p>Milikapiti One vehicle 2.30pm – 11.00pm Monday to Saturday</p>		
Key performance indicators	Reporting Frequency	Unit	Target
80% Indigenous employment	Six monthly	Indigenous staff	80%
Core service being delivered meet or exceed requirements	Six monthly satisfaction survey	Surveys	2 per year
Quarterly progress reports	Quarterly	Reports	4 per year
Attend community safety meetings	Quarterly	Meeting participation	12 per year (total all communities)
Performance reports including statistics	Six Monthly	Reports	2 per year



**Indigenous Sports and Recreation Program - Australian Government
Funding (Department of Prime Minister and Cabinet)**

Responsible officer	Manager Sport and Recreation	Number FTE	6
Strategic goal	To provide effective Council services to Tiwi Communities and stakeholders Provide sport and recreation activities in all three communities including structured competitions in various sports for a minimum five days per week		
Primary outcome	Community members participate in physical and recreational activities to improve their health and wellbeing and enjoy a better quality of life		
Program description	Deliver a diverse range of sport and recreation activities for individual and group activities for school aged children, youth and adults including those with disabilities across the Tiwi Islands		
Key functions and outputs	Increase levels of health and wellbeing for community members through physical activity and assist with building community cohesion Target specific physical and mental health conditions and assist with diverting children away from the criminal justice system		
Key performance indicators	Reporting frequency	Unit	Target
Deliver the program over all three communities – program rosters and schedules	Six monthly	Reports	2 per year (Regional)
80% Indigenous employment	Six monthly	Indigenous staff	80%
Core activities or service being delivered meet or exceed requirements	Six monthly satisfaction survey	survey	Two regional surveys per year
Performance reports including participation statistics	Quarterly	reports	4 Regional Quarterly reports



**Remote Sports program Northern Territory Government Funding
(Department of Tourism and Culture)**

Responsible officer	Manager Sport and Recreation	Number FTE	2.4
Strategic goal	To provide effective Council services to Tiwi Communities and stakeholders. Enhance the capacity of regional and remote communities to deliver regular organised sport and active recreation activities.		
Primary outcome	Employ local staff to deliver regular organised sporting activities Manage and conduct organised sporting competitions		
Program description	Provision of a pathway for participants, coaches, umpires and scorers aspiring to perform at higher levels. Build capability and capacity of community sport and recreation officers and interested participants.		
Key functions and outputs	Organise structured competitions and the supply of accredited coaches, umpires and scorers to officiate sporting competitions including the provision of ongoing training and education.		
Key performance indicators	Reporting frequency	Unit	Target
Indigenous participation	Six monthly	Indigenous staff	100%
Quarterly performance	Quarterly	Reports	Four per year
Mid-year financials	Half yearly	Reports	Two per year
Six monthly performance report	Annual	Reports	Two per year



**Youth Diversion Program – Northern Territory Government Funding
(Territory Families)**

Responsible Officer	Manager Community Engagement	Number FTE	1.2
Strategic goal	To provide effective Council services to Tiwi Communities and stakeholders. Provide Youth Diversion services to all youth across the three communities		
Primary outcome	Divert youth away from the Criminal Justice system.		
Program description	The Youth Diversion team provide Youth with pre-court diversion, case management and reintegration in all three communities.		
Key functions and outputs	Conducting Assessments, Family conferences, setting diversionary activities and case managing clients referred by the courts.		
Key performance indicators	Reporting frequency	Unit	Target
Assessments report	Monthly	Reports	12 per year
Conferences report	Monthly	Reports	12 per year
Quarterly statistics report	Monthly	Reports	12 per year



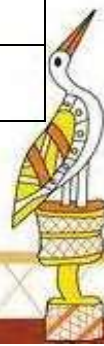
Community Libraries – Northern Territory Government Funding (Department of Tourism and Culture)

