PILLARS

The following Pillars represent the priorities, interests, requirements, aspirations and needs of the Communities within Council.

WEST ARNHEM

REGIONAL COUNCIL

Pillar 1: Partnerships, Relationships and Belonging

Pillar 1

Partnerships, Relationships and Belonging

1.1 Community Engagement

1.2 Economic Partnerships

1.3 Communication

1.4 Community Events

1.5 Cultural Training

1.6 Youth Engagement

Investing in relationships and partnerships at all levels supports and strengthens community and belonging.
We prioritise the value of partnerships and relationships as a key determinant of a happy, strong and thriving community.

Goal	Strategy	Measure	Target
1.1 Community Engagement Seek out and support diverse perspectives and collaborations with community, community leaders, businesses, agencies and local service providers to enhance community life	Engage with Traditional Owners to assist local cultural events with road closures, facilities hire and/or use, provide signage and general support	In-kind support as available to assist with cultural events as available	100%
	Attend and contribute to heads of agencies meetings	Heads of agencies meetings attended and information shared locally with teams and across the organisation	100%
	Develop well-planned, community-led sport, recreational and cultural programs	Programs and initiatives are informed by the expressed needs and voices of the local people they serve and the staff who deliver them	100%
	Actively seek out and develop collaborative partnerships that encourage service coordination and integration	Community meetings coordinated, informed and participated in	100%

Goal	Strategy	Measure	Target
1.2 Economic Partnerships Secure increased income opportunities (grants and commercial) that create employment and/or improve community life	Yearly review of Council Contracts to ensure delivery best practice and full financial outcomes	Review existing Business Development Strategy	February 2026
	Identify and pursue opportunities for further partnerships, income and growth	Local employment opportunities embedded into planning and new contracts and increased	June 2026
		Council-run community services are adequately resourced to provide culturally appropriate, safe, community-led programs	100%
	Manage WARC's staff housing portfolio in order to: a. attract and retain staff b. promote staff stability and contribute to community life	Every tenancy is delivered according to the RTA and WARC policies	100%
		All applicable opportunities for funding for new housing and housing maintenance contracts pursued	100%
	Seek to retain and uplift existing grants and contracts	Existing contracts retained and additional contracts procured	Minimum uplift CPI or above

Goal	Strategy	Measure	Target
1.3 Communication Deliver dynamic communication which is culturally informed and appropriate, engaging and relevant to the interests of Council	Develop and manage Council's social media and communication channels, including the website	Minimum social media targets are met: Instagram – minimum 2 posts per month Facebook – minimum 3 posts per month LinkedIn – minimum 2 posts per month Twitter – minimum 1 post per month	100%
		Implement social media strategy	December 2025
	Publish *The Wire* once a fortnight	Community contribution of articles and/or photos to each edition	4
	Publish a community event calendar on the website	Website current and up-to-date community event calendar displayed	100%
	Create and promote the use of pictorial and/or promotional materials in local languages via Council's established communication channels (internal and external)	Internal and external communication and promotional materials in local languages and/or pictorials are delivered according to the actions of WARC's Reconciliation Action Plan	100%
	Foster an organisational culture of innovation in communication which engages staff and enhances internal communication	Staff newsletter *In the Loop* published monthly	12 per annum
		All internal requests for WARC branded communication materials including calendars, posters, digital displays and social media posts are facilitated and delivered by WARC Communications and Public Relations Coordinator	100%
	Work with stakeholders to foster positive relationships and build effective networks locally, across the region and nationally	Stakeholder news shared through social media and communication channels on behalf of stakeholders as per request	85%

