

Victoria Daly Shire Council

The Shire Plan



Victoria Daly
SHIRE COUNCIL



JUNE 2011

Foreword

The original Shire Plan has undergone an extensive consultation process and was developed with the assistance and input from many people and groups.

Victoria Daly Shire became a legal entity on July 1st 2008 and inaugural council elections were held in October 2008.

Section 3.2 of the Local Government Act 2008 states that each Council must have a Shire Plan which must contain:

- A Service Delivery Plan
- Council's Budget
- Long term strategic plan
- The adequacy of constitutional arrangements
- Opportunities and challenges
- Regional co-operation
- Performance indicators

A Council must adopt its Shire Plan and any revisions between 1 April and 31 July in line with the budget. The aim of the Shire Plan is to improve the quality of life for our residents.

Victoria Daly Shire Council reviews its Shire Plan on an annual basis. This year we have involved the Local Boards as usual and council has also undertaken independent community surveys within each community in regards to the services we provide to also feed into the Shire Plan.

The introduction of Local Government into the whole the NT has also meant the introduction of rates and fees. The rates have been capped for the past 3 years and only represent 1.3% of income. This year is the first time council has set rates themselves.

The vast majority of Council's income comes in the form of grants from a range of Australian and Territory Government Agencies. The fact that these are often annual agreements makes the budgetary process for each financial year extremely difficult.

This year council will concentrate on strengthening local boards, asset management, compliance, land tenure and by-law development. Council elections will occur in March 2012 when a new council will be elected. Community members and residents are encouraged to consider standing for council. This year will also see the replacement of many non fixed assets (cars/plant) funded by borrowings. This will allow communities to have access to equipment required for the job.

Council is also establishing an Indigenous Working Party to develop a recruitment and retention strategy for local indigenous employment and a workforce development plan in conjunction with the NT Government.

Land tenure will also be a major issue with council currently only having short term occupancy rights under the intervention.

Victoria Daly Shire is committed to ensuring the new system of local government will provide stable governance, robust accountability, a strong voice for the region and resources to devote to attracting funding and investment. The shire has already had a 58% increase in employment and is currently supporting many local businesses to develop.

Cr. Harold Wilson
Mayor

Sandra Cannon
Chief Executive Officer

1. Introduction

In 2007 the structural reform of local government was announced by the Northern Territory Government. The reform transformed the way local government services will be delivered to all Territorians living in rural and remote communities. Eight new Shire councils were formed and four existing municipal councils (Alice Springs Town Council, Darwin City Council, Katherine Town Council, and Palmerston City Council) were retained. Other community councils still exist such as Litchfield.

This Victoria Daly Shire Plan proposes the levels of service delivery and organisational structure to be delivered by the Shire in the 2011 / 2012 financial year.

Victoria Daly Shire incorporates the former Nauiyu Nambiyu Community Government Council, Nganmariyanga Community Incorporated, Peppimenarti Community Council Incorporated, Thamarrurr Regional Council, Daguragu Community Government Council, Timber Creek Community Government Council, Walangeri Ngumpinku Community Government Council and Pine Creek Community Government Council as well as a large area of previously unincorporated land, including a number of major pastoral properties throughout the western areas of the Shire and a number of tourism ventures along the Daly and Victoria Rivers.

Consultation with various stakeholders has been undertaken in the preparation of this plan and will continue in order to develop a Shire Plan that truly reflects the aspirations and operations of the Shire's communities, residents and businesses.

Feedback from local boards is that they want the Shire Plan to be simple, easy to read and set out clear expectations of what we will deliver.

2. Opportunities & Challenges

An Environmental Analysis has been undertaken to identify the areas in which Council is performing well and areas in which improvement may be necessary.

A review of the 2009/2010 Environmental Analysis was undertaken and the findings of that review form part of this Shire Plan.

Opportunities

- The development of a customer service ethos which is transparent, accessible and responsive to community demands.
- Improved record keeping and administration
- Co-ordination of asset and property management optimizing the use of resources
- Ability to economise on procurement of goods and services
- Advocacy of issues on behalf of Shire communities will be more focused and strengthened
- New business and IT systems will enable improved communication and management of finance and other records
- The development of governance and leadership within council
- Improved accountability with transparency of council business
- Emergency management will become more coordinated
- Co-ordinate management of human resources
- Development of a range of civic and community events across the shire
- Ability to introduce by-laws especially in environmental health and dog control
- Local boards to support council and allow for broader community engagement
- Development of regional agreements and regional plan
- Territory standards for waste collection and landfill maintenance
- Development of local economies and skilled local staff
- Services that can be delivered more effectively, equitably and constantly across communities
- Communities have access to specialist technical expertise
- Ability to borrow to replace assets
- Increased local employment

Challenges

- Highly dependent on annual grant funding
- Conditional rating does not give shire internal ability to raise funds
- Decisions and service level agreements from Commonwealth and NT do not allow for consistency of service
- Existing council facilities, plant, fleet and equipment inherited by the shire are in many communities in poor condition and ageing
- No comprehensive road condition hierarchy to support asset management and maintenance. NT Government are indicating they will transfer all roads within 5 years
- Low levels of numeracy, literacy and formal education impacts on employability of many local residents
- Current data shows a high level of turnover of indigenous staff
- Lack of adequate staff housing
- Business systems still not operating appropriately and roll out to communities indicating limited access to compatible information technology
- Still need standardised practices in many areas i.e. cemetery management, dog control
- Access to communities during the wet season
- Community expectations of service delivery can be high with limited funding i.e. homelands
- The Shire has no land tenure for many of its fixed assets post intervention
- Cost of appropriate waste management practices
- Communication of shires role to communities
- Impact of Commonwealth and NT Government “working futures” project and development of towns
- Limited occupational health and safety understanding
- Changes to CDEP program
- Funding for core services

3. Governance and Representation

Principles for Developing the Governance Structure:

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

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

Council has established local boards:

Wadeye Local Board
Palumpa Local Board
Peppimenarti Local Board
Milngin Local Board
Daly River Progress Local Board
Pine Creek Local Board
Timber Creek Local Board
Yarralin Local Board
Daguragu / Kalkarindji Local Board

They formally meet twice a year, informally when they require, all minutes are presented to council and where necessary ratified with formal resolutions.

Council has reviewed the constitutional arrangements for 2011/12 as required by Section 23 (1c) of the Local Government Act 2008

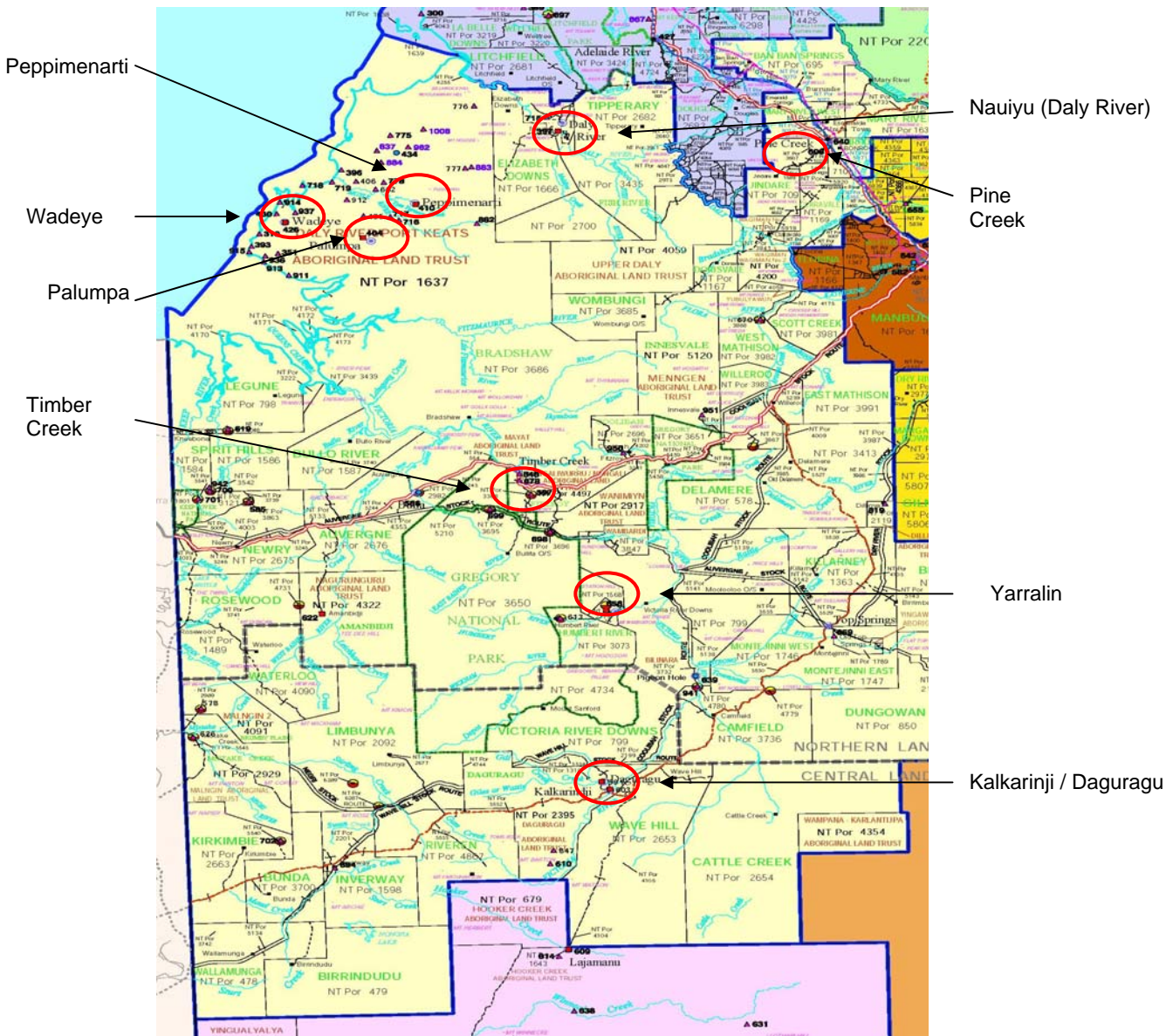
The Council has submitted to the Minister for consideration the recommendations from its Review of Constitutional Arrangements

