

Tiwi Islands Shire Council

Shire Plan

2010 – 2011

Tiwi Islands



Tiwi Islands Shire Council - Shire Plan
2010-2011

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Mayor's forward

- The Tiwi Islands Shire Council acknowledges the traditional owners of the Tiwi Islands.
- The Tiwi Islands Shire Council services the following communities Wurrumiyanga, Pirlangimpi and Milikapiti and the outstations.
- Strategically this plan begins to respond to reductions in financial support for Shire's core functions, provides a structure that reflects the nature of the Shire as a multi function service provider and plans for coordinated responses to meet the aspirations and infrastructure needs identified as priorities through both the community reference group consultative process and the planning workshops that have been conducted by elected members and Councils senior staff.
- The plan also encompasses infrastructure initiatives that will enhance economic participation and opportunities for Tiwi people across the Shire. Likewise it also recognises the whole of region nature of Shire's responsibilities and functional cooperation between Council and other key stakeholder corporate bodies within each of our residential communities.
- Finally the plan reflects current development and service needs that may arise from mooted commercial projects within the Shire and arising from negotiations around township leasing and changes in the usable forms of land tenure within our communities.

Lynette De Santis
Mayor
Tiwi Islands Shire Council

Chief Executive Officer's Forward

- This Shire plan provides a way forward and outlines Council's priorities and how it intends to meet community needs and aspirations in an atmosphere of shrinking resources, greater demands for service and emerging developments of both a residential and commercial nature during the third year of operations for the Tiwi Islands Shire Council.
- In doing so it outlines proposals for staffing, functional and corporate structures that more accurately reflect the true nature of Shire's activities and clearly disseminate between core and non-core services.
- Hopefully a strategic stance which is now proactive rather than opportunistic will also see essential infrastructure become a reality in a way that will see long term goals for both Council and its constituent communities become more sustainable.

- The stance of the Northern Territory Government in applying a Grants Commission formula which threatens the viability of Council remains a key threat to our capacity to provide services at even a basic level in accordance with our statutory obligations. In excess of 75% of Council's resources come from tied funding, which in the past has perhaps provided a crutch to sustain underfunded functions. Council, in this plan must now obviate instances of cost shifting and under resourcing in a manner which highlights the inadequacy of the support provided.
- This plan also reflects the substantial contribution made by elected members in out of session workshops in considering matters of governance, infrastructure, staffing, policies and our functional structure.

Alan Hudson
Chief Executive Officer
Tiwi Islands Shire Council

Introduction

- The financial year July 2010 to 30 June 2011 will be the third year of this Shire's operation. During most of the preceding two years Council faced not only developmental issues but extreme difficulties in even producing accurate and timely financial reports and information as a basis of decision making. With the remediation of the tech 1 financial management system completed in April 2010 some semblance of reporting was restored but this also served to highlight inherent problems in the proper allocation of expense against various funding programs. This was further exacerbated by the contractual arrangement whereby financial management was undertaken by "Councilbiz". Without knowledge of either the programs, the funding allocations and discreet project budgets there were continual and widespread incorrect allocations of expenses. This was then reflected in what appeared in some programs to be under expenditure which, in at least one major area (night patrol) has resulted in funding reduction to reflect this apparent under use of funds.
- The Tiwi Islands Shire Plan has been developed utilising information obtained through consultation with key stakeholders that included Council staff, meetings with funding agencies and engagement with community members. Participants in discussions were asked to identify their perceptions of the strengths, weaknesses, opportunities and threats facing the Shire Council. The Plan was advertised for public comment and feedback.

Introduction - continued

- Elected members have made a particularly greater contribution through their participation in both these various consultative forums and their own workshops with senior staff. Specifically the revised staffing structure is a reflection of their policy formulation in so much as it embodies the alignment of like programs by functional responsibilities and a more even sharing of workloads by management.
- This plan also reflects community aspirations for infrastructure needs that reflect both private and public initiatives. Whilst these initiatives reflect significant economic benefit, especially in employment opportunities, service delivery and capital investment, they also begin to change the restrictive “community” nature of township activities.
- Finally the plan also recognises the significance of the Centenary of the settlement of Nguiu and, whilst many would perceive a contradiction in Tiwi Islanders celebrating the establishment of a mission and the subsequent controls that ensued it is nonetheless also significant to the Tiwi people as a celebration of their own contribution to community life during this same period.

