

Roper Gulf Regional Council
Regional Plan 2024-25

Acknowledgement of Country

Roper Gulf Regional Council acknowledges the Traditional Owners of the land and pays respect to Elders past, present and emerging and all members of the communities in the Roper Gulf region.

Warning

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

Disclaimer

While care has been taken to ensure the content in this Regional Plan is accurate, Council cannot guarantee that it is completely error free. Council also values your feedback on how the information in this report is presented. If you wish to share your feedback with us, please send an email to communications@ropergulf.nt.gov.au.

Design

Photography: Roper Gulf Regional Council

Design: Moogie Down Productions <https://moogiedownproductions.com.au/>

Public Consultation

Roper Gulf Regional Council has developed its Regional Plan in accordance with the *Local Government Act 2019*. The Council welcomed feedback from the public during a 21 day consultation period.

The Regional Plan was adopted by Council on Wednesday 26 June 2024 at its Ordinary Meeting of Council.

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Highlights for the Year Ahead

- Barunga: Barunga Statement Memorial Project
- Wugularr: Road Upgrades - Cameron and Maddigan Intersection
- Bulman: New Ablution Block
- Bulman: New Council Accommodation
- Mataranka: New Aged Care Kitchen
- Ngukurr: Sports Hall Renovation & Ablution Block
- Numbulwar: Numburindi Festival Ablution Block
- Urapunga: New Community Hall
- Borroloola: Cyclone Shelter
- Borroloola: Airport Ablution Block
- Borroloola: New Recycling Shed
- Regional: Implementation of Waste Management Strategy

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Overview of Operating Budget

Continued on page x

- Expected Operational Revenue – \$x million
- Pie chart of Expected Revenue – x% from grants, x% from government contracts and agency services, x% from rates and remaining x% from other sources
- Expected Operational Expenditure – \$x million
- It is expected that \$x million will be spent with the five largest service delivery program areas for the Council: Wages and Salaries, Community Development Program (CDP), Night Patrol, Municipal Services, and Council Services General.
- How much is expected to be spent on staff wages – A total of \$x million or x% of the Operational Expenditure
- Expected Capital Expenditure - \$x million

Commented [BT2]: Figures will be added once the budget is finalised

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Introduction

Developed in accordance with the *Local Government Act 2019*, this Regional Plan serves as our roadmap for the upcoming financial year, outlining the necessary actions to enhance our region for residents, staff, businesses, visitors and the environment.

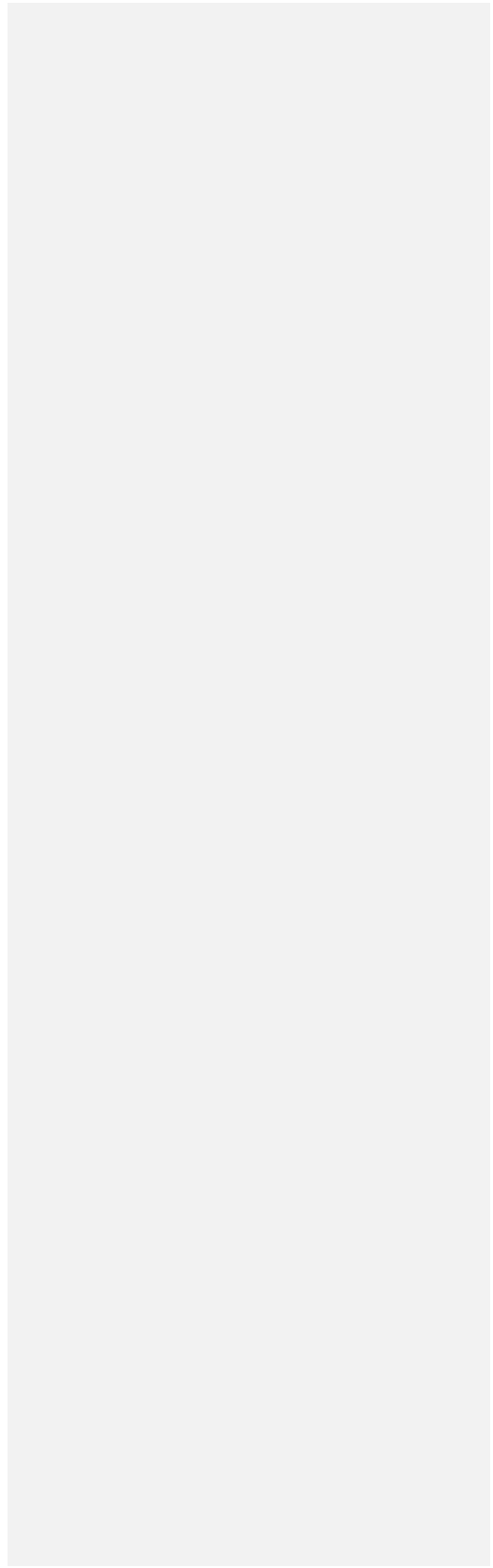
It is complemented by a Strategic Plan, which highlights Council's strategic priorities over a five (5) year period, 2022-2027. Aligned with these priorities, the Regional Plan establishes the foundation for Council decision making and operational planning for the 2024-25 financial year.

Contained within this document are the key outcome areas, strategies for achieving them and a set of deliverables for monitoring progress and success.

Additionally, the document includes our annual budget, detailing proposed expenditure, revenue, rates, fees, and charges.

Through this Regional Plan, we aim to provide insight into Council's overarching vision and goals as a local government entity operating in the remote Northern Territory. We extend our gratitude to our constituents, Elected Members, staff, and stakeholders for their contributions to developing and implementing this Plan.

Message from the Mayor and CEO



Our Region

Nestled in the heart of Australia, Roper Gulf Regional Council operates across 201,000 square kilometres—a vast territory that stretches from the Kakadu escarpment in the north to the Barkly Tablelands in the south, and from the Gulf of Carpentaria and Queensland border in the east to the Stuart Highway in the west.

In this predominantly rural setting, small townships, Indigenous communities and remote outstations form the fabric of daily life. Cattle grazing dominates the rural land, complemented by mining and tourism, which contribute to the region's diverse economy.

The Roper Gulf region is home to around 6,486 residents spread across fourteen (14) remote communities and townships and over 75% of our population proudly identify as Aboriginal and/or Torres Strait Islander. Our Council acknowledges the rich cultural heritage and traditional languages that thrive within our region.

The region is divided into five (5) governing wards, with each ward being represented by Elected Members. Each ward possesses its own individual needs and characteristics, reflecting the diverse makeup of our region.