1. That the mayor be elected by popular vote of the whole Shire
2. That the number of ward based councillors be 11, with Timber Creek ward to be reduced to one councillor
3. That the Deputy Mayor is elected from within the Council for a one year term on a rotational basis. No councillor can serve more than one year within the four year term
4. That the unincorporated Daly region adjoining the northern shire boundary be incorporated into the Victoria Daly Shire Council and be included in the Pine Creek ward

Council is still awaiting the ministers approval on the outcomes of the review.

Shire Boundaries:

The boundaries and area of the Victoria Daly Shire are indicated on the map below. The Shire includes the Shire Service Delivery Centres of Wadeye, Nganmariyanga, Peppimenarti, Nauiyu and Pine Creek in the North, through the centrally located Timber Creek and Yarralin and down to Daguragu and Kalkarindji in the South. The Shire's headquarters are located in Katherine.



Relevant Facts:

Area

Victoria Daly Shire Council covers an area of approximately 168,277 km² of land.

Population

The total estimated resident population* of the Shire is 6,678, based on the Northern Territory Grants Commission's proposed population count for 2007-08. The estimated resident population of the major localities within the Shire are shown in Table 1 below.

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

Locality	Population
Daly River / Nauiyu	512
Palumpa	442
Peppimenarti	202
Wadeye	2591
Kalkaringi / Daguragu	752
Timber Creek	132
Yarralin	376
Pine Creek	473
Other communities within Shire (including Wadeye area homelands, Wudykupildiyerr, Emu Point, Woolianna, Kybrook Farm, Amanabidji, Bulla, Myatt and Pigeon Hole)	1,219
Total	6,699

The ABS released the Regional Population Growth Australian March 2010. This indicated the total Shire population was now 6,868, a growth rate of 2.2%. A new census will occur in August 2011.

Community Surveys

Independent Community Surveys were conducted during February 2011. Nauiyu Nambiyu were excluded from the surveys as they had been evacuated. Palumpa surveys were conducted during cyclone Carlos and this may have influenced the results.

Local roads, drainage, street lighting

The ratings for local roads were in the range of ok to good. However it was clear that outstations rated this area as bad or very bad. This clearly relates to the limited funding provided for outstations which has not changed in four years which means the grant has actually decreased by approximately 30%.

Traffic management plans for all major communities are included as an action within this plan. Council has also purchased a flocon truck and is training locals in bitumen patching. This truck will visit all communities in the dry season. Council is also developing its own road construction experience in both Nauiyu and Yarralin.

Rubbish removal, litter pick up, landfill

Waste management received ratings from ok to good. In the communities where new compactors have been allocated there were very positive remarks which indicates councils investment has improved service delivery. The outstations once again indicated their waste service was bad to very bad. Council will continue to lobby for increased funding in this area. Council has introduced a waste charge, this only covers approximately 40% of the cost of the Shires waste service and landfills.

Council has included the purchase of new equipment for Wadeye waste services in this plan.

Council is consulting with communities in regards to litter by-laws.

Housing repairs and maintenance

Council undertakes this service under contract from the Department of Local Government, Housing & Regional Services which undertook a new model of service from direct grants to an invoicing model. It is fair to say this new model of delivery has had teething problems and this is reflected in the ratings which have decreased from last year.

In this area the ratings are from bad to ok. Council has the current contract until July 2012 and will be working with the Department to improve the process to ensure all works are carried out in a timely manner.

Parks and reserves, sports grounds and playground

The main ratings in this area were ok to good, except for Kalkarindji which indicated a bad service.

Council has undertaken a review of the open space areas it is mowing and has found this includes large areas of crown land or land occupied by other levels of Governments.

The communities still have expectations that all areas will be mowed and slashed and council will be exploring a cost recovery model. Council also allocated \$100,000 in the budget to improve playgrounds after the completion of the recreational review.

Animal welfare and control

In this area council only scored an ok rating! Outstations and Kalkarindji rated the council bad in this area.

Council only receives \$10,000 per community (and none for outstations) for this service, which does not cover the vet program in each community.

Council has begun consultation in every community in regards to the development of animal by-laws and allocated money in the budget for implementation.

By-laws will only be introduced with full community support and a clear enforcement plan. Council will continue to lobby for increased funding in this area.

Community services (Sport & Recreation, Night Patrol, Aged & Child Care)

Council has improved service delivery in this area in many cases due to the training and staff development over the past two years. This has been a priority so that we can meet new quality standards for aged and child care.

The ratings were from ok to good, five of our eight service centre communities rated this area as good.

Once again it was only outstations which rated this area as bad to very bad. It is highly unlikely with current Government policies that new funding will be provided for community services in outstations.

Overall Services

The overall ratings for all services to all communities (except outstations) was ok to good. Council wishes to aim for an excellence in service standards, however the results do show that most residents are satisfied with the level of services.

The community surveys will continue to occur annually and will drive the strategies within the Shire Plan.

Statutory Requirements

Victoria Daly Shire has statutory obligations under a variety of Northern Territory and Australian Government legislation with the most important legislation governing the Shire being the Local Government Act 2008 (NT). The Local Government Act 2008 can be viewed at

www.localgovernment.nt.gov.au/legislation/proposed_new_local_government_act

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

Shire Elected Representation

Registered voters in the eight wards in Victoria Daly Shire elected twelve Councillors to represent them and make good decisions for the Shire at the first general council election held on 25 October 2008. The elected Councillors will remain in office until the next election due in March 2012.

The number of Councillors or Elected Members for each ward is indicated in the table below:

Ward	Elected Member
Pine Creek	Cr. Ray Wooldridge
Milngin (Naiuyu area)	Cr. Andy McTaggart
Nganmarriyanga (Palumpa area)	Cr. Wally Minjin
Tyemirri (Peppimenarti area)	Cr. Harold Wilson
Thamarrurr / Pindi Pindi Ward (Wadeye, Wudycapildiyerr and Emu Point area)	Vacant Vacant Cr. Bryan Murielle Vacant
Timber Creek	Cr. Don Wegener Cr. Steven Hennessy
Walangeri (Yarralin area)	Cr. Reg King
Daguragu	Cr. Georgina Macleod
Total	12