Introduction -continued

This plan:

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

Purpose

The primary purpose of this plan is to;

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

Background

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

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

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

Implementation of these programs especially the "Tech 1" suite of programs has subsequently proven to be so problematic as to be an obstacle to proper accountability and financial decision making. Consequently many of the administrative changes and strategies inherent in this plan have to date been delayed, are designed to address these problems or are aimed at avoiding repetition of them in the future. In the absence of full financial information on a regular basis Council has astutely been conservative in its expenditure and commitments. Whilst this has been a successful strategy in avoiding both debt and over expenditure it has resulted in a number of instances of Funding bodies demanding the return of large amounts of funds. In this regard Council's conservatism and diligence has had the consequence of financial penalty, ostensibly for "underperformance".

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

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

Recognition is also given to the establishment of the Nguiu community 100 years ago from 2011.

Service delivery

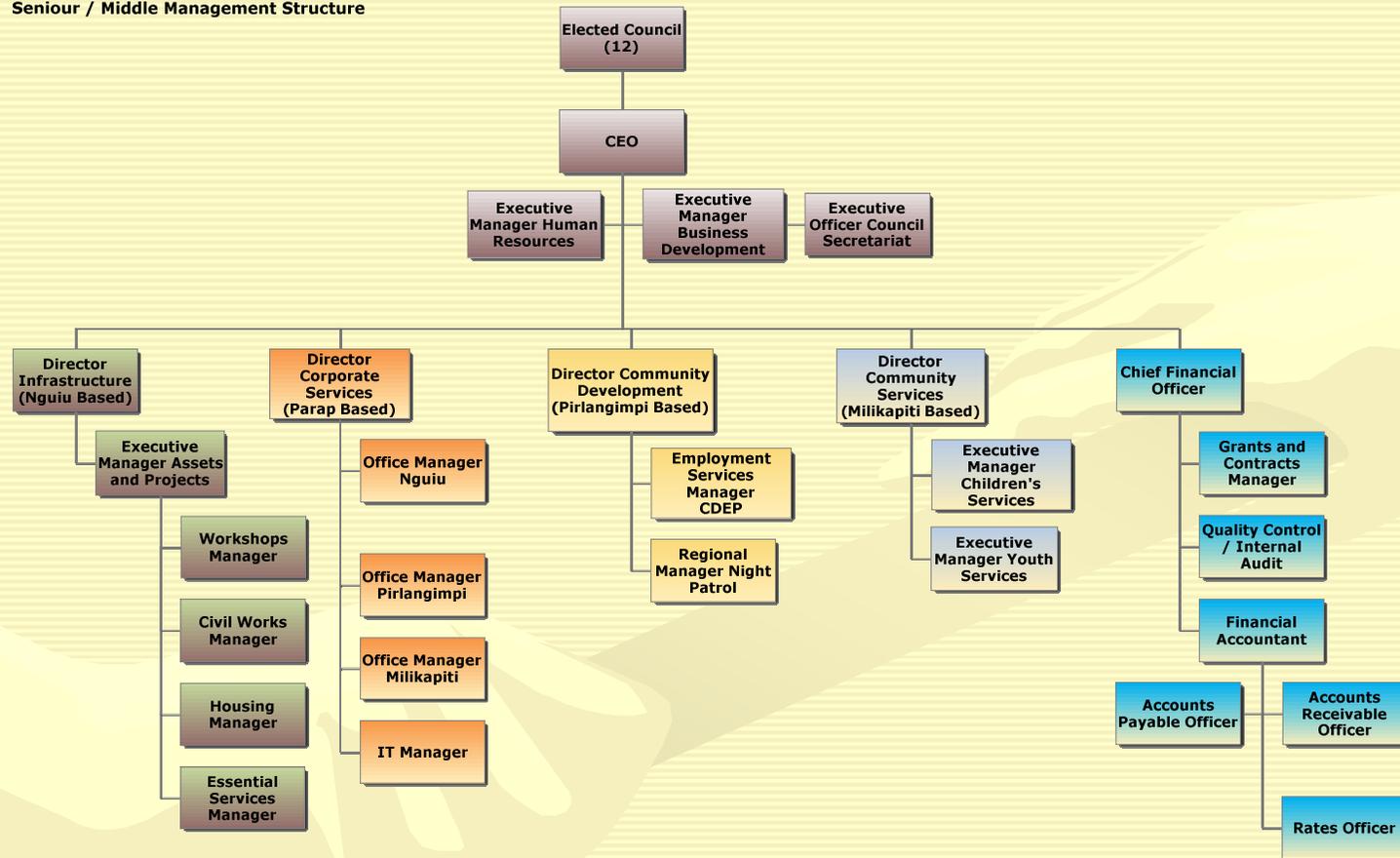
Council's planning for service delivery centres around:

