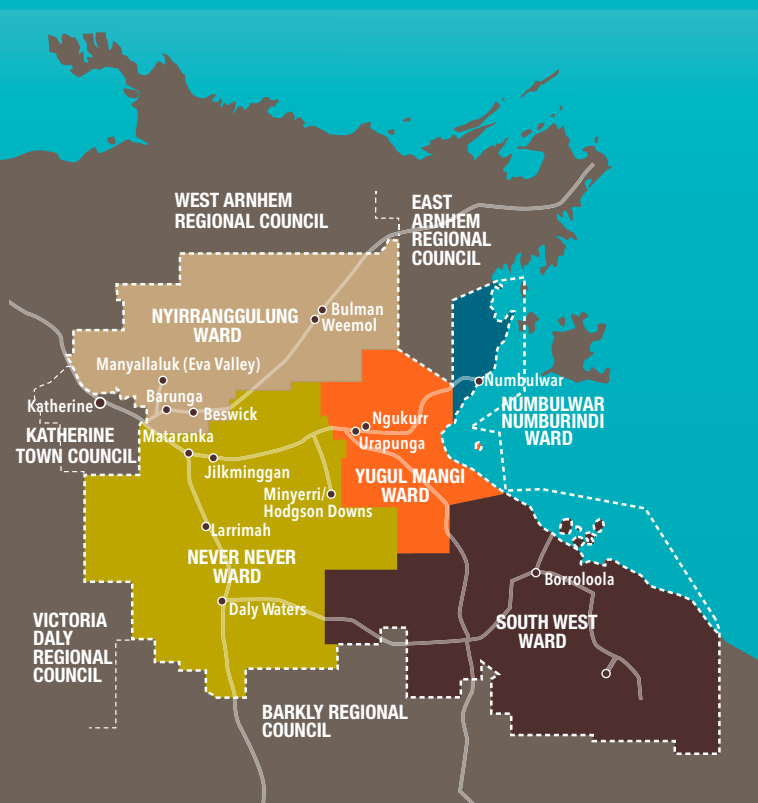


ROPER GULF REGIONAL COUNCIL

Strategic Plan 2022 - 2027





Acknowledgement of Traditional Owners

Roper Gulf Regional Council respectfully acknowledges the Traditional Owners of the land and pays respect for Elders, past, present and future.

Warning:

Aboriginal and Torres Strait Islander readers are advised that this document may include the images of people who are deceased.

The Strategic Plan was approved by Council at its Ordinary Meeting in Katherine on 23 February, 2022.

Disclaimer:

While care has been taken to ensure the content in the Strategic Plan is accurate, we cannot guarantee that is completely error free. We also value your feedback on how we present the information in this report. If you wish to share your feedback with us, please send an email to info@ropergulf.nt.gov.au.

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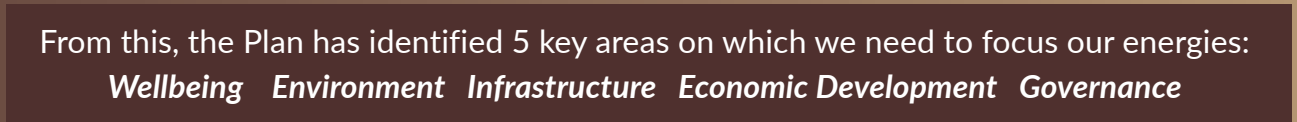
Council Offices

	Phone
Barunga	08 8977 3200
Beswick	08 8977 2200
Borroloola	08 8975 7700
Bulman	08 8975 4189
Jilkminggan	08 8977 3100
Manyallaluk	08 8975 4091
Mataranka	08 8977 2300
Ngukurr	08 8977 4601
Numbulwar	08 8977 2101
Urapunga	08 8977 4601

Other Locations

Badawarrka	Minyerri
Baghetti	Mole Hill
Barrapunta (Emu Springs)	Mount Catt
Costello	Mulggan
Daly Waters	Nulawan (Nalawan)
Jodetluk (Gorge Camp)	Numerloori
Kewulyi	Robinson River
Larrimah	Weemol
	Werenbun

A 'mind map' of themes that emerged were:



KEY OUTCOME AREAS

.....

Priority action areas identified under each Key Outcome Area were:



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MESSAGE FROM THE MAYOR AND CHIEF EXECUTIVE

.....

**On behalf of Roper Gulf Regional Council,
we are extremely excited to present our
Strategic Plan 2022-2027 which embodies
the future aspirations of our region.**

Roper Gulf Regional Council services a unique part of Australia and significantly covers the South-Eastern corner of the Top End. Depending on funding cycles, we are often the second or third largest Council in the Northern Territory in terms of income and expenditure each year, only behind Darwin City Council which services the Territory's Capital.

With over 300 staff, 67% of whom identify as Aboriginal or Torres Strait Islander, our Council is proud to be one of the largest employers in the Roper Gulf region. This makes the Council a strategically important partner and enabler for industry and government in the area.

We provide a range of valuable services to a population of approximately 10,000 people, a number that continues to grow each year. As the children in our communities get older, we aspire to provide them a quality of life that is afforded to the rest of Australia.

To reach these goals, we need a focused plan. This is where the Strategic Plan is critically important to our Council.

We have a massive job ahead of us to ensure we continue to provide quality services and infrastructure to this growing population, particularly in community growth centres, with a need for greater employment strategies and long-term industry partnerships. Council has also experienced challenges with attempts to improve community infrastructure in our remote locations.

It is for these reasons that we have reached out to those that matter most to us - our people, our communities, our staff and stakeholders.

For the first time, Roper Gulf Regional Council's Strategic Plan has been directly developed from the feedback of our people. It is through a massive consultation process that we have put together this plan, with almost 400 people who actively provided direct input and feedback. This represents approximately 5% of our



population. The consultation process also targeted representative samples from our largest cohorts of people – those under the age of 25.

From community barbeques to one-on-one meetings to website surveys, our consultation approach was dynamic to ensure that we captured very accurate information on the needs of our communities and most importantly, the people that we serve.