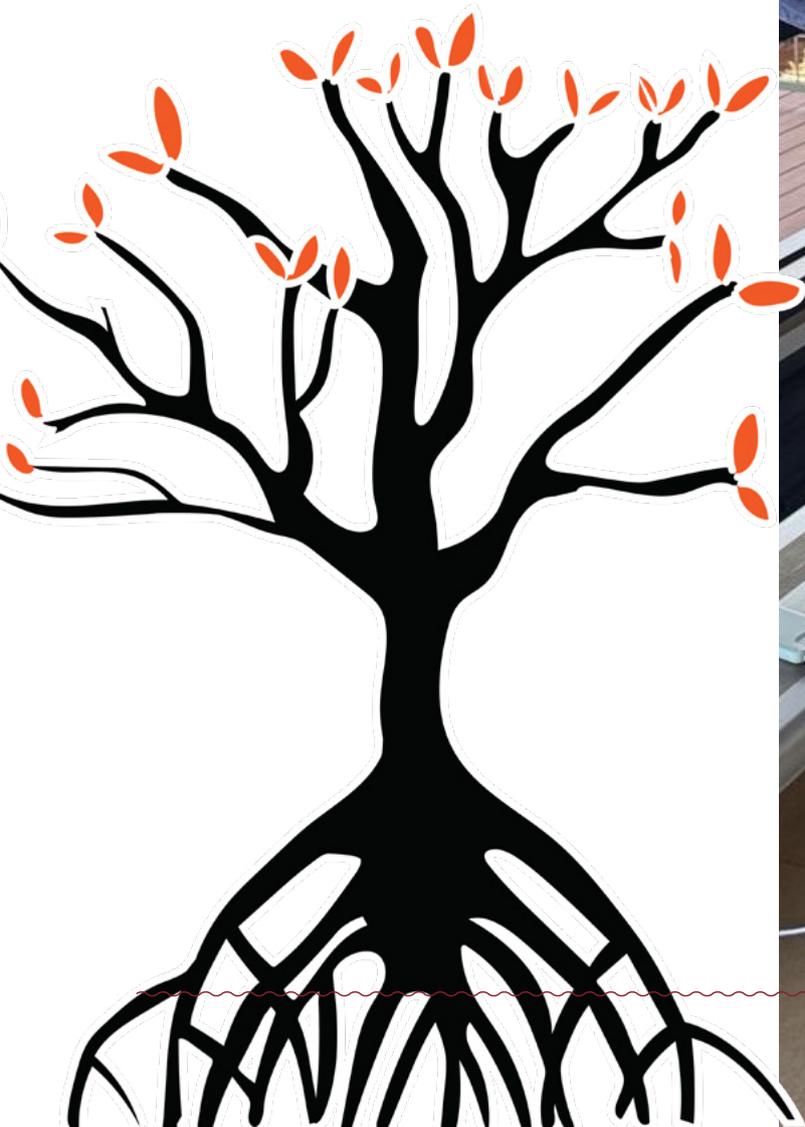| Goal	Strategy	Measure	Target
1.4 Community Events Deliver cultural, civic and sporting events which engage and unite the community	Conduct civic events which recognise and celebrate community sentiment	Civic events held in each community hosted by Council	4 per annum
	Provide support to community organisations to deliver community-based events	In-kind support provided to community groups as requested	As per budget

Goal	Strategy	Measure	Target
1.5 Cultural Awareness Training Develop increased understanding and observation of cultural protocols	Review and expand culture awareness program	Identify and review current framework for appropriateness and identify opportunities for improvement and expansion	June 2026
		Develop appropriate learning activities to reach all staff, contractors, consultants and volunteers	June 2026
		All new employees completed cultural awareness training during probation	June 2026

Goal	Strategy	Measure	Target
1.6 Youth Engagement Deliver diverse, targeted programs and events which actively empower and engage young people as valuable partners in decision-making which affects them	Design and deliver youth engagement programs in consultation with youth and community stakeholders	Youth and community consultations informed by program design and activity work plans	100%
	Deliver regional planning activities with Sport and Recreation and Community Services teams and schools	Sport and Recreation and Community Services delivery well-planned, with programs reflecting the expressed needs of the community and WARC's regional goals designed	100%
	Plan and deliver diverse and engaging holiday programs that meet the needs and interests of all children/young people and which run for a longer period each day	Holiday programs delivered and attendance is increased in each community throughout the school holiday period	Uplift 10%
	Promote, celebrate and report on activities and events in publications such as *The Wire* and social media	Photos and/or stories for publication in *The Wire* and social media provided by Sport and Recreation and Community Services teams	Minimum 2 per month

Pillar 2:
Increased Local
Indigenous Employment

Pillar 2

Increased Local Indigenous Employment

2.1 Indigenous Employment Framework

2.2 Traineeships and Apprenticeships

2.3 Policy and Procedures

We are committed to investing in and supporting local Indigenous employment. We recognise the instrumental value that Indigenous staff bring to our organisation and the social force that occurs with employment opportunities.