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

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

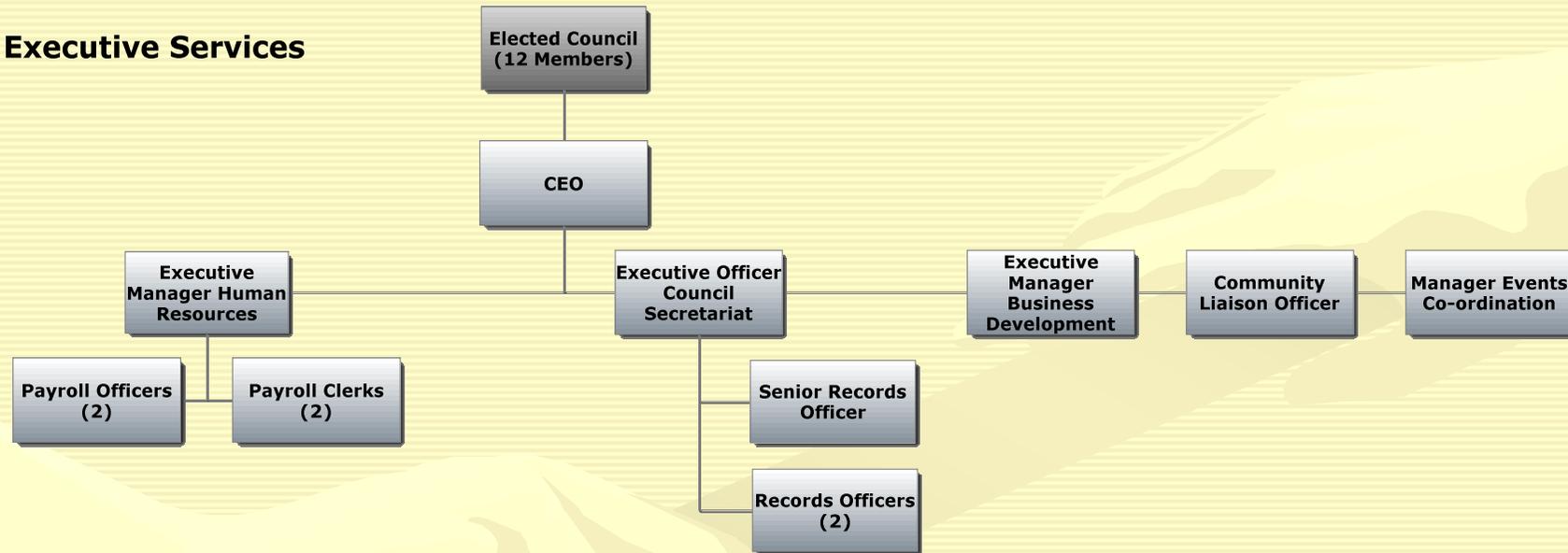
Corporate Structure

Tiwi Islands Shire Council
Senior / Middle Management Structure



Council and Executive Support

Executive Services



Functional structure

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

Current Functional Structure

Mayor
and Councillors

Policy, Planning and Governance

Local Advisory Boards

Community issues/concerns, localised issues

CEO

Operational management, policy administration and implementation, staff management

Corporate Services

Community engagement
Policy/procedures
Administration
Risk management
Advocacy
Information technology services
Fleet Management

Community Services

Children's Services
Youth Services
Women's services
Sports and Recreation

Community Development

Communications
Employment services
Community planning
Justice
Training
Cultural protocols

Infrastructure

Asset management
Civil works
Civil services
Housing
Transport
Traffic/roads
Acquisitions/disposals
Emergency management