Our Strategic Plan is built around five key outcome areas: wellbeing, environment, infrastructure, economic development and governance, each with relevant strategies that address the issues presented in the consultation process. These strategies range from creating local jobs to developing fantastic infrastructure for children through to supporting the elderly, all on a basis of sustainability to ensure that what we do, and what we build, will last into the future and have a profound influence on our communities.

Strategic planning is ultra-important to Roper Gulf Regional Council as it forms our pathway to best serving our people, the exact reason why we exist.

The Council looks forward to implementing this plan over the next several years and to creating value for our residents, those that come to visit us and those that want to do business in our region.



Councillor Tony Jack
Mayor



Marc Gardner
Chief Executive Officer



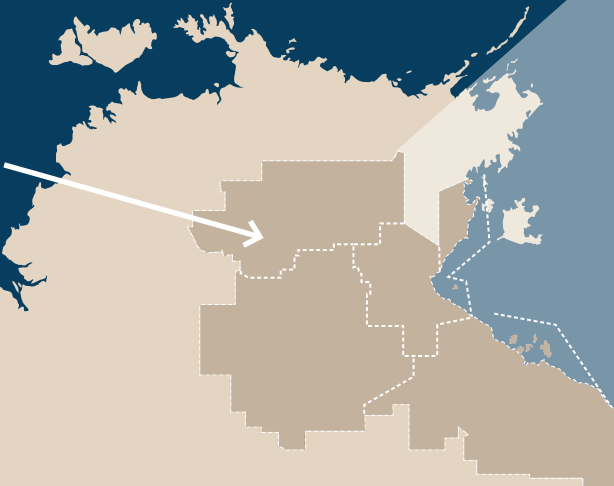
With over 300 staff, 67% of whom identify as Aboriginal or Torres Strait Islander, our Council is proud to be one of the largest employers in the Roper Gulf region. This makes the Council a strategically important partner and enabler for industry and government in the area.

OUR COUNCILLORS

The 13 Elected Members who represent the residents of the Roper Gulf region are:

Nyirranggulung Ward	Never Never Ward	Yugul Mangi Ward
 Councillor Selina Ashley	 Deputy Mayor Judy MacFarlane	 Councillor Jana Daniels
 Councillor John Dalywater	 Councillor Annabelle Daylight	 Councillor Owen Turner
 Councillor Helen Lee	 Councillor Patricia Farrell	

Roper Gulf
Regional Council



NORTHERN
TERRITORY

Numbulwar-Numburindi Ward



Councillor
David Murrungun



Councillor
Edwin
Nunggumajbarr

South West Gulf Ward



Mayor
Tony Jack



Councillor
Samuel Evans



Councillor
Gadrian Hoosan





PURPOSE

This Strategic Plan provides the road map to guide the Roper Gulf Regional Council (RGRC) in the direction it wishes to take over the next five years – 2022 to 2027. The primary Council goal is to strengthen the quality of life for all residents of our Regional Council.

This Plan is to build on the previous 2018-2021 Strategic Plan and the strategic direction established by Council.

It sets the framework for Council decision making and reporting and is the foundation for development of annual regional plans and subordinate plans of the Council.

The strategic plan is also the starting point for designing the Organisation so that available resources are lined up behind delivering the key outcomes it wishes to and is obligated to deliver.

It will ensure that day to day decisions are in line with the spirit of long term goals and strategic intent of vision, mission, goals and strategies.

STRATEGIC DIRECTION

The Vision, Mission and Core Values set the framework for the rest of the document. Each key outcome area, strategy and action have been developed to contribute to achieving the Vision, to be consistent with the Mission and in keeping with organisational Core Values, while being within the mandate, the legislation and its residents provide for the Council.

Vision

An organisation's vision is its dream for the future. It should help keep it on track and serve as a check on progress. The Roper Gulf Regional Council Vision is:

Sustainable, Viable and Vibrant

Mission

This answers the question, what are we here for? It should assist in focusing management and staff in their daily responsibilities. The mission adopted by the Roper Gulf Regional Council is:

To work as a well-informed organisation to deliver services to all Roper Gulf Council residents which meet their needs and improve their quality of life.

Core values

Core values provide a reference point for keeping an organisation true to its principles. All decisions will be tested against these to ensure they comply:

- 1. Honesty** - all dealings and decisions are transparent, backed by integrity, and truth.
- 2. Equality** - all people treated fairly, with dignity, without bias, based on facts.
- 3. Accountability** - actions and decisions comply with policies, procedures, and legislative requirements.
- 4. Respect** - understanding and acceptance of the feelings, rights and culture of all with whom we deal.
- 5. Trust** - a focus on building mutually supportive, healthy relationships built and maintained over time.

Mandate

An organisation's Mandate is what it is empowered to do by its constitution, constituents and / or legislation. In the case of a Local Government Authority the mandate is mostly set by legislation.

There are four major NT pieces of legislation:

- *Local Government Act 2019*
- *Local Government (General) Regulations 2021*
- *Local Government (Electoral) Regulations 2021*; and
- Statutory Instruments.

The previous Council Strategic Plan (2018-2021), included a section setting out Council's roles and responsibilities under that legislation. These have not materially changed and are listed in **Appendix 1**.

Its mandate, drawn from these provisions can be expressed as:

To provide regional leadership, advocacy and contribute to making the places the people of our Local Government Area live, work and play more liveable, as well as socially and economically sustainable.

BRANDING

Branding adopted by Council is presented in its corporate livery:



The logo was developed from a concept created by Lainie Joy of Borroloola. The five flowing figures have multiple meanings.

1. They represent the five wards in our region (Never Never, Numbulwar Numburindi, Nyirranggulung, Southwest Gulf and Yugul Mangi).
2. The five main rivers winding through our Region (the Limmen, McArthur, Robinson, Roper and Rose Rivers).
3. The low-lying hills that are visible on the horizon nearly everywhere in the Roper Gulf Region.
4. The Rainbow Serpent that underlies everything.
5. The colours are based on the different colours of the soil, and the people co-existing in the Roper Gulf region.