Responsible officer	Manager Community Engagement	Number FTE	1.2
Strategic goal	To provide effective Council services to Tiwi Communities and stakeholders. Provide Library services AT Milikapiti and Pirlangimpi communities.		
Primary outcome	Library open for 4 hours per day 5 days per week.		
Program description	Provide Library services to communities on Melville Island		
Key functions and outputs	Libraries on Melville Island provide a comfortable area for both children and adults where they can read for pleasure or information in a variety of topics. Both Libraries are very well resourced with books and magazines suitable for all ages. Internet access provided by NT Libraries allows users to access through the Internet, a wide range of services including research stations, internet banking, desktop publishing and movie and photo editing		
Key performance indicators	Reporting frequency	Unit	Target
Service opened as per funding agreement	Monthly	Days open	90% compliance with scheduled hours
Statistics (usage) report	Monthly	Monthly reports	12 per year
New Books Register update	Quarterly	reports	Updated 4 times per year



Families as First Teachers – Northern Territory Government (Department of Education)

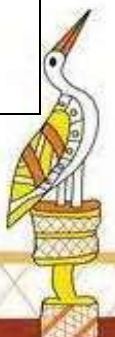
Responsible officer	Children Service Regional Coordinator	Number FTE	1.66
Strategic goal	Provide effective Council service to the Tiwi community of Wurrumiyanga		
Primary outcome	<p>Increased proportion of children participating in playgroups & early learning programs.</p> <p>Increased proportion of Families engaged in early Learning & support programs.</p> <p>Increased proportion of families engaged in parent workshops.</p> <p>Increased proportion of families engaged in school readiness programs. Increased proportion of Local people engaged in Training & employment in early learning & family support programs.</p>		
Program description	<p>Provide an early learning and family support program for families of Wurrumiyanga and work with families and children prior to school entry.</p> <p>Facilitated adult-child interactions through the Abecedarian Approach including Conversational Reading, Learning Games, enriched caregiving and Language Priority.</p> <p>Adult learning opportunities</p> <p>Nutrition, health and hygiene.</p> <p>Linking families with support services and agencies</p>		
Key functions and outputs	<p>Provide early learning activities that have an emphasis both on child and adult learning and are described as dual generational for Wurrumiyanga families for Children 0 months to 3 years.</p> <p>Build the service profile to increase the number of families attending the program.</p> <p>TIRC work closely with any staff employed directly by NTG Department of Education to deliver the program across the Tiwi Islands.</p> <p>Play Group Operating Hours:</p> <p><input type="checkbox"/> Monday to Friday 8.30am until 12:00pm</p>		
Key performance indicators	Reporting frequency	Unit	Target
Open for specified operating hours	Six monthly	Days of operation	95%
Performance Report	Quarterly	Reports	Four per year
Financial Report	Six monthly	Reports	Two per year



Finance Service Delivery Plan

Corporate Services

Responsible officer	Chief Financial Officer (Deputy CEO)	Number FTE	7
Strategic goal	Achieve Best Practice in Financial and Corporate Services		
Primary outcome	Tiwi Islands Regional Council is compliant with the Local Government Act, Regulations and Ministerial Guidelines whilst supporting the sustainability of Council via fiscal discipline, diligence and transparency.		
Program description	<p>Lead and manage the provision of Corporate Services to the Tiwi Islands Regional Council.</p> <p>Provide high level executive support to the Mayor, Councillors, CEO and management team.</p>		
Key functions and outputs	<p>Key functions include:</p> <p>Compliance obligations:</p> <p>Audited grant funding acquittals</p> <p>Other funding agreement obligations</p> <p>Annual Report</p> <p>Budget</p> <p>BAS</p> <p>Superannuation</p> <p>Other reporting obligations (eg Grants Commission)</p> <p>Provision and oversight of accurate and reliable transactional processing services</p> <p>Accounts Receivable</p> <p>Accounts Payable</p> <p>Payroll Processing</p> <p>Rates</p> <p>Management services</p> <p>Financial variance analysis</p> <p>Contract advice</p> <p>Purchasing and procurement, tenders</p> <p>Grant management and administration</p>		
Key performance indicators	Reporting frequency	Unit	Target
TIRC meets all Corporate Services compliance obligations including grants and funding agreement reporting, taxation, annual financial reporting and budget obligations.	As required	Compliance obligations	100%



