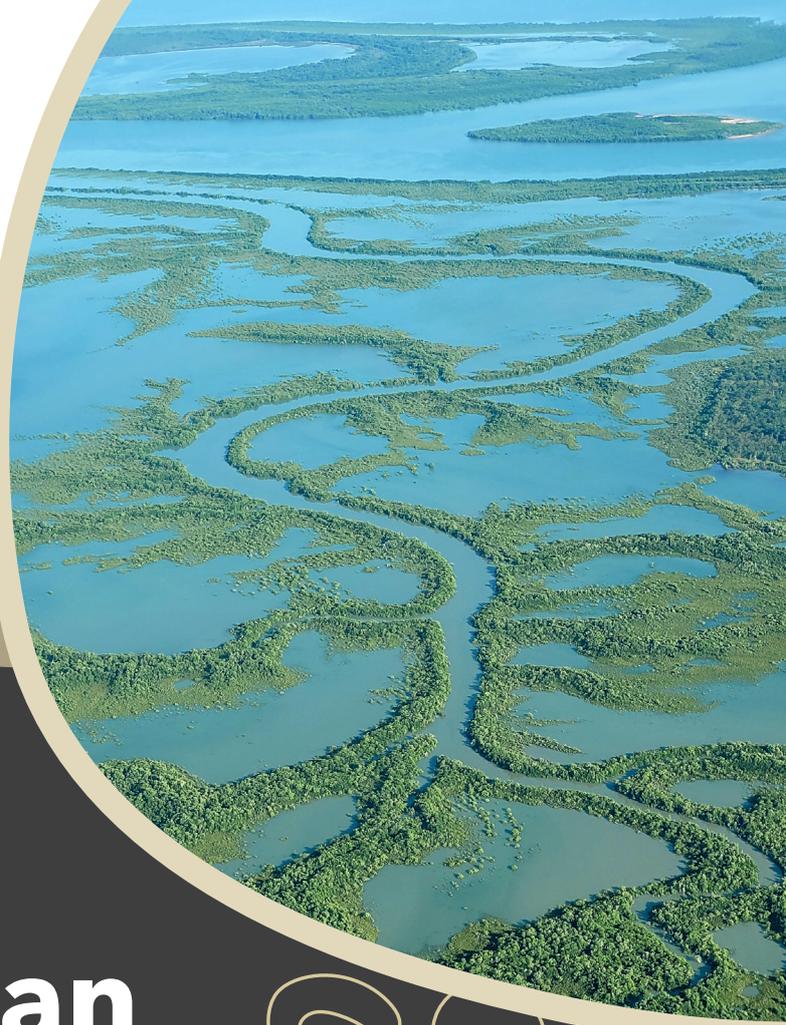


WEST DALY
Regional Council

Yu kanhi thimneme da ngarra putek neki
Welcome to Country

Strategic Plan

2024-2027



West Daly Regional Council acknowledges the Traditional Owners and custodians of the lands on which we live and work, paying our respect to Elders past, present and in the future

Our Brand

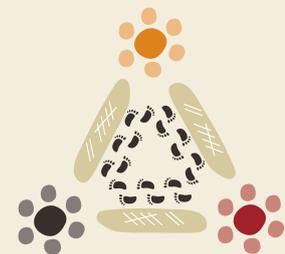
Our Council's logo was developed from a concept design created by Annunciata Wilson of Peppimenarti. The communities within the West Daly region are represented by the colours of their dance group.

Communication between communities was sent via message sticks to advise of the passing of a loved one or ceremonies. People would walk to where they needed to be and they would count the number of days it would take by marking the message stick.

Peppimenarti is red (Wangga)

Nganmariyanga is yellow (Lirrga)

Wadeye is black (Thanta)



DARWIN

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WADEYE

Address: Lot 463 Perdjert Street, Wadeye NT 0822
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Telephone: (08) 8977 8702

NGANMARRIYANGA

Address: Lot 108, Nganmariyanga NT 0822
Postal Address: CMB 30 Palumpa NT 0822
Telephone: (08) 8977 8500

PEPPIMENARTI

Address: Lot 16, Peppimenarti, NT 0822
Postal Address: PMB 56 Peppimenarti NT 0822
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ACCESS TO STRATEGIC PLAN 2024-2027

The West Daly Regional Council Strategic Plan 2024-2027 is available on the Council's website www.westdaly.nt.gov.au

Hard copies are available for public inspection at all of Council's offices (Darwin, Wadeye, Peppimenarti, Nganmariyanga) as per section 33(3)(b) of the *Local Government Act 2019*.