Council recognises this strong branding presents an opportunity to further build on its recognition and power.

This Strategic Plan includes a commitment by Council to support the brand, what it stands for and its acceptance and support by stakeholders.



Open Monday to Friday
9.00am – 4.30pm

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MATARANKA

HISTORIC SITE





CONTEXT

Region

The Roper Gulf Regional Council has a Local Government area of 201,000 square kilometers (depicted in the map on the inside cover). It covers what is classed as a remote area of Australia. The Council was formed in 2008, following the amalgamation of six smaller community councils.

The 2016 Census Australia estimated the population to be 6,505 people, living in towns, outstations and properties. A projected estimate placed the population at 7,458 as at June 2020. (<https://profile.id.com.au/rda-northern-territory/about?WebID=210>)

The population has a high proportion of young people, with the median age being 26. 37% of the population are estimated to be in the labour force, compared to the Northern Territory figure of 62%.

Almost 80% of people living within the Council Area identify as Aboriginal or Torres Strait Islander. This is three times more than the NT figure of 25.5% and 28 times greater than the national figure of 2.8%.

Employment is overwhelmingly in services, public administration, health and education, while the dominant industries are mining and agriculture.

Much of the area is Aboriginal freehold land held by the Northern Land Council.

A report drawn from Australian Bureau of Statistics (ABS) data has been generated, which compares 2011 and 2016 Roper Gulf statistics in a full regional profile. This is provided as **Appendix 2 - Our Region**.

Planning Framework

This Strategic Plan sits at the apex of the Council's overall planning framework (depicted below). In setting strategic direction, it provides guidance and the high level framework for increasingly more detailed levels below, being the annual Regional Plan, Divisional Plans and Activity Plans.

The **Regional Plan** outlines *how* the Council will operate to achieve the strategic objectives of the Council

Divisional Plans relate to specific programs or focus areas within the Council, further elaborating on the information contained within the Regional Plan.

Activity Plans are project or program plans for each activity prepared by each business unit.



SITUATION ANALYSIS

Working Environment

Key features of the environment in which Council has to work can be summarised as:

1. Large, remote area to service with a sparse population.
2. The Roper Gulf Regional Council is not classified as an 'Aboriginal Council'. However, Indigenous representation in its resident population (at 80%), is more than three times higher than that for the Northern Territory overall.
3. There is a very small rate base, influenced by a high proportion of Aboriginal owned land (exempt from rates) and the NT Government "conditional rating" system that limits the extent to which rates may be levied by Council on mining and pastoral leases.
4. A large proportion of Council funding is determined by a 'one size fits all' formula set in Canberra, that prescribes conditions of employment and eligibility criteria that act as barriers to service delivery in remote communities.
5. The Council currently has a very high reliance on success in attracting grant funds (some 50% of revenue). This represents a risk to Council viability.
6. Very high unemployment rates, high proportion of young people and a limited range of industries and employment opportunities.
7. Difficulties in attracting and retaining senior staff due to the remote location, housing shortages and ability to match salary market rates.

Community Needs & Aspirations

The emphasis in development of the Strategic Plan has been on a 'bottom up' approach which initially involves a situation analysis of the region then determining the needs, wishes and aspirations of our communities and the people that Council is appointed to serve. The report on the community consultation carried out is provided as **Appendix 3**. Whilst a number of diverse local issues and views were expressed, the following common themes and priorities can be drawn from the consultation process across the region:

- Strengthen the quality of life
- Want a strong sense of community – active participation within the community
- Collaborative and transparent decision making, involving listening and responding to the community as a whole.
- Want to feel safe
- Protect and care for the environment
- Increased sport & recreation infrastructure and participation
- Improved roads, parking, pathways and walking tracks
- Affordable and or decent housing
- Quality health services, including aged care
- Education, career pathways and employment opportunities
- Improved connectivity

All these are not necessarily Council responsibilities in whole or in part.

External Stakeholders

There are many stakeholders impacting the working environment and delivery of the needs and aspirations of Roper Gulf communities. One of the many challenges Council has is effectively engaging with the diverse stakeholders its role calls upon. The 2020/21 Annual Plan identifies **41** external organisations with which it has cooperative arrangements and **10** NT and Commonwealth Government agencies with which it has strong links. Council staff members are formally members of **13** external committees or working groups. Some of these are the same organisations as those listed as having cooperative arrangements with Council.

These relationships require allocation of human resources and add to staff workload. However, effective engagement with external organisations are important for Council in meeting its obligations to residents, in representing their interests and attracting support and resources for the region.

Council will always have limitations on human resources available. In these circumstances, Council's general strategy for engagement with external stakeholders will be to review how and to what extent these relationships contribute to Council strategic direction, to identify the outcomes sought from each relationship and prioritise human resource allocation accordingly.



Major SWOT Elements

A strategic SWOT analysis has been undertaken. The full analysis is provided as **Appendix 4** in the form of a table, which analyses the strategic implications of each factor impacting the organisation, together with options available in responding to those implications.

The following draws on the full analysis. It lists factors with most impact plus recurrent themes evident in the full analysis. Options available to address these and all others listed in the full SWOT are fully articulated in the SWOT table (**Appendix 4**) and inform the consequent strategies and actions, commencing on page 13.

STRENGTHS

- Large Local Government Area (13.7% of NT).
- Accreditations, skills, resources and experience in service delivery.
- Strong financial reserves.
- Strong formal governance systems and compliance.
- Extensive relationships with external organisations.
- Motivated senior staff members with strong skill sets.

WEAKNESSES

- Large Local Government Area (13.7% of NT).
- Small rate base.
- Ability to recruit and retain suitably qualified staff.
- Narrow regional economic base.
- Lack of operational, workforce development and human resources plans.
- Lack of service delivery standards.
- Limited skills base available in communities.
- Lack of cohesive communications strategy.

THREATS

- NT Government conditional rating system.
- Loss of contracts that produce surplus funds.
- Project funding not covering ongoing operational and Repairs & Maintenance (R&M) costs.
- High levels of youth disengagement from education and work.
- Lack of freehold land available for development.
- Failure to maintain adequate grant funding.