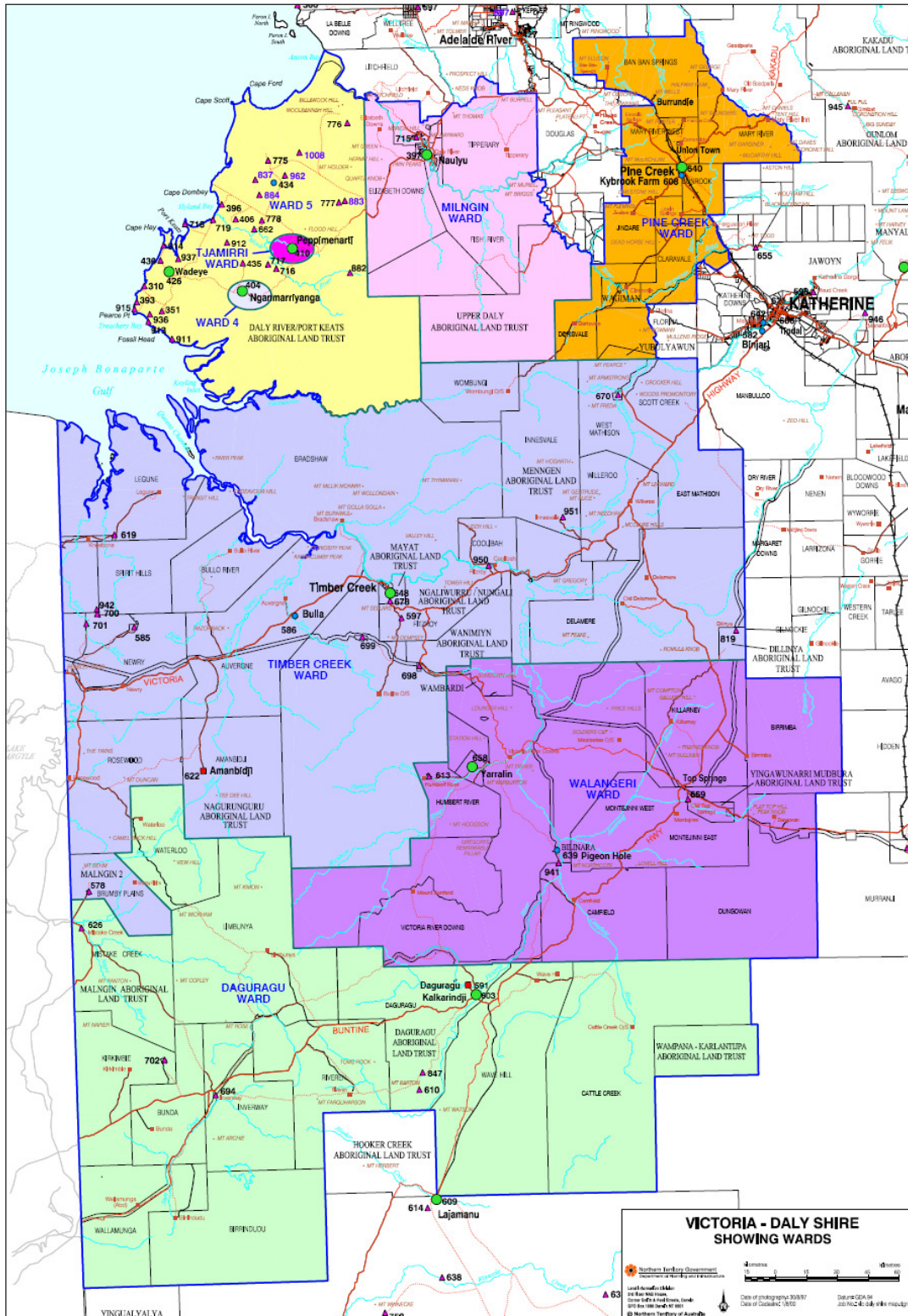
In the reporting period there were 4 by-elections 2 each in Daguragu and Thamarrurr/Pindi Pindi wards. Cr Georgina Mc Cloud was elected to Daguragu ward in February 2011. Thamarrurr / Pindi Pindi currently has 2 vacancies which council

will fill using section 39 (5) a of the Local Government Act 2008.

Town Planning

The Northern Territory Government has committed to develop town plans for all communities over the next 5 years. Wadeye and Palumpa are well advanced and once formally gazetted will identify land allocated for future development. Town Planning is a Northern Territory Government responsibility however the Shire believes the development of the plans is key to community's economic and social development

Victoria Daly Shire Ward Map



4. Shire Plan

The Shire Plan describes Council's direction and key goals to be achieved in the life of this plan and has been developed through a review of the previous year's Shire Plan with feedback from the communities, residents, businesses, service providers and other stakeholders in the Shire.

Issues and related solutions identified in the Environmental Analysis (Community Surveys and local boards) have formed the basis for the development of strategies to achieve the Shire's identified and prioritised goals and outcomes.

The Shire's Plan contains:

- Council's Vision
- Mission Statement
- Core Values
- Strategies
- Goals
- Performance measures

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

Core Services

Core Services are services that all Shire Councils are required to deliver to specified communities from 1 July 2008 under the Local Government Act 2008.

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

- Administration of Council Meetings, Local Boards and Sub Committees
- Administration of Local Laws
- Advocacy and Representation on Local and Regional Issues
- Asset Management
- Cemetery Management
- Civic, Cultural and Sporting Events
- Community Information and Liaison Services
- Companion Animal Welfare and Control
- Corporate and Community Services Management
- Council Planning and Reporting
- Financial Management
- Fleet and Plant Maintenance and Management
- Governance
- Human Resources Management
- Information Technology and Communications
- Infrastructure and Civil Services Management
- Library and Cultural Heritage
- Lighting for Public Safety including Street Lighting
- Local Emergency Management Support
- Local Roads Maintenance
- Local Roads Upgrading and Construction
- Maintenance and Upgrade of Council Controlled Buildings, Facilities and Fixed Assets
- Maintenance and Upgrade of Council Controlled Parks, Reserves and Open

- Spaces
- Public and Corporate Relations
- Records Management
- Revenue Growth
- Risk Management
- Shire Services Management
- Traffic Management on Local Roads
- Training and Employment of Local People in Council Operations
- Waste Management (including litter reduction)
- Weed Control and Fire Hazard Reduction

Commercial Services

Commercial Services are services that the Shire undertakes to deliver under contract or agreement on a full commercial basis with the intention of using the profits made from these commercial activities to improve services to the community. The following Commercial Services may be undertaken by the Shire:

- Barge Landing Maintenance
- Community Stores and Retail
- Employment and Training
- Horticulture
- Indigenous Art Enterprises
- Non Council Roads
- Post Office Agency
- Power, water and Sewerage Essential Services
- Territory Housing and Related Infrastructure Repairs and Maintenance
- Territory Housing Tenancy Management
- Visitor Accommodation and Tourist Information

Alternatively, councils and community groups may wish to develop proposals to transfer commercial services in their community from the Shire to a community-based commercial enterprise.

Council has also undertaken business plans for a range of shop and clubs and will work with communities to transfer these commercial services where appropriate and with adequate long term protection of the asset.

Council will continue to work on the transfer to community groups:

- Palumpa Store
- Daguragu Club
- Yarralin Store

Agency Services

Agency Services include services that the Shire Council has agreed to deliver on behalf of other Government Agencies on a fee for service basis. It is anticipated that these services would be fully funded by the relevant agency and that funding would include a contribution to administrative costs associated with delivering the service. Subject to funding provided by the relevant agencies, the following Agency Services will be delivered by the Shire:

- Aged and Disabled Care
- Airstrips Maintenance & Reporting Officer
- Centrelink

- Community Media
- Community Safety
- Environmental Health and Life Skills
- Family Services (Including Child Care)
- Natural Resource Management
- Outstation/Homeland Municipal Services
- Sport and Recreation and Youth Services

Other Council Services

These are services that the Shire chooses to deliver from its own-source revenue. These are services that are, as of yet, not funded on an agency or commercial basis. The following additional services will be delivered by the Shire:

- Swimming Pools
- Borrow Pits Operations
- Economic Development
- Cultural & Arts Development

Development of Service Delivery Plans

Service Delivery Plans continue to be adopted for each of the services being provided or facilitated by the Shire. These plans usually contain the following details:

- Goal
- Action
- Measure
- Resources

Service Delivery Plans are continually reviewed, refined and re-prioritised as needs and service requirements demand. These plans usually form part of the Service Level Agreement.

The range of services being delivered and the extent to which they can be delivered may be determined by the level of funding provided to the Shire to deliver the services to the communities and / or the agencies contracted to provide services to communities. Changing priorities in the implementation of the Northern Territory Emergency Response and Australian Government Intervention programs may also impact on service delivery and as such Service Delivery Plans will be continually monitored, reviewed and refined where necessary.

The development of service standards across all communities is a priority for the next two years.

Assets and Infrastructure

To provide all the services residents and businesses expect in their communities the Shire must have appropriate and necessary assets and buildings (infrastructure). The use of land and buildings by the Shire in relation to delivery of current services and the ability to expand services to meet community need may be limited as the Shire, in most cases, does not own the land or buildings it occupies except for the communities of Pine Creek, Timber Creek and Kalkarindji. The land in all other communities is owned by a Land Council or Land Trust and permission must be obtained from them through the traditional owners.

Council will need to target lease negotiations in 2011 in the case of communities that are prescribed communities as part of the Northern Territory Emergency Response, through the Australian Government.