Finance

Accounting
Reporting
Budgeting
Revenue
Contracts
Compliance
Internal audit

Strategic stance on our functional structure

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

Outline of proposed structure

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

Attributes of the Subsidiary

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

Proposed functional structure

TIWI ISLAND Shire Council
Council

Local Advisory Boards

CEO

Corporate Services	Community Services	Community Development	Infrastructure	Finance
Administration Risk management Advocacy		Community engagement Community planning	Civil work Civil services Asset management	Compliance Reporting Budgeting
<hr/>				
Tiwi Community Services Ltd (a nominal name for planning purposes only)				
Administration services	Youth services Children's services Sports and recreation Women's programs	Communication services Cultural protocols Employment services Community events Justice programs	Fleet/asset services Civil works contracts Project management Housing services Transport	Accounting Contract services Business planning Revenue services Quality control

Agency services/Community enterprises

Post office, essential service contracts, airport contracts, swimming pools, recreation halls, tourism, Centrelink agency, community farms, service station/s, Animal control, sports ovals, barge landings, IT access/services, visitor and contractor accommodation, mechanical workshops

Infrastructure- Issues

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

In particular:

- There has been no provision for new housing in either Pirlangimpi or Milikapiti, nor at out stations for the past 9 years.
- The jetty at Wurrumiyanga burnt down 2 years ago and is yet to be replaced
- All roads outside main communities remain unsealed and susceptible to inundation, erosion and seasonal barriers as to their use.
- Roads at Wurrumiyanga are being quickly destroyed by the presence of trucks, tracked loaders and other heavy equipment presently using these roads for access to building sites under the SIHIP program
- All major items of plant and equipment have passed or are approaching the end of their effective working life

Infrastructure - continued

- Sports ovals at Pirlangimpi and Milikapiti lack reticulation and all ovals require top dressing, aeration, some re-seeding/turfing and ancillary facilities such as change rooms, toilets, spectator shade and public address systems
- There is no swimming pool at Milikapiti thus endangering the lives of residents, particularly children who seek to cool off during the wet season. There is also an ever present danger of crocodiles at the beach and in local water holes.
- The barge landing at Wurrumiyanga is unsealed gravel and is severely eroded due to the need for barges to maintain running engines to hold steady in the currents of Apsley Straits. This is further exacerbated by the high frequency of barges carrying plant, equipment and materials for the SIHIP program.
- The ferry crossing between Melville and Bathurst island is totally devoid of any safe access and egress jetty for passengers to alight to and from boats between the Islands. This is particularly onerous on elderly and frail residents.
- The recreation hall at Pirlangimpi contains asbestos and is inadequate to meet the needs of the community's population.
- The recreation hall at Milikapiti requires major repairs, particularly in the context that it is the designated cyclone shelter for the community yet has insecure, substandard access through the main doors.

Infrastructure - continued

- The recreation hall at Wurrumiyanga is in a state of disrepair, is poorly located to meet the community's needs and unsuitable for use at many times of the day because of the construction recently of the SIHIP contractor's accommodation complex. This latter aspect, in itself raises concerns as to traffic control related safety issues and the inherent dangers in having large numbers of children in very close proximity to such worker's accommodation.
- Almost all of Council's vehicles are beyond both their economical and useful life, with the cost of keeping them going to maintain services now an unfunded liability.
- Waste disposal practice, particularly planning and practices around the running of disposal sites has until recently been without regard to standards or in line with licensing requirements. Likewise access arrangements and tenure issues with land owners have been either loose or disregarded. Major issues now exist with the disposal of extremely large volumes of hard waste (mainly builders rubble and demolished houses, with initial estimates being in the vicinity of 4,000 tonne) at the new tip site at Wurrumiyanga. This has been dumped contrary to Council's declared requirements for both prior arrangement and payment of a fee of \$120/tonne.
- Equipment involved in waste collection is, without exception and at all locations approaching the end of its useful life, unreliable and excessively expensive to maintain

Infrastructure - continued

- At both Pirlangimpi and Milikapiti, Council now lacks appropriate and adequate office and workshop facilities to adequately service it's residents needs
- At all locations Council has severe lack of staff housing. Provision of additional housing is made difficult not only because of the cost and lack of adequate funds for this purpose but also by the protracted processes now required under the Commonwealth's 5 year leasing and office of Township leasing statutory arrangements in each community. In one instance leasing arrangements have also been frustrated by the refusal of Tiwi land Council to be party to required lease agreements. The lack of adequate staff housing is particularly emphasised as a factor in our ability to recruit skilled tradesmen and the consequent restrictions in offering trade training to Tiwi people.
- There is a severe shortage of public toilets in all communities within the Shire.
- The provision and sustainability of adequate street lighting is problematic with the activities of teenagers late at night in some locations resulting in constant damage to lighting
- Subsequent to the completion of Councilbiz IT hardware contracts, there is a need to instigate a program of updating all IT hardware.