Goal	Strategy	Measure	Target
2.1 Indigenous Employment Framework Create Council Indigenous employment framework including tailored pathways to employment	Develop a WARC First Nations Employment Strategy	Finalise and launch First Nations Employment Strategy	December 2025
	Work with community to understand employment obstacles for local people and identify solutions	Undertake consultation activities across all Communities	December 2025
	Seek funding to support WARC's Indigenous Employment Strategy	Funding opportunities identified and funds applied for	February 2026
	Undertake a skills gap and training needs analysis	Results of skills and training gap analysis used to draft training plan	100%
	Enhance WARCs employer brand to attract and retain staff	Review WARC branding for all positions, website and community level initiatives for local employment	100%

Goal	Strategy	Measure	Target
2.2 Traineeships and Apprenticeships Provide local residents opportunities to learn and obtain professional qualifications in trades and administration	Create a learning pathway and training into apprenticeships and traineeships	Implemented training activities relevant to work groups	June 2026

Goal	Strategy	Measure	Target
2.3 Policy and Procedures Research, review and develop policy to underpin and inform Council's intent and strategy to increase local Indigenous employment	Review WARC recruitment processes, partnerships and systems for local people	Recruitment process recommendations implemented	100%

Pillar 3:
Safety and Wellbeing

Pillar 3

Safety and Wellbeing

3.1 Cultural Safety

3.2 Health and Safety

3.3 Employee Engagement and Training and Development

3.4 Community Service Delivery

As an 'Employer of Choice', we provide and promote a positive culture of safety, inclusion and respect. Our people are skilled, informed and have op-portunities to grow and develop within our organisation.

Services provided to community are professional, impactful, engaging and appropriate to local needs

Goal	Strategy	Measure	Target
3.1 Cultural Safety Delivery of actions in the WARC 'Innovate' Reconciliation Action Plan	Complete all actions of Council's 'Innovate' Reconciliation Action Plan	'Innovate' Reconciliation Action Plan actions completed as per plan	June 2026
	Provide reports to Council and Local Authorities on the challenges, highlights and progress of implementing the Reconciliation Action Plan initiatives	Reconciliation Action Plan updates and reports provided to Council and Local Authorities each quarter	100%
	Contribute articles and updates to staff newsletter *In the Loop* on the highlights of the Reconciliation Action Plan progress	Reconciliation Action Plan working group and Council Service Managers contributed to alternating monthly update/story to *In the Loop* staff newsletter	100%
	Review success of Reconciliation Action Plan against actions and determine Council's next steps towards reconciliation actions for 2024 and beyond	Progress of 'Innovate' plan reviewed and next steps determined by Chief Executive Officer and Reconciliation Action Plan working group	June 2026

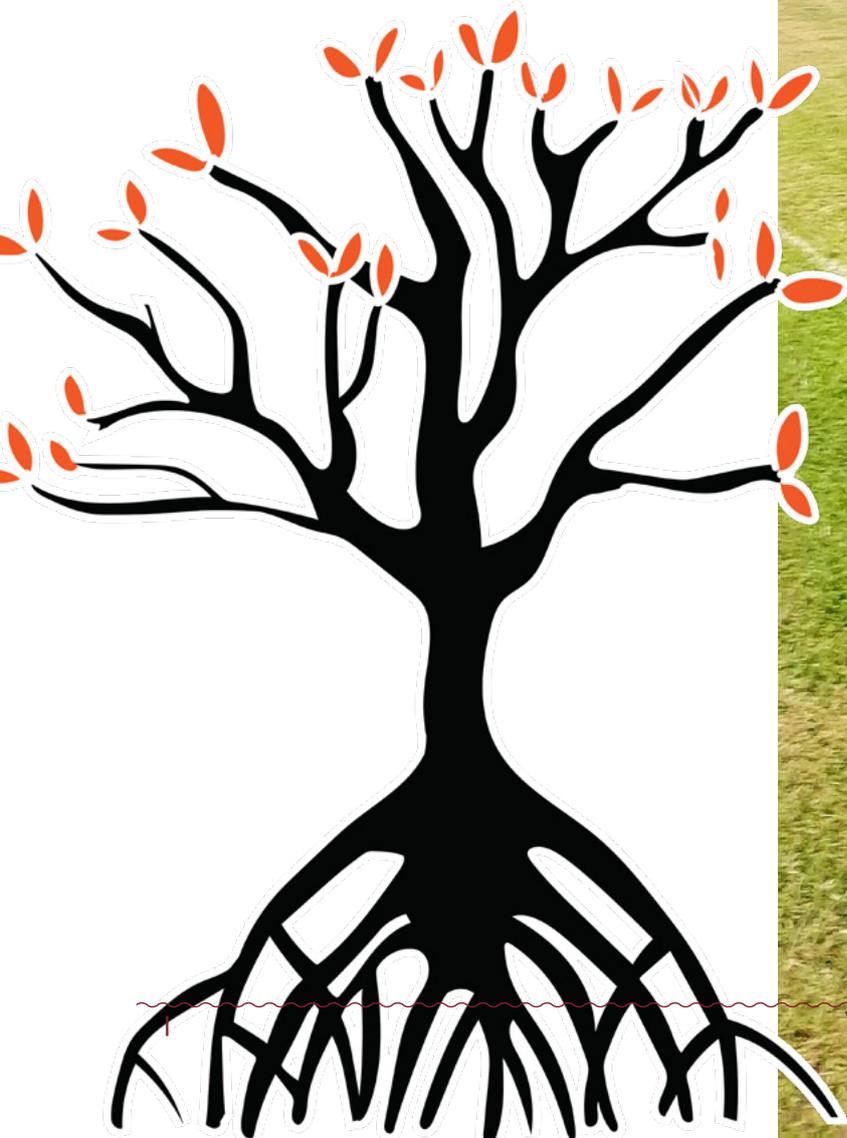| Goal	Strategy	Measure	Target
3.2 Health and Safety Staff and public safety is achieved via planning, education and training	Implement a Digital Safety Management System to streamline incident reporting, hazard identification, and risk assessments	Implemented digital safety management system (Lucidity)	December 2025
	Develop and deliver digital (Lucidity) WHS training sessions that meets staff and organisational needs	Work health and safety training completed as per training schedule	June 2026
	Support the wellbeing of employees	Culturally appropriate wellness programs, support embedded into HR practices, mental health support, diversity and inclusion training	June 2026
	Review policies and procedures in accordance with statutory requirements in reference to WHS Act and Regulations 2011	Policies and procedures continue to be reviewed in accordance with the required timelines	June 2026