5. Organisation Structure

Operational Locations

In 2011/2012 the Shire will provide services to its residents and communities from the following Shire Service Delivery Centres:

Service Delivery Centres:

- Kalkarindji / Daguragu
- Nauiyu
- Nganmariyanga (Palumpa)
- Peppimenarti
- Pine Creek
- Timber Creek
- Wadeye
- Yarralin

Regional Office:

- Katherine

Shared Services – IT Support:

- Darwin

The operational model for the Shire includes a Shire Service Delivery Centre in each of the eight key communities throughout the Shire with a centralised administration office and headquarters in Katherine. The make up of each service delivery centre varies according to identified needs of the area it serves but will include at a minimum a Shire Services Manager, a Customer Service Officer and Civil Services staff. Communities with higher asset maintenance needs will clearly have a higher need for additional local staff. Council is looking to expand its services to Amanbidji.

The centralised administration office is networked to the community based offices and plays a strong coordination and support role in relation to Local Boards and Council committees. Major strategic projects are directly managed through the Shire Regional Office.

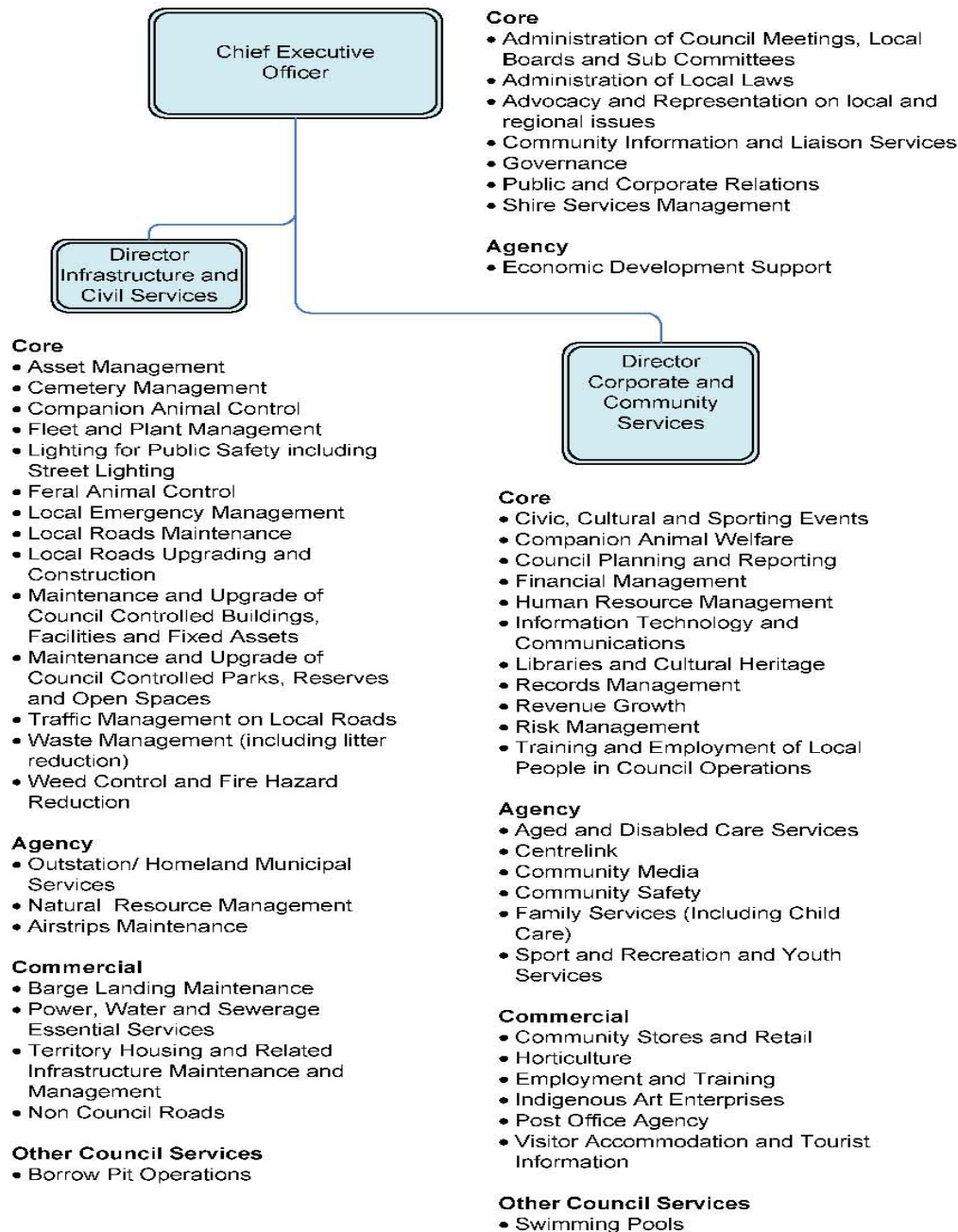
Early in 2009 Victoria Daly Shire moved into its own office space in Katherine after a lengthy period of sharing office space and resources with other agencies until appropriate accommodation became available. To maximise the opportunities to provide the necessary services and conduct the business of Council the Victoria Daly and Roper Gulf Shires, in a spirit of shared purpose and common goals, have commenced a process to jointly acquire land and build dedicated regional offices that they will share and which will cater to the present and future needs of both shires. It is expected that this will provide both Shires with real cost efficiencies and in turn provide their communities with the services and resources they need.

As part of the Local Government reform, Councilbiz was formed as a Local Government subsidiary to provide Councils with a range of services to support the

Shires and enhance their ability to manage Council finances and other administrative functions. Councilbiz provides support as a provider of information and communications technology and related services (computers etc) and computer software applications and training in these areas.

Directorate Structure

Figure 2: Directorate Structure



The Directorate structure is currently under “review”.

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

Staffing Levels and Detailed Organisational Structure

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

Overall, the structure provides for the following:

Service Delivery Area	Full Time Equivalent (FTE's)	Estimated Actual Staff (Headcount)
Core Services (Communities. Note: Does not include CDEP – related positions)	179.57	175
Core Services (Headquarters)	25.50	26
Estimated Sub Total Core Services	205.07	201
Agency Services (Note: Actual numbers dependent on final funding agreements. Does not include CDEP-related positions)	127.10	171
Commercial Services (Note: Actual numbers dependent on finalising contract and decisions about the structure of local businesses. Does not include CDEP-related positions)	33.70	38
Other Council Services	Included in Core Service Staffing Levels	Included in Core Service Staffing Levels
Total	365.87	410

These figures are indicative only as funding agreements with many agencies are still under negotiation (as of the end of May), and final staffing figures will not be determined until all funding agreements are in place.

Detailed Organisations Charts (including staffing levels) for the Community Service Delivery Centres and Headquarters are outlined in:

Appendix 1: Detailed Organisation Structure

Appendix 2: Staff Summary

6. 2011-12 Financial Plan

Victoria Daly Shire Council is responsible for the delivery of a broad and unique range of services to its residents and communities, with each community having its own special needs and priorities.

The Shire is responsible for:

- Delivering Core Services
- Providing Corporate Governance
- Providing Advice and Advocacy
- Ensuring Legislative Compliance
- Facilitating Local Education and Training for Shire employees

and managing the following resources:

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

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

The Shire is faced with the challenge of delivering a broad range of services to a standard acceptable to the community whilst at the same time procuring income required to deliver core services.

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

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

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

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

The current funding model for Local Government and agency services utilised by the Australian Government and the Northern Territory Government is primarily based on annual funding rounds. This creates difficulties in accurately developing a long term financial plan in any depth and this necessitates that long term financial planning is basic. The new business

systems are now operational and with the purchase of a budget module a simple long term financial plan outlining councils preferred position on debt, cash reserves, liquidity, investments and rating can now be developed. This will be dependant upon approval by the Northern Territory Minister for Local Government in respect to Councils positions to borrow funds to finance investment in both fixed and non fixed assets.

The Northern Territory Government has committed to undertaking Financial Sustainability studies on Local Government in the Northern Territory and the findings of this study will also impact on the longer term financial planning for the council.

Future Strategic Management Planning Development

The following model has been prepared for consideration. It is designed to provide a solid planning base by providing effective linkages from Strategic Planning, through the Business or “Corporate” Planning element and into the allocation of resources in the budget process. It demonstrates the interaction with planning documents, including long term financial plans, with the strategic direction of Council.



Once the organisation's strategies and goals have been developed, individual actions or processes are defined to support achievement of outcomes. This is usually carried out at a Business Unit level on an annual basis (Business Planning). These actions are also linked to relevant areas of service delivery.

The information obtained from the strategic planning and business planning processes can then be utilised in the preparation of annual plans and budgets.