OPPORTUNITIES

- Collaboration with adjacent Councils and local Aboriginal Corporations.
- Collaboration with Traditional Owners (TOs)/Local Council Groups (LCGs) on service delivery and workforce management methods.
- Service hubs for local aggregates of communities.
- Increase returns on investment funds.

COUNCIL ROLES

In delivering its mandate, the role Council plays varies, across the following:

Provider – delivering services

Funder – funding others (Community Grants and contractors)

Regulator - for example By-Laws relating to animal management, litter etc.

Partner - forming partnerships and strategic alliances

Broker - bringing groups and interested parties together

Advocate - promoting the interests of the community to others

Across regional Australia, due to Local Government often being the most visible and prominent on the ground institution, residents may assume Council is the provider of a range of services beyond what they are responsible for.

In the interests of clarity and increased understanding for residents and contributing to focus for staff members, the primary role of Council in delivery of each strategy is allocated against one or more of the above roles.



KEY OUTCOME AREAS

Community views on areas seen as priorities were consistent throughout the consultation process. Five overarching key outcome areas have been identified. Together they address community priorities and build towards achieving the Council Vision and support delivery of its Mission. They are also consistent with its overall strategic intent and working environment.

A **headline goal** for each of the five has been set, that Council will work towards achieving over the next 5 years.

All strategies and actions set out (commencing on the following page) are aligned behind these five interconnected areas.



WELLBEING

Headline Goal:

Contribute to the wellbeing of residents individually and communities as a whole; by fostering increased participation in community activities, education, healthy lifestyles, and a safe living environment.



ENVIRONMENT

Headline Goal:

Protect and care for the physical environment, including development and maintenance of clean and environmentally focused communities.



INFRASTRUCTURE

Headline Goal:

Support building and maintaining community infrastructure which positively contributes to resident needs and aspirations.



ECONOMIC DEVELOPMENT

Headline Goal:

Foster strengthening and growing jobs, industries, and investment attraction.
(Note: this is not a traditional function for Council, but came through strongly from community consultation)



GOVERNANCE

Headline Goal:

Increase the effectiveness and efficiency of the organisation, including in engagement with staff members, residents and external stakeholders.



STRATEGIES AND ACTION PLAN

.....

The following strategies and actions associated with each are aligned behind Key Outcome Areas and flow from the available response options identified in the detailed SWOT analysis. The last column identifies the role or roles Council plays in delivery of each strategy, as per the key at the top of each page.

1. Wellbeing

Strategic Focus

Key Tasks / Strategies

Increase public safety

- Review historical records of adverse incidents and events over the past 5 years
- Engage with police service and develop collaborative actions
- Regular community safety audits undertaken in company with community opinion leaders
- Lobby for appropriate technologies & incorporate techniques for 'Crime Prevention Through Environmental Design' (CPTED) as a deterrent to property damage
- Continue night patrols
- Consult with communities on safe house needs and advocate to fill identified needs

Increase participation in healthy activities

- Audit sport and recreation facilities and identify gaps
- Prepare practical designs for water parks consistent with resources available
- Develop a sport & recreation strategy in consultation with communities
- Collaborate with Dept. of Health on delivery of healthy eating and exercise programs

LEGEND KEY

PR = Provider; F = Funder; R = Regulator; PT = Partner; B = Broker; A = Advocate

Why do it?		Key Performance Indicators	Role/s
	<ul style="list-style-type: none">• Reduce number of injuries sustained• Improve individual and community feeling of wellbeing• Reduce property damage• Reduce lost time at work	<ul style="list-style-type: none">• 5 year analysis of incidents prepared• Report submitted to Council and considered	PR
		<ul style="list-style-type: none">• Agreement on collaboration in place• Program for collaboration in place• Progress reports submitted to Council	B PT
		<ul style="list-style-type: none">• Number of audits undertaken• Rectification actions / strategies / works undertaken	PR PT
		<ul style="list-style-type: none">• Number of technology / technique based solutions put in place	PR PT A
		<ul style="list-style-type: none">• Number of night patrols• Trend reports on incidents	PR B
		<ul style="list-style-type: none">• Safe house requirements defined• Number of new, revised, improved facilities in place	B A
	<ul style="list-style-type: none">• Improve resident health• Increase life expectancy• Improve individual and community feeling of wellbeing• Provide opportunities for youth physical and social development• Divert young people from unhealthy, anti-social behaviour• Reduce pressure on health services, facilitating better service levels• Address community aspirations for more sport and recreational facilities	<ul style="list-style-type: none">• Audit completed• Gaps defined and reviewed by Council	PR
		<ul style="list-style-type: none">• Community specific designs completed	PR
		<ul style="list-style-type: none">• Strategy completed Year 1• Funding sought from NT Government• Agreed projects included in capital works program	PR B A
		<ul style="list-style-type: none">• Agreement on collaboration in place• Program for collaboration in place• Progress reports submitted to Council	B PT

1. Wellbeing

Strategic Focus

Key Tasks / Strategies

Aged health care

- Develop an Aged Care Strategy
- Determine feasibility of Mataranka becoming RGRC aged care community hub

Improve Council service delivery

- Engage with adjoining Councils to determine feasibility / practicality of shared service delivery
-
- Ongoing feedback reporting on performance through Local Authority meetings
 - Establish Service Delivery Standards, with associated policies and procedures

Increase engagement with young people

- Develop and implement a Community Services (Social Needs) Strategy
-
- Invite school staff, police and other relevant organisations to Local Authority meetings to discuss local youth issues
 - Invite **youth** representatives of local sporting and recreational groups to present views to Local Authority meetings
 - Presentations to schools on jobs / career paths available in Council