Geographical area: 201,000 square kms

Commented [BT3]: Presented as an infographic

Population: 6,486

Aboriginal and Torres Strait Islander population: 4,879 (75.2 %)

Median age: 29

Top languages used at home (other than English):

- Kriol
- Nunggubuyu
- Garrwa
- Anindilyakwa
- Yanyuwa

Outstations (Homelands):

- Badawarrka
- Baghetti
- Barrapunta
- Costello
- Jodetluk (Gorge Camp)
- Kewulyi
- Mole Hill
- Mount Catt
- Mulggan Camp
- Nulawan
- Werenbun

Main rivers:

- Limmen
- McArthur
- Robinson
- Roper
- Rose

Data source: 2021 ABS Census Data

<Map of region>

Our Vision, Mission & Values

Our Vision

Sustainable, Viable and Vibrant

Our Mission

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

Our Core Values

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

Our Council

The Roper Gulf Regional Council is made up of thirteen (13) elected members, chosen by their communities to represent them. Our elected members work on behalf of their community to ensure fair and clear decision-making across all areas of Council business, benefiting the whole region.

In the remote setting of our Council, the role of our Elected Members takes on a particularly significant and multifaceted dimension. Beyond the typical responsibilities of representation and decision-making, our Elected Members serve as crucial liaisons between their communities and the broader administrative division of the organisation.



Pictured left to right: CEO Marc Gardner, Cr Edna Iles, Cr Jana Daniels, Cr Patricia Farrell, Cr Gadrin Hoosan, Mayor Tony Jack, Cr Annabelle Daylight, Cr Kathy-Anne Numamurdirdi, Cr Owen Turner and Cr John Dalywater.

Elected Members

The Elected Members who represent the Roper Gulf region.

Mayor	Tony Jack (South West Gulf Ward)
Deputy Mayor	Helen Lee (Nyirranggulung Ward)
Never Never Ward	Councillor Annabelle Daylight Councillor Patricia Farrell Councillor Edna Iles
Numbulwar Numburindi Ward	Councillor Edwin Nungumajbarr Councillor Kathy-Anne Numamurdirdi
Nyirranggulung Ward	Councillor Selina Ashley Councillor John Dalywater
South West Gulf Ward	Councillor Samuel Evans Councillor Gadrian Hoosan
Yugul Mangi Ward	Councillor Owen Turner Councillor Jana Daniels

Commented [BT4]: Add photos of Elected Members – I just need to get one of Edna Iles which I'll get at the April OMC

Organisational Structure

Roper Gulf Regional Council is responsible for delivering more than 40 services to residents. These services range from the upkeep and maintenance of public spaces, waste management, the delivery of antisocial diversion activities and individual care services. These are community-led services that are critical to the life cycle and function of community.

The Council also provides professional support to service delivery across the region through the provision of administrative, human resources, accounting, information technology, governance and planning services delivered from our Katherine Support Centre and Workshop Depot.

Our organisational structure is designed to support the delivery of the key outcome areas, strategic objectives and goals set out in the Strategic Plan 2022-27.

<Organisational Structure Chart>

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Executive Management Team

The Executive Management Team is made up of the Chief Executive Officer, the General Manager Corporate Services and Sustainability, the General Manager Council Services and Community Engagement and the General Manager Infrastructure Services and Planning, each overseeing the four respective departments of our organisation.

The Executive Management Team is responsible for implementing the decisions of Council. It also provides advice to Council, its Committees and its Local Authorities, is responsible for coordinating the management of the region, is involved in top-level decision-making and monitors compliance, service delivery and major projects.



Marc Gardner
Chief Executive Officer

Marc was appointed as Chief Executive Officer in May 2022. Marc has 10 years' experience working at Roper Gulf Regional Council and has worked in various executive positions, providing a wealth of knowledge to Council and its staff.

Marc has over 25 years of experience working in Local Government in Queensland and the Northern Territory. With a background and qualifications in environmental management, community development and corporate services, Marc has a Master's Degree in Business (Finance/Human Resources) and maintains affiliations with a number of professional institutes. Marc also sits on a range of other committees and reference groups including the Big Rivers Region Economic Growth Committee.

Marc's goal as CEO is to lead an organisation that values strategic congruence, focuses on safety, fosters a positive workplace culture, delivers high quality services to its constituents and supports altruistic endeavours.



Cindy Haddow
General Manager Corporate Services & Sustainability

Cindy was appointed General Manager Corporate Services and Sustainability in October 2022. Cindy has spent the past 18 years living in Katherine and working to improve life outcomes for First Nations peoples and those living in remote Australia.

With a career that encompasses all levels of Government operations including Federal, Territory, and Local, Cindy has over 15 years' experience in senior leadership roles. This includes leading high performing teams in project management, financial management, community services, and contract management. Cindy has a Master's of Business Administration and a Post Graduate Degree in Public Sector Management.

Cindy is committed to working collaboratively to ensure Council has high quality corporate support to deliver services to communities.



David Hurst
General Manager Council Services & Community Engagement

David commenced his employment with Council in April 2021 and was appointed General Manager Council Services and Community Engagement in October 2022.

David brings 30 years of leadership experience in Local Government, State Government, Aboriginal Corporations and the not for profit sector across Australian Capital Territory, New South Wales, Queensland and the Northern Territory. He has lived and worked in remote Aboriginal communities for a decade in senior leadership roles. David has a Bachelor Degree in Business and Post Graduate Certificate in Case Management.

With a passion for community development and organisational capacity building, David's goal is to promote an integrated approach to local employment and economic development through job creation and high quality service delivery.

Vacant
General Manager Infrastructure Services & Planning

Our Employees

Our employees form the backbone of the Roper Gulf Regional Council and are the driving force behind achieving the goals and initiatives outlined in our Regional Plan. From providing essential services to launching new projects, they work hard to enhance the quality of life for all residents.

Our organisation consists of four (4) divisions, each containing various departments, with employees operating across the entire Roper Gulf region and in Katherine. You can see the breakdown of these divisions and their departments in the Organisational Structure Chart.

Within our organisation we have a total of 257 staff members with 68% of our workforce identifying as Aboriginal and/or Torres Strait Islander. The largest division in terms of employees is Council Services and Community Engagement, which comprises 85% of our workforce. This division encompasses all services operating within communities highlighting its significant role in our organisational structure.