Goal	Strategy	Measure	Target
3.3 Training and Development Deliver training and development which is effective and culturally appropriate, engaging and increases future employment opportunities and pathways	Establish a WARC Learning and Development Framework	Learning and Development Framework draft created	December 2025
	Review policies and procedures in accordance with statutory requirements	Policies and procedures continue to be reviewed in accordance with the required timelines	100%
	Review and improve WARC's performance framework, including probation and on-boarding program	Implement an effective performance management system with SMART goals established for positions	100%
		Probation/annual goal and development planning with Line Manager undertaken	100%
		Performance reviews tracked and monitored by Human Resources team and completed on time by Line Managers	90%
	Foster a positive workplace culture through engagement initiatives	Improved recruitment, onboarding, training, support and engagement	June 2026

Goal	Strategy	Measure	Target
3.4 Community Service Delivery Provision of high quality, culturally informed programs that support and enhance the safety and wellbeing of community members	Programs and services are well planned with activities and expected outcomes identified prior to delivery commencing	Activity plans are developed in consultation with local teams for each service and initiative	100%
	High quality care is provided to all recipients of community services delivered by Council	All staff are provided with opportunities to upskill via access to professional development relevant to their roles and responsibilities	100%
	Service delivery is compliant with the expectations of funders and relevant legislation	Report providing recommendations on service quality and compliance improvement opportunities reviewed and delivered by the Community Support team	100%
		All activities, reports and compliance tasks completed as per contractual arrangement, aged care standards, NDIS care standards	100%
		Timely data/monitoring returns and funding reports delivered by Community Wellbeing team	100%
	Remote Indigenous Broadcasting Services supporting local Indigenous languages are provided across the region	Broadcasters are offered support training opportunities with TEABBA	90%
	High quality early learning activities for child development are delivered	All NQS and ACEQA crèche and childcare standards met	100%
	Strengthen ability to respond to community safety needs, including the provision of staff enrolment in training that enhances and sustains appropriate community safety skills and provide opportunities for professional development	Local staff that are capable to respond and report on domestic and family violence	100%
	Provide to the community well-managed and maintained library collections, including a culturally relevant library collection	Diversity audit completed and recommendations implemented	June 2026
		Connected Communities: Vision for the Northern Territory Public Libraries 2017 - 2023 enacted as applicable to West Arnhem	100%
	Plan, prepare and present educational and engaging early childhood activities weekly	Weekly early childhood activities are well planned and delivered as per schedule	100%

Pillar 4:
Service Delivery and
Built Environment

Pillar 4

Service Delivery and Built Environment

4.1 Strategic Infrastructure and Asset Management

4.2 Fleet, Plant and Equipment

4.3 Waste and Water Management

4.4 Local Road Management and Maintenance

We provide high quality infrastructure and service delivery that meets the unique needs of each community, creates a sense of place and contributes towards promoting a sense of pride in community.