LEGEND KEY

PR = Provider; F = Funder; R = Regulator; PT = Partner; B = Broker; A = Advocate

Why do it?	Key Performance Indicators	Role/s
<ul style="list-style-type: none"> Aging population likely to require more care services Larger community, conveniently located Council owns land in Mataranka Satisfy communities' wish for increased aged care, including facilities, meals & in home care 	<ul style="list-style-type: none"> Aged Care Strategy completed Feasibility assessment completed 	PR PT
<ul style="list-style-type: none"> Contain Council costs Improve individual and community wellbeing and lifestyles Better manage and monitor assets 	<ul style="list-style-type: none"> Scope, number and type of agreements 	PR PT B
	<ul style="list-style-type: none"> Number of feedback reports Ratings of services over time Service delivery standards established and utilised Reports on contractor performance Community feedback reports 	PR
<ul style="list-style-type: none"> There is a perceived need for greater, wider and improved social services, extending beyond, but including, addressing young people's needs 	<ul style="list-style-type: none"> Social Services needs reviewed and reported on Social Services Strategy developed and implemented Number of actions successfully implemented under the Strategy 	PR
<ul style="list-style-type: none"> High representation of young people in the regional population Future impacts of Council decisions will disproportionately fall on younger people Address evidence of disengagement of many young people from education, work and society 	<ul style="list-style-type: none"> Frequency and number of agencies attending Reports on views of effectiveness 	PR B
	<ul style="list-style-type: none"> Frequency and number of presentations Description of resolutions affected 	PR B
	<ul style="list-style-type: none"> Number of presentations School feedback reports 	PR



1. Wellbeing

Strategic Focus

***Increase access
to educational
resources***

Key Tasks / Strategies

- Review libraries in the context of increasing their utilisation as learning / drop in centres

- Collaborate with schools and other learning institutions to access online learning tools and resources

- Identify opportunities for funding to build up cultural records and resources

- Develop and implement strategy for building cultural records and resources

LEGEND KEY

PR = Provider; F = Funder; R = Regulator; PT = Partner; B = Broker; A = Advocate

Why do it?		Key Performance Indicators	Role/s
<ul style="list-style-type: none">• Provide opportunities for better, quieter learning environment• Recognise limited access to internet and computers• Provide better access to educational resources	<ul style="list-style-type: none">• Strategy for library utilisation in place• Upgrades / modification / new facilities completed	PR	
	<ul style="list-style-type: none">• Extent and scope of learning resources incorporated into libraries	PR PT B	
	<ul style="list-style-type: none">• Funding sources identified• Number and success of funding submissions	PR	
	<ul style="list-style-type: none">• Strategy completed and adopted by Council• TOs engaged, data sourced and recorded	PR B A	



2. Environment

Strategic Focus

Key Tasks / Strategies

Create an overarching framework to improve and safeguard the RGRC region environment

- Review and update the RGRC *Green Plan 2013-2016*
- Coordinate and mesh with following strategy areas

Improve effectiveness and efficiency of waste management

- Engagement with and implementation of Big Rivers Region Waste Management Strategy
- Map waste streams to source
- Complete and operate regional waste management facility in Mataranka
- Investigate cost effective options for re-cycling
- Develop a container deposit scheme
- Establish methods for collection and disposal of derelict vehicles
- Deliver waste management education program for communities

Reduce reliance on fossil fuels for energy supplies

- Develop a 5 year regional energy use plan
- Determine feasibility and practicality of local renewable energy generation at community scale
- Coordinate and mesh with the relevant environmental strategy areas

LEGEND KEY

PR = Provider; F = Funder; R = Regulator; PT = Partner; B = Broker; A = Advocate

Why do it?	Key Performance Indicators	Role/s
<ul style="list-style-type: none"> • Would provide a focus platform for strategic oversight • Likely to lead to improved efficiencies in delivery of the streams of strategic focus 	<ul style="list-style-type: none"> • Green Strategy reviewed and updated • All strategies in this area of focus brought together under this platform • Achievement of actions adopted in the overarching Strategy 	<p>PR</p> <p>F</p> <p>R</p> <p>PT</p> <p>B</p> <p>A</p>
<ul style="list-style-type: none"> • Improve visual amenity of communities • Reduce risks to health • Reduce adverse impacts on the environment, including native plants and animals • Reuse of waste streams • Potentially new revenue streams 	<ul style="list-style-type: none"> • Implementation reports 	PR
	<ul style="list-style-type: none"> • Mapping completed 	PR
	<ul style="list-style-type: none"> • Facility operational • Periodic reports on operational effectiveness 	PR
	<ul style="list-style-type: none"> • Recycling options report completed • Amount and type of recycling implemented and trends 	PR
	<ul style="list-style-type: none"> • Scheme implemented • Trend reports of containers returned 	PR
	<ul style="list-style-type: none"> • Methodology established and adopted by Council • Trend reports on number of derelict vehicles recovered 	PR
	<ul style="list-style-type: none"> • Program sourced and / or developed • Number of programs delivered • Time series photographs of communities 	
<ul style="list-style-type: none"> • Contribute to addressing climate change • Reduce systems maintenance • Increase affordability of energy for residents and Council 	<ul style="list-style-type: none"> • 5 year plan in place 	PT B
	<ul style="list-style-type: none"> • Feasibility report produced • Number of local community systems in place 	PR PT A
	<ul style="list-style-type: none"> • Number and size of systems installed • Energy savings over time 	F B



2. Environment

Strategic Focus	Key Tasks / Strategies
<i>Increase community resilience to environmental impacts.</i>	<ul style="list-style-type: none">• Develop models for impacts from future flooding events <hr/> <ul style="list-style-type: none">• Review cyclone shelter needs and put in place appropriate capital works program <hr/> <ul style="list-style-type: none">• Develop fire management plans <hr/> <ul style="list-style-type: none">• Develop storm water management and harvesting plans <hr/> <ul style="list-style-type: none">• Program for installation of rain water collection tanks <hr/> <ul style="list-style-type: none">• Council participation in disaster management preparation response and recovery initiatives
<i>Improve community visual amenity</i>	<ul style="list-style-type: none">• Implement parks development, street scaping, street greening and way finding plans
<i>Improve animal health and control over pets</i>	<ul style="list-style-type: none">• Engage community members in animal health and responsible pet ownership programs <hr/> <ul style="list-style-type: none">• Continue implementation and enforcement of animal control by-laws

