

# ***“SERVICE FOR A TIWI FUTURE”***



**TIWI ISLANDS SHIRE COUNCIL  
ANNUAL REPORT  
2011/2012**





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## MAYOR'S AND CHIEF EXECUTIVE OFFICER'S FOREWORD



The year ended 30 June 2012 has seen significant achievements by Council and its staff. Tiwi Shire continues to maintain its focus on community service and to this end has made great improvements to not only its financial management and accountability, but also in the implementation of its core strategies of establishing each program through a relevant Directorate as a Business Unit in its own right.

Council has completed its first four year term without change of membership, which has enabled consistency in the development and application of policies across the whole spectrum of its operations. With the Local Government elections in May 2012, it was encouraging to see twenty seven nominations received for the twelve positions. We take this opportunity to congratulate and welcome our newly elected Councillors, and thank our outgoing Elected Members for their commitment and dedication.

Council has significant achievements to celebrate this year, and we are proud to outline these as they occur in each Directorate. Of special note, though, are our achievements in diminishing our financial and operating reporting breaches, and receiving our first Audited Financial Statement with no qualifications – our first clean audit since Council's inception. This is testament to the dedication of the Executive and Management team in their commitment to quality assurance.

Council is also leading the way in Gender Equity, with commendations this year for the 50:50 Vision Council's for Gender Equity silver award, and a commendation from the Australian Government National Awards for Local Government for Women in Local Government initiatives.

On a practical note, it is encouraging to note that our physical assets are also being improved with over 40 tonnes of cold bitumen compound laid in Wurrumiyanga.

We continue our struggle with funding arrangements that assume Council has resources to commit and thus have to continually rebuff attempts at cost shifting that would otherwise see us accepting responsibilities that are properly that of either the Northern Territory or Federal Governments. Nonetheless, we enjoy a substantially better relationship with not only other levels of Government and their representative Departments but with the multitude of NGOs and other community based stakeholders.

We look forward to another year of growth and success.

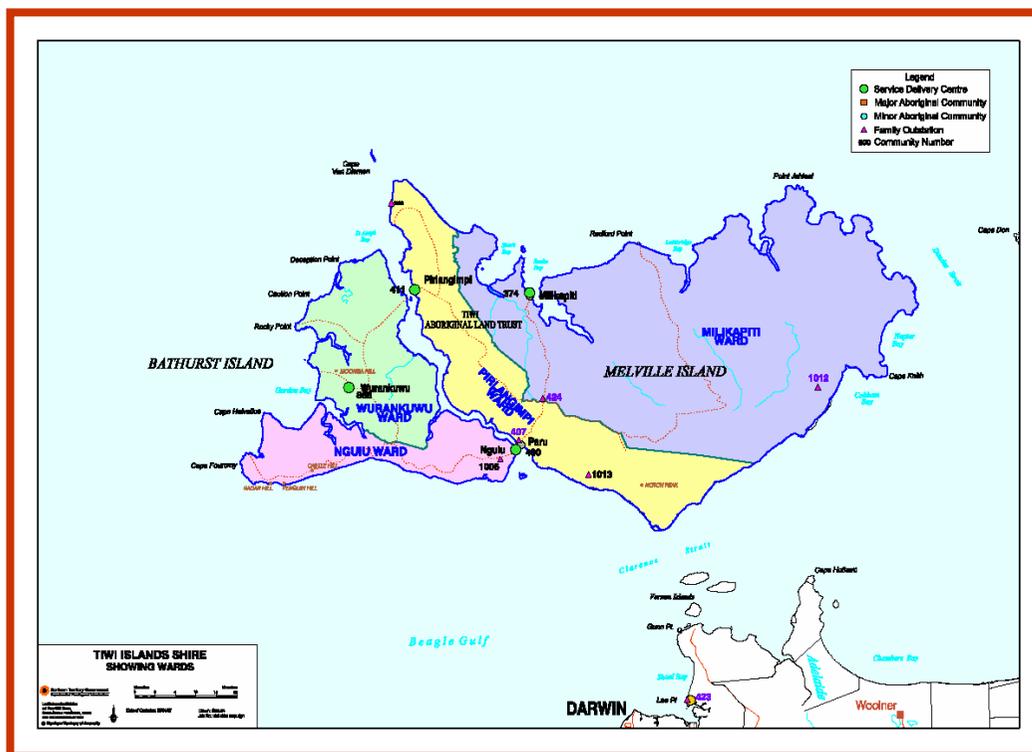


Lynette De Santis  
Mayor



Alan Hudson  
CEO

# SHIRE BOUNDARIES and RESIDENTIAL POPULATION BY LOCALITY



The total estimated resident population\* of the Shire is 2,579.  
 The Australian Bureau of Statistics records the resident population of the communities within the Shire are detailed below:

Locality	Population
Wurrumiyanga (Nguiu Ward)	1528
Pirlangimpi	374
Milikapiti	448
Other Communities (including Wurankuwu Ward)	229

\*Data Source: 2011 Census of Population and Housing



## REPRESENTATION

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

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

The following representation model for the Shire has been approved by the Minister and was formally gazetted in late 2011.

Ward	No. of Members
Wurrumiyanga	5
Pirlangimpi	3
Milikapiti	3
Wurankuwu	1
<b>TOTAL:</b>	<b>12</b>

## COMMUNITY RELATIONS

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

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

- Formation of Local Advisory Boards
- Nomination of elected members on key consultative forums
- Existing and proposed Memorandums of Understanding (MOU's) with key stakeholders (Police, Tiwi Land Council)
- Publishing of a community newsletter
- Sponsorship of key areas of community interest – Tiwi Islands Football League and the Tiwi Bombers football club



## ELECTED MEMBERS OF COUNCIL

In March 2012, Council underwent its first Local Government election since the inception of the Shires in July 2008. Election terms are for four (4) years. The reporting period up until the election saw the following elected members in their roles:

<b>Elected Members of the Tiwi Islands Shire Council (pre March 2012)</b>			
<b>Wurrumiyanga</b>	<b>Milikapiti</b>	<b>Wurankuwu</b>	<b>Pirlangimpi</b>
Barry Puruntatameri (Deputy Mayor)	Lynette De Santis (Mayor)	Kathleen Tipungwuti	Emmanuel Rioli
Teresita Puruntatameri	Raelene Mungatopi		Henry Dunn
Walter Kerinauia	David Boyd		Marius Puruntatameri
Francis Xavier Kurrupuwu			
Richard Tungutalum			

Following the election on 25 March 2012, the following changes occurred:

<b>Elected Members of the Tiwi Islands Shire Council (post March 2012)</b>			
<b>Wurrumiyanga</b>	<b>Milikapiti</b>	<b>Wurankuwu</b>	<b>Pirlangimpi</b>
Barry Puruntatameri	Lynette De Santis (Mayor)	Brian Tipungwuti	Marius Puruntatameri (Deputy Mayor)
Leslie Tungutalum	Peter Rioli		Wokay Bourke
Crystal Johnson	Andrew Tipungwuti		Emmanuel Rioli
John Naden			
Vacant			

## VISIONS AND VALUES



### **“SERVICE FOR A TIWI FUTURE”**

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



## SERVICE DELIVERY PERFORMANCE ASSESSMENT

In adherence with NT Local Government Act 2008, section 199, Tiwi Islands Shire Council hereby presents the following report as an assessment of performance during the Financial Year ended 30 June 2012.

This report is defined by the Directorates that exist within the Tiwi Islands Shire Council's Corporate Structure.

Council's service delivery centres around:

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

All three of these resources are dependant on each other for functionality and sustainability and can not be considered in isolation without affecting the others and ultimately themselves.



## HIGHLIGHTS AND ACHIEVEMENTS

- ❖ There were no resignations of Councillors in the first term of office (4 years)
- ❖ A total of 27 nominations for the twelve Councillor positions for the Council elections in March 2012
- ❖ 2<sup>nd</sup> annual Milimika Festival, which was a highlight of the Australia Day Council Regional Conference Darwin and National Conference at the Melbourne Cricket Ground
- ❖ Men's and Women's workshops conducted with strong participation
- ❖ Community Patrol presentation at the 2012 Indigenous Justice Forum in Canberra
- ❖ Through continued diversion programs, there is a current zero rate of Tiwi Youth re-offending
- ❖ Brumbies Rugby Union players visited Milikapiti
- ❖ Tiwi Islands Men's Cricket Team participated in Imparja Cup 2012, Alice Springs
- ❖ Tiwi Islands Women's Softball Representative Team played at the 2012 NT Softball Titles and made it through to the semi final stages
- ❖ Danielle Dunn from Pirlangimpi was selected in the 2012 Team of the Carnival at the NT Softball Titles
- ❖ Keiren De Santis has qualified for the Indigenous Marathon Project New York Marathon Squad for 2012.
- ❖ Laurie Lawrence attended Wurrumiyanga Pool for water safety promotion
- ❖ TISC CDEP achieved higher results than previous years in Outcomes for Participants
- ❖ Commenced the Families as First Teachers (FaFT) under the space of the Jirnani Crèche on Bathurst Island
- ❖ Shire's first Citizenship Ceremony - and first Citizenship Ceremony held in an Indigenous community
- ❖ Commencement of e-waste collection from Wurrumiyanga
- ❖ Commendation from the Australian Government National Awards For Local Government for Women in Local Government initiatives
- ❖ 40 Tonnes of Ezy Street cold bitumen compound was used in Wurrumiyanga to repair broken edges and potholes
- ❖ Wurrumiyanga Skate Park was constructed
- ❖ TISC finished the financial year with no reporting breaches

# ***GOVERNANCE***



***Transparency. Compliance. Structure. Process.***



## GOVERNANCE

### SUMMARY

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

### KEY PERFORMANCE OUTCOMES

- ❖ Ongoing liaison with the Department of Local Government continues to improve compliance issues
- ❖ Governance training for Councillors remains ongoing
- ❖ Local Board and Council meetings actively attended by all members
- ❖ Councillor portfolios have been clearly established for all elected members

### FUNDING AND PARTNERSHIPS

The Department of Housing, Local Government and Regional Services (DHLGRS) provided initial funding through the Closing the Gap scheme to enable the setup of the newly formed Governance Unit within the Shire

### OPPORTUNITIES AND CHALLENGES

As the Governance section is newly established, the immediate priority is ensuring Tiwi Islands Shire Council's compliance with Northern Territory Government Legislation.