Overview – 2011-2012 Financial Plan

In order to assist in the discussions on development of the Shire, a draft 2011-2012 financial plan has been prepared as the basis on which discussion and decisions on service delivery and revenue requirements of the organisation can be made.

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

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

At the time of print, a large amount of funding from government agencies for Agency Services had not been finalised. This funding will have a major impact on the annual budget. Accordingly, revisions to this financial plan will need to be made as agency funding is finalised.

Likewise, until the 2010-2011 end-of-year financial reports and audits are completed, and until a comprehensive asset valuation has been completed, the Shire will not be able to accurately estimate its depreciation budget, unrestricted cash holdings, and the value of other assets and liabilities.

The major financial assumptions that have been made in the development of the draft financial plan for the Shire are summarised below:

FINANCIAL ITEM	ASSUMPTIONS
Operating Expenditure	
Ongoing operations	<ul style="list-style-type: none"> • Ongoing base operational expenditure has been developed for each service based on 2010-2011 budget details. • Operational income and expenditure has been expressed in 2010-2011 values to facilitate development of detailed budgets for the 2011-2012 operation of the Shire. • An attempt has been made to allocate significant labour costs across most program areas. This allocation will be refined as the year progresses, and as more detailed data is available to accurately determine labour allocation. • FaHCSIA will provide \$10,000 per annum for vet clinics in each community.

FINANCIAL ITEM	ASSUMPTIONS
Roads Maintenance	<ul style="list-style-type: none"> • The 2010-2011 general purpose roads grant funding has been used as the basis for establishing the 2011-12 roads maintenance budget. This will be subject to ongoing review as roads maintenance needs are determined • A provision of \$1,418,000 has been allocated for the road maintenance program in 2011-12. • No provision has been made for the transfer of Department of Planning and Infrastructure (DPI)-managed roads in 2011-12 • Local community civil works teams will continue to undertake relevant DCI roads maintenance activities under contract.
Waste Management	<ul style="list-style-type: none"> • Provision has been made for Waste Management Consultation across the "Big Rivers" Region, funds being carried over from 2009-2010 NTG SPG.
New operating initiatives	<ul style="list-style-type: none"> • Review Civil Services Team • Business Plan in regards to Construction Services
Depreciation	<ul style="list-style-type: none"> • Depreciation has been included only on assets that council has clear ownership, care and control of.
Interest on Borrowings	<ul style="list-style-type: none"> • It is anticipated that upon approval by the Minister for Local Government the Shire will seek to borrow sufficient funds to invest in commercial property and fleet purchases for the purposes of enhancing service delivery • Interest will be at commercial rates
Operating Income	
Rates	<ul style="list-style-type: none"> • This plan is been prepared in 2010-2011 values.
Fees and Charges, Interest Earnings and Other Income	<ul style="list-style-type: none"> • This plan is been prepared in 2010-2011 values.
General Purpose and Road Grants	<ul style="list-style-type: none"> • A combined total of \$2,772,152 has been allocated by the Department of Housing, Local Government and Regional Services
Goods and Services Tax (GST)	<ul style="list-style-type: none"> • GST offsets have not been included in the budget estimates.
Balance Sheet Items	
Road Upgrade and Construction	<ul style="list-style-type: none"> • No provision has been made for Black Spot funding. Additional funding will be added when there is greater certainty about road construction priorities. • Roads to Recovery Program will fund \$2.154 million over the next four years.

FINANCIAL ITEM	ASSUMPTIONS
Vehicles, Plant and Equipment	<ul style="list-style-type: none"> • Provision has been made for a mix of leased and purchased vehicles depending upon operational requirements. • There is likely to be a significant requirement to replace key plant and equipment during the 2011-2012 year of operations
Borrowings	<ul style="list-style-type: none"> • It is anticipated that upon approval by the Minister for Local Government the Shire will seek to borrow sufficient funds to invest in commercial property and fleet for the purposes of enhancing service delivery.
Valuation of Fixed Assets	<ul style="list-style-type: none"> • Issues relating to fixed asset ownership, valuation and related depreciation expenses will be addressed once long term land tenure issues are resolved
Unrestricted Cash and Unrestricted Current Ratio	<ul style="list-style-type: none"> • To be advised upon the completion of the 2010-2012 General Purpose Financial Audit

Estimated Income Summary for 2010-2011

A summary of proposed Operating Income for Core, Agency, Commercial and Other Services is contained in the following table:

Income 2010-11

Operating Grants

FAG	\$1,262,465.00
FAG Roads	\$1,418,290.00
NT Operating	\$2,772,152.00
Roads to Recovery	\$428,066.00
Matching Funding	\$1,500,000.00
Special Purpose Grants	\$350,000.00
Total	\$7,730,973.00

Aged and Disability Services

HACC	\$276,651.00
HACC CDEP / Transitions (DOHA Aged care conversion)	\$875,309.00
AG Flexible Service	\$1,675,000.00
AG CACP	\$175,000.00
Capital - carried forward	\$250,000.00
Total	\$3,251,960.00

Community Development Employment Project

CDEP all activity	\$2,120,000.00
Total	\$2,120,000.00

Child Care

DHCS	\$23,000.00
Child Care	\$288,700.00
Child Care Transition Funding	\$291,000.00
JET Crèche	\$485,000.00
Total	\$1,087,700.00

Environmental Health

NT Health	\$75,000.00
Total	\$75,000.00

Structured Training and Employment Program (STEP)

DEEWR	\$436,363.00
Total	\$436,363.00

Night Patrol

Operational Funding	\$3,500,000.00
Total	\$3,500,000.00

Municipal Services

Outstations Municipal Services	\$338,585.00
Outstations Essential Services	\$338,585.00
Outstations Capital Infrastructure	\$100,000.00
CDEP Conversion MUNS Outstation	\$201,110.00
Total	\$978,280.00

Sport and Recreation

AG After School Care	\$58,000.00
AG Vacation Care	\$86,000.00
Active Remote Communities	\$249,256.00
Sports and Rec. CDEP Conversion 09/10	\$515,000.00
NT Regional Sports Program	\$155,000.00
Various small grants	\$20,000.00
Total	\$1,083,256.00

Other Grants

Remote Indigenous Broadcast Service - Jobs Transition	\$405,000.00
Community Broadcasting Program	\$75,000.00
AG Regional Cultural Festivals	\$30,000.00
School Nutrition Program	\$427,000.00
NT Libraries	\$136,000.00
Red Cross Arts and Cultural Festival	\$20,000.00
ABA Festival	\$50,000.00
Leadership for Indigenous Women	\$100,000.00
FAHCSIA Animal Welfare	\$80,000.00
Emergency Relief Funding	\$36,000.00
NTER GBM	\$350,000.00
Total	\$1,709,000.00
Agency Income	
CentreLink	
CentreLink	\$439,000.00
Total	\$439,000.00
NT Housing	
Housing Repairs and Maintenance	\$4,200,000
Housing Management	1,100,000
HMP	1,900,000
Total	\$7,200,000
Power and Water	
Essential Services	\$681,000.00
Meter Reading	\$33,000.00
Total	\$714,000.00
Commercial Operations	
Mechanical Workshops	\$500,000.00
Visitor Accommodation	\$400,000.00
Airport Landing Fees	\$120,000.00
Stores	\$3,500,000.00
DCI period contract income	\$2,200,000.00
Naiyu Civil contractors	\$3,000,000.00
Australia Post	\$20,000.00
Total	\$9,740,000.00
Other Income	
Rates	\$575,000.00
Fees and Charges	\$500,000.00
Borrowings	\$4,200,000.00
Carried forward	\$500,000.00
Total	\$5,775,000.00
Total Revenue	\$45,126,532.00

The current total estimated revenue is \$45,126,532 r 2011-2012. However, this may not account for all income streams.

Expenditure – Tied Grants

Financial Statements

A financial plan would normally include:

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

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

Financial Indicators

There are a number of key financial measures and ratios used in a financial plan, including cash balances, unrestricted cash balances, revenue ratio, liquidity ratio, operational surplus / total revenue ratio, and, of special relevance to the Victoria Daly Shire, an agency dependency ratio.

At the time of print, a large amount of funding from government agencies for Agency Services had not been finalised. This funding will have a major impact on the financial plan, including most obviously on the estimate of an agency dependency ratio. Accordingly, revisions to the financial plan will need to be made as agency funding is finalised.

Key Conclusions

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

The financial analysis highlights that under the Shire structure the Council will have annual revenues totalling at least \$45 million. A number of additional agency and commercial contracts are expected to be added to the Shire's planned operations in the coming weeks.

Despite an increase in the rating base of the Council there remains a significant reliance on grant funding. Under the proposed model rate revenue comprises approximately 1.1 per cent of total revenue. The Northern Territory Government has determined that conditional rating will continue next financial year and therefore this reliance on grant funding will not change in the near future.