LEGEND KEY

PR = Provider; F = Funder; R = Regulator; PT = Partner; B = Broker; A = Advocate

Why do it?	Key Performance Indicators	Role/s
<ul style="list-style-type: none"> Protect property and life Increase water supply access 	<ul style="list-style-type: none"> Modelling completed 	B A
	<ul style="list-style-type: none"> Needs defined Number, type and capacity of shelters provided 	PR A
	<ul style="list-style-type: none"> Plans in place Periodic reports on fire management activities 	PR
	<ul style="list-style-type: none"> Plans in place Extent of capital works undertaken Wet Season impact reports 	PR
	<ul style="list-style-type: none"> Feasibility study completed Number of installations 	B A
	<ul style="list-style-type: none"> Meetings attended Preparation activities undertaken Response reports 	PR PT
<ul style="list-style-type: none"> Increase community sense of wellbeing and lifestyle 	<ul style="list-style-type: none"> Number of new initiatives developed Number and type of upgrades to existing amenities 	PR A B PT
<ul style="list-style-type: none"> Improve quality of life for community residents Avoid animal suffering 	<ul style="list-style-type: none"> Program sourced or developed Number of sessions and attendees Veterinarian reports on animal health trends 	PR
	<ul style="list-style-type: none"> Number and type of breaches and trend reports over time 	PR R

3. Infrastructure

Strategic Focus

Key Tasks /Strategies

Improve liveability of each community

- Develop a 10 year capital works program

-
- Finalise Main Street precinct master planning in communities and towns

-
- Develop and implement a roads re-seal plan

-
- Develop a cemetery strategy

-
- Develop and implement an asset management plan

Manage community development expectations

- Ongoing community engagement / education regarding the 10 year capital works program and Master Planning projects, constraints and opportunities

-
- First test proposals for community projects through an evidence based business case

-
- Utilise business cases to support funding applications

-
- Training and education for local service managers in strategic thinking

LEGEND KEY

PR = Provider; F = Funder; R = Regulator; PT = Partner; B = Broker; A = Advocate

Why do it?	Key Performance Indicators	Role/s
<ul style="list-style-type: none"> Provide a map against which budgets and advocacy can be developed Provide rationale for priorities set for major projects across the region Provide a tool to better align community expectations against achievable goals 	<ul style="list-style-type: none"> Plan finalised Year 1 	PR
<ul style="list-style-type: none"> Improve amenity for residents and visitors Build local pride across the region Provide a tool to better align community expectations against achievable goals 	<ul style="list-style-type: none"> Two communities / town completed each year Number of 'Shovel Ready' plans finalised and included in capital works program 	PR
<ul style="list-style-type: none"> Meet fundamental Council role and responsibility Reduce vehicle wear and tear Increase liveability 	<ul style="list-style-type: none"> Plan completed Number of projects completed 	PR
<ul style="list-style-type: none"> Increase demonstration of respect for past generations Address instances of neglect Increase community pride and wellbeing Facilitate future expansion 	<ul style="list-style-type: none"> Strategy completed Year 1 Number and type of works completed 	PR
<ul style="list-style-type: none"> Increase efficient and effective use of Council resources Provide ability to monitor ROI on Council assets Better schedule maintenance and replacement schedules 	<ul style="list-style-type: none"> Plan Finalised year 1 Best practice asset management implemented 	PR
<ul style="list-style-type: none"> Build community understanding, trust and confidence in Council Reduce unrealistic expectations 	<ul style="list-style-type: none"> Downward trend in unrealistic projects advanced for consideration 	PR B A
<ul style="list-style-type: none"> Support engagement and briefing sessions with communities Build rationale and basis for decision making and project prioritisation 	<ul style="list-style-type: none"> Number of business cases completed Number of projects demonstrated as viable / sustainable 	
<ul style="list-style-type: none"> Demonstrate the professionalism and build respect and support for Council Secure the means of project implementation 	<ul style="list-style-type: none"> Number of projects that attract funding 	
<ul style="list-style-type: none"> Increase workforce effectiveness Increase level of maturity and capabilities in engagement between local community offices and Council head office Increase value of feedback from local community offices to Council head office 	<ul style="list-style-type: none"> Training program developed Training completed for all Regional Managers and Community Service Officers 	PR

4. Economic Development

Strategic Focus	Key Tasks / Strategies
Strengthen resources to deliver economic development services	<ul style="list-style-type: none"> • Identify existing capacities and skills • Develop the scope and nature of the role the RGRC should play • Define the resources required to undertake the defined role • Develop a strategy to secure the resources – inhouse and / or outsourced
Optimise flow on impacts from existing / developing regional industries	<ul style="list-style-type: none"> • Engagement / consultation program with industry stakeholders • Definition of scope and type of business and employment opportunities • Skills and capacity audit against identified opportunities • Training, support and mentoring targeted at securing opportunities • Mesh with Wellbeing strategies as to <i>engagement with young people</i>
Build local partnerships	<ul style="list-style-type: none"> • Engage and / or partner with Aboriginal Corporations to secure joint contracts for infrastructure projects or service delivery • Review prospects for the Roper Gulf Regional Council to be recognised as an Aboriginal based organisation for the purposes of tendering and contract matters
Stimulate building and construction industry	<ul style="list-style-type: none"> • Pursue infrastructure projects and funding in line with Australian Government Developing Northern Australia strategies and programs • Build staff housing in communities where tenure permits