Introduction

This is West Daly Regional Council's first Strategic Plan. It will guide Council's overall planning framework and set the strategic direction of Council for the next 3 financial years.

- > The **Strategic Plan** is a high-level framework for decision-making and supports more detailed plans and reporting, including the Regional Plan and the Annual Report.
- > The **Annual Report** reports on progress against the Strategic Plan and Regional Plan for the previous financial year.
- > The **Regional Plan** outlines how the Council will operate to achieve the strategic objectives that are outlined in the Strategic Plan.

West Daly Regional Council's planning framework





About the West Daly Region

Welcome deyida ngumamnara

Welcome to our region

The West Daly Regional Council covers about 14,000 square kilometres along the western coast of the Top End, bordering the Timor Sea.

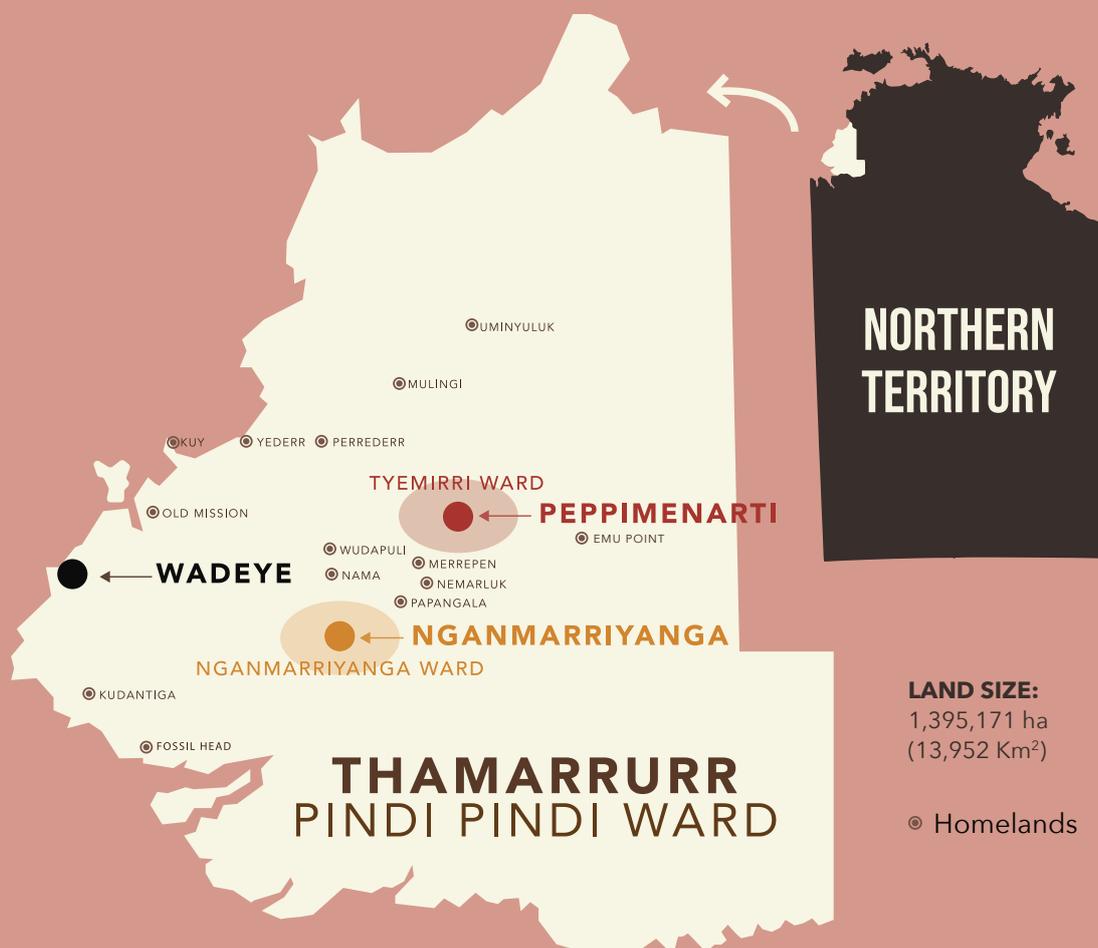
The land in which our Elected Members, Local Authority Members and residents live and work is known as Thamarrurr. In local Murrinh Patha language this means 'coming together to work as one people'.