Accurate processing of transactions, with minimal adjustments	As required	Transactional adjustments	<15%
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Organisational Development and Change (HR) Service Delivery Plan

Work Health Safety

Responsible officer	Manager Organisational Development and Change	Number FTE	1
Strategic goal	Achieve best practice work health and safety standards in all Council operations.		
Primary outcome	Ensure the safety and wellbeing of staff and clients through best practice work health and safety processes, systems and procedures.		
Program description	Work health and safety		
Key functions and outputs	<p>Develop and implement work health safety and our risk management capacity</p> <p>Encourage best practice management of staff</p> <p>Provide a safe and respectful workplace for all employees</p> <p>Ensure business units comply with relevant internal and/or external procedures, policies and guidelines</p>		
Key performance indicators	Reporting frequency	Unit	Target
Council has a dedicated, relevant and up to date Work Health and Safety Policy that is compliant with state and Commonwealth legislation.	Every two years	Policy	100% compliance with state and Commonwealth work health and safety requirements
Council policies are relevant, compliant with state and Commonwealth legislation and up to date.	Every two to four years, depending on the policy	Policy	100% compliance with state and Commonwealth work health and safety requirements
Audit and Risk Management Committee meeting to focus risk management practices and procedures, including a Council-wide risk register.	Annual	Meetings	Annual Audit and Risk Management Committee Meeting attended and outcomes



			actioned by relevant parties.
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Human Resources

Responsible officer	Manager Organisational Development and Change	Number FTE	3
Strategic goal	Achieve best practice human resource practices		
Primary outcome	Develop and retain employees and emphasise the recruitment of local people. Achieve best practice in compliance and governance. Sound HR Policies and Procedures. High performance and productive staff. Good attendance and reduce absenteeism.		
Program description	Organisational development and change		
Key functions and outputs	<p>Develop and implement work health safety and our risk management capacity</p> <p>Encourage best practice management of staff</p> <p>Pay all staff according to appropriate LGIA awards and conditions</p> <p>Provide a safe and respectful workplace for all employees</p> <p>Promote professional development through training and mentoring opportunities for employees</p> <p>Meet standard recruitment practices in a timely manner</p> <p>Ensure compliance with the <i>Local Government Act</i> and it's regulations</p> <p>Ensure compliance with electronic document records management</p> <p>Ensure business units comply with relevant internal and/or external procedures, policies and guidelines</p>		
Key performance indicators	Reporting frequency	Unit	Target
Encourage recruitment of Tiwi and Aboriginal employees	Monthly report to Council	Recruitment	80%
Respond to HR enquiries from across Council business units within 14 days	Quarterly		90%
Meets all human resources compliance obligations including obligations under fair work, taxation, annual financial reporting and other legal obligations.	As required	Compliance obligations	100%



Payroll

Responsible officer	Manager Organisational Development and Change	Number FTE	2.5
Strategic goal	Achieve best practice human resourcing and financial management across the Tiwi Islands Regional Council.		
Primary outcome	Payroll actioned on the designated day each pay period.		
Program description	Human resources and payroll.		
Key functions and outputs	<p>Obtain all timesheets within reasonable timeframes to action payroll on the designated date within the pay period to ensure that staff are paid on time and at regular dates.</p> <p>Ensure best practice processes and communication with staff regarding any changes to payroll affected by the advent of unforeseen circumstances or public holidays.</p>		
Key performance indicators	Reporting frequency	Unit	Target
Payroll actioned at the designated day each pay period	Fortnightly	Payroll	Payroll actioned at the designated day each pay period
Communication with staff regarding any changes to payroll dates in a timely manner	As required	Payroll	Communications as required
Accurate processing of transactions, with minimal adjustments	As required	Transactional adjustments	<15%



Budget

Budget for the Financial Year Ending 30 June 2021

This plan contains information relating to the annual budget for the Council for the 2020/2021 financial year.