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Why do it?	Key Performance Indicators	Role/s
<ul style="list-style-type: none"> Not currently a primary Council role Strong feedback as to community wishes in this area Existing resources not likely to be adequate 	<ul style="list-style-type: none"> Capacity audit complete Proposed role defined and agreed by Council Appropriate resources secured Performance criteria in place 	<p>PR</p> <p>PT</p>
<ul style="list-style-type: none"> Reduce unemployment Increase pride and confidence Facilitate positive changes in family and community Wellbeing and self-sufficiency 	<ul style="list-style-type: none"> Program established, meetings held, and collaborative actions agreed Funding secured, TOR issued, and consultants report presented Funding secured, TOR issued, and consultants report presented Training, support and mentoring funding and resources in place Trends in unemployment New businesses established 	<p>PT</p> <p>B</p> <p>A</p>
<ul style="list-style-type: none"> Mitigate the threat to Council revenues posed by Commonwealth Government policies to preference Aboriginal Corporations for service delivery Increase engagement and build on relationships with constituents Secure more surplus revenues to support Council services and initiatives on behalf of constituents 	<ul style="list-style-type: none"> Number, type and depth of partnerships formed with Aboriginal Corporations Submissions on Roper Gulf Regional Council area impacts prepared in support of LGANT advocacy 	<p>PT</p> <p>PR</p> <p>A</p>
<ul style="list-style-type: none"> Increase available jobs in the region Build workforce skills and capacities Increase ability to attract and retain Council staff Provide revenue streams for Council from rents 	<ul style="list-style-type: none"> Number of dwellings built Changes over time in rental revenues 	<p>PR</p> <p>PT</p>

4. Economic Development

Strategic Focus

Key Tasks / Strategies

Continue to lobby for the release of Crown Land

- Support LGANT policy in relation to development of Crown Land for economic growth

Lobby for Aboriginal Land Release via Section 19 legislation (under the Aboriginal Land Rights (Northern Territory) Act 1976)

- Ongoing engagement and negotiation with NLC, NT Government and Traditional Owners

Improve communications connectivity

- Prioritise communications infrastructure to address 'black-spots' in the Region

Build tourism industry opportunities

- Leverage Big Rivers Destination Management Plan (DMP) to identify key Tourism assets by each location; experience gaps, possible opportunities; & relevant market data

- Continue to develop relationship with Tourism Top End and Tourism NT

- Prioritise maintaining thoroughfares and central public facilities in communities

- Leverage from Northern Territory Aboriginal Tourism Strategy to attract projects and investments

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Why do it?	Key Performance Indicators	Role/s
<ul style="list-style-type: none"> Reduce barriers to growing communities and investment attraction Facilitate growth in business and industry 	<ul style="list-style-type: none"> Crown Land released 	A
<ul style="list-style-type: none"> Reduce barriers to growing communities and investment attraction Facilitate growth in business and industry 	<ul style="list-style-type: none"> Extent of Aboriginal Land released via Section 19 	PT A B
<ul style="list-style-type: none"> Improve constituents' liveability Improve visitor safety and ability to share and promote the Region via social media Improve communications between communities and Council head office Facilitate improved safety through prompt reporting 	<ul style="list-style-type: none"> New communications systems and infrastructure established 	B A PT
<ul style="list-style-type: none"> Big Rivers DMP has similar Tourism industry and regional stakeholders - already consulted Many shared regional attributes which enables utilisation of data to inform decision making 	<ul style="list-style-type: none"> Roper Gulf tourism assets, opportunities, development needs, and barriers identified 	PR PT
<ul style="list-style-type: none"> Participation in the tourism industry marketing and distribution system is a key to industry success Leverage experience, planning and visitor data available through these agencies 	<ul style="list-style-type: none"> Tourism Top End membership Engagement on Big Rivers Tourism Destination Management Plan "Project Implementation Team" 	PT B A
<ul style="list-style-type: none"> Create 'welcoming public spaces' across the Region Improve facilities for locals at the same time as positively impacting visitors 	<ul style="list-style-type: none"> Tourism Facilities incorporated into Main Street master planning 	PR
<ul style="list-style-type: none"> Identify cultural Tourism development opportunities across Roper Gulf Cultural Tourism experiences are a major driver for consumers considering a NT holiday Build on current events and widen appeal to visitors 	<ul style="list-style-type: none"> Evidence of support generated for RGRC Aboriginal tourism attractions, new investments and products 	B A

4. Economic Development

Strategic Focus	Key Tasks / Strategies
<i>Attract new businesses and industries</i>	<ul style="list-style-type: none">• Scoping study as to:<ul style="list-style-type: none">✓ Areas of potential✓ Barriers and opportunities✓ Strategies to effect attraction of identified opportunities• Engage professional assistance to develop and pitch business cases
<i>Reduce unemployment</i>	<ul style="list-style-type: none">• Identify and articulate barriers for local people to gain employment• Develop strategies to address barriers• Identify list of jobs likely to be available in the region and the skill sets required• Development and delivery of training specifically aligned with skill sets required to fill regional jobs• Develop mentoring and on the job training programs

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Why do it?		Key Performance Indicators	Role/s
	<ul style="list-style-type: none"> • Increase rate base and contribute to Council sustainability • Contribute to constituents wellbeing 	<ul style="list-style-type: none"> • Trends in new businesses, industry growth and employment 	B
	<ul style="list-style-type: none"> • Increase chances of success 		A
	<ul style="list-style-type: none"> • Identify opportunities, reduce barriers 	<ul style="list-style-type: none"> • Analysis on barriers, opportunities and response strategies completed • Action plan implemented and progress reported 	B
	<ul style="list-style-type: none"> • Directly build and match capacity with opportunities 	<ul style="list-style-type: none"> • Training programs and mentoring resources in place 	A

5. Governance

Strategic Focus

Key Tasks / Strategies

Increase workforce effectiveness and engagement

Create and implement a Workforce Development Plan to include at a minimum:

1. Council recruitment policy
2. Mandatory induction and staff training process – tailored to each location
3. Cultural Awareness Program
4. Casualisation of the workforce policy in areas where appropriate to ensure the continued delivery of services on community during cultural ceremonies, events and funerals
5. Revision of position descriptions and titles, written in plain English, easily understood for applicants where English is a second language
6. Operations manual developed for each Local Council Office, recording particular processes and policies required for individual communities / towns
7. Employee review and performance management process
8. Employee reward and recognition program
9. Council sponsored continued or higher learning policy
10. Council employee housing policy
11. Succession planning / career pathways
12. Termination of employment policy

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- Develop and implement a Staff Communications Strategy

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- Develop and implement a Community Communications Strategy