The Traditional lands of Thamarrurr has significant natural, cultural and spiritual values for its people.

Council sees its role as working together with local people to build a stronger community.

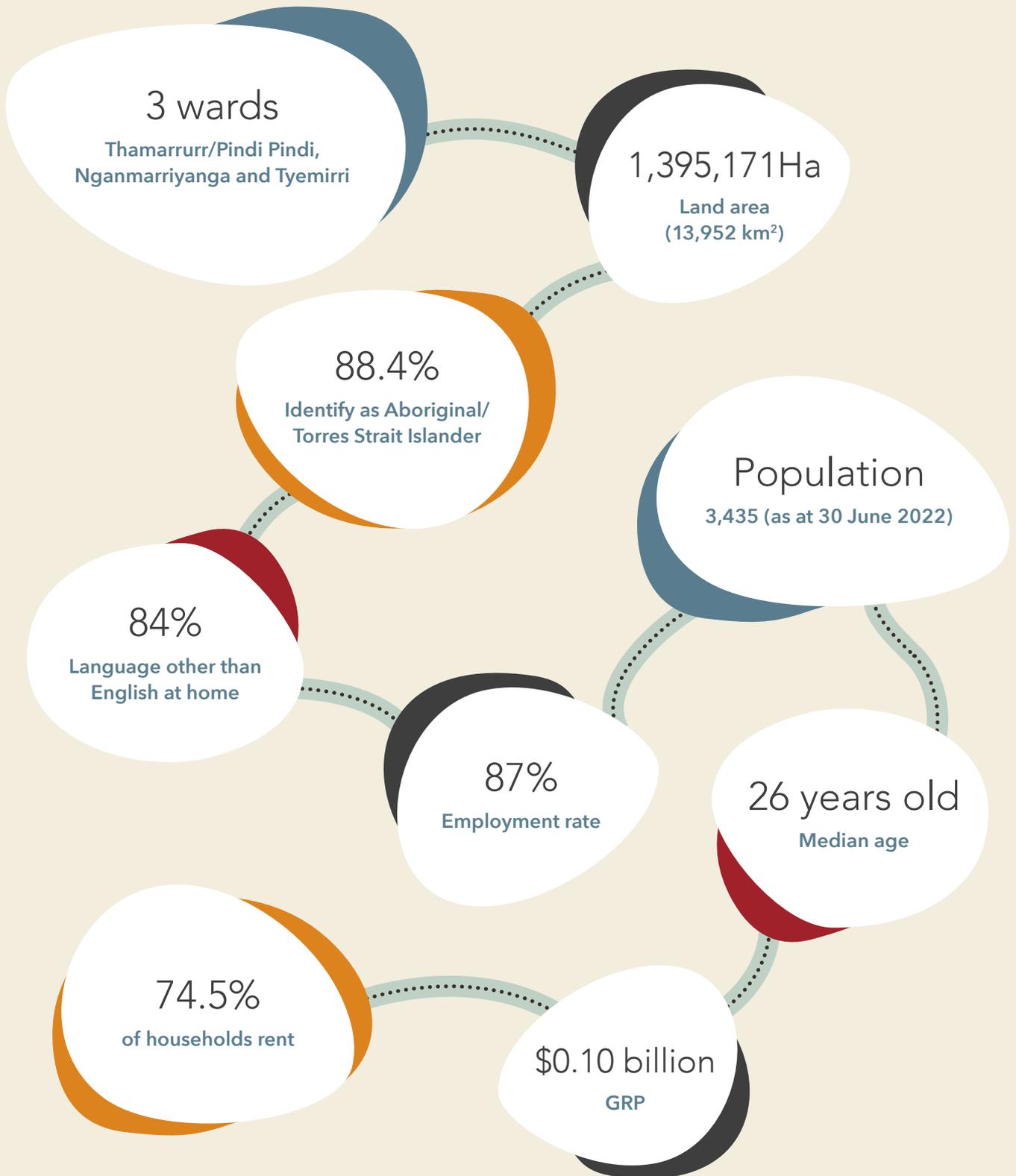
We embrace our rich history and natural environment while working towards opportunities for our community.