Our recent elections have seen seven new members introduced to Council, therefore Governance training and induction is of paramount importance. A needs analysis has commenced to enable relevant personal development to be structured for each elected member.

### HIGHLIGHTS AND ACHIEVEMENTS FOR THE YEAR

- ❖ There were no resignations of Councillors in the first term of office (4years)
- ❖ There were a total of 27 nominations for the twelve Councillor positions for the Council elections in March 2012
- ❖ All newly elected Councillors attended the Governance Seminar provided by the Local Government Association of the NT (LGANT) in May 2012
- ❖ All Councillors have chosen a portfolio and are working with Council staff in their selected area

# ***COMMUNITY DEVELOPMENT***



***Empowerment. Protection. Consultation. Support.***



## COMMUNITY DEVELOPMENT

The Community Development Directorate is diverse. It seeks to empower individuals and groups of people by providing these groups with the skills and support mechanisms they need to effect change in their own Community.

The Directorate supports this in the Tiwi Islands Communities through the provision and delivery of social networking services, such as:

- ❖ Employment Services
- ❖ Libraries
- ❖ Centrelink
- ❖ Community Patrol
- ❖ Broadcasting; and
- ❖ Community Liaison



## Employment Services

### SUMMARY

The Community Development Employment Program (CDEP) provides employment services to all of the Tiwi Islands and delivers this service through the 3 major Communities. TISC CDEP, under the guidelines of the Program Specific Conditions, works with employers and participants to achieve good working practices and relevant training programs to develop the skills for full time and part time employment. This Business Unit is continuing to operate in two distinct areas. Work Readiness Services assists job seekers to develop their skills, improve their chances of gaining employment and move into work outside of CDEP. The other is Community Development activities which support and develop Indigenous communities and organisations.

### KEY PERFORMANCE OUTCOMES

Both the numbers of participants moving off CDEP employment into full time work and the number of CDEP participants commencing training were lower than the targeted outcomes for the year. Contributing factors included limited full time employment opportunities, as well as limited training courses (due to remoteness) available through training service providers. This has been addressed with strengthened commitment internally and externally to improve these results in the coming year.

Due to the extremely low number of employers on Tiwi Islands, CDEP focus is moving towards Community Development and Accredited Training activities and away from Work Experience.

In the past 12 months TISC CDEP has undergone almost a complete staff change with a new Manager, Assistant Manager, 2 Mentors and 2 Administration Officers. TISC CDEP's understanding of the program and our ability to align Community Development activities with the Community Action Plan has improved immensely. Training courses that have relevance to current and future plans for Tiwi have commenced with some already completed successfully. These and other courses in line with approved activities will be implemented again for those who missed out.

Participants have completed Accredited Training in Horticulture and Agri-food production in line with their Employment Pathways and with current Community Development activities in the Farming and Nursery areas. Accredited training in the Retail area has seen the transition of four long term CDEP participants transition to full time off-CDEP employment.

Work Experience activities have assisted in increasing participants' skills, attendances and work ethic.



## **FUNDING AND PARTNERSHIPS**

TISC continues to receive funding for the facilitation of the Community Development Employment Program from Australian Government Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA).

## **OPPORTUNITIES AND CHALLENGES**

TISC CDEP have played a pivotal role in the Succession planning in place by TISC that ensures there are local people trained in areas that are likely to lead to jobs within the Shire. All Approved CDEP Work Experience Activities are based around and linked to current TISC Business Units allowing for a smooth transition from CDEP to full time employment.

Challenges to CDEP include problems stemming from FaHCSIA guidelines surrounding Work Experience Activities. Those guidelines are restricting the number of Participants TISC CDEP could have active in the system. TISC CDEP has provided in depth information to FaHCSIA National Office in a bid to have the guidelines revised or changed to allow more participation in meaningful and relevant Work Experience Activities.

Continued participation is also a huge challenge for TISC CDEP. The Mentoring program is helping to improve participation as will more meaningful Work Experience Activities (once or if approved by National Office) that could lead to Off CDEP Employment.

## **HIGHLIGHTS AND ACHIEVEMENTS FOR THE YEAR**

- ❖ Although not meeting targets, TISC CDEP has this year achieved higher results than previous years in outcomes for participants through Accredited and Non Accredited Training Courses and Work Experience Activities. Therefore a record number of Outcome Payments generated.
- ❖ TISC CDEP Staff attended and participated at the very successful Men's Workshop held at Crab Claw Island.
- ❖ Awards received by CDEP Staff included Australia Day Celebrations Citizen of the Year and Young Citizen of the Year for achievements in their work areas and dedication to their community.
- ❖ Successful Accredited Training in Horticulture associated with Farming Activities was completed.
- ❖ Establishment of Gardens around the communities.



## Libraries

### SUMMARY

The Libraries provide a service to Pirlangimpi and Milikapiti for community residents to utilise facilities that include internet access, internet banking, and research.

It also provides a service to the youth in the communities where they can access books and other library resources.

### KEY PERFORMANCE OUTCOMES

Monthly client numbers are tracked and recorded in management reports

### FUNDING AND PARTNERSHIPS

The Department of Natural Resources, Environment and the Arts (NRETAS) continues to fund two part time staff for the community based libraries on Melville Island.

### OPPORTUNITIES AND CHALLENGES

- ❖ Increase promotion of library services across Melville Island
- ❖ Enabling residents to have better access to the outside world in regards to being able to either research or collect information.
- ❖ Clients can come to an environment where they are comfortable and able to interact with others.
- ❖ Children can access the library to gain knowledge and understanding on a range of matters, including researching assignments or learning how to use a computer.
- ❖ Not enough funding to employ adequate staff
- ❖ Not enough funding to purchase resources
- ❖ Milikapiti Library Services does not have a permanent building for the community to have access to a safe library environment



## Centrelink

### SUMMARY

We are a Centrelink Agent that provides remote access, which supports and assists Centrelink clientele to Centrelink Services, including:

- ❖ Referral services
- ❖ Specialist assistance
- ❖ Income Support.

### KEY PERFORMANCE OUTCOMES

Statistics and client maintenance files are collated and submitted to Centrelink on a daily / weekly / monthly basis as required.

### FUNDING AND PARTNERSHIPS

Funding from the Department of Human Services (Centrelink Northern Australia) provides for two part time positions in Milikapiti.

### OPPORTUNITIES AND CHALLENGES

- ❖ Assisting in creating a job network for Tiwi people.
- ❖ Internet and communications infrastructure on the Islands hinders daily operation.

### HIGHLIGHTS AND ACHIEVEMENTS FOR THE YEAR

- ❖ Centrelink staff from Darwin have provided significant staff training to assist with dealing with customers and performing daily operations.



## Community Patrol

### SUMMARY

The Community Patrol Service assists communities to take responsibility in the prevention of anti-social, harmful, destructive and illegal behaviours by offering community patrolling and safe transport to protect vulnerable people.

### KEY PERFORMANCE OUTCOMES

- ❖ The specified number of patrols in each community are being achieved, with: Milikapiti conducting 11 patrols, Wurrumiyanga conducting 24 patrols, 6 days a week; and Pirlangimpi conducting 6 patrols, 6 days a week.
- ❖ Data is being collected by patrollers and submitted to the manager on a daily basis regarding the number of community members assisted
- ❖ Performance reports are submitted to the funding body as required

### FUNDING AND PARTNERSHIPS

The Department of the Attorney General funds Tiwi Islands Shire Community Patrol. This funding encompasses wages, vehicle expenses, materials, office rent, electricity, uniforms, travel and administration fees.

### OPPORTUNITIES AND CHALLENGES

- ❖ Although the training budget has been removed from the funding, there is still the opportunity for the patrollers to attend workshops arranged by the Attorney Generals Department
- ❖ Career progression
- ❖ Family and cultural issues surrounding Community knowledge and understanding of Community Patrol
- ❖ Future employment pathways are created through the facilitation by TISC of driver education training

### HIGHLIGHTS AND ACHIEVEMENTS

- ❖ Assistant Manager, Kathy Rioli, was invited to present at the 2012 Indigenous Justice Forum in Canberra. These forums are designed to encourage ongoing collaboration and information sharing, and to inform people making policy and programs about a specific issue or problem. The overall aim is to increase understanding of what are the most effective policies and programs to reduce the contact of Aboriginal, Torres Strait Islander and Maori people with the justice system.
- ❖ Melville Island and Bathurst Island Community Patrol provided 24 hour security during the Milimika Festival
- ❖ Community Patrol Manager, Deanne Rioli, received an Australia Day Appreciation Award
- ❖ A Memorandum of Understanding (MOU) has been established between the Melville Island Police & Melville Island Community Patrol

# ***CORPORATE AND COMMUNITY SERVICES***



***Productivity. Functionality. Sustainability. Accountability. Learning.***



## CORPORATE AND COMMUNITY SERVICES

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

- ❖ Children
- ❖ Youth
- ❖ Women
- ❖ Sport and Recreation
- ❖ Facilities Management
- ❖ Events Management
- ❖ Information and Communications Technology
- ❖ Records Management
- ❖ Fleet Administration
- ❖ Administration
- ❖ Australia Post Agencies
- ❖ Companion Animal Welfare and Control



## Children's Services

### SUMMARY

Children's Services provides four programs across three communities, these include:

- ❖ Childcare in Wurrumiyanga, Pirlangimpi and Milikapiti
- ❖ Outside School Hours Care (OSHC) in Wurrumiyanga, Pirlangimpi and Milikapiti
- ❖ Vacation Care in Wurrumiyanga, Pirlangimpi and Milikapiti
- ❖ Families as First Teachers FaFT) - Wurrumiyanga only

All of these Programs are there to provide activities that nurture and strengthen child development in a quality learning environment. These Programs are for children between the ages of 6 months to 12 years of age. FaFT is transition from home to school program that supports and strengthens parent's knowledge around Early Childhood development.