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

- Projected Income and Expenditure
- A summary of the Regional Council's objectives, measures and performance indicators
- Funds allocated to the development and maintenance of the Council's infrastructure
- The estimated funds to be raised by way of Rates and Charges
- Council's assessment of social and economic effects
- The allowances to be paid to Council and Local Authority Members and the total amount budgeted to meet these costs

The Tiwi Islands Regional Council is highly dependent on grant funding to cover its operational and capital expenditure. Approximately 21% of total income is provided through untied grants and a further 28% through tied grants.

The Council endeavours to provide definitive grant revenue and expenditure forecasts (as opposed to estimates) for the 2020/21 and future financial years; however this may not be accurate due to some uncertainty as to the future programs which will be funded and the quantum.

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

Council has adopted a stance that all functions should meet an equitable share of the costs of the services that Council's infrastructure provides to enable their continued operation. In particular this means internal cost recovery (where possible) reflected in individual program budgets.

Staff Housing

A fixed annual cost for staff housed by Council, charged according to the nature of the dwelling (1, 2 or 3 bedroom rates).

Motor Vehicles

All budgeted for as part of fleet operations but charged according to functional use at rates that reflect daily, weekly, monthly or permanent assignment to any program or function. Where any program has been funded for the capital cost of such vehicles the cost is reduced to only cover running and service costs.

Grant Administration Fees

These are charged in accordance with the individual grant agreements.



ICT

A fixed annual cost for ICT equipment and services charged according to services provided.

Council Objectives

The Tiwi Islands Regional Council Strategic Plan sets out our goals and objectives. These goals are set out under the Strategic Plan section of this document along with Council objectives. The service delivery plans outline the indicators that Council will use to measure the success of each program in contributing to our objectives. The objectives will also be used by managers to develop work and operational plans for each program area.

Miscellaneous Services

These are charged at Council's declared rates between functions, for example trades services provided to any other part of Council or machinery hire between functions.

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

Rates and Charges for 2020/21

Rate increases will be 2% for all properties for this financial year, raising our rates levy to \$2,024,750.



2020 Budget - Rates and Charges Table

Rate or Charge	Application	Rate or Amount	Total to be Raised
Rate	Residential	6.93 cents in the dollar	\$ 2,024,750
Rate	Commercial	3.64 cents in the dollar	
Rate	Residential Tiwi resident	1.80 cents in the dollar	
Rate	Residential min amount	\$2,075.91	
Rate	Commercial min amount	\$2,007.32	
Rate	Residential Tiwi resident min amount	\$539.74	
Charge	Refuse – Residential	\$717.47	\$562,207
Charge	Refuse – Commercial	\$717.47	
Charge	Refuse – Additional refuse bin Residential	\$183.29	
Charge	Refuse – Additional refuse bin Commercial	\$236.15	
Charge	Commercial – Waste Management Charge	\$1,139.17	
Charge	Residential – Waste Management Charge	\$860.96	
		TOTAL	
			\$2,586,957

Other Fees and Charges

A full schedule of other fees and charges is available on the Tiwi Islands Regional Council website.

Relevant Interest Rate

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

Payment

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

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

Alternatively ratepayers may opt for payments monthly or quarterly. To do so they must seek the written agreement of the Council CEO. However, where such an option is exercised if payment is not received by the end of the relevant month or quarter, it will constitute a default and the full balance of the annual amount will become payable and recoverable immediately.



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

Socio-economic Impact of Rates

Council assessed the socio economic impact on residents and local businesses when deliberating on residential and business rates.

TIRC recognises the circumstances of Tiwi home owners and accordingly continues to allow concessions on their amount payable. This continued commitment to supporting Tiwi people demonstrates strong principles of social justice and creates opportunities for funds to enter into the local economy.