Three wards make up the West Daly Regional Council - Thamarrurr/Pindi Pindi, Nganmariyanga and Tyemirri.





Regional snapshot



Source: RDA Northern Territory economic profile, id., Regional Development Australia NT - Australian Bureau of Statistics 2021 Census. 2021 data unless stated otherwise.

Message from the Mayor and CEO



Bere mayor's welcome manenne (Mayor's welcome)

Murrinh nukunu thangu CEO (Welcome message from CEO)

We are very pleased to present West Daly Regional Council's first Strategic Plan.

Developing a Strategic Plan to guide our direction over the next 3 financial years was a key goal from our previous Regional Plan that we are proud to now deliver.

This Plan represents a revised strategic direction that is tailored to our unique operating environment, and the challenges and opportunities that it presents.

We are pleased to present a refreshed vision, mission and values for West Daly Regional Council in this Plan. This helps to guide our priorities, conduct and performance in a pragmatic and action-based way. It also helps to underpin the sustainability of our organisation through a focus on good governance and capacity building, while we look for improvement in everything we do.

In consulting with our Elected Members, Local Authorities and workforce on our new vision, mission and values, the importance of working together came through strongly in feedback. Working together is at the heart of what West Daly Regional Council seeks to achieve. Community involvement makes our plans stronger; it can be done if we get people together.

We want to work together with our partners and people to build respectful and strong communities to create opportunities and deliver important services and facilities. This Strategic Plan will help us to do that in a structured way while ensuring we remain responsive to the community's needs.

Most importantly, this Plan will help us to listen to our community and walk beside people and culture to deliver a Council that is strong, respectful, capable and advocates for our region to make a difference.

Our Elected Members

**Kardu kanhi ngarra thumampunkungkarat-neme
welcome puyemamka-neme da ngarra putek kanhi**

The Elected Members of the West Daly Regional Council welcome you to Country.

West Daly Regional Council is made up of the Mayor, Deputy Mayor and 4 Councillors who are elected for a 4 year term. There are 3 electoral wards, with each ward represented by Elected Members based on their population size, including:

- *Nganmariyanga Ward - one representative*
- *Thamarrur/Pindi Ward - 4 representatives*
- *Tyemirr Ward - one representative.*

Role of members

according to the *Local Government Act 2019*

The role of a member of a council is:

- to represent the interests of all residents and ratepayers of the council area; and
- to provide leadership and guidance; and
- to facilitate communication between the members of the council's constituency and the council; and
- to be properly informed to enable participation in the deliberations of the council and its community activities; and
- to ensure, as far as practicable, that the council acts honestly, efficiently and appropriately in carrying out its statutory responsibilities; and
- to ensure that council resources are used prudently and solely in the public interest; and
- to actively monitor the financial affairs of the council.

However, a member of the council has no power to direct or control staff of the council, or to interfere with the management of staff of the council.

A member of the council has a duty to act, at all times, in what the member genuinely believes to be the best interests of the council's constituency.

Our Council wards

Thamurrurr/Pindi Pindi Ward

Wadeye, also known as Port Keats, is one of Australia's largest remote Indigenous communities located approximately 420 kilometres south-west of Darwin.



Tyemirri Ward

'Peppi' as it is known, is located on Tom Turner Creek approximately 320 kilometres by road south-west of Darwin. The community was established in approximately 1974 with the people calling the area Peppimenarti long before European settlement of Australia.

Nganmariyanga Ward

Nganmariyanga, also known as Palumpa, is located 353 kilometres south-west of Darwin on the Port Keats Road between the communities of Peppimenarti and Wadeye.