### KEY PERFORMANCE OUTCOMES

- ❖ Program reviews occur each six months as required by the Department of Education, Employment and Workplace Relations (DEEWR)
- ❖ Strong Cultural Identity is a key component in all programs
- ❖ Informal and flexible communication with families and the community occurs on a regular basis
- ❖ Children's Services maintains strong links with other relevant organisations
- ❖ Policies are developed, reviewed and implemented on an ongoing basis

### FUNDING AND PARTNERSHIPS

Multiple agencies provide funding to carry out the services offered. These include DEEWR, Department of Education and Training (DET), and Early Childhood Policy and Regulations and Centrelink, as well as Parent contributions.



## OPPORTUNITIES AND CHALLENGES

### Opportunities:

- ❖ Staff Promotion within Children's Services – CDEP staff have gained full-time employment in Children's Services and our senior staff have had opportunities to take on the responsibility of higher duties.
- ❖ Staff training and professional development – We are progressing well to qualify all staff in their Certificate III in Children's Services and have ongoing support for staff development with Rural and Remote Aboriginal Childcare Service Support Unit (RRACSSU) around the National Quality Standards.
- ❖ To promote Children's Services and to develop and provide promotional resources around all Children's Service programs – Currently we are in the process of developing promotional resources.
- ❖ To provide Cultural activities to enhance and strengthen Tiwi Culture – Currently working to have community volunteers provide cultural activities with our OSHC program for the age group between 9 to 12 years.

### Challenges:

- ❖ Staff attendance and commitment to the job – This is still one of our challenges, but we are currently addressing it through having regular staff meetings and Human Resources.
- ❖ To source funding from external services to provide special activities for the holiday programs – We have sourced small grants to be able to provide these types of activities for our Holiday Programs.
- ❖ To engage families and community volunteers in Children's Service activities – We have had some families come and show their interest in assisting with events and activities, but would like to see more. We are also in the process of doing some promotional work for all Children's Service Programs to engage the community in our services.
- ❖ Engaging Community members from a variety of age groups to share their knowledge and cultural experiences with the children that access Children's Service programs – We have had meetings with the members of the Strong Woman's Group and attended the girls camp and are eager to do more Cultural activities with our children.

## HIGHLIGHTS AND ACHIEVEMENTS FOR THE YEAR

- ❖ Commenced the Families as First Teachers (FaFT) under the space of the Jirnani Crèche on Bathurst Island.
- ❖ We have changed over to Batchelor Institute as our trainer provider and Children's Service staff are starting to work their way through the Certificate III in Children's Services. With the trainer based at Wurrumiyanga she is able to work closely with our staff and complete units successfully.
- ❖ Children's Services has transitioned five CDEP participants into full-time positions within childcare.



## Youth Services

### SUMMARY

Tiwi Islands Youth Diversion Unit (TIYDU) provides a single point of contact for the effective and culturally appropriate Youth Diversion programs and provides a link between NT Police and referred youth from the Tiwi Islands communities.

### KEY PERFORMANCE OUTCOMES

- ❖ Through continued diversion programs, there is a current zero rate of Tiwi Youth re-offending
- ❖ Staff retention remains at 100%
- ❖ There has been an increase in the number of youth participating in pre-court diversionary programs

### FUNDING AND PARTNERSHIP

Throughout the year, the funding source was restructured from Department of Children and Families, to Department of Justice. Funding continues to ensure that young people who are at risk of coming in to contact with the formal justice system develop positive life experiences through their participation in local preventative program initiatives provided by TYDU.

### OPPORTUNITIES AND CHALLENGES

- ❖ Continue to emphasise the importance and relevance of using Tiwi culture to develop and underpin all Tiwi Youth Diversion programs
- ❖ Funding sustainability to further develop Youth Diversion and Skin Group as funded programs on all Tiwi communities
- ❖ Continue with Mediator training for TIYDU programs: In place; ongoing local training provided by Community Justice Centre (CJC) to TIYDU staff and Ponki mediator group.

### HIGHLIGHTS AND ACHIEVEMENTS

- ❖ Delivered a young men's week-long bush camp at Mrinto Beach, on Bathurst Island.



## Sport and Recreation

### SUMMARY

Providing opportunities for all Men, Women and Children on the Tiwi Islands to participate and achieve within their chosen sport or recreational activity.

### KEY PERFORMANCE OUTCOMES

- ❖ Increased participation from the Communities in sport and recreation activities
- ❖ Increased diversity of activities on offer
- ❖ Employee attendance rates increased

### FUNDING AND PARTNERSHIPS

Funding for activities are provided by multiple agencies to carry out the services offered. These include Department of Regional Australia, Local Government, Arts and Sport (DRALGAS) and Department of Natural Resources, the Environment, Arts and Sport (NRETAS). Grant funding covers employment and oncosts, sporting equipment and the increased participation of Indigenous people in sport and recreational activities.

### OPPORTUNITIES AND CHALLENGES

- ❖ Improve the current level of service delivery for all Tiwi Islands communities
- ❖ Deliver an annual sporting calendar
- ❖ Provide accredited professional development for staff
- ❖ Utilise current funding effectively, whilst actively pursuing supplementary income streams
- ❖ Improve our programs to provide the community with fun, safe and diverse activities.



## HIGHLIGHTS AND ACHIEVEMENTS

- ❖ Women's softball and Men's Cricket included in the inaugural Milimika Festival.
- ❖ Brumbies Rugby Union players visited Milikapiti.
- ❖ Tiwi Islands Men's Cricket Team participated in Imparja Cup 2012, Alice Springs.
- ❖ Milo In2Cricket centres were run through each primary school on the Tiwi Islands and each child was given their own bat and ball.
- ❖ Milikapiti Team represented their community at the Imparja Cup in Alice Springs.
- ❖ Women's AFL 9-a-side competition commenced in November 2011. Teams from Tiwi College, Milikapiti and Pirlangimpi took part.
- ❖ Auskick delivered through Sport and Recreation officers at all Tiwi Islands primary schools.
- ❖ Inter community Women's Softball competition
- ❖ Inter community Sister Girl's Softball competition
- ❖ Junior T-ball come and try days in each community
- ❖ Tiwi Islands Women's Softball Representative Team played at the 2012 NT Softball Titles and made it through to the semi final stages. Danielle Dunn from Pirlangimpi was selected in the 2012 Team of the Carnival at the NT Softball Titles.
- ❖ Three Fun Runs were held at Milikapiti for children. Participants were aged between 3 and 13.
- ❖ Sport & Rec have now got a very cordial relationship with the Indigenous Marathon Project (IMP). The IMP has heavily supported all three fun runs this year.
- ❖ Keiren De Santis has qualified for the IMP New York Marathon Squad for 2012.



## Facilities Management

### SUMMARY

To provide effective management, repairs and maintenance across the Islands' Sport and Recreation facilities including Ovals, Sport and Recreation Halls and Swimming Pools.

### KEY PERFORMANCE OUTCOMES

Increased hours, variety of programs on offer and patronage on previous year

Increased revenue from canteen sales

Hire fees successfully implemented for facilities used by external organisations

Creation of several procedures, policies and work instructions for the aquatic facilities during the year

Construction of chemical storage

### FUNDING AND PARTNERSHIPS

Funding is sourced from Sport and Recreation funds and facilities fees and charges.

### OPPORTUNITIES AND CHALLENGES

#### OPPORTUNITIES

- ❖ Up skill staff (e.g. Royal Life Saving Society Australia (RLSSA) and Austswim qualifications) and implement programs with schools, community and external groups
- ❖ New equipment, including installation of a gym in Wurrumiyanga recreation hall

#### CHALLENGES

- ❖ Uncertified staff
- ❖ Lack of parental involvement
- ❖ Non existent or inadequate manuals, procedures and an initial lack of appropriate chemical storage

### HIGHLIGHTS AND ACHIEVEMENTS

- ❖ All staff participated in accredited and non-accredited training during the year.
- ❖ Reopening of Wurrumiyanga pool and canteen.
- ❖ Laurie Lawrence attended Wurrumiyanga Pool for water safety promotion.
- ❖ Assisted in the delivery of a young women's week-long bush camp at Tarntippi Dam on Bathurst Island



## Events Management

### SUMMARY

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

### KEY PERFORMANCE OUTCOMES

- ❖ Events Committee convened in the lead up to community events
- ❖ Calendar of events is updated and published regularly
- ❖ Strong relationships with, and recognition from, Territory and National events and funding bodies
- ❖ Increased web and social media presence with training opportunities for Tiwi staff in publication and design
- ❖ Timely, accurate and successful funding submissions with robust acquittal processes

### FUNDING AND PARTNERSHIPS

Seeking funding for Events is an onerous task, as multiple small grants from many organisations and government departments must be sought. This also affects the funding acquittal process and adds extensively to the administrative tasks of the Events Manager.

Current funding partners include: Festivals Australia; Arts NT Community Festivals; Various Corporate Sponsors and Australia Day Council.

### OPPORTUNITIES AND CHALLENGES

- ❖ Development of Festival and oval sites at Wurrumiyanga
- ❖ Tiwi community ownership of events and Festival
- ❖ Tiwi organisations offered opportunity to contribute cash and in-kind to festival
- ❖ A workforce ready and dedicated to event delivery and dismantle i.e. put up, pull down, general maintenance and logistics
- ❖ Train Tiwi football broadcasters with ABC and Top End Aboriginal Bush Broadcasting Association (TEABBA) that could feed into Australian Football League Northern Territory (AFLNT)
- ❖ Other communities on the islands more actively involved in the festival
- ❖ Social participation and civic duty being seen as important in a Tiwi world view
- ❖ No broadcasting locally or training PA operators
- ❖ Unkempt and visually unstimulating environment of Wurrumiyanga
- ❖ No public amenities across Islands
- ❖ Web site development
- ❖ No Ferry service: impacted on events attendance in 2011 - 2012
- ❖ Audience behaviour at events



## HIGHLIGHTS AND ACHIEVEMENTS

### Representation:

- ❖ Presented at the Australia Day Council Regional Conference Darwin and National Conference at the MCG
- ❖ Membership of Tiwi Bombers. Attended football matches and AGM and presentation night; presented the Andrew McMillan Facebook Warrior Award for the best use of Facebook
- ❖ Opening of Yiloga Tiwi Footy exhibition
- ❖ Co – ordination of Tiwi dancers for the Bombing of Darwin celebrations
- ❖ Maurice Rioli Foundation Dinner and participation of HG Nelson
- ❖ Remote Festivals network meeting at Mt Bundy Station