Optimise performance in key outcome areas

- Align organisation structure and human resources behind Key Outcome Areas

-
- Workshops with Council staff on Strategic Plan, key outcome areas and strategic focus

-
- Align Council staff reporting behind key outcome areas, strategic focus and KPI's

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Why do it?	Key Performance Indicators	Role/s
<ul style="list-style-type: none"> Reduce costs of operation Maintain and improve service delivery and standards Recognise and address the special circumstances of Aboriginal staff members Contribute to addressing issues associated with operating in a large and remote area Improve staff morale, performance and commitment Provide performance monitoring tools Facilitate employee attraction, training and retention 	<ul style="list-style-type: none"> Workforce Development Plan finalised Number of new policies adopted Number of operations manuals completed % of staff who undertake Cultural Awareness Training Job vacancy rate decreases Staff retention rate increases 	PR
<ul style="list-style-type: none"> Contribute to addressing issues associated with operating in a large and remote area Improve staff morale, performance and commitment Provide channels for the CEO to inform and update all employees Provide channels for employees to provide feedback and better inform central decision making 	<ul style="list-style-type: none"> Employee Communications Strategy approved and implemented Periodic feedback reports 	PR
<ul style="list-style-type: none"> Reduce misinformation Increase mutual understanding between Council and communities Increase support for Council 	<ul style="list-style-type: none"> Community Communications Strategy implemented Periodic feedback reports 	PR
<ul style="list-style-type: none"> Minimise low value staff activities Optimise outcomes in Key Outcome Areas 	<ul style="list-style-type: none"> Organisation structure reviewed and re-designed by CEO RGRC organisation chart developed Position descriptions, specifications and lines of reporting reviewed 	PR
<ul style="list-style-type: none"> Build understanding and support 	<ul style="list-style-type: none"> Number of workshops undertaken Feedback reports Follow up actions taken 	PR
<ul style="list-style-type: none"> Facilitate ability to monitor and measure progress and identify successes 	<ul style="list-style-type: none"> Reporting aligned and incorporated into monthly Council agendas 	PR

5. Governance

Strategic Focus

Key Tasks / Strategies

Increase awareness / acknowledgement of Indigenous culture and history of the region

- Develop and implement a Reconciliation Action Plan
- Provide cross-cultural training for new staff members plus periodic follow up sessions

Optimise impacts, outcomes and effectiveness of Council relationships

- Review current brand use, effectiveness and develop branding strategy
- Review all external organisations with which Council is involved:
 - ✓ Define reason for engagement
 - ✓ Establish objectives and optimal outcomes
 - ✓ Strategy for optimal engagement
 - ✓ Allocate suitable resources
- Engage with police, health professionals, Aboriginal Corporations and others as relevant through Local Council meetings

Continue to meet or exceed compliance with formal governance standards and requirements

- Implement internal Audit Plan v Legislative and Policy Compliance
- Develop and implement an Information Technology Strategy

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Why do it?	Key Performance Indicators	Role/s
<ul style="list-style-type: none"> • Deepen the relationships and mutual respect between people that work for Council, communities, TOs and other key stakeholders • Increase workforce and other stakeholders awareness of cultural protocols and sensitivities 	<ul style="list-style-type: none"> • Action Plan finalised, communicated and implemented • Cross-cultural training delivered 	PR
<ul style="list-style-type: none"> • Build on the attributes of a strong brand • Increase target audience positive feelings of the brand • Reinforce what the Council wishes the brand to stand for 	<ul style="list-style-type: none"> • Brand strategy in place 	PR
<ul style="list-style-type: none"> • Optimise effectiveness of staff time involved • Align resource utilisation behind priorities • Increase outcomes from time invested 	<ul style="list-style-type: none"> • Review completed • Representative reports against objectives for engagement with each stakeholder 	PR B
<ul style="list-style-type: none"> • Facilitate increased collaboration • Increase mutual understanding of shared issues • Identify and act on collaborative opportunities 	<ul style="list-style-type: none"> • Number of agencies and number of meetings attended • Collaborative actions / programs implemented • Increases in broad based feedback to Council 	PR B
<ul style="list-style-type: none"> • NT Government legislation is prescriptive in nature • Compliance is essential to maximise ongoing funding streams • Information Technology (IT) available changes over time • IT security challenges and standards required are increasing • State of the art IT tends to support facilitation of effective internal and external communications 	<ul style="list-style-type: none"> • Internal audit plan completed • Audit Committee satisfied compliance obligations are met • Information Technology Strategy developed • Implementation plan for IT strategy in place, including budget allocations 	PR

5. Governance

Strategic Focus

Key Tasks / Strategies

Continuously build on elected Councillors' knowledge and capacities

- Engage with LGANT governance training program
- Include a 'strategic review' session in each Council meeting, utilising the Strategic Plan as a tool and point of reference

Improve recognition of the Council role in the NT environment and attract support

- Generally support LGANT advocacy and lobbying activities
- Support implementation of the NT Local Government 2030 strategy
- Support advocacy for removal of NT Government rate caps

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Why do it?			Key Performance Indicators			Role/s		
	<ul style="list-style-type: none">• Contribute to protecting both Councillors and Council from governance errors• Increase Councillors' capacity, understanding and ability to contribute• Increase alignment of decision making behind strategic intent		<ul style="list-style-type: none">• Number of Elected Members who undergo training• Council papers updated to reflect Strategic Plan direction and outcomes			PT		
							PR	
	<ul style="list-style-type: none">• Improve the standing and influence of Local Government in the NT• Increase viability, sustainability of Council		<ul style="list-style-type: none">• Material prepared & LGANT submission support• Level & extent of NT Local Government 2030 Strategy implementation• Rate caps removed			PT		A



APPENDICES

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APPENDIX 1 – LEGISLATIVE ROLES AND RESPONSIBILITIES

APPENDIX 2 – OUR REGION

APPENDIX 3 – COMMUNITY CONSULTATION REPORT

APPENDIX 4 – SWOT ANALYSIS

N.b. The Appendices are not included in this document.