Vision

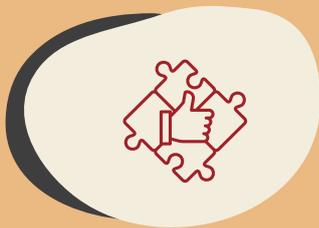
*Working together to make a difference in our community.
Improving how we live in our communities by creating places that are respectful, peaceful and safe.*

Mission

To walk alongside culture, country and people to build a stronger community. We do this by working together, creating real opportunities and providing services and facilities that everyone can use.



Values



We do the right thing



We work together



We look after and encourage each other

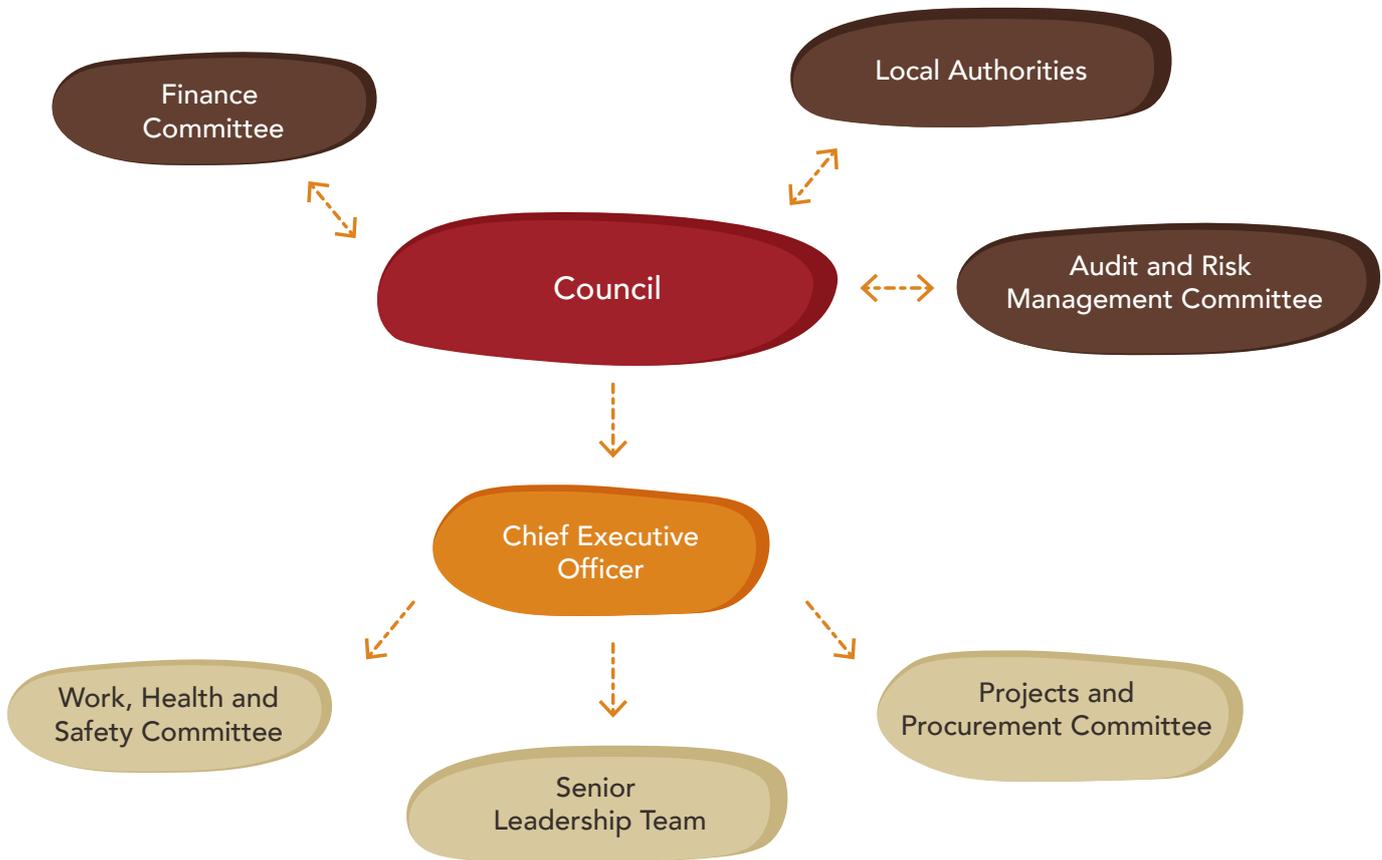


We respect each other's feelings, rights and cultures



We listen and learn from each other

Our Framework



The purpose of the West Daly Regional Council's governance framework is to provide a clear focus on regulatory outcomes, demonstrate a risk-based approach to regulation, inform organisational improvement and improve engagement with stakeholders.