### Events:

- ❖ Milimika Festival featuring all Tiwi line-up, B2M, Sista Girls, Wulamanyuwi and the Seven Pamanui, Constantina Bush, The Strong Women's Choir, Cricket & Softball, Tiwi Bombers Exhibition match, Coke Bottle Olympics, Tiwi Got Talent dance off, and the Break (former members of Midnight Oil and the Violent Femmes) Milimika Festival Workshops, Bless this Festival Mass, art centres, Museum and Sister Anne's Frangipani café open as a performance venue. Cultural procession, ceremonial welcome and farewell on beach, for visitors lead by the Tapalinga students from Xavier School
- ❖ Shire's first Citizenship Ceremony - and first Citizenship Ceremony held in an Indigenous community
- ❖ Tiwi Islands Grand Final with HG Nelson broadcast live through the TEABBA network and Territory Grandstand, played the day after the Tiwi Bombers won the AFLNT Premiership season 2011-2012

### Awards:

- ❖ Denise Officer Award for Excellence Women in Local Government
- ❖ Local Government Australia Day Award – Community Event: The Milimika Festival

### Partnerships:

- ❖ TEABBA & ABC for broadcast of Tiwi Islands Football League (TIFL) Grand Final with HG Nelson, discussions held regarding training football broadcasters for 2012-2013 seasons
- ❖ The Maurice Rioli Foundation for the appearance of HG Nelson
- ❖ TIFL assisted with co-ordination and promotion of Grand Final
- ❖ Festival Sponsors: Workpac Industrial, Morris Corp, Tiwi Barge, Norfuel, Quickprint digital, Tiwi Design, NBC, Fly Tiwi, Darwin Festival, Tiwi Bombers, Red Cross, the Northern Territory Government, Festivals Australia, WACO Kwikform and Munupi Lodge



## Information and Communications Technology

### SUMMARY

The Shire continues to spend an inordinate amount on the provision of Information and Communications Technology (ICT) services due to current leasing arrangements provided through the NT Government. As part of the establishment of the new regional shires, the NT Government committed all of the new Shires to the government's own ICT supplier contracts (CSG & Fujitsu). These costs are well above what is available in the market place and have nearly doubled the costs of supplying these services compared to those previously supplied through the Local Government Association of the Northern Territory (LGANT).

Mobile phone, landlines and internet connections to the Tiwi islands are by microwave links to Darwin. These are inadequate not only as to reliability, coverage and speed but in relation to directional restrictions on reception. This results in inadequate availability of both telephone and internet connection to all of the Shire areas and frequent black spots with no coverage at all within some township living areas.

Council's server connection alone (a mere 2 MBit) – which is a synchronised secure VPN costs in the vicinity of \$4,500 per month. By comparison, mainland township residents can access 20MBit for around \$100 per month.

Many parts of Pirlangimpi and Milikapiti continue to access the internet only by Turbo modem which inhibits both work flow and outcomes.

### KEY PERFORMANCE OUTCOMES

- A list of all IT assets is maintained on a regular basis
- Training of an IT Assistant remains ongoing
- E waste collection will commence from Wurrumiyanga in 2013
- Communications costs are constantly under review

### FUNDING AND PARTNERSHIPS

Income from the NT Operating Grant, Federal Assistance Grant and administration fees from other funding Agreements contribute toward staff wages and on-costs.



## **OPPORTUNITIES AND CHALLENGES**

There are a number of challenges faced by ICT on the Tiwi Islands. These include dusty and hot conditions for all ICT equipment, harsh conditions for mobile phones, problems with supply logistics from Darwin, problems with network speed and reliability of the connection back to Darwin, ageing equipment in our offices, a monopoly provider for all connectivity (landlines, mobiles, sat phones, internet and network connectivity) and problems with transport between the communities on the two islands.

We also have problems connecting staff not in the main offices to our Citrix network. This has recently been resolved using a Telstra Gateway Turbo Router and a login to Citrix via the Telstra/CouncilBIZ APN over the NextG network. This means that staff in places such as Crèches and Mechanical Workshops can log directly to Citrix. This makes remote staff more productive and allows greater control and security on computers placed outside our Citrix network.

## **HIGHLIGHTS AND ACHIEVEMENTS FOR THE YEAR**

- ❖ Training is continuing with the Shire IT Officer, a young Tiwi woman who has gained a wide range of Level 1 IT experience over the past year. This includes working with mobile phones, editing the Shire website, resolving problems related to Citrix, printing, passwords and email.
- ❖ Arranged for e-waste collection from Wurrumiyanga yearly at no cost to Shire



## Records Management

### SUMMARY

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

The Shire has a greatly enhanced professional records management service (including the recording, storage and public accessibility of Council working papers through 'InfoCouncil'). This system safeguards the corporate records of the organisation.

### KEY PERFORMANCE OUTCOMES

- ❖ Freedom of Information – There has been no request for this financial year for freedom of information.
- ❖ Ongoing Staff training – 22 staff have had training in InfoXpert System.
- ❖ Control mechanism is updated regularly and is accurate.
- ❖ Disposal Program – 247 boxes of disposed records for this financial year and 12 disposal projects have completed.

### FUNDING AND PARTNERSHIPS

Income from the NT Operating Grant, Federal Assistance Grant and administration fees from other funding agreements contribute toward Corporate Services staff wages and on-costs.

### OPPORTUNITIES AND CHALLENGES

- ❖ Increased training and succession planning



## Fleet Administration

### SUMMARY

Managing cost recovery and administration for all Shire vehicles (vehicles and heavy plant); ensuring vehicles are maintained and insurance and registration are compliant; developing sustainable replacement strategies.

### KEY PERFORMANCE OUTCOMES

- ❖ This financial year saw the establishment of this new Business Unit. Performance Indicators have been identified for the next financial year and are outlined in the Shire Plan.
- ❖ 14 new vehicles have been added to the shire fleet pool to upgrade the existing fleet.
- ❖ A fleet officer is situated in each community to manage and control vehicle movement and cost recovery from Business Units as required.
- ❖ Vehicle assessments and valuations were carried out on all light vehicles, which influences the ongoing replacement/disposal of fleet vehicles.

### FUNDING AND PARTNERSHIPS

Income from the NT Operating Grant, Federal Assistance Grant and administration fees from other funding agreements contribute toward staff wages and on-costs. Cost recovery on vehicle use will also contribute.

### OPPORTUNITIES AND CHALLENGES

- ❖ Dedicated fleet management software
- ❖ Full cost recovery on vehicles



## Administration

### SUMMARY

Shire administration offices deliver information and services to Community residents and also provide support to Elected Members, Directors and other Shire Program/Business Units across the 3 communities. The Council Office also provides assistance and information to external agencies.

### KEY PERFORMANCE OUTCOMES

Each of the identified outcomes has been achieved, with:

- ❖ Fees and Charges revenue increasing
- ❖ Staff development and training successfully being undertaken
- ❖ Cash reconciliations improved in accuracy

### FUNDING AND PARTNERSHIPS

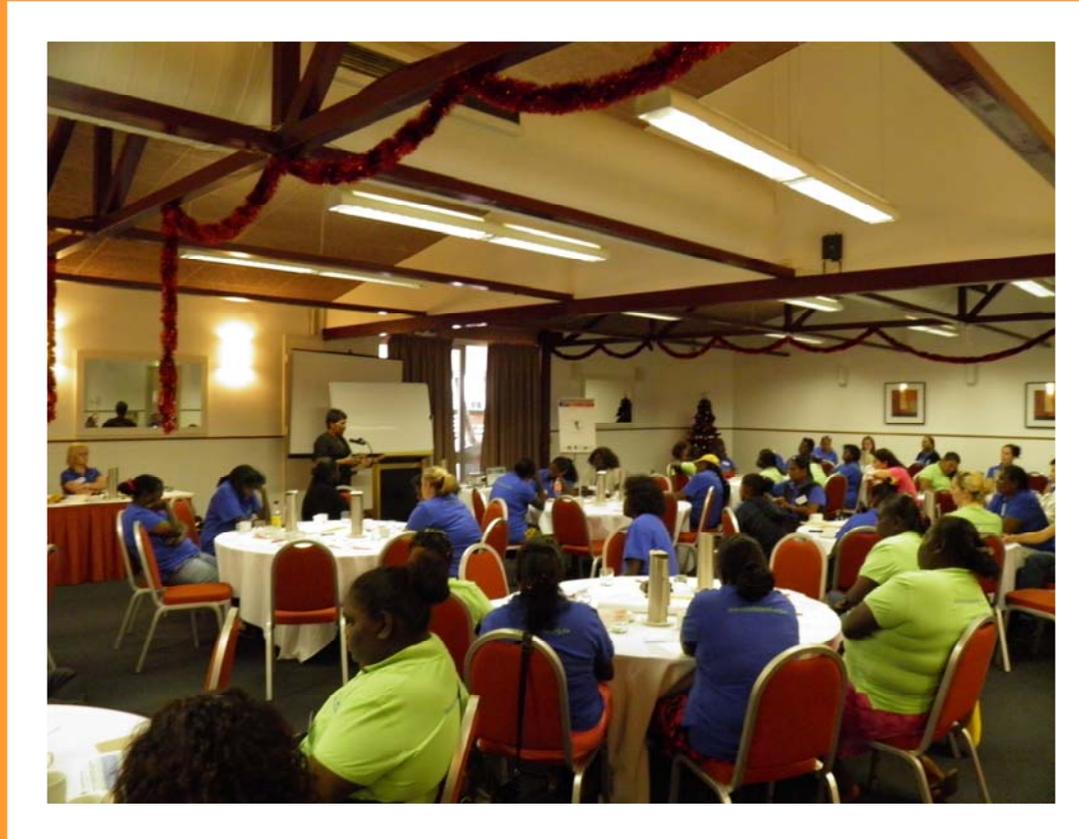
Income from the NT Operating Grant, Federal Assistance Grant and administration fees from other funding agreements contribute toward Corporate Services staff wages and on-costs.

Commercial Income from the Schedule of Fees and Charges for internal and external meeting room hire, equipment hire, and fees for services provided.