Council also has provisions in place for all ratepayers to be able to apply for and make periodic payments towards their rates and charges payable. This approach enables residents, of all socio economic backgrounds, to make payments according to a fair and equitable timeframe.

Long Term Financial Plan

TIRC faces challenges in our long term financial planning as we depend on a variety of grants to deliver essential services and continue operations. Long term arrangements with these grant providers, largely the Commonwealth Government and the Northern Territory Government, are essential to creating a sustainable fiscal operational platform for TIRC.

TIRC has, in the past year, dealt with a number of legacy financial and compliance issues that have challenged the financial position of the Council. The financial condition of Council has now been stabilised, and our focus now turns to building a sustainable Council into the future. TIRC continues to work with the Department and other stakeholders to maintain positive relationships based on trust and integrity, which we believe will strengthen our long term financial position.

There are no major initiatives planned over the next four years beyond the activities identified in the Regional Plan and Budget. TIRC's current financial position does not have untied funds available for significant new initiatives. With these circumstances in mind any new major community initiatives would be entirely reliant upon the provision of additional special purpose grant funding.

Over the period of the long term financial plan it is anticipated that the repairs, maintenance, management and development of infrastructure continue at the same level as outlined in the plan with adjustment for inflation. TIRC will continue to apply for additional funding to rectify identified deficiencies in infrastructure.



Long Term Financial Plan				
Description	2020/2021 Budget	2021/2022 Projection	2022/2023 Projection	2023/2024 Projection
REVENUE	\$	\$	\$	\$
Income Rates and Charges	2,586,957	2,664,566	2,744,503	2,826,838
Income Council Fees and Charges	1,137,450	1,249,574	1,287,061	1,325,673
Income Operating Grants Subsidies	8,893,474	9,160,278	9,435,087	9,718,139
Income Investments	42,000	43,260	44,558	45,895
Income Reimbursements and Others	9,000	9,270	9,548	9,835
Income Agency and Commercial Services	1,250,000	1,287,500	1,326,125	1,365,909
Inc Sale of Assets	45,000			
Subtotal	13,963,881	14,414,447	14,846,881	15,292,287
EXPENSES				
Employee Expenses	7,188,278	7,403,926	7,626,044	7,854,825
Contract and Material Expenses	4,203,322	4,329,422	4,459,304	4,593,083
Finance Expenses	4,380	4,511	4,647	4,786
Communication Expenses	420,860	433,486	446,490	459,885
Asset Expense	2,021,025	2,081,656	2,144,105	2,208,429
Miscellaneous Expenses	2,139,975	2,204,174	2,270,299	2,338,408
WIP Assets	0	35,000	36,050	37,132
Subtotal	15,977,840	16,492,175	16,986,940	17,496,548
Surplus/(Deficit) Including Depreciation	(2,013,358)	(2,077,108)	(2,139,422)	(2,203,604)
Exclude Depreciation	2,021,025	2,081,656	2,144,105	2,208,429
Net Cash Surplus/(Deficit)	7,066	3,928	4,046	4,168

Infrastructure Maintenance Budget	
Street Lighting	48,050
Buildings	422,135
Local Roads	500,000
Swimming Pools	109,250
Parks & Public Open Spaces	51,100

Note: No major Infrastructure upgrades planned for 2020-21 financial year. All the expenditure will be spent on the maintenance of the existing infrastructure.



Rates Declaration 2020/21

Notice is hereby given pursuant to section 158 of the Local Government Act, that the following rates and charges were declared by Tiwi Islands Regional Council at the Ordinary Meeting held on 27th May 2020, pursuant to Chapter 11 of *the Local Government Act 2008* in respect of the financial year ending 30 June 2021.