Potential influences on Council's administration and regulatory framework include:

- *Local Government Act 2019*
- *Local Government (General) Regulations 2021*
- Council's policies and procedures
- Council's Audit and Risk Management Committee
- Council's Finance Committee.



Our Focus Areas

West Daly Regional Council's Focus Areas are strategic objectives that develop and change with the needs of our community. Our Focus Areas for 2024-27 are:

Focus area

Objective

1. A strong Council

We build strong foundations and continuously improve our governance, planning and systems to create a resilient organisation.

2. Strong, safe and healthy people

We build capability and capacity in our communities and support all our people by investing in the environment and safety, growth and wellbeing.

3. Developing Council for community

We aim to provide stable opportunities through improved infrastructure, increased employment, and cultural, sporting and social events.

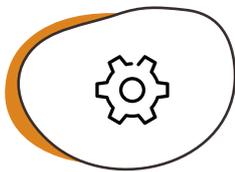
4. Delivering on our promises

We grow our services by listening and seeking new opportunities, working with others to support our communities today and in the future.

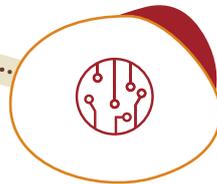
West Daly Regional Council's approach for success

West Daly Regional Council's approach for success is underpinned by our Focus Areas and Objectives (see page 11) and are fit for purpose within our operating environment (see page 18). We acknowledge the unique challenges and opportunities of delivering services in the West Daly region and strive to make sure our approach is adaptable to meet changing priorities and the ongoing needs of our community. A motto for this approach is **"doing the right thing, in the right way, at the right time"**, which aligns with our values (see page 9).

Key strategies for achieving this over 2024-27 will include:



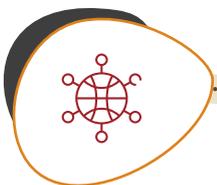
Automating compliance activities as much as possible to reduce reliance on human resources



Providing the right equipment to do the job - for example, good telecommunications infrastructure to provide better connection between Darwin and West Daly



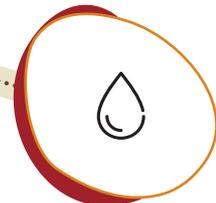
Maintaining a solid induction program and tailored training for Elected Members



Consistent knowledge sharing by trusted people to build capacity and knowledge within Council and for Elected Members



Providing infrastructure and outlets to facilitate positive and healthy redirection to protect and enhance community - for example, providing sporting facilities to prevent boredom and antisocial behaviour



Recognising weather as a major barrier to action and maximizing dry season opportunities for project delivery



Maintaining a seen and felt local leadership presence in community



Prioritising the Workforce Management Plan as a key action to promote sustainability and opportunity broadly across Council and community



Documenting processes and procedures to retain corporate knowledge



Our decision making and delivery process:

Decision maker

- Elected members
- Local Authorities
- Community members



Funder

- Governments
- Rates



Deliverer (projects and services)

- Council Executive
- Council services
- Stakeholders and delivery partners

Framework

- Strategic Plan
- Local Government Act



Key strategies for actions

Focus Area 1: A strong Council

Initiatives

Governance

1. Strengthen governance by meeting or exceeding compliance mandates and requirements for Elected Members and Council
2. Continually review and where possible improve delivery of Council services to be proactive, efficient and meet community needs

Leadership

3. Promote targeted professional development for Elected Members
4. Support, strengthen and grow the capabilities of the Local Authorities through training and development

Planning

5. Increase reserve funds to improve the financial sustainability of Council
6. Develop and implement robust and community driven Regional Plans