		Number	Percentage
Staff	Total	257	
	Male	138	54%
	Female	119	46%
	Indigenous staff	176	68%
	Non-Indigenous staff	81	32%

Commented [BT6]: Graphs where possible

		Number	Percentage
Division	Office of the CEO	3	2%
	Corporate Services and Sustainability	24	9%
	Council Services and Community Engagement	217	85%
	Infrastructure Services and Planning	10	4%

		Number	Percentage
Employment type	Full time	126	49%
	Part time	88	34%
	Casual	43	17%

		Number	Percentage
Age	Under 20	7	3%
	20-29	43	17%
	30-39	73	28%
	40-49	57	22%
	50-59	55	21%
	60-69	17	7%
	Over 70	5	2%

		Number	Percentage
Location	Katherine	56	22%

	Barunga	21	8%
	Borrooloola	26	10%
	Bulman	16	6%
	Jilkminggan	18	7%
	Manyallaluk	9	4%
	Mataranka	23	9%
	Ngukurr/Urapunga	30	12%
	Numbulwar	33	13%
	Wugularr	25	9%

Governance

Roper Gulf Regional Council is a local government body that operates as a result of and in accordance with the *Local Government Act 2019* (the Act) and its statutory instruments. Council's stated role is the provision of an accountable, representative decision-making government body that represents the constituents of its region and provides them with key services and amenities.

To increase the effectiveness and efficiency of the organisation, the Council aims for open and transparent communication with the community, staff and stakeholders and encourage opportunities for the community to take part in planning and decision-making processes. Planning and decision making is done at the Ordinary Meetings of Council and Committee Meetings followed by advice from Local Authorities.

Ordinary Meeting of Council

The Council meets six (6) times a year to discuss the core business operations of the organisation. A full schedule of these meetings can be found at ropergulf.nt.gov.au.

We also conduct a briefing session the day before the meeting where Councillors can ask questions and clarify information, however decisions cannot be made at the briefing session.

The Ordinary Meetings of Council are open to the public and we encourage residents and stakeholders to attend Council meetings to raise concerns, ask questions or be informed about Council operations. Please note that some parts of the meetings may be deemed confidential in accordance with Chapter 6 of the *Local Government Act 2019*.

Local Authorities

Local Authorities are small groups of community representatives that have been formed to achieve integration and ensure the involvement of remote communities in the system of Local Government. Local Authorities are run in accordance to the provisions of the *Local Government Act 2019* and take place at least four times a year in their respective townships/communities. A full schedule of these meetings can be found at ropergulf.nt.gov.au.

Roper Gulf Regional Council encourages members of the community to get involved with your Local Authority group, as Council relies on the output from these meetings to keep up to date with community activities such as project requirements, upcoming events, emerging issues and more.

Council Committees

Roper Gulf Regional Council has two (2) committees that assist with meeting its legislative obligations.

The Finance & Infrastructure Committee meets every second month to carry out financial functions on behalf of the Council. Council has, in accordance with Part 5.2 of the Act, delegated the functions and authority to review and make decisions on infrastructure and project matters as listed in the Finance & Infrastructure Committee Terms of Reference at ropergulf.nt.gov.au.

Opportunities and Challenges

The Regional Plan serves as our roadmap for the upcoming financial year, outlining the necessary actions to enhance our region for residents, staff, businesses, visitors and the environment.

A critical aspect of future planning involves identifying and addressing both the opportunities that lie ahead for our Council and the challenges that we will need to confront. Assessing upcoming opportunities and challenges is crucial for informed decision making and effective resource allocation.

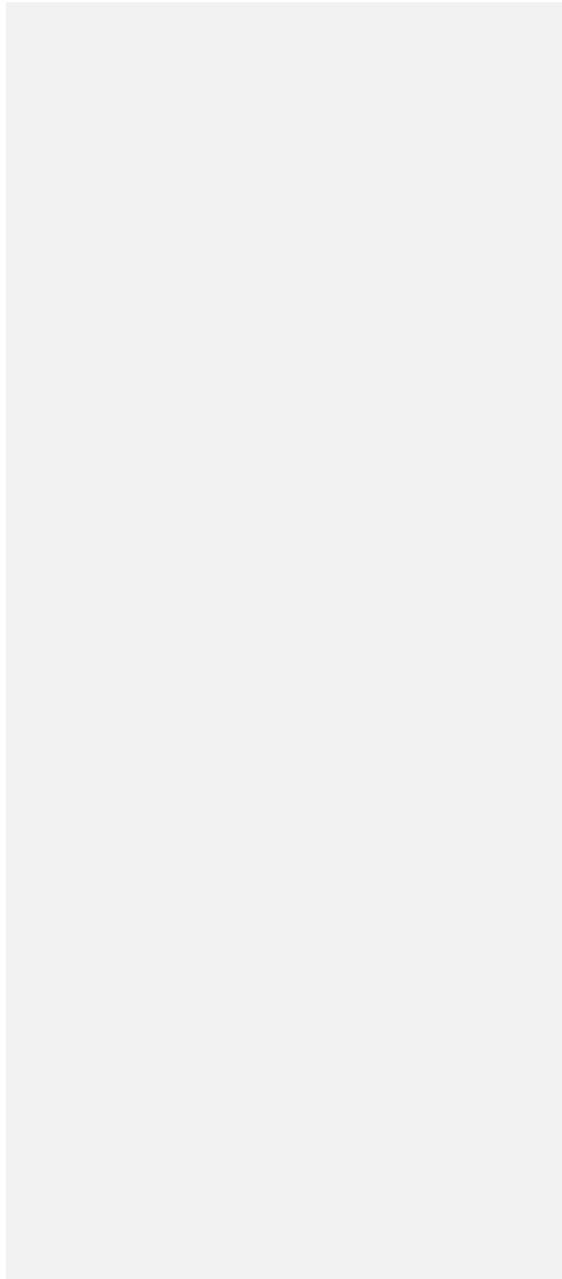
Opportunities	Embracing Technology	<p>Advancements in Information Technology (IT) presents a number of opportunities for our Council including improved service delivery, enhanced communication and streamlined operations. Our staff are currently researching and testing various digital platforms that will enable us to engage with residents more effectively, manage documents, heighten security and strengthen compliance. Additionally, innovative technologies are available that empower organisations to make data-driven decisions regarding infrastructure development, town planning and resource allocation, leading to more efficient and sustainable outcomes.</p> <p>Embracing technological advancements will not only enhance the overall effectiveness of Council's operations but also help to create and retain a more efficient and motivated workforce which will lead to a shift in man hours from administration tasks to the actual delivery of services on the ground.</p>
	Road Upgrades	<p>Multiple road upgrades are being planned by the Northern Territory Government in the upcoming financial year, a development that holds immense significance for our region. These upgrades will hopefully improve connectivity between our communities and townships, enhance safety for residents and tourists when travelling within our region, provide resilience against extreme weather events and deliver more opportunities for economic growth and future development.</p>
	Partnerships and Collaboration	<p>By working in partnership with all community organisations and stakeholders, we can leverage expertise, resources, perspectives and experiences to address community needs more effectively and efficiently. Embracing this opportunity for collaboration enables all of us to strengthen community relationships, provide consistent information and engagement, and ultimately achieve better outcomes for all residents.</p>