### OPPORTUNITIES AND CHALLENGES

- ❖ Increased training with formal qualifications, including Management training where appropriate
- ❖ Access to consistent training from third party training organisations
- ❖ Continue to increase revenue
- ❖ A full review into the sustainability of the Australia Post agency at Wurrumiyanga is to be conducted

# ***HUMAN RESOURCES***



***Training. Development. Leadership. Best Practice.***



## HUMAN RESOURCES

### SUMMARY

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

Areas covered include recruitment and appointment, payroll functions, training and staff development, workforce planning, workplace health and safety and mentoring.

### KEY PERFORMANCE OUTCOMES

- ❖ Recruitment processes are completed and appointments made within three weeks
- ❖ 100% success in processing payroll fortnightly
- ❖ Staff training ongoing, with 100% of staff undertaking OHS Harmonisation training
- ❖ Mentoring training provided, with two dedicated Mentors employed

### FUNDING AND PARTNERSHIPS

HR currently applies for Indigenous Wage Subsidies through DEEWR, Job Placement subsidies for staff appointed through ITEC Employment, Indigenous training funding applications, subsidies for training over 55, and any other applicable funding such as International Women's Day, Closing the Gap, and Special Purpose Grants.

Income from the NT Operating Grant, Federal Assistance Grant and administration fees from other funding agreements contribute toward staff wages and on-costs.



## **OPPORTUNITIES AND CHALLENGES**

As the HR function matures there is an opportunity to build and use extended modules within the HR/Payroll system to record Workplace Health and Safety, Training and Recruitment, as well as filing of HR related documents.

A challenge is to ensure staff are trained so that they become efficient in each of the functional areas of HR.

The Shire has identified that strategic planning and policy development is required around a number of Human Resource principles. These will take dedicated funding and resources to develop, including but not restricted to:

- ❖ Succession planning
- ❖ Training and development planning
- ❖ Staff retention
- ❖ Comprehensive Workplace Policies and Procedures
- ❖ OH&S guidelines – in line with workplace harmonisation
- ❖ Gender Equity
- ❖ Strategic Risk Management
- ❖ Sustainable employment for Tiwi people

## **HIGHLIGHTS AND ACHIEVEMENTS FOR THE YEAR**

- ❖ Two Tiwi HR Assistants were up skilled to become HR Assistant/Mentors
- ❖ Payroll function continues to be co-ordinated with Tiwi staff across communities
- ❖ Offered by the Department of Planning and Infrastructure to trial the Drive Safe NT Remote program which has seen 53 participants across both islands gain their Learners Permits, leading to Provisional Licences later in the year received a Commendation from the Australian Government National Awards For Local Government for Women in Local Government initiatives

# ***INFRASTRUCTURE***



***Development. Sustainability. Awareness.***

## INFRASTRUCTURE

### SUMMARY

Shires Infrastructure department provide a variety of services across the Tiwi Islands, as detailed below:

#### Civil Works

- Road maintenance and construction
- Stormwater drainage

#### Civil Services

- Parks and Gardens
- Cemetery
- Ferry Services

#### Building Services

- Staff housing
- Motel
- Contractors quarters
- Territory Housing contract (repairs and maintenance)
- Building Construction
- Outstations
- Housing Maintenance Program

#### Essential Services (Power and Water contract)

- Power and Water supply
- Sewerage

#### Airport Services

- Inspections
- Maintenance
- Emergency response

#### Workshops (Bathurst and Melville Island)

- Internal heavy fleet
- Internal light vehicles
- External customer light vehicle repairs
- Small plant (mowers and brush cutter)

#### Asset / Project Management

- Fleet management
- Life cycle costing of all Shire Assets
- Project management

Other areas that are picked up within this directorate are Natural Resource Management, Environmental Compliance, Asset and Project Management and Disaster Management.



## Motor Vehicle Workshops

### SUMMARY

Shire workshops on each island carry out repairs and maintenance to all TISC vehicles, plant and machinery on Bathurst Island and some minor repairs to contractor's vehicles. On Melville Island, services are also provided to shire residents. The workshop is also responsible for the supply and delivery of both unleaded and diesel fuel for all TISC assets, and supplies contractors with diesel as required.

### KEY PERFORMANCE OUTCOMES

A refrigerant traders licence was obtained to enable repairs to auto air-conditioning  
Staff is multi skilled and able to transfer between communities and workshops as workloads dictate

### FUNDING AND PARTNERSHIPS

Income from the NT Operating Grant, Federal Assistance Grant and administration fees from other funding agreements contribute toward staff wages and on-costs  
Cost recovery through proper internal and commercial charging also occurs.

### OPPORTUNITIES AND CHALLENGES

- ❖ Discussions are in progress over relocation/upgrade of workshops at Pirlangimpi
- ❖ Fuel supply at Milikapiti is an issue that requires urgent rectification

### HIGHLIGHTS AND ACHIEVEMENTS FOR THE YEAR

- ❖ Mentoring training completed
- ❖ Men's Workshop attended by senior staff
- ❖ Increased productivity for heavy plant with decreased equipment down time



## Civil Services

### SUMMARY

The Shire continues to improve the appearance of public areas and parks and gardens as well as maintaining the farms, waste management facilities, cemeteries, ferry operations and barge landings. Where appropriate, this is in conjunction with approved CDEP projects.

The Shire continues to collect garbage on a daily basis and this has resulted in a reduction in the amount of litter in and around the townships.

Council faces a Waste management challenge with the increased commercial waste from the Strategic Indigenous Housing and Infrastructure Program (SIHIP). This is diminishing the Council's capacity to manage domestic waste and demanding that Council commit funding resources to developing alternative waste sites. Whilst commercial waste fees are in place, there has been little to no contribution to date from SIHIP and other commercial operators who continue to utilise Council facilities.

### FUNDING AND PARTNERSHIPS

Income from the NT Operating Grant, Federal Assistance Grant and administration fees from other funding agreements contribute toward staff wages and on-costs

### OPPORTUNITIES AND CHALLENGES

Increased employment outcomes for CDEP participants  
Further reductions in visible litter within the community of Wurrumiyanga



## Civil Works

### SUMMARY

The principal role of the Civil Works unit is construction and maintenance of roads and drainage, plus such tasks as cutting and maintaining fire breaks, maintaining the rubbish dumps and occasionally works at the airports to maintain clear and safe approach and departure paths for aircraft.

Roads continue to be an issue, with connecting roads between communities impassable during lengthy periods over the wet season. The Shire continues to lobby for additional road funding, as the use continues to increase from domestic and commercial traffic - including the mining and forestry organisations.

The Council is also facing the issue of an ageing heavy plant and equipment fleet. This is contributing to downtime and lost efficiency as old equipment becomes unreliable. The Asset Revaluation that was carried out this year is the first step in a plant and vehicle replacement strategy.

### KEY PERFORMANCE OUTCOMES

- ❖ Significant maintenance grading on all roads, including visibility clearing on the corners to improve safety
- ❖ The Threeways to Paru access road was re-gravelled.
- ❖ The road at Paru Bridge was reconstructed after significant storm damage.
- ❖ Works included the installation of gabion mattresses and other works to assist with future-proofing the site against such extensive damage in future, as per our disaster resilience and disaster relief funding agreements
- ❖ Remedial work including road drainage improvement was undertaken on the Pickertaramoor road.

Below is a progress table for funded Civil Works projects:

	Projects funded	Projects completed	Projects Works in Progress
NT Disaster Relief and Recovery	6	5	1
NT Disaster Resilience Fund	3	1	2
Roads to Recovery	5	0	5



## **FUNDING AND PARTNERSHIPS**

Roads funding is provided through four key sources, being: Federal Assistance Grant: Roads to Recovery (Federal Department of Infrastructure and Transport); Natural Disaster Relief and Recovery Arrangements (DHLGRS) and Northern Territory Natural Disaster Resilience Program from the Department of the Chief Minister

## **OPPORTUNITIES AND CHALLENGES**

- ❖ Contracting out road plant and operators to external customers, such as Developers, Bathurst Island Housing Association (BIHA), Power and Water Corporation.
- ❖ Provide ongoing training for Shire employees in the operation of various pieces of road plant.

## **HIGHLIGHTS AND ACHIEVEMENTS FOR THE YEAR**

- ❖ 40 Tonnes of Ezy Street cold bitumen compound was used in Wurrumiyanga to repair broken edges and potholes
- ❖ Wurrumiyanga Skate Park was constructed
- ❖ Significant maintenance grading was undertaken on all connector roads on Melville Island, including visibility clearing on the corners to improve safety.
- ❖ The Threeways to Paru access road was re-gravelled.
- ❖ The road at Paru Bridge was reconstructed after significant storm damage.
- ❖ Works included the installation of gabion mattresses and other works to assist with future-proofing the site against such extensive damage in future.



## Building Services

### SUMMARY

Building Services covers a broad scope of works across the two islands. The Shire currently has a Service Level Agreement with Territory Housing to supply all labour and materials to maintain assets across the three main communities.

Building Services are also responsible for:

- ❖ repairs and maintenance of all Shire assets and construction of new assets including grant allocations.
- ❖ repairs and maintenance of outstations,
- ❖ works from other contractors within the Shire such as Power and Water, and
- ❖ commercial works for private enterprise as quoted

Housing is an overall Tiwi operation where all three communities are grouped under one structure, therefore not requiring separate and individual service within each community.

The Housing Maintenance Program (HMP) has 2 components painting of community houses and Environmental Life Skills (ELS). The program is foundations were laid during 2011/12 however it is not operational at this time.

The ELS team comprises 7 staff that will provide training to householders to enable them to maintain healthy home environments that not only improve living standards but also increases the lifecycle of the housing asset.

### KEY PERFORMANCE OUTCOMES

- ❖ Currently billable hours equate to 60% productivity which is 20% above target
- ❖ Negotiation of a successful Service Level Agreement beyond 2012
- ❖ Only Shire housing team to complete their SIHIP obligations within the set time period
- ❖ Completion of several long term and outstanding grant projects, including:
  - Erection of fencing, signs and shed at both Wurrumiyanga and Pirlangimpi swimming pools
  - Major repairs and maintenance to recreation halls in each of the three communities
  - Skate park completed at Wurrumiyanga



## **FUNDING AND PARTNERSHIPS**

Multiple funding sources provide service level agreement and commercial funding to Building Services. These include: Department of Housing, Local Government and Regional Services – Remote Housing NT, Outstation Housing Repairs and Maintenance and Outstation Capital, HMP – Environmental Life Skills and Painting

These grants fund wages, materials, plant hire, vehicles, staff housing and administration of the program.