Systems

7. Implement contemporary Enterprise Resource Planning (ERP) and systems
8. Maximise outcomes by automating compliance and planning through industry best practice software

Focus Area 2: Strong safe and healthy people

Initiatives

Environment

9. Develop and implement a Waste Management Strategy
10. Move towards green energy supply for our communities

Safety

11. Enhance public safety in our communities
12. Prioritise safety in the workplace by applying clear work, health and safety protocols
13. Align workforce operational safety objectives with operational goals and activities
14. Implement lighting infrastructure program to increase community safety

Growth

15. Develop Peppimenarti Community Hub and Wadeye, Peppimenarti and Nganmariyanga accommodation hubs

Wellbeing

16. Investigate cultural awareness training for government workers in community
17. Prioritise and secure operational funding for Wadeye Pool to ensure it remains open for community wellbeing

Focus Area 3: Developing Council for community

Initiatives

Infrastructure

18. Complete allocated Local Authority projects each year
19. Deliver capital works program to budget and on time

Assets

20. Maintain and acquire new community assets such as fleet and plant
21. Enhance and provide reliable road access to West Daly communities

Employment

22. Develop and implement a Workforce Management Plan
23. Boost workforce productivity and engagement
24. Aim to be the employer of choice in our region

Cultural, sporting and social events

25. Generate positive opportunities in the community by organising or participating in social events
26. Provide in-kind support for sporting and social events in community

Focus Area 4: Delivering on our promises

Initiatives

Seeking opportunities

27. Seek collaborative partnerships with external providers that secure financial sustainability
28. Secure additional external contracts that create employment opportunities

Working with others

29. Participate in Local Decision Making agreements
30. Maximise the benefits, results and efficiency of Council partnerships

Supporting community

31. Foster youth development with diverse Council initiatives, supported by the Workforce Management Plan
32. Enhance sport infrastructure and facilities for community enjoyment



Local Authorities

Local Authority priority community projects

The West Daly Regional Council has 3 Local Authorities to give people a strong local voice in their community.

Local Authorities are created under the *Local Government Act 2019* to represent regional and remote areas in the Northern Territory to help councils listen and work with community residents.

They give community members more control over the services that affect them and involve people in planning projects and services the community need and want.

Local Authorities represent people in Wadeye, Nganmariyanga and Peppimenarti and meet 4 times a year (weather permitting) to give feedback on service delivery and identify priority community projects.



Our Operating Environment

Our risks

Council aims to apply its risk profile to every business, strategic and operational decision it makes into the future.

This risk framework provides us with the architecture to map our Strategic Plan and inform reporting on our performance including strategic outcomes, services and project success.

Identified risk areas



Mental health and wellbeing

Assets and infrastructure

Service delivery continuity

Environmental impact



Financial sustainability

Regulatory and statutory requirements

Cybersecurity



Our opportunities and challenges

West Daly Regional Council experiences unique challenges but also opportunities to focus on specific areas to improve how we provide services and programs in our community.

Social disruption due to community unrest coupled with our remote location present challenges in our ability to deliver services. As a result we are refocusing our organisation to create a respectful, peaceful and safe community.

We are working with our communities, our partners, and the Northern Territory and Australian governments to come up with local solutions for these complex challenges.

We will listen to what our community want and find the investment opportunities we need to make a difference in our community.

Directing this investment to the right areas, such as our ageing infrastructure, will help Council to build the foundations so our organisation and community can grow.

Our people, their passion, drive and resilience, are what makes our community and Council strong and we will use their local knowledge and skills to grow our services and local jobs.