Goal	Strategy	Measure	Target
4.1 Strategic Infrastructure and Asset Management Strategically manage, maintain and enhance community infrastructure	Develop and manage a corporate Asset Management Strategy and Asset Management Plans for defined asset classes with a focus on: a. identifying and developing an asset maintenance tracking system that includes cyclical inspections b. managing the renewal and replacement program c. coordinating projects within community	Corporate Asset Management Strategy completed	July 2026
		Asset management tracking system implemented	June 2026
	Investigate opportunities to source external funding for infrastructure upgrades	Scoping, plans and cost estimates for critical infrastructure assets identified for future funding requirements	Ongoing
	Maintenance programs for parks, ovals, cemeteries and reserves	Safety audits conducted yearly on trees within community which are designated to Council responsibility	100%
		Develop and implement a sporting grounds/field facility strategy by community	December 2026
		All maintenance activities carried out in accordance with budget allocation	100%
		Park equipment safety audits, inspections and maintenance program carried out to schedule	100%
	Continue community consultations on the establishment of gazetted cemeteries in Gunbalanya, Maningrida, Minjilang and Warruwi	Community consultations on the establishment of gazetted cemeteries in Gunbalanya, Maningrida, Minjilang and Warruwi progressed	December 2026
		Develop and implement cemetery strategy, including community funeral process	December 2026
	Ensure community swimming pools operate according to community needs and all legislative and work health and safety requirements	Opening hours as per best practice to meet community expectations	2026
		Staff employed to meet supervision ratios and cultural needs	100%
		Operational procedures are adhered to and documented as required by WARC and legislated standards	100%
		Pool maintenance regime is established and sustainable	Ongoing

Goal	Strategy	Measure	Target
4.2 Fleet, Plant and Equipment Provide a modern and well-maintained fleet of plant and vehicles capable of meeting service delivery requirements	Review and update the Strategic Fleet Asset Management Strategy	Strategic Fleet Asset Management Strategy maintained and improved	December 2026
	Implement effective cost recovery mechanisms for use of Council's vehicles, plant and equipment	Annual review and update of Council's Fees and Charges against operating and replacement costs	June 2026
		Fleet, plant and equipment hire contracts to support and ensure effective cost recovery for Council prepared	Ongoing
	Ensure vehicles, plant and equipment are fully serviced as per the Strategic Plan for the useful life of the asset	All vehicles inspected as per Strategic Plan	100%
		Repairs and maintenance requests performed in line with Strategic Plan	100%
		Accurate vehicle, plant and equipment data maintained	100%
	Upgrade fuel distribution infrastructure to comply with work, health and safety relevant standards and business requirements	Infrastructure audit as per current legislation completed and report including recommended plan for upgrades delivered	Ongoing

Goal	Strategy	Measure	Target
4.3 Waste and Water Management Deliver environmentally and economically sound solid waste, water and sewerage services	Provide scheduled domestic waste collection in each community	Waste collections completed as per schedule	100%
	Work with other government and commercial entities in order to plan for long term waste disposal needs	Northern Territory Local Government Association liaised and collaborated with on advocacy initiatives and waste strategies	Ongoing
	Adhere to water and sewerage operations and maintenance schedules	All legislated standards for potable water testing in Jabiru met	100%
		Annual audit of water treatment practices including policies and procedures conducted	June 2026

Goal	Strategy	Measure	Target
4.4 Local Road Management and Maintenance Tactically monitor, maintain and manage Council gazetted roads and community safety via traffic management	Develop and schedule yearly road, footpath and stormwater repairs and maintenance programs for each community which: a. determines a road maintenance schedule for the course of the year b. determines grading frequency of internal access roads c. schedules hazard identification and road condition reports (actions and frequency) d. schedules footpath and stormwater inspections	Deliver yearly road, footpath and stormwater repairs and maintenance delivered as per schedule with records maintained for each community in Council's records management system - currently 'Magiq'	Ongoing
		Develop and implement roads reseal plan	December 2026
		All footpaths and stormwater inspected quarterly	100%
	Continually monitor and carry out minor road repairs	Roads monitored and minor repairs completed as required	85%
	Consult with Local Authorities to incorporate local priorities for traffic management into traffic management strategies and/or plans	Consultations on traffic management priorities are minuted and reported to Council and WARC executive	100%
	Deliver plans as per schedule for managing street lighting	Implement Public Lighting Asset Management plan per community	December 2026