Challenges	Recruitment and Retention	<p>Working in a remote area like the Roper Gulf region presents unique challenges for staff recruitment and retention. The geographical isolation and limited infrastructure in remote areas may deter potential candidates from considering employment opportunities, reducing the pool of available talent.</p> <p>Remote areas typically experience higher turnover rates due to factors such as limited career advancement opportunities and feelings of isolation. Addressing these challenges requires strategic initiatives aimed at improving infrastructure, providing professional development opportunities, and offering incentives to attract and retain skilled personnel in the region.</p>
	Government Procurement Policies	<p>The Northern Territory Government has adopted a policy that places a priority on engaging Aboriginal organisations in procurement processes and service delivery operations. As a result, several contracts have been redirected from the Council to these Aboriginal entities. However, there have been instances where these services are not adequately delivered, or in some cases, not delivered at all. Consequently, the contracts are returned to the Northern Territory Government.</p> <p>This trend has led to considerable disruptions in service delivery and contract outcomes within the communities. Furthermore, insufficient communication and misinformation regarding contract leads and responsibilities has resulted in misguided expectations of the Council.</p>

	Barunga	Wugularr	Borrooloola	Bulman	Jilkminggan	Manyallaluk	Mataranka	Ngukurr	Numbulwar	Daly Waters	Larrimah	Minyerri	Robinson River	Urapunga	Badawarrka	Baghetti	Barrapunta	Boomerang Lagoon	Costello	Jodetluk	Kewulyi	Mole Hill	Mount Catt	Mulgan Camp	Nulawan	Nummerloori	Werenbun
Advocacy and representation on local and Regional issues	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓													
Asset Management <ul style="list-style-type: none"> Procurement, monitoring, repairs and maintenance of Council infrastructure, plant, equipment and fleet assets 	✓	✓	✓	✓	✓	✓	✓	✓			✓			✓													
Civic events <ul style="list-style-type: none"> Coordination of in-community Australia Day and Anzac Day events Promotional support of Council-endorsed festivals and events 	✓	✓	✓	✓	✓	✓	✓	✓						✓													
Control of litter and garbage By-Laws	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓													
Customer relationship management, including complaints and responses	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓													
Library and cultural heritage services	✓		✓				✓	✓																			
Lighting for public safety/street lighting	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓		✓													
Local road upgrade and management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓													

	Barunga	Wugularr	Borrooloola	Bulman	Jilkminggan	Manyalaluk	Mataranka	Ngukurr	Numbulwar	Daly Waters	Larrimah	Minyerri	Robinson River	Urapunga	Badawarrka	Baghetti	Barrapunta	Boomerang Lagoon	Costello	Jodetluk	Kewulyi	Mole Hill	Mount Catt	Mulgan Camp	Nulawan	Nummerloori	Werenbun
Maintenance and upkeep of parks, ovals and gardens	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓			✓													
Maintenance and management of cemeteries <ul style="list-style-type: none"> Mowing and repair and maintenance of cemetery infrastructure Grave excavations and burials (by request/fee for service) 	✓	✓	✓	✓		✓	✓		✓			✓	✓	✓													
Public and corporate relations <ul style="list-style-type: none"> Media relations and corporate affairs 	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓														
Traffic Management <ul style="list-style-type: none"> Provision of local traffic management systems, including speed bumps, wombat crossing and signage 	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Training and employment of local people in Council operations	✓	✓	✓	✓	✓	✓	✓	✓	✓					✓													
Waste Management Services	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					✓					✓			✓

	Barunga	Wugularr	Borrooloola	Bulman	Jilkminggan	Manyalaluk	Mataranka	Ngukurr	Numbulwar	Daly Waters	Larrimah	Minyerri	Robinson River	Urapunga	Badawarrka	Baghetti	Barrapunta	Boomerang Lagoon	Costello	Jodetluk	Kewulyi	Mole Hill	Mount Catt	Mulgan Camp	Nulawan	Nummerloori	Werenbun
<ul style="list-style-type: none"> • Operation of Waste Management Facilities and landfills • Rubbish collection 																											
Weeds control and fire hazard reduction in and around community areas <ul style="list-style-type: none"> • Vegetation management, including weed and fuel reduction management. 	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓														



Agency Services

What are Agency Services? These services are not prescribed by Local Government legislation, however Council choses to provide these services for the benefit of our constituents.

	Barunga	Wugularr	Borroloola	Bulman	Jilkminggan	Manyallaluk	Mataranka	Ngukurr	Numbulwar	Daly Waters	Larrimah	Minyerri	Robinson River	Urapunga	Badawarrka	Baghetti	Barrapunta	Boomerang Lagoon	Costello	Jodetluk	Kewulyi	Mole Hill	Mount Catt	Mulgan Camp	Nulawan	Nummerloori	Werenbun	
Animal Health Program <ul style="list-style-type: none"> In-community vet visits, public education and awareness about responsible pet ownership 	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓							✓			✓				
Centrelink Agency/Access Point <ul style="list-style-type: none"> Provision of in-community access to Centrelink services on behalf of DHS Support eligible jobseekers to build skills 	✓	✓		✓	✓	✓	✓	✓	✓																			
Commonwealth Home Support Program (CHSP) <ul style="list-style-type: none"> Provision of in-community assistance for frail, older residents to maintain independence and remain in their homes 	✓	✓		✓	✓	✓	✓	✓	✓															✓				
Community Night Patrol	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓														

	Barunga	Wugularr	Borrooloola	Bulman	Jilkminggan	Manyalaluk	Mataranka	Ngukurr	Numbulwar	Daly Waters	Larrimah	Minyerri	Robinson River	Urapunga	Badawarrka	Baghetti	Barrapunta	Boomerang Lagoon	Costello	Jodetluk	Kewulyi	Mole Hill	Mount Catt	Mulgan Camp	Nulawan	Nummerloori	Werenbun
<ul style="list-style-type: none"> • Vehicular and pedestrian patrols during set shift times • Providing assistance to residents to a place of safety within the community • Recording details on community issues and providing to emergency services and stakeholders 																											
Crèche <ul style="list-style-type: none"> • Provision of in-community educational programs to enhance learning and development of participating children 		✓			✓	✓																					
National Disability Insurance Scheme (NDIS) <ul style="list-style-type: none"> • Provision of in-home assistance – including meal delivery, domestic assistance, social support and transport – for disabled clients on behalf of the Department of Health. 	✓	✓		✓	✓	✓	✓	✓						✓													