Rates

1. Pursuant to section 149 of the Act, the Council adopts the Unimproved Capital Value as the basis for determining the Assessed Value of allotments within the Council area.
2. The Council, pursuant to section 155 of the Act, declares that it intends to raise, for general purposes by way of rates, the amount of \$2,024,750 which will be raised by the application of:
 - (a) differential fixed charges; and
 - (b) differential valuation-based charges with differential minimum charges being payable in the application of those differential valuation-based charges; and
3. The Council hereby declares the following rates:
 - (a) With respect to each allotment of rateable land within the Council area that is used or occupied for **Residential Purposes**, a valuation-based charge being 6.93% of the assessed value of the allotment with a minimum amount being payable in the application of that charge being \$2,075.91 multiplied by the greater of:
 - (i) the number of separate parts or units that are adapted for separate occupation or use (pursuant to section 148(4) of the Act) on each allotment; and
 - (ii) the number 1.
 - (b) With respect to each allotment of rateable land within the Council area that is used or occupied for a **Commercial Land Use**, (excluding pastoral leases and mining tenements), a valuation-based charge being 3.64% of the assessed value of the allotment with a minimum amount being payable in the application of that charge being \$2,007.32 multiplied by the greater of:
 - (i) the number of separate parts or units that are adapted for separate occupation or use (pursuant to section 148(4) of the Act) on each allotment; and
 - (ii) the number 1.
 - (c) With respect to each allotment of rateable land within the Council area that is **Vacant Land**, a valuation-based charge being 6.93% of the assessed value of the allotment with a minimum amount being payable in the application of that charge being \$2,075.91.



- (d) With respect to each allotment of rateable land within that part of the Council area that is used or occupied for **Residential Purposes**, where there is no Unimproved Capital Value assessed for the allotment, a fixed charge of \$2,075.91.
- (e) With respect to each allotment of rateable land within that part of Council area that is used or occupied for **Commercial Land Use** (excluding pastoral leases and mining tenements), where there is no Unimproved Capital Value assessed for the allotment a fixed charge of \$2,007.32.
- (f) With respect to each allotment of rateable land within that part of the Council that is **Vacant Land**, where there is no Unimproved Capital Value assessed for the allotment a fixed charge of \$2,075.91.
- (g) With respect to each allotment of rateable land which is a **Mining Tenement** as defined in the Act, a rate of 0.3475% of the assessed value of the allotment with the minimum amount payable in the application of that differential rate being \$890.96 and on the basis that:
 - (i) contiguous tenements or reasonably adjacent tenements held by the same person are to be rated as if they were a single tenement;
 - (ii) if the owner of the mining tenement is also the owner of another interest in land (the **other interest**) then:
 - (A) if the rate calculated in accordance with this paragraph (g) is less than or equal to the rate payable for the other interest - no rate is payable for the mining tenement; or
 - (B) If the rate calculated in accordance with this paragraph (g) (**amount A**) is greater than the rate payable for the other interest (**amount B**) - the rate payable for the mining tenement is the difference between amount A and amount B.
- (h) With respect to each allotment of rateable land which is a **Pastoral Lease** as defined in the Act, a rate of 0.0306% of the assessed value of the allotment with the minimum amount payable in the application of that differential rate being \$376.45.

Charges

4. Pursuant to section 157 of the Act, the Council declares the following charges in the Council area. Council intends to raise \$562,207 by these charges.
 - (a) For the purposes of these charges:
 - (i) 'Council area' means the area of Council as defined in the Act;
 - (ii) residential dwelling' means a dwelling house, flat or other substantially self-contained residential unit or building on residential land (whether or not it is exempt from rates) and



includes a unit within the meaning of the Unit Titles Act and the Unit Titles Schemes Act;

- (iii) 'residential land' means land used or capable of being used for residential purposes (but does not include land on which there is no residential dwelling);
- (iv) 'allotment of commercial land' means land, the occupation and use of which is primarily for non-residential purposes and may be commercial or industrial by nature;
- (v) the 'garbage collection service' comprises the collection of one garbage bin per week of a size and on days determined by the Council.