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

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

Funding of road infrastructure is likely to be the biggest risk to the Shire over the coming years. Assuming that the Shire will progressively take over maintenance of

some of the road network previously undertaken by the Department of Construction and Infrastructure, the financing of the ongoing improvement and maintenance of the roads will be a major ongoing service delivery issue. It will require the development of road asset management plans and long term prioritisation of the work required under those plans. However, there are no plans to negotiate the transfer of DCI-managed roads in the near future, and no financial provision has been made for any transfers in 2010-11.

Provision for borrowings under the proposed Financial Plan

The use of debt is a legitimate means of financing major new or replacement infrastructure projects. To maximise Council's capacity to service its communities, businesses and residents Council is intending to purchase property in the 2011-12 financial year and continue to develop its consolidated fleet Management system. To achieve this goal, Council is intending to seek external finance for these investments.

The Shire's liquidity position

The Shire's liquidity, or Current Ratio, at the end of the 2010-11 Financial Year was approximately 6.

This is not anticipated to shift greatly during the 2011-12 Financial Year.

This recognises that Council is able to meet its financial obligations and has the cash flow to ensure the delivery of services continues throughout the Shire.

There is a need to resolve issues relating to Shire assets

Many of the assets of the former Community Councils have been transferred to the Shire, valued and insured. To complete the transfer of the remaining assets to the Shire the tenure of these assets needs to be determined. This process will continue in this new financial year.

Victoria Daly Shire Council

Shire Strategic Plan and Service Delivery Plan

Vision

Victoria Daly Shire: Moving Forward Together

Mission

Working together to develop and move the Shire and its residents forward through excellent service delivery that meet Australian standards

Core Values

The key values and principles that are integral in the achievement of our vision are:

- Respect
- Integrity
- Honesty
- Openness
- Equality

Strategic Goals

1. To provide good governance, leadership and advocacy
2. To promote local employment and a strong regional economy
3. To provide high quality services within financial resources
4. To maintain and develop shires assets, natural resources and country
5. To ensure strong, safe, healthy communities that respect culture and heritage

Strategy 1. To provide good governance, leadership and advocacy

Goal 1.1 Victoria Daly Shire Councillors, staff, committees and residents showing effective and innovative leadership.

Goal 1.2 People doing good things for their community and Victoria Daly Shire Council by being on Local Boards and Committees.

Goal 1.3 Cooperative and effective partnerships with government agencies, other Councils and private businesses.

Goal 1.4 Good ways of looking after Shire business

Strategy 2. To promote local employment and a strong regional economy

Goal 2.1 Energetic and loyal Shire employees

Goal 2.2 Local community economies that are workable and growing

Goal 2.3 More local people working for the Shire

Goal 2.4 Access to non council services that give most benefit to local people, business and jobs

Strategy 3 To provide high quality services within financial resources

Goal 3.1 To properly manage shires core services to ensure residents get the service they should get

Goal 3.2 To provide and advocate for non-core services to be available for all communities

Goal 3.3 To ensure standards for services are appropriate and develop service levels

Strategy 4 To maintain and develop shires assets, natural resources and country

Goal 4.1 To ensure all council building structures, assets are maintained and developed

Goal 4.2 Good management of essential services

Goal 4.3 Make sure communities manage their waste properly and without damage to the environment

Goal	4.4	Improved access into and around communities
Goal	4.5	Functional, clean and tidy public spaces
Goal	4.6	Look after the environment using modern and culturally appropriate environmental management methods
Action		Properly manage the Shire's core services to make sure that
Strategy	5	To ensure strong, safe, health communities that respect culture and heritage
Goal	5.1	To celebrate, preserve and promote local knowledge and heritage
Goal	5.2	Sharing information in the community using radio and other mediums
Goal	5.3	Make the community a good place to live
Goal	5.4	To ensure opportunities for young people to join sport and recreation activities
Goal	5.5	To increase services for aged and disabled
Goal	5.6	To make communities healthier with better public health standards
Goal	5.7	Make communities safe places for people to live in

1. To provide good governance, leadership and advocacy

Goal	Actions	Measure	Resources
Victoria Daly Shire councillors, staff, committees and residents showing effective and innovative leadership.	<p>Council to develop culturally appropriate councillor induction program for new council March 2012</p> <p>To continue to support local boards and hold two formal board meetings in each community per year</p> <p>The continuation of women's leadership program, link with leadership training in growth towns</p>	<p>Program developed</p> <p>2 formal boards per year</p> <p>Number attending</p>	<p>Governance Coordinator / Cultural Manager</p> <p>Governance Coordinator & Executive</p> <p>FACHSIA Funding</p>
People doing things for their community and Victoria Daly council by being on local boards and committees	To work in conjunction with Department Local Government, Housing & Regional Services to encourage board membership and new councillors	Number standing at election March	\$100,000
Co-operative and effective partnerships with government agencies, other councils and private business	<p>To ensure SSM develop local links</p> <p>To review executive structure to allow more high level partnerships</p>	Number of partnerships	<p>SSM</p> <p>Council</p>
Good ways of looking after shire business	<p>To explore the appointment of a Compliance Manager</p> <p>Develop a compliance spreadsheet for Management</p>	<p>Appointment made</p> <p>Spreadsheet</p>	\$100,000

2. To promote local employment and a strong regional economy

Goal	Actions	Measure	Resources
Energetic and loyal shire employees	Recruitment policy to ensure local recruitment prior to external recruiting	Number of local staff	Human Resources
	To support Indigenous Employment working party in regards to retention strategies	Retention rate increase	Human Resources
Local community economies that are workable and growing	To continue to support the transfer of commercial business to indigenous organisations including: Palumpa Store Yarralin Store Daguragu Club	Number transferred	Economic Development Officer
More local people working for the shire	In conjunction with the Department of Local Government, Housing & Regional Services, develop workforce plans for the Shire	Plans in place	Human Resources
	To appoint a new Occupational Health & Safety Officer to support the reps & working party	Appointment made	\$100,000
	To continue the develop and support mentor program	No of mentors	External funding
	To further develop the 50/50 vision project in gaining gender equity	No of women employed and positions	Human Resources

	<p>To ensure workplace agreement discussions include flexible work options</p> <p>To provide higher duties and job share / swaps as developmental opportunities, especially between regional office and communities to target team leader and supervisory training</p>	<p>Agreement supported</p> <p>No of appointments</p> <p>Training occurred</p>	<p>Human Resources</p> <p>Human Resources</p> <p>Human Resources</p>
<p>Access to non-council services that give most benefit to local people, business & jobs</p>	<p>To develop the "one stop shop" at Kalkarindji</p> <p>To work with other agencies to implement the LIP in Wadeye</p> <p>To continue to lobby for services seen as normal in towns</p>	<p>Shop operational</p> <p>Number of actions completed</p> <p>Number of new services established</p>	<p>Capital investment via funding</p>

3. To provide high quality services within financial resources

Goal	Actions	Measure	Resources
To properly manage shires core services to ensure residents get the service they should get.	<p>Plan, monitor and coordinate resources in order to ensure core services are delivered optimally and effectively</p> <p>To ensure appropriate coding to cost centre for services</p> <p>To undertake Traffic Management plans in each community</p> <p>To undertake annual community survey on core services</p>	<p>Quarterly reports</p> <p>Budget correct</p> <p>Plans</p> <p>Surveys complete</p>	<p>SSM's & Directors</p> <p>SSM / Program Managers</p> <p>LAMP Funding</p> <p>\$50,000</p>
To provide and advocate for non-core services to be available for all communities	<p>To continue to lobby for communities with limited or no Child, Aged & Disability Care.</p> <p>To begin a campaign to gain Youth funding for all communities</p>	<p>Increase in services</p> <p>Funding</p>	<p>Managers</p> <p>Executive</p>
To ensure standards for services are appropriate and develop service levels	<p>To develop service standards and delivery methods for a range of core services including waste, parks and ovals</p> <p>To benchmark standards across communities once established</p> <p>(2 year projects)</p>	<p>Standards in place</p> <p>Benchmarks in place</p>	<p>\$50,000 year one</p>

4. To maintain and develop shires assets, natural resources and country

Goal	Actions	Measure	Resources
To ensure all council building structures, assets are maintained and developed	To work in partnership with LGANT in developing asset management plans	Plans in place	Asset Manager
	To continue joint development of MOU regional office with Roper Gulf		\$150,000
	To lobby for appropriate funding to update Child & Aged Care centres to comply with legislation	Funding	Grants Officer
	To lobby for new Night Patrol office in Wadeye	Funding	
	To review all staff and visiting officer accommodation to develop a future plan	Plan in place	Asset Manager
	To work in partnership with other Shires to develop leases for occupancy of buildings post intervention	Leases	\$100,000
	To ensure all buildings have valuations	Valuations	\$50,000
	To ensure all assets are insured	Insurance	Asset Manager
Good management of essential services	To ensure contracts are met & security for equipment	Breaches	Director of Infrastructure
	To develop service plans for outstations	Plans	Director of Infrastructure