	Barunga	Wugularr	Borrooloola	Bulman	Jilkminggan	Manyalaluk	Mataranka	Ngukurr	Numbulwar	Daly Waters	Larrimah	Minyerri	Robinson River	Urapunga	Badawarrka	Baghetti	Barrapunta	Boomerang Lagoon	Costello	Jodetluk	Kewulyi	Mole Hill	Mount Catt	Mulgan Camp	Nulawan	Nummerloori	Werenbun
Alcohol and Other Drugs Program	✓	✓	✓	✓	✓	✓	✓	✓	✓																		
Home Care Package Program <ul style="list-style-type: none"> Provision of in-community assistance residents with complex needs to allow them to remain in their homes longer, and have choice and flexibility in how care is provided 	✓	✓		✓	✓	✓	✓	✓	✓																		
Indigenous Aged Care and Employment Program <ul style="list-style-type: none"> Support to develop sustainable, highly-skilled Indigenous workforce in aged care sector through Indigenous employment and professional development 	✓	✓		✓		✓	✓	✓	✓																		
Indigenous Broadcasting Program <ul style="list-style-type: none"> Operation of in-community radio stations to provide local content and promote Council, community and stakeholder issues and events 	✓	✓		✓			✓	✓																			

	Barunga	Wugularr	Borrooloola	Bulman	Jilkminggan	Manyalaluk	Mataranka	Ngukurr	Numbulwar	Daly Waters	Larrimah	Minyerri	Robinson River	Urapunga	Badawarrka	Baghetti	Barrapunta	Boomerang Lagoon	Costello	Jodetluk	Kewulyi	Mole Hill	Mount Catt	Mulgan Camp	Nulawan	Nummerloori	Werenbun	
Indigenous Sport and Recreation Program <ul style="list-style-type: none"> Provision of daily activities to promote a healthy lifestyle, participation and the benefits of physical activity to Indigenous participants 	✓	✓	✓	✓	✓	✓	✓	✓	✓																			
Indigenous Youth Reconnect <ul style="list-style-type: none"> Provision of case management, support services and activities for youth up to 24 years who have been involved in the justice system or rehabilitation, or at-risk behaviours 			✓					✓	✓																			
Management and upkeep of swimming pool <ul style="list-style-type: none"> Operation and maintenance of facilities Employment of pool supervisors and lifeguards 			✓					✓																				
Outside School Hours Care		✓			✓																							

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<ul style="list-style-type: none"> Facilitation of early-childhood learning, development and recreation activities for young children and their families 																											
School Nutrition Program <ul style="list-style-type: none"> Provision of breakfast and lunch five days per week for participating children Support for school attendance, educational outcomes and parental engagement 				✓		✓																					
Remote Sport Program <ul style="list-style-type: none"> Support to improve and sustain sporting opportunities and competitions in remote communities 	✓	✓	✓	✓	✓	✓		✓	✓																		

Commercial Services

What are Commercial Services? We provide a range of services across the region that are on behalf of another Agency, and on a fee-for-service basis. These services are not prescribed by Local Government legislation, however Council provides these services to improve its overall financial viability, and for the benefit of its constituents, and the public in general.

	Barunga	Wugularr	Borrooloola	Bulman	Jilkminggan	Manyallaluk	Mataranka	Ngukurr	Numbulwar	Daly Waters	Larrimah	Minyerri	Robinson River	Urapunga	Badawarrka	Baghetti	Barrapunta	Boomerang Lagoon	Costello	Jodetluk	Kewulyi	Mole Hill	Mount Catt	Mulgan Camp	Nulawan	Nummerloori	Werenbun	
Airstrip maintenance and reporting <ul style="list-style-type: none"> Slashing of aerodrome and infrastructure maintenance Appointment of Aerodrome Reporting Officers to inspect facilities on behalf of operator (Territory) Providing after-hours emergency services access to aerodrome 	✓		✓	✓		✓	✓	✓						✓														
Australia Post <ul style="list-style-type: none"> In-community mail sorting and distribution 	✓	✓		✓	✓	✓	✓	✓																				
Community Development Program <ul style="list-style-type: none"> Provision of community development projects that upskill participants and prepare them for employment 			✓		✓	✓		✓				✓																

	Barunga	Wugularr	Borrooloola	Bulman	Jilkminggan	Manyallaluk	Mataranka	Ngukurr	Numbulwar	Daly Waters	Larrimah	Minyerri	Robinson River	Urapunga	Badawarrka	Baghetti	Barrapunta	Boomerang Lagoon	Costello	Jodetluk	Kewulyi	Mole Hill	Mount Catt	Mulgan Camp	Nulawan	Nummerloori	Werenbun
Homeland (Outstation) Services <ul style="list-style-type: none"> Municipal service delivery of water, electrical and sewerage services 															✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
Slashing Contract <ul style="list-style-type: none"> Slashing of public spaces (Larrimah and Daly Waters) and Crown Land (Mataranka) 						✓				✓	✓																

Strategic Priorities

The Roper Gulf Regional Council's Strategic Plan 2022-2027 outlines five (5) key outcome areas, guiding our efforts to enhance community wellbeing and drive sustainable development. The key outcome areas are:

1. Wellbeing

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.

2. Environment

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

3. Infrastructure

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

4. Economic Development

Goal: Foster strengthening and growing jobs, industries, and investment attraction.

5. Governance

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

The tasks, strategies, and key performance indicators outlined in the following pages represent our organisation's commitments for the upcoming financial year. These deliverables are aligned with the five (5) key outcome areas and strategic priorities, reflecting our dedication to addressing community needs and advancing toward our vision. They serve as benchmarks for measuring our performance and progress.

Please note that while the tasks, strategies and key performance indicators presented here are directly sourced from the Strategic Plan 2022-2027 for strategic consistency, minor adjustments or additions have been made to reflect new information and available resources since the Strategic Plan's development in 2022. These changes are denoted by an asterisk (*) to ensure transparency between documents.

Wellbeing

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.