Infrastructure priorities

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

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

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

Communication infrastructure

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

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

Proposed Communication strategy

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

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

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

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

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

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

Budget

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

In addition there are the following inclusions to be made:

- Funds available at 1 July 2010
- Carried forward grant funds for specific purposes
- Carried forward debts for which all associated costs have already been met
- Specific capital item grants for infrastructure

Budget Reconciliation

Revenue		Expenditure	
Funds at 1 July 2010	5,200,000	Operating costs	19,760,685
Operating revenue	19,484,710	Infrastructure	2,000,000
Recoverable debts	2,515,000	Grant obligations c/fwd	1,100,000
Infrastructure grant	2,000,000	Grants repayable	1,300,000
Special purpose Grants	460,000	One off projects	160,000
		Plant/vehicle replacements	675,000
		Pirlangimpi basketball complex (1/2 cost)	125,000
		Milikapiti swimming pool	700,000
Total revenue	29,659,710	Total Expenditure	25,820,685
Surplus	3,839,025		

Strategic Directions

Council's key strategic focus is on the following;

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

Strategy 1 – Ensuring economic viability and sustainability

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

Strategy 2 – Transparent and accountable financial management

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

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

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

Strategy 4 – Community

Infrastructure that ensures a safe and appropriate living environment

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

Strategy 5 - Operational efficiency...

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

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

Representation - Council

Members of the Tiwi Islands Shire Council

Nguiu

Barry Puruntatameri
Teresita Puruntatameri
Francis Xavier Kurrupuwu
Walter Kerinauia
Richard Tungutalum

Pirlangimpi

Emmanuel Rioli
Henry Dunn
Marius Puruntatameri

Milikapiti

Lynette De Santis
Raelene Mungatopi
David Boyd

Wurankuwu

Kathleen Tipungwuti

Representation – local boards

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

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

Representation – Council structure

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

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

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

Administrative Framework

- Objectives

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

- Ability to attract and retain talented people, underpinned by policies and processes that encourage good performance, identify and provide training and development opportunities and enable flexibility in the contract appointment of senior level positions
- Ability to work effectively to deliver community outcomes identified in the Strategic Plan to the community utilising a coordinated, cross-departmental approach
- Ensure that community infrastructure provision and service delivery is clearly linked to priority community outcomes
- Present a common and coordinated approach to government agencies on funding requirements and community projects
- Utilise a “Regional” approach to targeted programs e.g. community development, economic development, sport and recreation, waste management and housing
- Apply a consistent and beneficial approach to employment across the region to maximise outcomes for the community and the individual

Administrative Objectives - continued

- To provide full financial reporting and program/project performance reporting against planned objectives and budget provided to the Shire Council on a regular basis
- Maximise the utilisation of current assets including buildings, workshops, plant and equipment
- Ability to provide an improved level of service delivery in key areas including roads, waste management, parks and reserves etc.
- Information systems and software will be of a high industry standard, enabling data and information essential to operations to be collected internally and externally, analysed and delivered at the appropriate level
- Professional skills in the following disciplines:
 - Management and Administration
 - Strategic and Shire Planning
 - Accounting/Financial

Administrative objectives - continued

- Improve and maintain Information Technology to the standard enjoyed by the wider community
- Have a continued and stable presence in key community locations
- In-house delivery of key services where appropriate to retain, increase and utilise skills linked to labour market programs
- A focus on achieving partnerships and external funding to achieve community outcomes
- **It is important to take the organisational analysis and put it into the broader context of public sector reform, in particular:**
 - Emphasis on performance management and accountability
 - Competitiveness
 - Activity review and process improvement

Administrative objectives - continued

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

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

Community relations

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

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

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