## **OPPORTUNITIES AND CHALLENGES**

Continue to increase commercial income through third party construction, repairs and maintenance

## **HIGHLIGHTS AND ACHIEVEMENTS FOR THE YEAR**

- ❖ Completion of SIHIP obligations within the set time period
- ❖ Erection of fencing, signs and sheds at both Wurrumiyanga and Pirlangimpi swimming pools
- ❖ Major repairs and maintenance to recreation halls in each of the three communities
- ❖ Skate park completed at Wurrumiyanga



## Essential Services

### SUMMARY

Essential Services provides services to Power and Water under contract for the provision of clean and constant potable water to the communities, a safe effluent disposal system and continuous power supply incorporating operation of sewerage systems, water supply and treatment systems, the power station and electrical distribution systems and including fuel management for the power station in each of the three communities. Essential Services at Wurankuwu are not included in the Power and Water contract. The services and the infrastructure are provided by the Shire.

### KEY PERFORMANCE OUTCOMES

Safe and reliable services, daily operational reporting, collection and sending of water samples, and taking fuel deliveries have all been achieved successfully.

### FUNDING AND PARTNERSHIPS

A commercial contract for service provision is in place with Power and Water.

### OPPORTUNITIES AND CHALLENGES

- ❖ Enhance income-earning opportunities through additional services in the electrical and plumbing areas.
- ❖ Work in with the Shire's Building Services to provide plumbing and electrical services
- ❖ Provision of adequate cover for Essential Services Officers' (ESO's) leave and succession planning as some ESO's are approaching retirement.
- ❖ Efficient administration of the contract to ensure additional work is properly claimed.
- ❖ Negotiating with Power and Water for equitable and adequate compensation for out-of-hours fuel deliveries.
- ❖ Adequately managing street lighting in all communities.

### HIGHLIGHTS AND ACHIEVEMENTS FOR THE YEAR

- ❖ The Shire enjoys a good working relationship with Power and Water and has a good record of compliance with the Contract.
- ❖ The Wurankuwu power station was enclosed (walls added to the existing roof) for better protection of the equipment, including replacement and installation of two new generators to replace the existing ones which were old and one had failed completely.



## Airport Services

### SUMMARY

Airport Services provides inspection and reporting services to the Department of Lands and Planning under contract, and maintenance services to the Department of Construction and Infrastructure, also under a contract. The services are performed by the Shire's Essential Service Officers at each of the three communities.

During the year aircraft landings were reported as follows:

Wurrumiyanga	2375	This is down about 9% on the previous year, probably due to the wind-down of the SIHIP/Territory Alliance works.
Pirlangimpi	1000	Similar traffic to last year
Milikapiti	1107	Down about 12% on year prior.

### KEY PERFORMANCE INDICATORS

All inspections and maintenance works were carried out in accordance with the Civil Aviation Safety Authority publication Manual of Standards (MOS) Part 139. This includes daily inspection of the airstrips and immediate surrounds and reporting obligations for air safety, maintenance of lighting and furniture (gable markers, wind indicators, etc) and vegetation control such as grass mowing within the fenced area and other vegetation removal along approach and departure areas as well as providing an emergency response capability.

### FUNDING AND PARTNERSHIPS

A commercial agreement is in place with the Department of Construction and Infrastructure for the Repairs and Maintenance of Airstrips

### OPPORTUNITIES AND CHALLENGES

- ❖ Airstrips may be handed over to Councils at some stage meaning that Shire will have more control over the assets.
- ❖ Ensure Shire continues to be in a position to offer appropriate services with respect to staff expertise and equipment.
- ❖ The Shire may have to compete in an open tender process for the next contract for airport maintenance.
- ❖ The Bathurst Island airstrip and taxiway are in need of complete reconstruction, but funding and timing are determined by others.

### HIGHLIGHTS AND ACHIEVEMENTS FOR THE YEAR

- ❖ A new three-year contract for airport maintenance commenced on 12 April 2012. It provides for substantially higher payments for services than the former contract.
- ❖ All three registered aerodromes were inspected by Aerodrome Management Services under contract to the Department of Infrastructure and Transport. All three were found to be in a safe and serviceable condition.



## Asset Management

### SUMMARY

This Business Unit will prepare Asset Management Plans for the Shire's assets to provide a whole-of-life perspective. This will require examination of all the Shire's assets and provide guidance on acquisition, maintenance and disposal, in accordance with Shire plans.

### KEY PERFORMANCE OUTCOMES

This strategy included the engagement of an Assistant Director, Infrastructure, which was achieved close to the end of the financial year.

### FUNDING AND PARTNERSHIPS

Income from the NT Operating Grant, Federal Assistance Grant and administration fees from other funding agreements contribute toward staff wages and on-costs.

### OPPORTUNITIES AND CHALLENGES

- This strategy represents an opportunity to document all the fixed assets in the Shire.
- Subsequent input to medium and long term planning will provide medium to long term benefits.
- Resource allocation in the face of daily operational demands

### HIGHLIGHTS AND ACHIEVEMENTS FOR THE YEAR

Fleet will be handed to Corporate Services in the coming Financial Year to ensure effective cost recovery from Business Units in their use of vehicles, plant and equipment.

# ***FINANCE***



***Sustainability. Transparency. Compliance.***



## FINANCE

### SUMMARY

The objective of Finance is to ensure flexible, accurate and timely finance data collection and processing. This is to enable accurate reporting for both internal and external purposes.

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

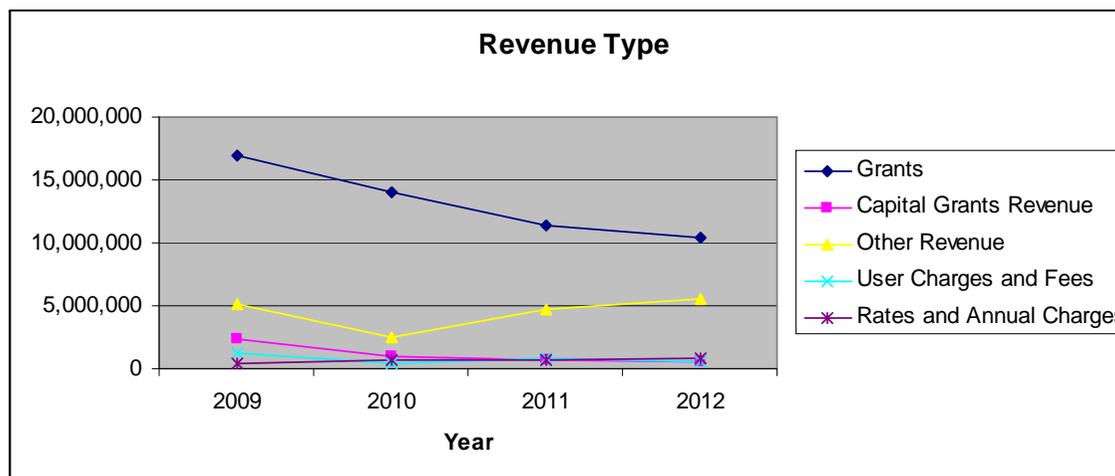
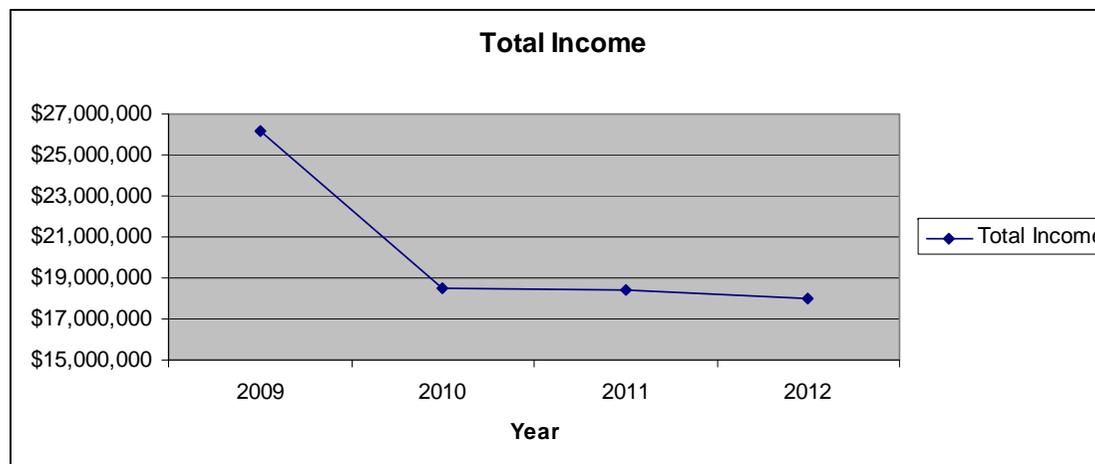
This also includes the monitoring and analysis of assets to assist the delivery of economic and social services to Council stakeholders.