Strategic Focus	Key Tasks / Strategies	Why do it?	Key Performance Indicators
Increase public safety.	<ul style="list-style-type: none"> Review historical records of adverse incidents and events over the past 5 years. 	<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.
	<ul style="list-style-type: none"> Engage with police service and develop collaborative actions. 		<ul style="list-style-type: none"> Agreement on collaboration in place. Program for collaboration in place. Progress reports submitted to Council.
	<ul style="list-style-type: none"> Regular community safety audits undertaken in company with community opinion leaders. 		<ul style="list-style-type: none"> Number of audits undertaken. Rectification actions / strategies / works undertaken.
	<ul style="list-style-type: none"> Lobby for appropriate technologies & incorporate techniques for 'Crime Prevention Through Environmental Design' (CPTED) as a deterrent to property damage. 		<ul style="list-style-type: none"> Number of technology / technique based solutions put in place.
	<ul style="list-style-type: none"> Continue night patrols. 		<ul style="list-style-type: none"> Number of night patrols. Trend reports on incidents.
	<ul style="list-style-type: none"> Consult with communities on safe house needs and advocate to fill identified needs. 		<ul style="list-style-type: none"> Safe house requirements defined. Number of new, revised, improved facilities in place.
	<ul style="list-style-type: none"> Safety audit of all Council facilities and assets.* 		<ul style="list-style-type: none"> All Council assets and facilities have been safety audited.*

Strategic Focus	Key Tasks / Strategies	Why do it?	Key Performance Indicators
Increase participation in healthy activities.	<ul style="list-style-type: none"> Audit sport and recreation facilities and identify gaps. 	<ul style="list-style-type: none"> Improve resident health. Increase life expectancy. Improve individual and community feeling of wellbeing. 	<ul style="list-style-type: none"> Audit completed. Gaps defined and reviewed by Council. Sport and Recreation Master Plan strategies implemented and reported to Council.*
	<ul style="list-style-type: none"> Prepare practical designs for water parks consistent with resources available. 	<ul style="list-style-type: none"> Provide opportunities for youth physical and social development. 	<ul style="list-style-type: none"> Community specific designs completed.
	<ul style="list-style-type: none"> Develop a sport & recreation strategy in consultation with communities. 	<ul style="list-style-type: none"> Divert young people from unhealthy, anti-social behaviour. Reduce pressure on health services, facilitating better service levels. 	<ul style="list-style-type: none"> Strategy completed Year 1. Funding sought from NT Government. Agreed projects included in capital works program.
	<ul style="list-style-type: none"> Collaborate with Dept. of Health on delivery of healthy eating and exercise programs. 	<ul style="list-style-type: none"> Address community aspirations for more sport and recreational facilities. 	<ul style="list-style-type: none"> Agreement on collaboration in place. Program for collaboration in place. Progress reports submitted to Council.
Aged health care.	<ul style="list-style-type: none"> Develop an Aged Care Strategy. Determine feasibility of Mataranka becoming RGRC aged care community hub. Work in partnerships with industry and community organisations for shared service and facility.* 	<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. New Aged Care 'Facilities' Strategies completed in 2024/2025.* Number of collaborations and information.*

Strategic Focus	Key Tasks / Strategies	Why do it?	Key Performance Indicators
Improve Council service delivery.	<ul style="list-style-type: none"> ▪ Engage with adjoining Councils to determine feasibility / practicality of shared service delivery. - Investigate opportunities for training.* - Fleet maintenance and management.* - Social Planning.* - Establishment of Big Rivers 'Regional Organisation of Councils' meetings.* 	<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.
	<ul style="list-style-type: none"> ▪ Develop Community Plans.* 		<ul style="list-style-type: none"> ▪ Delivery of Community Plans.*
	<ul style="list-style-type: none"> ▪ Develop Local Authority Priority Plans.* 		<ul style="list-style-type: none"> ▪ Delivery of Local Authority Priority Plans.*
	<ul style="list-style-type: none"> ▪ Ongoing feedback reporting on performance through Local Authority meetings. ▪ Establish Service Delivery Standards, with associated policies and procedures. 		<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. ▪ Council Services Manager reports to Council.*

Strategic Focus	Key Tasks / Strategies	Why do it?	Key Performance Indicators
Increase engagement with young people.	<ul style="list-style-type: none"> Develop and implement a Community Services (Social Needs) Strategy 	<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. Funding obtained.* Develop a specific regional Youth Services Strategy.*
	<ul style="list-style-type: none"> Invite school staff, police and other relevant organisations to Local Authority meetings to discuss local youth issues 	<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.
	<ul style="list-style-type: none"> Invite youth representatives of local sporting and recreational groups to present views to Local Authority meetings. <ul style="list-style-type: none"> Encourage young people (<25 years old) as Local Authority members.* 		<ul style="list-style-type: none"> Frequency and number of presentations. Description of resolutions affected
	<ul style="list-style-type: none"> Presentations to schools on jobs /career paths available in Council 		<ul style="list-style-type: none"> Number of presentations. School feedback reports.
Increase access to educational resources.	<ul style="list-style-type: none"> Review libraries in the context of increasing their utilisation as learning / drop in centres. 	<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. Borroloola, Barunga and Mataranka upgrades completed.*
	<ul style="list-style-type: none"> Collaborate with schools and other learning institutions to 		<ul style="list-style-type: none"> Extent and scope of learning resources incorporated into libraries.

Strategic Focus	Key Tasks / Strategies	Why do it?	Key Performance Indicators
	access online learning tools and resources.		
	<ul style="list-style-type: none"> ▪ Identify opportunities for funding to build up cultural records and resources. 		<ul style="list-style-type: none"> ▪ Funding sources identified. ▪ Number and success of funding submissions.
	<ul style="list-style-type: none"> ▪ Develop and implement strategy for building cultural records and resources through our libraries. 		<ul style="list-style-type: none"> ▪ Strategy completed and adopted by Council. ▪ TOs engaged, data sourced and recorded.
	<ul style="list-style-type: none"> ▪ Collation of formalisation of all cemetery records throughout Council.* 		<ul style="list-style-type: none"> ▪ Records completed per community.*
	<ul style="list-style-type: none"> ▪ Collaboration with institutes and community organisations to establish Adult Literacy Centres.* 		<ul style="list-style-type: none"> ▪ Pilot program established in select communities.*

Environment

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

Strategic Focus	Key Tasks / Strategies	Why do it?	Key Performance Indicators
Create an overarching framework to improve and safeguard the RGRC region environment.	<ul style="list-style-type: none"> Review and update the RGRC <i>Green Plan 2013-2016</i>. Coordinate and mesh with following strategy areas. 	<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 bought together under this platform. Achievement of actions adopted in the overarching Strategy.
Improve effectiveness and efficiency of waste management.	<ul style="list-style-type: none"> Engagement with, and implementation of, Big Rivers Region Waste Management Strategy. 	<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.
	<ul style="list-style-type: none"> Map waste streams to source. 		<ul style="list-style-type: none"> Mapping completed.
	<ul style="list-style-type: none"> Complete and operate regional waste management facility in Mataranka and Borroloola.* 		<ul style="list-style-type: none"> Facility operational. Periodic reports on operational effectiveness.
	<ul style="list-style-type: none"> Investigate cost effective options for re-cycling. 		<ul style="list-style-type: none"> Recycling options report completed. Amount and type of recycling implemented and trends.
<ul style="list-style-type: none"> Develop a container deposit scheme. 		<ul style="list-style-type: none"> Scheme implemented. Trend reports of containers returned. Report to Council on operations at Borroloola and Mataranka.* Complete investigation for CDS at Ngukurr.* 	