Pillar 5:
Sustainability and
Climate Action

Pillar 5

Sustainability and Climate Action

5.1 Recycling and Waste

5.2 Procurement

5.3 Education

5.4 Policy

Leading by example, we commit to developing a culture of sustainable practice. We recognise and champion the importance of safe guarding our environment for future generations by working collectively with community, private enterprises and all tiers of government.

Goal	Strategy	Measure	Target
5.1 Recycling and Waste Develop recycling and waste initiatives which protect and preserve community natural resources and the local environment	Work towards first review point of the Reduce, Reuse Recycle 2024-2034 Strategy	All 2026 implementation goals achieved	100% in June 2026
	Continue pre-cyclone community waste collections	Pre-cyclone waste collections held twice yearly as per published schedule	100%
	Continue whole-of-community approach to identify and implement innovative initiatives to reuse, recycle and reduce waste	Keep Australia Beautiful and local schools collaborated with and Clean up Australia Day, Tidy Towns campaign and eco schools program participated in	Ongoing

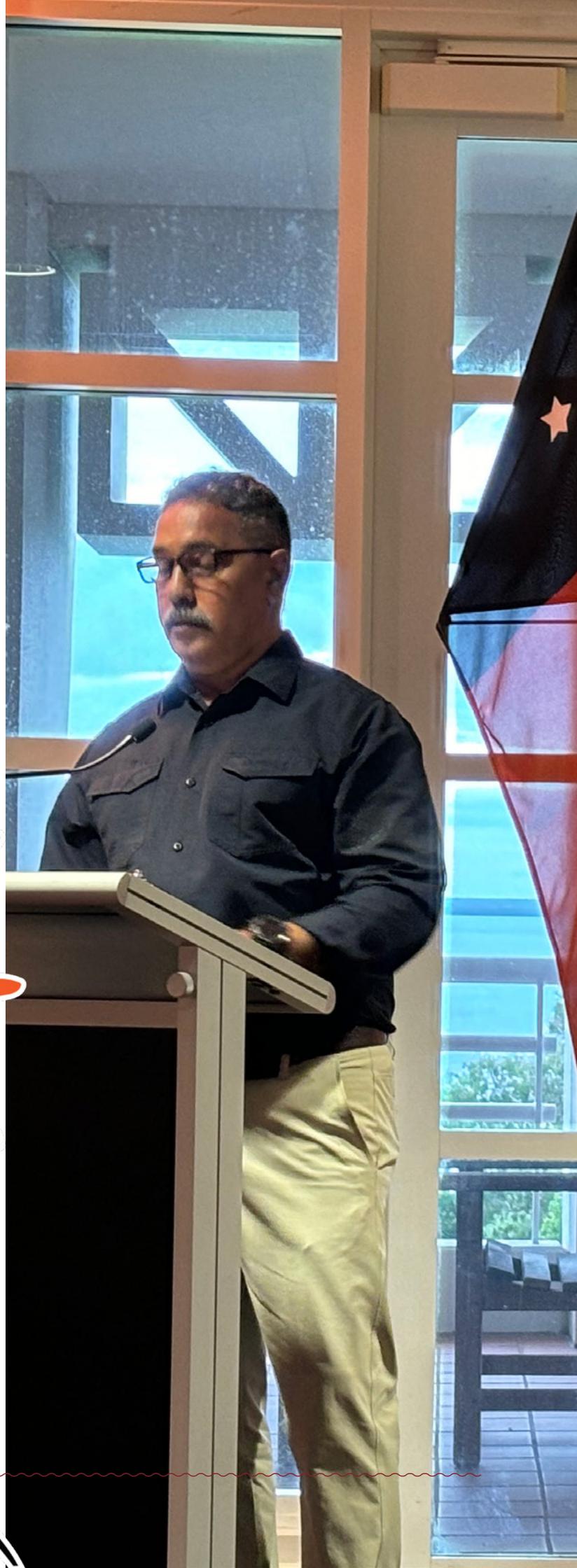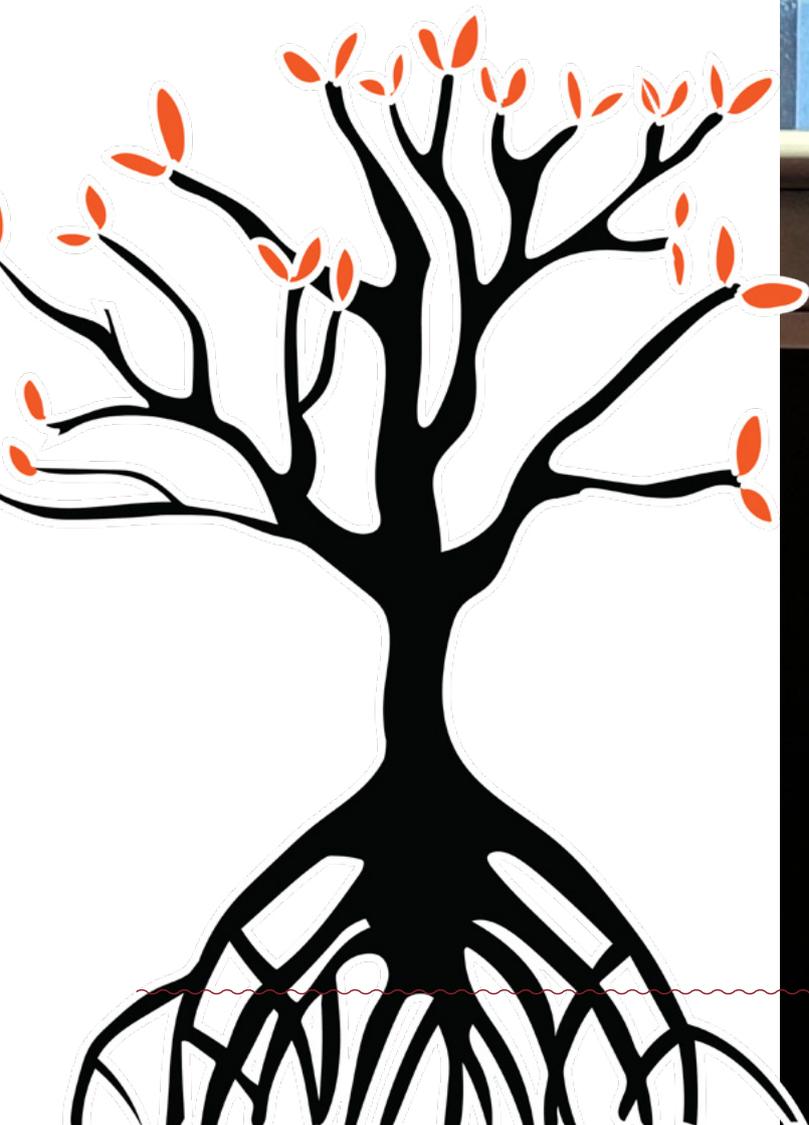| Goal	Strategy	Measure	Target
5.2 Procurement Develop and implement a leading-edge sustainability procurement strategy	Review WARC current procurement practices against sustainability and climate action NT and national procurement benchmarks and develop leading-edge Procurement Strategy	Leading-edge Procurement Strategy completed	December 2025

Goal	Strategy	Measure	Target
5.3 Education Develop and deliver locally relevant education initiatives on sustainability and climate impacts across multiple mediums and platforms	Engage with local schools to develop age and locally appropriate educational resources	Education campaign collateral created and displayed in community and schools	Ongoing
	Facilitate relationships between businesses, community leaders and youth with a focus on conserving natural resources	Community-appropriate collaborative materials, initiatives and messages developed and promoted via community noticeboards and social media	Ongoing
	Encourage and promote community understanding and correct use of sorting bays	Uplift in correct use of sorting bays	Ongoing

Goal	Strategy	Measure	Target
5.4 Policy Devise and implement a Sustainability and Climate Action Policy	Research and develop WARC Environment and Sustainability Management Strategy and Policy	Environment and Sustainability Management Strategy and Policy completed	June 2026

Pillar 6:
Foundations of Governance

Pillar 6

Foundations of Governance

6.1 Financial Management

6.2 Records

6.3 Council and Local Authorities

6.4 Risk Management

6.5 Planning and Reporting

6.6 Information and Communication Technology

Integrity is at the heart of everything we do. We are leaders of best practice and excellence in governance, advocacy, consultation and administration. Our processes, procedures and policies are ethical and transparent.