### KEY PERFORMANCE OUTCOMES

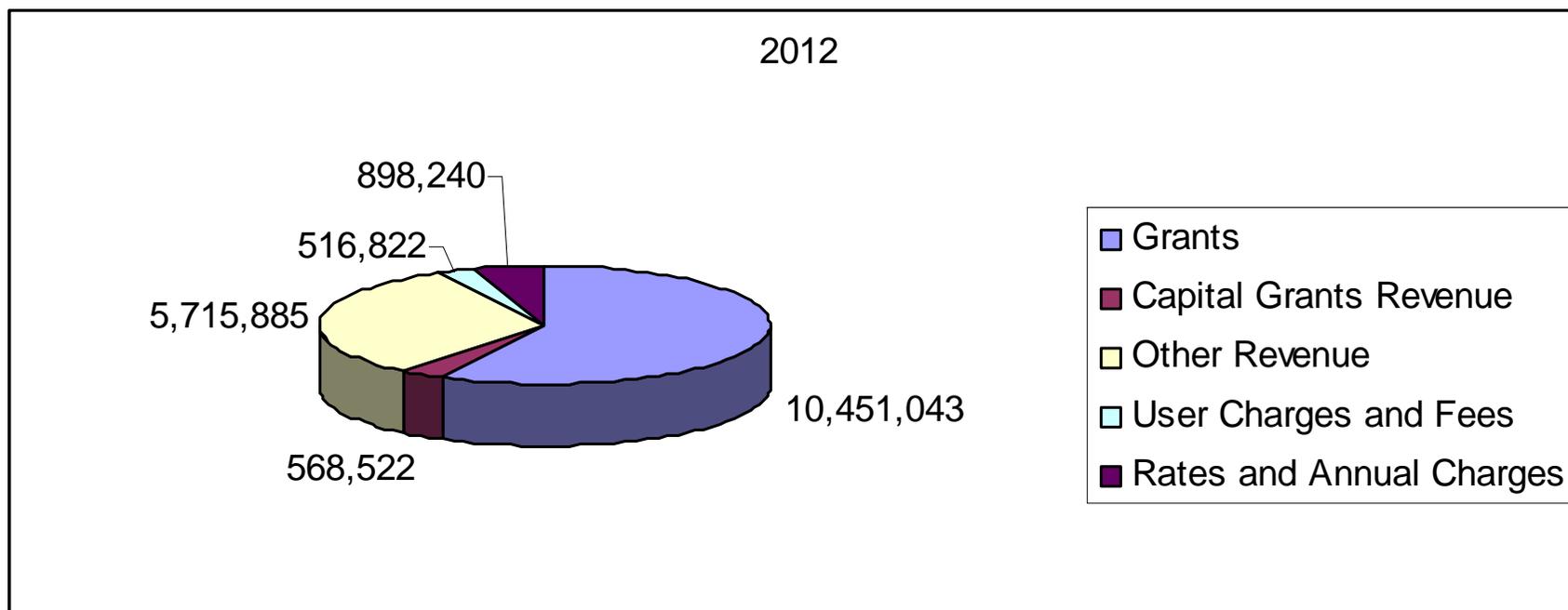
- ❖ Creditor and Debtor management is reported to Council monthly and well within management guidelines
- ❖ 75% of internal recharges are finalised within 10 days of month end
- ❖ Grant acquittals and financial reports are submitted prior to due dates

## FUNDING AND PARTNERSHIPS

The Tiwi Islands Shire Council has a strong reliance on grant funding to ensure full service delivery expectations are met for the Shire's stakeholders. In the past 4 years the Shire has seen a decrease in overall revenue and grant funding which is greatly affecting its ability to provide basic services based on expectations and promises made at a Northern Territory and Federal government levels.



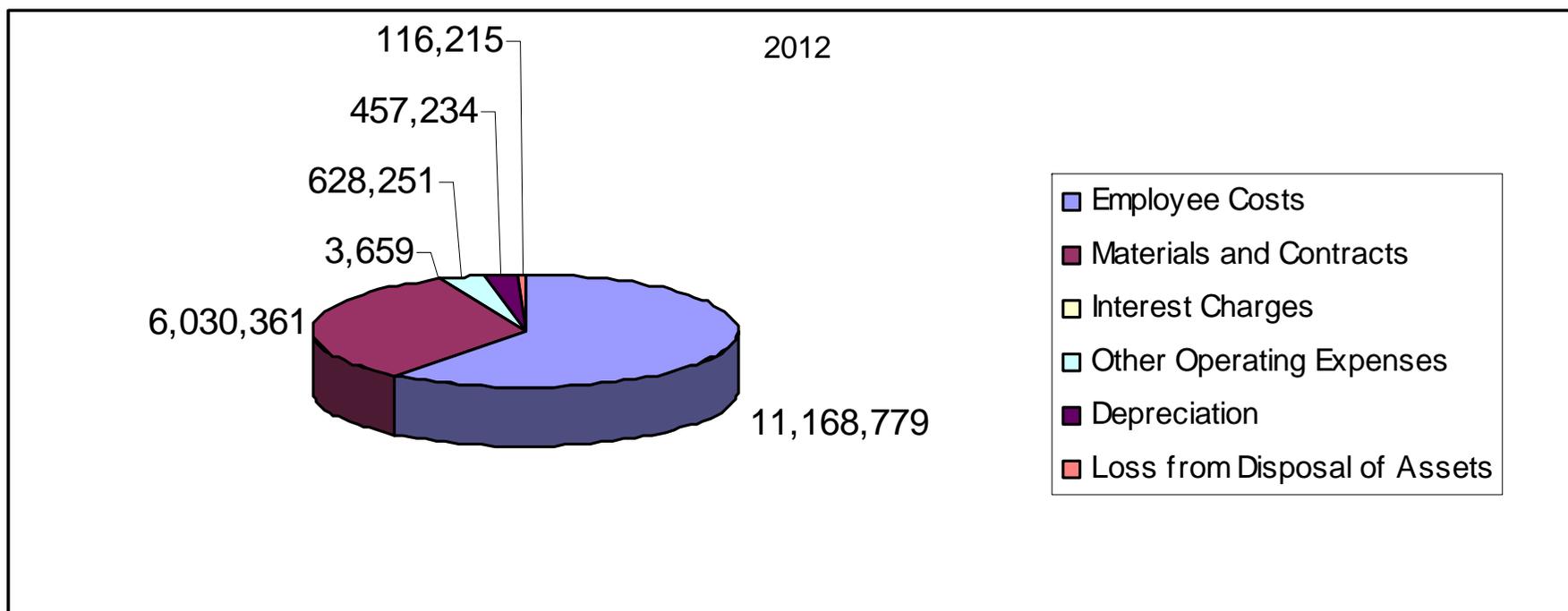
## Major Sources of Revenue 2012



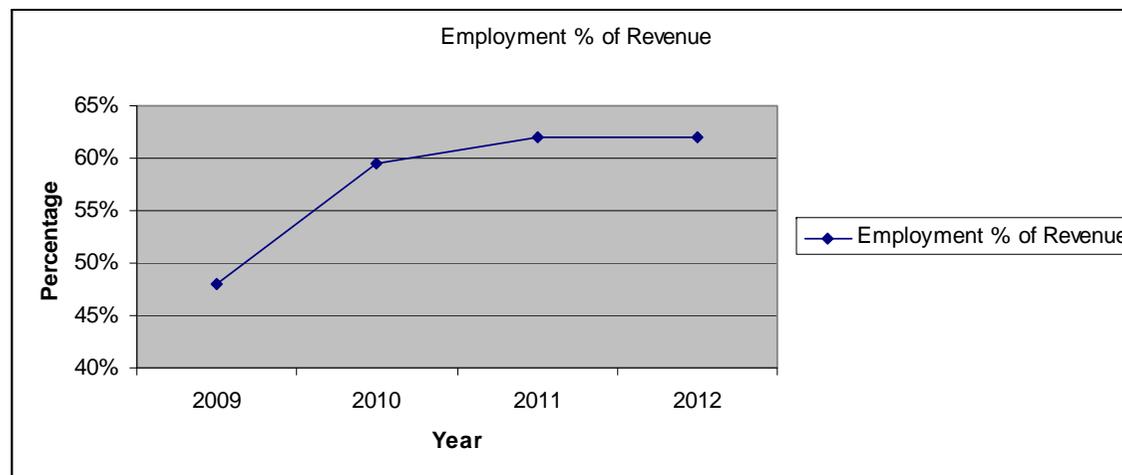
Total revenue has decreased by 31% in 4 years, and grant revenue has decreased by 43%.

If this trend continues the Tiwi Islands Shire Council will have to reduce service delivery to a level below what should be expected by an average Australian Citizen. In discussions with both NTG and Federal departments the general consensus is that the Tiwi Islands Shire Council should not provide services if funding is not available. To follow this short sighted recommendation would mean that the average Tiwi Islander will not be able to expect service levels that every Australian Resident should receive and is unacceptable.

## Expenses by Category

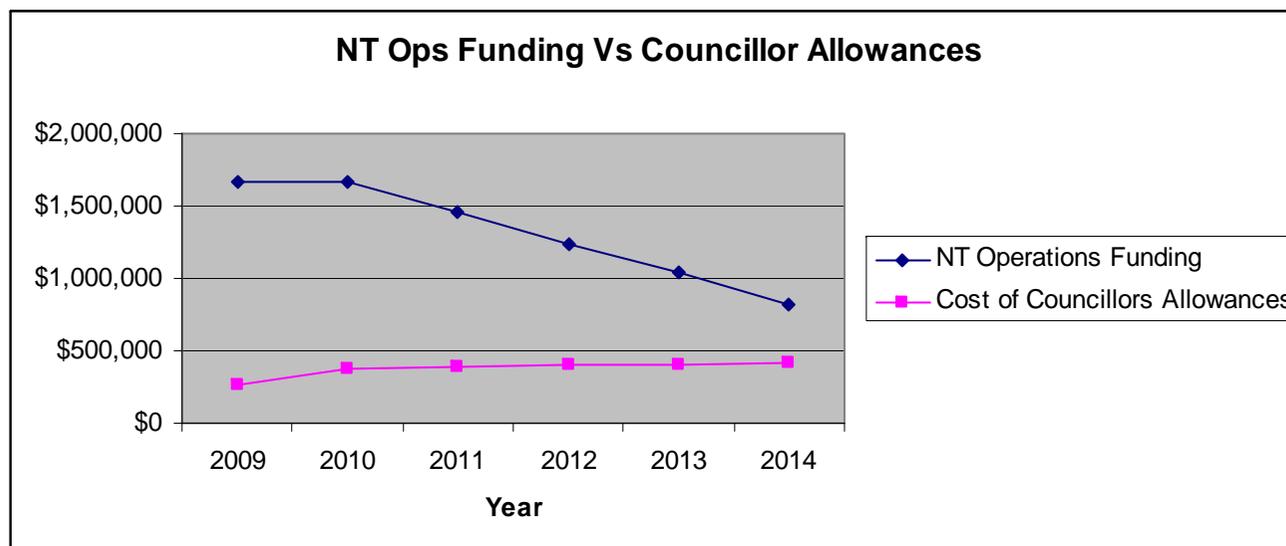


Despite diminishing revenue the Shire continues to concentrate on its staff and Indigenous employment which is reflected in the increase to salary and wage costs in relation to revenue received. This policy has led to the Tiwi Islands Shire Council being the largest employer of Indigenous people on the Tiwi Islands.