Strategic Focus	Key Tasks / Strategies	Why do it?	Key Performance Indicators
	<ul style="list-style-type: none"> Establish methods for collection and disposal of derelict vehicles. 		<ul style="list-style-type: none"> Methodology established and adopted by Council. Trend reports on number of derelict vehicles recovered.
	<ul style="list-style-type: none"> Deliver waste management education program for communities. 		<ul style="list-style-type: none"> Program sourced and / or developed. Number of programs delivered. Time series photographs of communities.
Reduce reliance on fossil fuels for energy supplies.	<ul style="list-style-type: none"> Develop a 5 year regional energy use plan. 	<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 (5 year plan incorporated into Council's Green Plan).*
	<ul style="list-style-type: none"> Determine feasibility and practicality of local renewable energy generation at community scale (solar power).* 		<ul style="list-style-type: none"> Feasibility report produced. Number of local community systems in place.
	<ul style="list-style-type: none"> Coordinate and mesh with the relevant environmental strategy areas. 		<ul style="list-style-type: none"> Number and size of systems installed. Energy savings over time.
Increase community resilience to environmental impacts.	<ul style="list-style-type: none"> Develop models for impacts from future flooding events. 	<ul style="list-style-type: none"> Protect property and life. Increase water supply access. 	<ul style="list-style-type: none"> Modelling completed. Storm water drainage asset management plan completed.*
	<ul style="list-style-type: none"> Review cyclone shelter needs and put in place appropriate capital works program. 		<ul style="list-style-type: none"> Needs defined. Number, type and capacity of shelters provided.
	<ul style="list-style-type: none"> Develop fire management plans. 		<ul style="list-style-type: none"> Plans in place. Periodic reports on fire management activities.
	<ul style="list-style-type: none"> Develop storm water management and harvesting plans. 		<ul style="list-style-type: none"> Plans in place. Extent of capital works undertaken. Wet Season impact reports.

Strategic Focus	Key Tasks / Strategies	Why do it?	Key Performance Indicators
	<ul style="list-style-type: none"> Program for installation of rain water collection tanks. 		<ul style="list-style-type: none"> Feasibility study completed. Number of installations. Report to Council on water filtration strategies for Council assets per community.*
	<ul style="list-style-type: none"> Council participation in disaster management preparation response and recovery initiatives. 		<ul style="list-style-type: none"> Meetings attended. Preparation activities undertaken. Response reports.
Improve community visual amenity.	<ul style="list-style-type: none"> Implement parks development, street scaping, street greening and way finding plans. 	<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. Ngukurr, Borroloola and Mataranka greening and way finding plans completed and reported to Council.*
Improve animal health and control over pets.	<ul style="list-style-type: none"> Engage community members in animal health and responsible pet ownership programs. 	<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.
	<ul style="list-style-type: none"> Continue implementation and enforcement of animal control By-laws. 		<ul style="list-style-type: none"> Number and type of breaches and trend reports over time.

Infrastructure

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

Strategic Focus	Key Tasks /Strategies	Why do it?	Key Performance Indicators
Improve liveability of each community.	<ul style="list-style-type: none"> Develop a 10 year capital works program. 	<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..
	<ul style="list-style-type: none"> Finalise Main Street precinct & master planning in communities and towns. 	<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 (Ngukurr and Borroloola 2023/24)* Number of 'Shovel Ready' plans finalised and included in capital works program. Main street precinct plans for Borroloola and Mataranka developed.*
	<ul style="list-style-type: none"> Develop and implement a roads re-seal plan. 	<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.
	<ul style="list-style-type: none"> Develop a cemetery strategy. 	<ul style="list-style-type: none"> Increase demonstration of respect for past generations. Address instances of neglect. 	<ul style="list-style-type: none"> Strategy completed Year 1. Number and type of works completed.

Strategic Focus	Key Tasks /Strategies	Why do it?	Key Performance Indicators
		<ul style="list-style-type: none"> ▪ Increase community pride and wellbeing. ▪ Facilitate future expansion. 	
	<ul style="list-style-type: none"> ▪ Develop and implement an asset management plan. 	<ul style="list-style-type: none"> ▪ Increase efficient and effective use of Council resources. ▪ Provide ability to monitor Return on Investment (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.
Manage community development expectations.	<ul style="list-style-type: none"> ▪ Ongoing community engagement / education regarding the 10 year capital works program and Master Planning projects, constraints and opportunities. 	<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.
	<ul style="list-style-type: none"> ▪ First test proposals for community projects through an evidence based business case. 	<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"> ▪ Utilise business cases to support funding applications. 	<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"> ▪ Training and education for local service managers, senior leadership and Councillors in strategic thinking.* 	<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. 	<ul style="list-style-type: none"> ▪ Training program developed. ▪ Training completed for all Regional Managers, Community Service Officers, Senior Leadership and Councillors.*

Strategic Focus	Key Tasks /Strategies	Why do it?	Key Performance Indicators
		<ul style="list-style-type: none"><li data-bbox="792 376 1176 448">▪ Increase value of feedback from local community offices to Council head office.	

Economic Development

Goal: Foster strengthening and growing jobs, industries, and investment attraction.

Strategic Focus	Key Tasks / Strategies	Why do it?	Key Performance Indicators
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 – in house and / or outsourced. 	<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 (CEO to workshop).* Appropriate resources secured. Performance criteria in place.
Optimise flow on impacts from existing / developing regional industries.	<ul style="list-style-type: none"> Engagement / consultation program with industry stakeholders. 	<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.
	<ul style="list-style-type: none"> Definition of scope and type of business and employment opportunities. 		<ul style="list-style-type: none"> Funding secured, Terms of Reference (TOR) issued, and consultants report presented.
	<ul style="list-style-type: none"> Skills and capacity audit against identified opportunities. 		<ul style="list-style-type: none"> Funding secured, Terms of Reference (TOR) issued, and consultants report presented.
	<ul style="list-style-type: none"> Training, support and mentoring targeted at securing opportunities. 		<ul style="list-style-type: none"> Training, support and mentoring funding and resources in place.
	<ul style="list-style-type: none"> Mesh with Wellbeing strategies as to <i>engagement with young people</i>. 		<ul style="list-style-type: none"> Trends in unemployment. New businesses established.