Make sure communities manage their waste properly and without damage to environment	<p>To action the Regional Waste Management Strategy</p> <p>To upgrade Wadeye's compactor</p> <p>To develop local strategies for Tips including signage and separate areas for types of refuse</p>	<p>Strategy in place</p> <p>Community satisfaction</p>	<p>Special purpose grant \$100,000</p> <p>Funding</p> <p>SSM / Director of Infrastructure</p>
Improve access into and around communities	<p>Continue to lobby for road funding</p> <p>To input into regional transport strategy</p> <p>To continue to develop road construction skills within the work force</p>	<p>Increase funding</p> <p>Number trained</p>	<p>Director of Infrastructure</p> <p>Director of Infrastructure</p> <p>Director of Infrastructure</p>
Functional clean and tidy public spaces	<p>Encourage innovative community approaches i.e. Clean Up Australia Day</p> <p>To consider the development of litter by-laws on community</p>	<p>Number of events</p> <p>By-laws</p>	<p>SSM</p> <p>Will require further resources dependent on take up</p>
Look after the environment using modern and cultural appropriate environment methods	<p>To develop healthy / environment homes program in conjunction with Department of Local Government, Housing & Regional Services</p> <p>Consult with Traditional Owner's / Ranger programs in Caring For Country</p>	<p>Program in place</p>	<p>Funding up to \$1,000,000 per annum</p> <p>Director of Infrastructure</p>

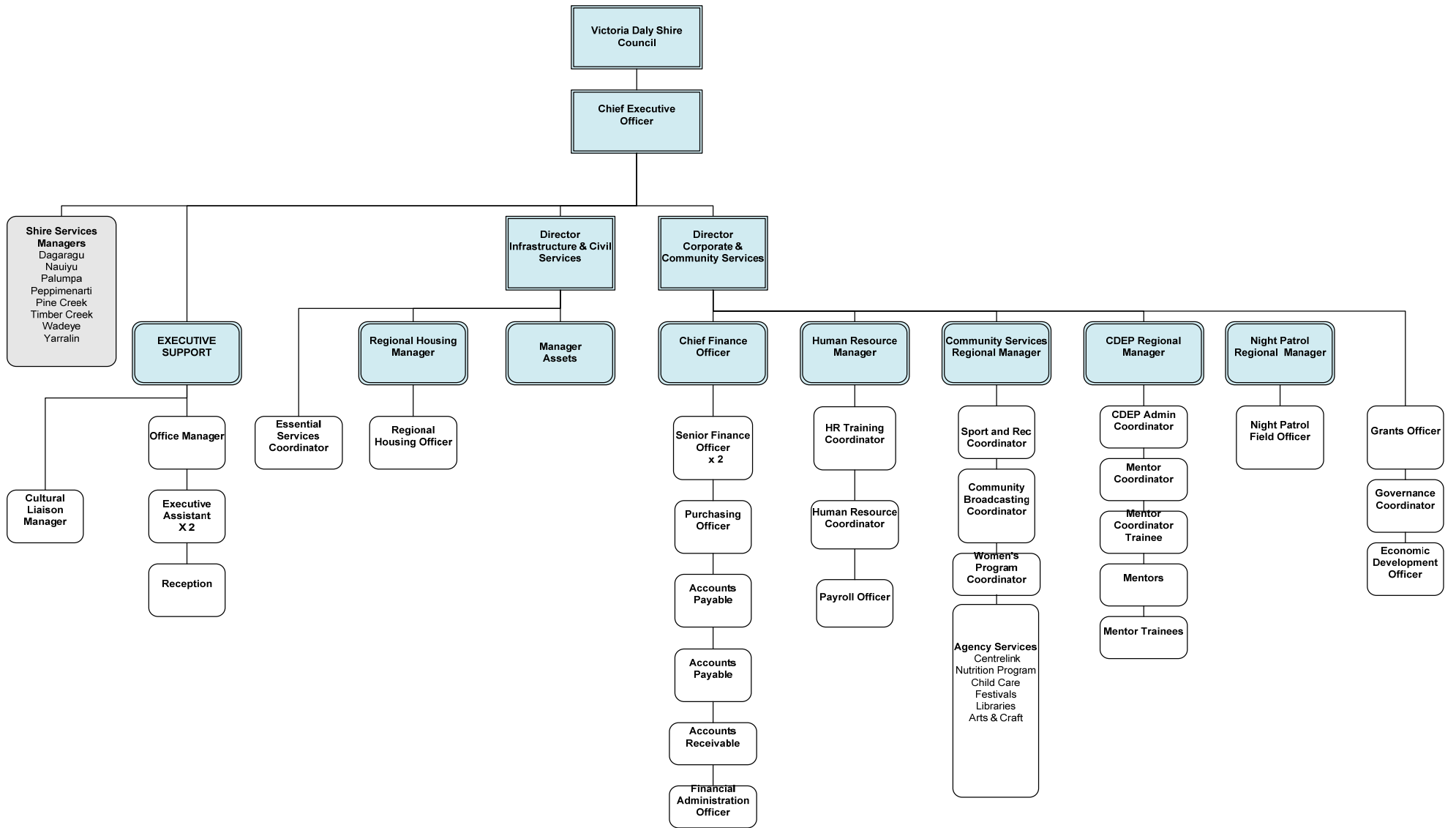
5. To ensure strong, safe, healthy communities that respect culture and heritage

Goal	Actions	Measure	Resources
To celebrate, preserve and promote local knowledge and heritage	<p>To support councils Arts Policy in each community</p> <p>To continue to support festivals and events via festival policy</p> <p>To continue to allocate \$50,000 in community grants each year</p> <p>To support the transfer of the Museum at Wadeye to Thamarrurr Inc.</p> <p>To continue to support the development: - Pine Creek Steam Heritage Precinct - Timber Creek Police Precinct - Interpretation of Wave Hill</p>	Community satisfaction	<p>\$24,000</p> <p>Manager Community Services</p> <p>\$50,000</p> <p>Director of Corporate & Community Services</p> <p>Economic Development Officer</p>
Sharing information in community using radio and other mediums	<p>To actively encourage councillors & staff to use RIB Medium in each community</p> <p>To continue to auspice RIBS Program</p> <p>To investigate communal delivery options for communication i.e. electronic notice boards / large screens</p> <p>To complete and adopt the communication strategy</p>	<p>Increase usage</p> <p>No. in place</p> <p>Strategy</p>	<p>RIBS Coordinator</p> <p>Funding</p> <p>RIBS Coordinator</p> <p>Director of Corporate & Community Services</p>

<p>Make the community a good place to live</p>	<p>To continue consultation on by-laws and implement the model chosen for each community including enforcement</p> <p>To review Disaster Management Plans</p> <p>To continue with twice yearly vet visits while developing animal management plans on community</p> <p>To support the LIP planning process</p>	<p>By-laws established</p> <p>Plans review</p>	<p>\$100,000</p> <p>AMRIC plus will need external funding currently only \$10,000 per community for any animal management</p>
<p>To ensure opportunities for young people to join sport and rec activities</p>	<p>To continue to support Sport & Recreation Program and ensure every community has an allocated Sport & Rec Officer and where possible trainees.</p> <p>To finalize playgrounds / sports survey and allocate \$100,000 to priority projects (Daguragu received funding as part of LIP process)</p>	<p>Number of staff</p> <p>Survey completed</p>	<p>Funding</p> <p>\$100,000</p>
<p>To increase services for aged and disabled</p>	<p>To continue to lobby for increased service provision</p>	<p>Increased funding</p>	<p>Funding</p>
<p>To make communities healthier with better public health standards</p>	<p>Develop partnerships with health providers within the region</p> <p>To work with Department of Health to implement housing environment program</p>	<p>Number of partnerships</p> <p>Program in place</p>	<p>CEO</p> <p>Funding</p>
<p>Make communities safe places for people to live</p>	<p>To develop traffic management plans including speed limits for each community</p>	<p>Plans</p>	<p>LAMP funding</p>