For this to continue the Tiwi Islands Shire has to concentrate on further revenue generation, or drastic cost cutting measures will need to be implemented. While rate capping impedes the Shire Councils ability to raise revenue like their municipal counterparts, the Tiwi Islands Shire Council will focus on raising revenue through grant applications, contract renewal and competitive tenders. This will increase administrative cost for the Shire Council.

With increases in expenditure expected in the 2012/13 year for insurance, Office of Township Leasing property leases, carbon tax implications on electricity, water, sewage, and fuel, Council will have to look at what services cannot be met under current constraints. Unless revenue can increase to cover these rising costs the only room for movement for further cost reductions is around salary and wages - which will adversely effect Indigenous employment on the Islands. The Shire has concentrated heavily on areas like Information Technology and Fleet Administration to increase internal cost recovery and try to reduce expenditure to avoid facing these staffing reductions.



Costs of Council Members allowances are based on maximum allowances under the Local Government Act (2008). Since Council's inception, we have seen an increase of 53% in allowances. This will increase will to 62% by 2014. In comparison, the NT Operational Grant funding has decreased by 25% between 2008 and 2012 and will have decreased by 51% by 2014 based on the current funding model.

As part of grant funding the administration portion available as a percentage of total grant revenue was 8.56% in the 2011/12 financial year. This compares to the Local Government Association of the Northern Territory recommendation of 15%. This is due to continued misconceptions by Northern Territory and Federal Government agencies that the Shire has the capacity to accept grants that do not contribute towards costs of administration and overheads. During this financial year, the Department of Prime Minister and Cabinet declined the Shire's Sports for Life Funding. This funding originally contributed towards administration for the Sport and Recreation program and was the underpinning grant to support the Job Creation Package. The Jobs Creation Funding was continued with no change in the funding format, leaving no administrative or management mechanism with the removal of the 'parent' grant. This decision was overturned only after media releases and negative publicity, however still did not adequately cover overheads nor support. This is but one example of doubtful decision making processes.

*Note: Comparisons do not take into account indexation so comparisons highlight minimum difference only.*



## OPPORTUNITIES AND CHALLENGES

- ❖ Council is required to publish a full accounting policy manual and will prioritise this in the coming term.
- ❖ A risk management strategy and fraud detection plan must also be implemented.
- ❖ Financial Management Training program to be developed for Elected Members of Council enable their active participation in developing the above polices for future sustainability.
- ❖ Grant funding, service level agreement and competitive tender situations are all available as funding opportunities however some are very labour intensive. These will be assessed on a case by case basis with the aim to be increasing revenue and service provision to our communities.

## HIGHLIGHTS AND ACHIEVEMENTS

The Tiwi Islands Shire Council has spent the previous 18 months concentrating on clearing all breaches in operational and financial reporting. These originated from the 2008 financial year where a “No Opinion” audit was received by Council. We are now financially compliant in this area, which has reduced the Council’s perceived risk by funding bodies. This previously perceived risk may have already had an impact on the 2009 to 2012 financial years, and may explain the Shires numerous rejections on funding applications during this period. Without this perceived risk, the Shire should expect to see more success in future funding applications.

This period has seen completion of both the 2009/10 and the 2010/11 Financial audits while continuing to provide improvements in the quality and timeliness on current reporting.

The Tiwi Islands Shire Council has also been audited under the Shire Sustainability Review, Auditor Generals Night Patrol Audit and Department of Local Government Compliance Review. Each of these have competed for valuable resources in a year that has seen decreases in overall funding and limited administration fees available under funding agreements. By providing openness and transparency these departments were able to see how the Shire is continuing to manage efficiently in an economically tight environment.

# ***STRATEGIES AND OUTCOMES***



***Achievement. Pride. Success.***



## GOALS, OUTCOMES AND STRATEGIES

### Goal 1 - Ensuring economic viability and sustainability

#### **1.1 Strategy – All Functions and Programs to be discretely funded**

Outcomes:

- 1.1.1 Grant funding submissions and Service Level Agreements completed and secured on a timely basis
- 1.1.2 Breaches in performance and financial reporting addressed in a timely manner to ensure ongoing funding releases

#### **1.2 Strategy – Functional areas of Council to be structured as Independent Business Units (IBU's) in their own right**

Outcomes:

- 1.2.1 Workshops conducted with Managers to establish independent, financially sustainable Business Units
- 1.2.2 Business Plans developed for each of these areas
- 1.2.3 Internal recharge facilities reinforced to ensure accurate financial management within each IBU

#### **1.3 Strategy – Programs not to rely on cost shifting to be sustainable**

Outcomes:

- 1.3.1 Accurate coding of expenditure reflected against each program through the revision of the Chart of Accounts and the further development of the financial coding ActionSDC's
- 1.3.2 Managers and Directors only able to authorise expenditure specific to their IBU

#### **1.4 Strategy – Full internal cost recovery to be implemented**

Outcomes:

- 1.4.1 Schedules of Fees and Charges developed and implemented for each IBU
- 1.4.2 Internal recharge processes reinforced to ensure accurate income management across IBU's



1.4.3 Council continues to address the inequities provided under funding agreements that inhibit full cost recovery for perceived pre existing infrastructure to support such functions as administration and other corporate services as expected but not funded by Funding Agencies

## **Goal 2 - Transparent and Accountable Financial Management**

### **2.1 Strategy – Emphasis on the integrity of source documents and processes at every level, especially at communities**

Outcome:

- 2.1.1 Ongoing training occurring with Administration, Finance and Management staff to ensure accurate coding
- 2.1.2 Increased allocation of Administration staff to support IBU Managers in this process
- 2.1.3 Regular checking by Finance team and IBU Manager
- 2.1.4 Increase in internal capacity building that has enabled Shire staff to control costing and coding

### **2.2 Strategy – Proactive controls over expenditure by approved budget(s) with program manager responsibility**

Outcome:

- 2.2.1 Program Managers and Directors only able to sign off expenditure within their discreet Business Units
- 2.2.2 Requirement for monthly financial variance reporting contained within the monthly Management Report template

### **2.3 Strategy – Monthly reports (results against budget) to be mandatory and form the basis of all functional reports to Council**

Outcome:

- 2.3.1 Training has been conducted and templates developed to enable all IBU Managers to report to Council in a consistent manner
- 2.3.2 Budgets developed

### **2.4 Strategy – Overview by CEO, CFO and Director of Corporate Services with analytical reports to Council**

Outcome:

- 2.4.1 Directors and CEO review and approve Managers Reports prior to presentation to Council



### **Goal 3 – Service Delivery at a level that addresses Community needs**

#### **3.1 Strategy – Needs assessment and quarterly review with emphasis on the role of Local Advisory Boards**

Outcomes:

3.1.1 Ongoing consultation with advisory boards and key community members to ensure a forum exists to raise and address the needs expressed by the community

#### **3.2 Strategy – Service delivery plans, goals and key performance measures to be developed for all functions and programs**

Outcomes:

3.2.1 All Managers and Directors produced Strategic Business Plans for every Independent Business Unit. These were encompassed in the 2011/12 Shire Plan

#### **3.3 Strategy – Performance assessments and outcomes to be reviewed quarterly**

Outcomes:

3.3.1 Management Meetings conducted, with Managers required to report on their progress against their Business Plans

3.3.2 Managers required to produce bi-monthly reports to Council, addressing operational, financial and strategic planning issues.

3.3.3 Ongoing review of strategic plan and budgets will allow Council improved flexibility to respond to community needs. Funding Agencies will permit variations to funding agreements within the funding timing constraints once Council demonstrates planning and reporting compliance.



## **Goal 4 – Community Infrastructure that ensures a safe and appropriate living environment**

### **4.1 Strategy – Needs identified in consultative forums such as reference groups, the Shire Plan, the Local Implementation Plan for Wurrumiyanga and Local Advisory Boards**

Outcomes:

- 4.1.1 Ensuring needs expressed in various community forums are acted upon where appropriate
- 4.2.2 Council facilitates Local Advisory Board meetings in each community

### **4.2 Strategy – Formation of an Infrastructure Planning sub-committee to oversee project planning, status reports and future planning**

Outcomes:

- 4.2.1 This remains ongoing; however each Elected Member of Council has an assigned portfolio, with Infrastructure forming one of these portfolios.
- 4.2.2 The Infrastructure Department Business Plan addresses planning needs

## **Goal 5 – Operational Efficiency**

### **5.1 Strategy – Asset management and replacement plan to be developed and implemented**

Outcome:

- 5.1.1 An independent Asset Revaluation was conducted during the year to commence this replacement program
- 5.1.2 Council has commenced assessing the viability of each vehicle to determine a replacement schedule for vehicles and plant
- 5.1.3 Building Services addresses the Repairs and Maintenance of building assets



## **5.2 Strategy – Asset / fleet management to be run as a discreet Business Unit with cost recovery from all other functions**

Outcome:

5.2.1 A schedule of charges has been developed, with vehicle hire forming budget lines on all appropriate program budgets

5.2.2 Building and facilities assets, and the use of these by third parties, has been recognised as a cost to Council and a strategy is being developed to address this “in kind” cost shifting by other entities.

## **5.3 Strategy – Internal Quality Control / Audit / Risk Assessment to be a function of both Finance and Corporate Services**

Outcome:

5.3.1 A Quality Control / Internal Audit position has been established within the Finance team to assess and address financial issues which assists with the timely acquittal of grant funding

## **5.4 Strategy – Planning to become a prerequisite to all programs and projects with predetermined milestones for review**

Outcome:

5.4.1 Business Plans have been developed for each Independent Business Unit, with Managers reporting on outcomes in each report to Council as well as at scheduled Managers Meetings

## **5.5 Strategy – Shire to position itself to become an “Employer of Choice”**

Outcome:

5.5.1 This year the Shire attained the Bronze Award from the 50:50 Vision - Councils for Gender Equity program and is striving for the Silver award in early 2013

5.5.2 The Shire conducted the second annual Women’s Conference in 2011, and the inaugural Men’s Conference. Both of these conferences addressed empowerment and equity and provided educational opportunities for employees and community members

5.5.3 The Shire remains committed to training and development and is an equal opportunity employer