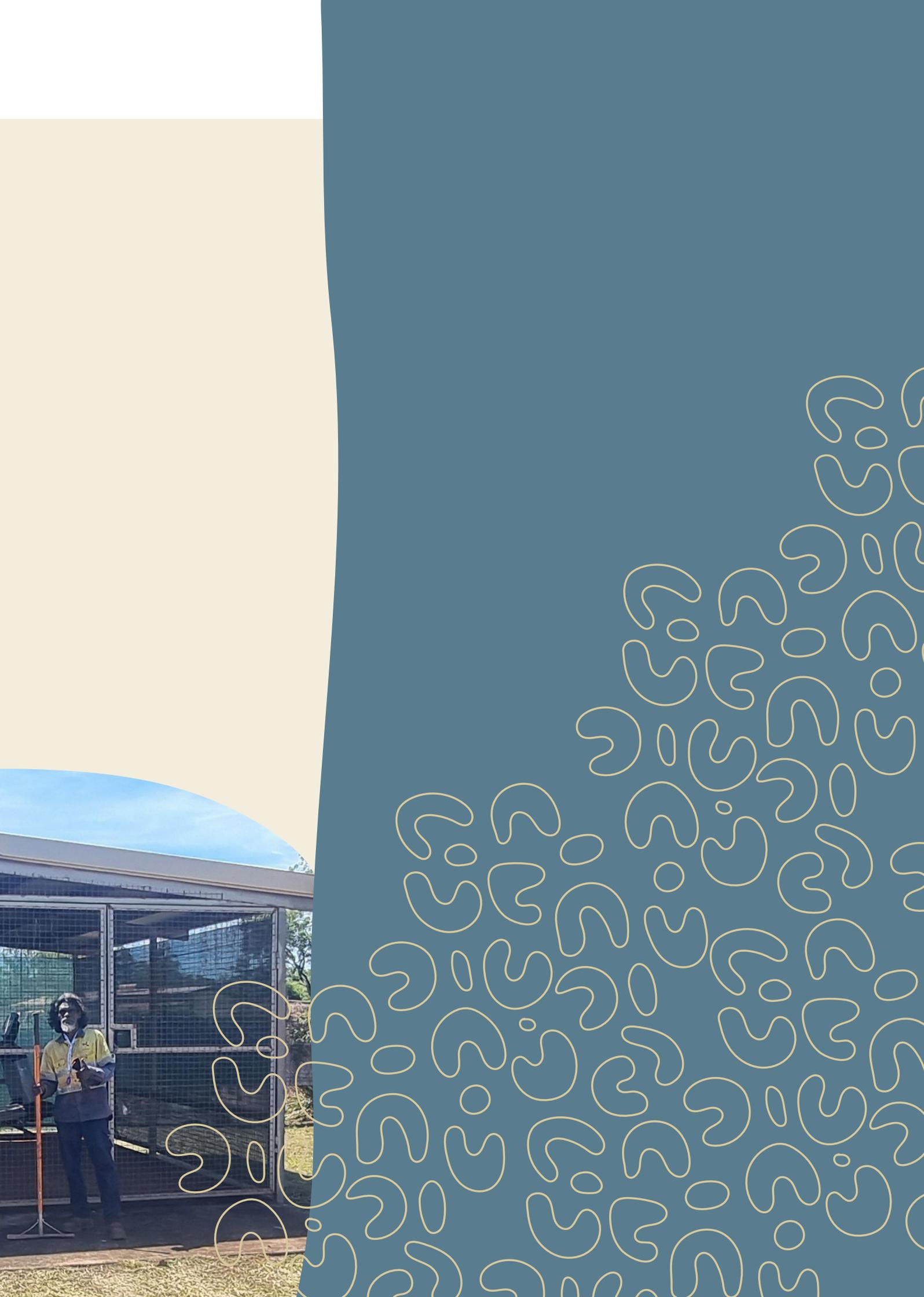
Opportunities

- > Improve communication and engagement with community
- > Strengthen Local Authorities
- > Increase local employment
- > Train and develop staff
- > Introduce health and wellbeing strategies
- > Create new partnerships
- > Grow grant funding
- > Diversify funding options
- > Grow commercial services
- > Introduce new technology
- > Improve cybersecurity safety
- > Strengthen workforce management

Challenges

- > Maintaining good mental health and wellbeing
- > Managing the financial cost of delivering services in a remote area
- > Dealing with the impact of community unrest and social disruption on our organisation and people
- > Building financial sustainability
- > Maintaining ageing assets and infrastructure
- > Providing continued service delivery
- > Providing environmental health services and animal management
- > Managing impacts of seasonal accessibility
- > Providing a safe working environment
- > Retaining staff
- > Managing inefficient information technology services
- > Improving document control and retaining corporate knowledge







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