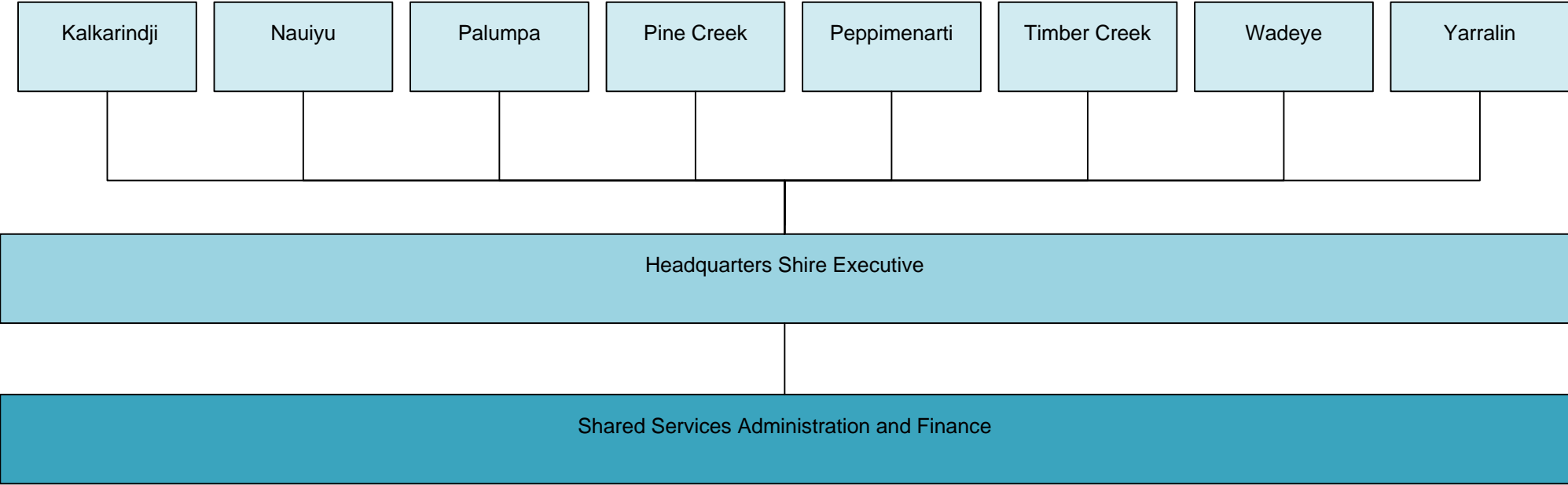
	<p>To continue to support and develop Night Patrol Services and ensure police / staff work wot the MOU</p> <p>To lobby for Youth funding as the Shire receives none</p>	<p>Increased funds</p> <p>Increased funds</p>	<p>Manager Night Patrol</p> <p>Manager Night Patrol</p>
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Appendix 1: Detailed Organisational Structure



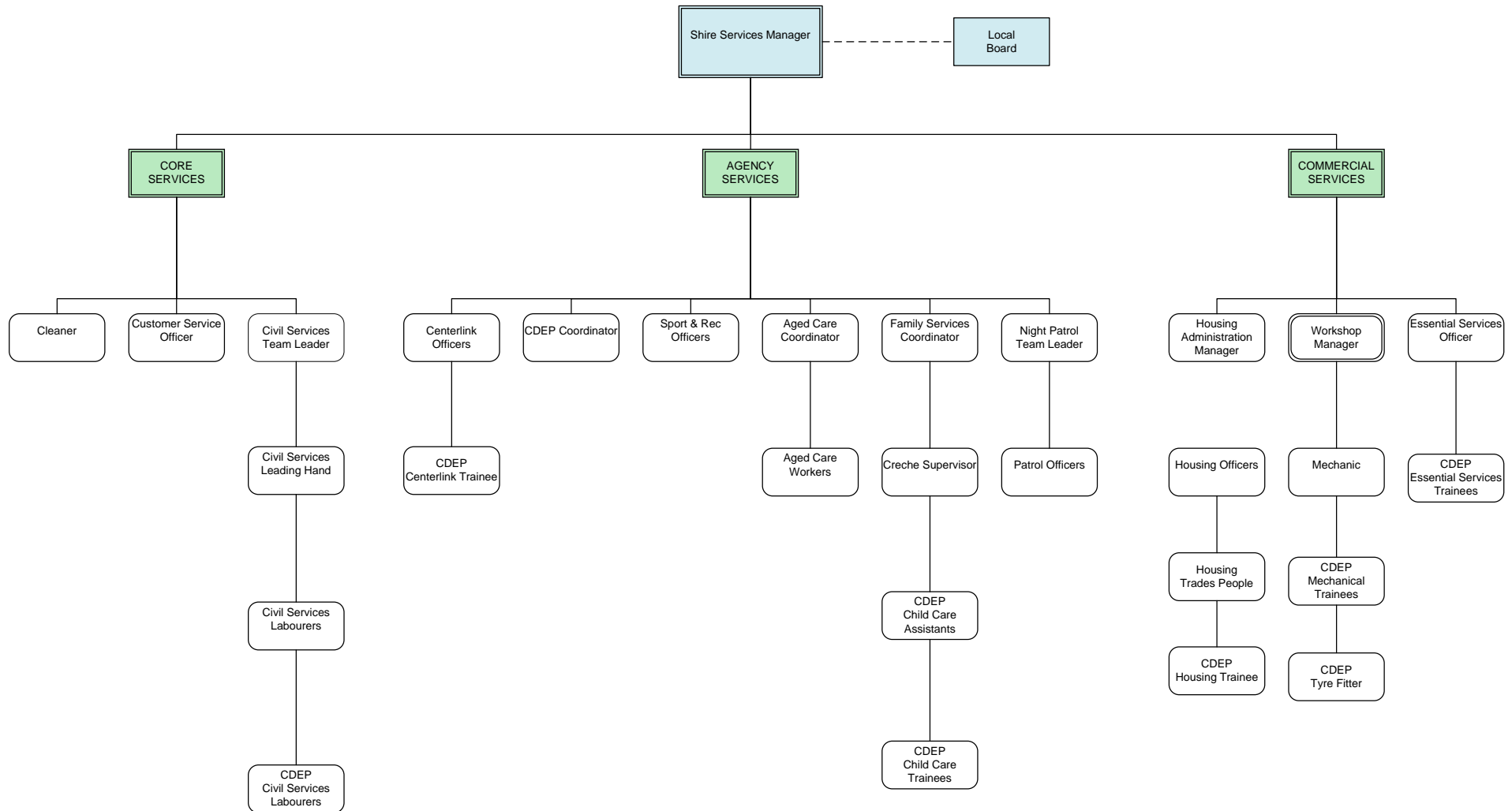
Appendix 1: Detailed Organisational Structure

Service Delivery Centres 27/04/2010



Appendix 1: Detailed Organisational Structure

Generic Community Organisation Structure



Business Plan

Appendix 2: Staff Summary (Core Services Only)

Note: Staff count based on core services staffing structures.

Position	Headquarters	Wadeye	Palumpa	Peppimenarti	Naiyu	Pine Creek	Timber Creek	Yarralin	Pigeon Hole	Kalkindji	Daguragu	Total
Chief Executive and Governance	7	8	3.5	3	2	1.5	2	4	4	4	35	
Chief Executive Officer	1											1
Shire Service Managers		1	1	1	1	1	1	1	1	1		8
Executive Assistants	1	1										2
Governance Officer	1											1
Grants Coordinator	1											1
Office Manager	1											1
Economic Development Officer	1											1
Customer Services Team Leader		1		1				1		1		4
Customer Services Officers		5	2.5	1	1	0.5	1	2		2		15
Reception Officer	1											1
Corporate and Community Services	11.5	1.75		0.5		1.75						15.5
Director Corporate & Community Services	1											1
Human Resources Manager	1											1
Chief Finance Officer	1											1
Training & Development Coordinator	1											1
Human Resources Coordinator	1											1
Senior Finance Officer	2											2
Executive Assistant	0.5											0.5
Pool Manager		1										1
Payroll Officer	1											1
Purchasing Officer	1											1
Accounts Receivable Officer	1											1
Accounts Payable Officer	1											1
Library Officer		0.75		0.5		1.75						3
Infrastructure and Civil Services	2.5	20.1	4.5	2	16	3.5	2.5	15.3	13.1	81.5		
Director Infrastructure & Civil Services	1											1
Assets Manager	1											1
Executive Assistant	0.5											0.5
Mechanics		1						1	1			3
Civil Services Team Leaders		1	1	1	2	1	1	1	1			9
Civil Services Leading Hands		0.8			2		0	2				4.8
Civil Services Administration Officer		1										1
Civil Services Workers		14.3	2.5	1	12	1	1.5	10.1	3			45.4
Mechanics Assistants												
Cleaners		2	1			3.5		1.2	2.1			9.8
Total - Victoria Daly Shire Council	21	29.85	8	5.5	18	6.75	4.5	19.3	17.1	130.00		