(b) Residential Garbage Collection Charge:

- (i) The purpose for which this Charge is to be imposed is to assist Council in meeting the cost of the garbage collection service it provides to, or which Council is willing and able to provide to each allotment of residential land in the Council area;
- (ii) It is the opinion of Council that such service is and will be of special benefit to those allotments;
- (iii) A charge of \$717.47 per annum per residential dwelling will apply;
- (iv) Where, in response to a written request from a person liable to pay a charge in respect of a residential dwelling referred to in paragraph (b) (i), Council approves the request and provides an additional service in the form of the weekly collection of one or more additional garbage bins, an additional charge of \$183.29 per annum in relation to each additional garbage bin collected through the use by rateable properties of more than one (1) Council specified garbage bin. The additional service shall be the provision and collection of the number of additional garbage bins approved by Council in response to such written request, which charge shall be levied and paid in conjunction with the charge for the weekly collection service referred to in paragraph (b)(iii)

(c) Waste Disposal and Management Charge:

- (i) The purpose for which this Charge is to be imposed is to assist Council in meeting the cost of providing the waste disposal facility to which Council is willing and able to provide access to each allotment of commercial or residential land in the Council area;
- (ii) It is the opinion of Council that such service is and will be of special benefit to those allotments;
- (iii) A charge of \$1,139.17 per annum per allotment of commercial land will apply.



- (iv) A charge of \$860.96 per annum per allotment of residential land will apply.
- (d) Commercial Garbage Collection Charge:
- (i) The purpose for which this Charge is to be imposed is to assist Council in meeting the cost of the garbage collection service it provides to, or which Council is willing and able to provide to each allotment of commercial land in the Council area;
 - (ii) It is the opinion of Council that such service is and will be of special benefit to those allotments;
 - (iii) A charge of \$717.47 per annum per allotment of commercial land will apply;
 - (iv) Where, in response to a written request from a person liable to pay a charge in respect of an allotment of commercial land referred to in paragraph (d)(i), Council approves the request and provides an additional service in the form of the weekly collection of one or more additional garbage bins, an additional charge of \$236.15 per annum in relation to each additional refuse bin collected through the use by the allotment of more than one (1) council specified refuse bin. The additional service shall be the provision and collection of the number of additional garbage bins approved by Council in response to such written request, which charge shall be levied and paid in conjunction with the charge for the weekly collection service referred to in paragraph (d)(iii);

Relevant interest rate

- 5. The relevant interest 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.

Payment

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

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

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



Councillor Allowances

Council has, having regard to the Minister's direction in this regard, adopted the following schedule of annual allowances.

Ordinary Council Members

Base allowance	\$ 13,509.96
Electoral allowance	\$ 4,943.73
Professional development allowance	\$ 3,753.17
**Maximum extra meeting allowance	\$ 9,006.64
Total Claimable	<u>\$ 31,213.50</u>

Acting Principal Member

Daily Rate	\$ 261.34
Maximum claimable (90 days)	<u>\$ 23,520.60</u>

Deputy Principal Member

Base allowance	\$ 27,776.12
Electoral allowance	\$ 4,943.73
Professional development allowance	\$ 3,753.17
Total Claimable	<u>\$ 36,473.02</u>

Principal Member

Base allowance	\$ 75,116.61
Electoral allowance	\$ 19,771.29
Professional development allowance	\$ 3,753.17
Total Claimable	<u>\$ 98,641.07</u>

Extra Meeting Allowances

Half Day Meeting Rate	\$150.00
Full Day Meeting Rate	\$300.00

(To a maximum of \$9,006.64 per annum)**



Local Authority allowances

The allowance payable by Regional Council to an eligible member is specified under Section 14 of the *Guideline 8: Regional Councils and Local Authorities*, January 2019 and treasury website: www.treasury.nt.gov.au

Chairperson if eligible (per meeting)	\$173.00
Other eligible Member (per meeting)	\$129.00

Note that staff are not eligible for sitting fees unless they are casual.

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