Strategic Focus	Key Tasks / Strategies	Why do it?	Key Performance Indicators
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 being declared an Aboriginal Council based organisation for the purposes of tendering and contract manners. 	<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 the Local Government Association Northern Territory (LGANT) advocacy.
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. 	<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. ▪ Roper Gulf regional deal endorsed (similar to Barkly regional deal).*
Continue to Lobby for the release of Crown Land.	<ul style="list-style-type: none"> ▪ Support LGANT policy in relation to development of Crown Land for economic growth. 	<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.
Lobby for Aboriginal Land Release via Section 19 legislation (under the Aboriginal Land Rights (Northern Territory) Act 1976)	<ul style="list-style-type: none"> ▪ Ongoing engagement and negotiation with the Northern Land Council (NLC), NT Government and Traditional Owners. 	<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.

Strategic Focus	Key Tasks / Strategies	Why do it?	Key Performance Indicators
Improve communications connectivity.	<ul style="list-style-type: none"> ▪ Prioritise communications infrastructure to address 'black-spots' in the Region. 	<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. ▪ Advocate for Jilkminggan, Urapunga, Edith and Wuygiba.*
Build tourism industry opportunities.	<ul style="list-style-type: none"> ▪ Leverage Big Rivers Destination Management Plan (DMP) to identify key tourism assets by each location; experience gaps, possible opportunities; & relevant market data. 	<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. ▪ Local Government Tourism Standards for Towns are incorporated into asset management and general council operational plans.*
	<ul style="list-style-type: none"> ▪ Continue to develop relationship with Tourism Top End and Tourism NT. 	<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".
	<ul style="list-style-type: none"> ▪ Prioritise maintaining thoroughfares and central public facilities in communities. 	<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.
	<ul style="list-style-type: none"> ▪ Leverage from Northern Territory Aboriginal Tourism Strategy to attract projects and investments. 	<ul style="list-style-type: none"> ▪ Identify cultural Tourism development opportunities across Roper Gulf. 	<ul style="list-style-type: none"> ▪ Evidence of support generated for RGRC Aboriginal tourism attractions, new investments and products.

Strategic Focus	Key Tasks / Strategies	Why do it?	Key Performance Indicators
		<ul style="list-style-type: none"> ▪ Cultural Tourism experiences are a major driver for consumers considering a NT holiday. ▪ Build on current events and widen appeal to visitors. 	
Attract new businesses and industries.	<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. 	<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.
	<ul style="list-style-type: none"> ▪ Engage professional assistance to develop and pitch business cases. 	<ul style="list-style-type: none"> ▪ Increase chances of success. 	
Reduce unemployment.	<ul style="list-style-type: none"> ▪ Identify and articulate barriers for local people to gain employment. 	<ul style="list-style-type: none"> ▪ Identify opportunities, reduce barriers. 	<ul style="list-style-type: none"> ▪ Analysis on barriers, opportunities and response strategies completed (CDP trials and training programs)* ▪ Action plan implemented and progress reported.
	<ul style="list-style-type: none"> ▪ Develop strategies to address barriers. 		
	<ul style="list-style-type: none"> ▪ Identify list of jobs likely to be available in the region and the skill sets required. 		
	<ul style="list-style-type: none"> ▪ Development and delivery of training specifically aligned with skill sets required to fill regional jobs. 	<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. ▪ Traineeships and mentoring pathways with schools reported to Council annually.*
	<ul style="list-style-type: none"> ▪ Develop mentoring and on the job training programs. 		

Governance

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

Strategic Focus	Key Tasks / Strategies	Why do it?	Key Performance Indicators
<p>Increase workforce effectiveness and engagement.</p>	<p>Create and implement a Workforce Development Plan to include at a minimum:</p> <ol style="list-style-type: none"> 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. 	<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. ▪ Partnerships with Local Aboriginal Organisations for local cultural training >3/year.* ▪ Performance review process revised and implemented.*

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	<ul style="list-style-type: none"> 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. 		
	<ul style="list-style-type: none"> ▪ Develop and implement a Staff Communications Strategy. 	<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 Chief Executive Officer (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.
	<ul style="list-style-type: none"> ▪ Develop and implement a Community Communications Strategy. 	<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.

Strategic Focus	Key Tasks / Strategies	Why do it?	Key Performance Indicators
Optimise performance in key outcome areas.	<ul style="list-style-type: none"> Align organisation structure and human resources behind Key Outcome Areas. 	<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.
	<ul style="list-style-type: none"> Workshops with Council staff on Strategic Plan, key outcome areas and strategic focus. 	<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.
	<ul style="list-style-type: none"> Align Council staff reporting behind key outcome areas, Strategic focus and KPIs. 	<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.
Increase awareness / acknowledgement of Indigenous culture and history of the region.	<ul style="list-style-type: none"> Develop and implement a Reconciliation Action Plan. 	<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. Secure funding and plan for new Reconciliation Action Plan for 2025-2027.*
	<ul style="list-style-type: none"> Provide cross-cultural training for new staff members plus periodic follow up sessions. 		<ul style="list-style-type: none"> Cross cultural training delivered.
Optimise impacts, outcomes and effectiveness of Council relationships.	<ul style="list-style-type: none"> Review current brand use, effectiveness and develop branding strategy. 	<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.
	<ul style="list-style-type: none"> Review all external organisations with which Council is involved: 	<ul style="list-style-type: none"> Optimise effectiveness of staff time involved. 	<ul style="list-style-type: none"> Review completed.

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	<ul style="list-style-type: none"> - Define reason for engagement - Establish objectives and optimal outcomes - Strategy for optimal engagement. - Allocate suitable resources. 	<ul style="list-style-type: none"> ▪ Align resource utilisation behind priorities. ▪ Increase outcomes from time invested. 	<ul style="list-style-type: none"> ▪ Representative reports against objectives for engagement with each stakeholder.
	<ul style="list-style-type: none"> ▪ Engage with police, health professionals, Aboriginal Corporations and others as relevant through Local Council meetings. 	<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.
Continue to meet or exceed compliance with formal governance standards and requirements.	<ul style="list-style-type: none"> ▪ Implement internal Audit Plan v Legislative and Policy Compliance. ▪ Develop and implement an Information Technology Strategy. 	<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.
Continuously build on elected Councillors'	<ul style="list-style-type: none"> ▪ Engage with LGANT governance training program. 		<ul style="list-style-type: none"> ▪ Number of Elected Members who undergo training.

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knowledge and capacities.	<ul style="list-style-type: none"> ▪ Include a 'strategic review' session in each Council meeting, utilising the Strategic Plan as a tool and point of reference. 	<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"> ▪ Council papers updated to reflect Strategic Plan direction and outcomes.
Improve recognition of the Council role in the NT environment and attract support.	<ul style="list-style-type: none"> ▪ 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. 	<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. ▪ Rates review undertaken.*

Budget