Goal	Strategy	Measure	Target
6.1 Financial Management Provision of strong financial management and leadership which ensures long term sustainability and growth	Develop and implement a financially sustainable long term financial plan, annual budget and periodic budget reviews	Statutory requirements and external audit qualifications fully complied with	100%
	Management of Council's revenue and payable functions		
	Manage and deliver on Council's annual statutory and financial obligations		
	Management of Council's asset accounting practices		
	Monitor and coordinate external funding provided through grants and commercial contracts	Contractual arrangements complied with	100%
	Maintain the rates database including all property details	Statutory requirements fully complied with and percentage of rates debtors outstanding	100%
	Maintain the rates register		100%
	Prepare the annual rates declaration		Less than 5%
	Apply concessions as appropriate		100%
	Determine the rateability of properties		100%
	Manage and provide advice on Council's investments in accordance with adopted policies	Interest on investments	> $160,000 annually
	Monitor returns of investments including roll-over of term deposits		
	Manage Council-funded projects to maintain a positive working capital ratio	Positive working capital ratio	Minimum ratio 1:1
	Annual review and update of Council's Fees and Charges	Review and update of Council's Fees and Charges completed	100%

Goal	Strategy	Measure	Target
6.2 Records Delivery of information management processes which support efficient and transparent administration	Maintain records in accordance with legislation	Public Information, Local Government Council Statutory and Freedom of Information requirements complied with	100%
	Implement disposal schedule by sentencing and disposing of records	Electronic records held in records management system eligible for destruction sentenced	85%
	Induct staff in the use of Council's information management system including 'Magiq' and '365'	Training delivered to new staff using information management system during their probation period	85%
	Provide an information management help-desk service	Number of queries/requests responded to within 24 hours	85%

Goal	Strategy	Measure	Target
6.3 Council and Local Authorities Excellence in governance, consultation administration and representation	Ensure capacity for customer relationship management, including mechanisms for feedback on service delivery	Complaints and positive feedback reported to the administration, acknowledge and addressed as required	100%
	Improve accountable and transparent decision-making by facilitating the participation of Councillors in Council, Committee and Local Authority Meetings	At least one training program attended each financial year by Council and Local Authority Members	100%
		Four meetings of each Local Authority held each financial year	100%
	Enable community members to participate in local decision-making by ensuring that non-confidential Agendas and Minutes of Council are publicly available at Council offices in each community	All non-confidential Agendas and Minutes publicly available three working days before a meeting (Agendas) and ten working days after a meeting (Minutes)	100%
	Establish formal and informal mechanisms for community consultation on key issues and input into decision-making	Community outreach event hosted by Council in each community every financial year	100%
	Create opportunities for Councillors and senior staff to be available to community members to discuss Council decisions, programs and projects, either informally or through community meetings	Local Authority Meetings attended by at least one relevant Councillor and at least one Senior Manager	100%
	Ensure advocacy and representation of Council interests through government, the private sector and the media	Advocacy framework, strategy and communication plan developed	June 2026
	Create an advocacy framework, strategy and communication plan in consultation with Councillors		

Goal	Strategy	Measure	Target
6.4 Risk Management The monitoring and minimisation of risks associated with the operations of Council	Update risk registers and ensure appropriate plans are implemented	Regular review and management of risks	100%
	Regularly review insurance cover and premiums	Annual full appraisal of cover required, policies reviewed via insurance broker	100%

Goal	Strategy	Measure	Target
6.5 Planning and Reporting Robust planning and reporting that supports Council's decision-making processes	Produce key policy and direction documents for the Council including the Regional Plan, Annual Reports and policies	Regional Plan finalised and shared, Annual Report delivered, and policies requiring review are reviewed and updated as per required timelines	100%

Goal	Strategy	Measure	Target
6.6 Information and Communication Technology Effective and innovative information technology solutions which maximise service delivery and support Council's operations	Plan and deliver Council's technology needs through the provision of a well-maintained and managed information and communication technology (ICT) platform	Develop ICT Strategic Plan	June 2026
	Optimise the delivery of ICT services and equipment to required work locations to meet staff and service delivery needs	Develop ICT Asset register	December 2025
	Provision of innovative, relevant and cost-effective ICT solutions to solve service delivery challenges	Annual review of ICT needs in line with the ICT Strategic Plan completed	100%
	Optimise costs associated with ICT delivery, including communications, both fixed and mobile, data, voice and video services and staff equipment		