



ROPER GULF REGIONAL COUNCIL

Annual Report 2023-24

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 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 info@ropergulf.nt.gov.au.

The Logo

The logo was developed from a concept created by Lainie Joy of Borroloola. The five flowing figures have multiple meanings. The figures represent the five wards in our Roper Gulf Region (Never Never, Numbulwar Numburindi, Nyirranggulung, South West Gulf and Yugul Mangi), the five main rivers winding through our region (the Limmen, McArthur, Robinson, Roper and Rose Rivers), the low-lying hills that are visible on the horizon nearly everywhere in the Region and the Rainbow Serpent that underlies everything. The colours are based on the different colours of the soils and the peoples co-existing in the Roper Gulf region.

Design

Photography: Roper Gulf Regional Council
Document Design: Moogie Down Productions
<https://moogiedownproductions.com.au/>

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Workshop and Depot

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Katherine NT 0850
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Katherine NT 0851

Council Offices

Barunga	08 8977 3200
Wugularr (Beswick)	08 8977 2200
Borroloola	08 8975 7700
Bulman	08 8975 4189
Jilkmिंगgan	08 8977 3100
Manyallaluk	08 8975 4055
Mataranka	08 8977 2300
Ngukurr	08 8977 4690
Numbulwar	08 8977 2190
Urapunga	08 8977 4690

This Annual Report was adopted by Council at its Ordinary Meeting **



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.





The strategic priorities and budget outlined in this Regional Plan provides an insight of our Council's overall vision for the region and goals as a local government body, operating in the remote Northern Territory.



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OVERVIEW

WELCOME

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In the spirit of transparency and our commitment to accountable governance, Roper Gulf Regional Council (the Council) is proud to present its Annual Report for 2023-24. This year's report is particularly significant as it marks another step forward in our journey under the five-year Strategic Plan, established in 2022.

The Annual Report serves as a key instrument for informing our community and stakeholders about the Council's performance throughout the 2023-24 financial year, highlighting key achievements and challenges faced. This comprehensive document has been prepared in accordance with Part 14.1 of the Local Government Act 2019.

Within these pages, you will find the strategic initiatives and significant accomplishments undertaken by the Council during 2023-24, aligned with each key outcome area of our strategic roadmap for 2022-27. Additionally, the report provides a detailed account of our service delivery and financial performance, reflecting our commitment to operational excellence.

We would like to extend our sincere appreciation to our dedicated staff, whose contributions have been instrumental in the production of this Annual Report.

While every effort has been made to ensure the accuracy of the content in this Annual Report, we acknowledge the possibility of errors. Your feedback on the presentation and content of this report is invaluable to us. Please feel free to share your feedback via email at info@ropergulf.nt.gov.au.

Thank you for your continued support and partnership as we work towards a more sustainable, viable, and vibrant region.



MESSAGE FROM THE MAYOR & CEO

The 2023-2024 financial year was a standout period of activity and achievement for our Council. During this time, we redefined our purpose and strengthened our commitment to delivering exceptional services and infrastructure for our valued residents and communities.

This annual report highlights the many accomplishments we've achieved, showcasing the strides we've made towards a brighter future for the Roper Gulf region.

Among the key highlights were the reopening of the Ngukurr and Borroloola Pools in October 2023, the adoption of our Sport and Recreation Masterplan in February 2024, and the victory of our Roper Gulf Conquerors in the NT Australasian Management Challenge in April 2024. We also celebrated the professional growth of our staff, with many earning their Certificate IV in Training and Assessment, enabling them to deliver vital training in our communities.

This year also saw us improve local amenities, tackle environmental challenges through the removal of feral pigs in Ngukurr and Numbulwar, and foster community spirit with events like the NAIDOC AFL round in Barunga and the Council Cup Clash. We were honoured to receive multiple awards, including the Industry Collaboration of the Year at the NT Training Awards and the Tidy Towns Award for Borroloola.

While we made significant progress, we were deeply disappointed by the outcome of the Voice referendum. However, we remain resolute in our commitment to advocating for the rights and voices of our Indigenous communities.

As we reflect on this year, we also take a moment to pay our respects to the late Dr Bush Blanas, Chairman of the Northern Land Council. His leadership and dedication have left a lasting mark on our region, and his legacy will continue to inspire us.

Council is incredibly proud of what we've achieved in the 2023-24 financial year. We look ahead with optimism and determination, as there is still much to be done to further improve the Roper Gulf region and ensure the best possible outcomes for all our residents.



Tony Jack
Mayor Roper Gulf Regional Council



David Hurst
Chief Executive Officer

OUR VISION

VISION

Sustainable, Viable
and Vibrant

MISSION

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

CORE VALUES

1.

Honesty

all dealings and
decisions are
transparent, backed by
integrity, and truth.

2.

Equality

all people treated
fairly, with dignity,
without bias, based
on facts.

3.

Accountability

actions and decisions
comply with policies,
procedures, and legislative
requirements.

4.

Respect

understanding and
acceptance of the
feelings, rights and
culture of all with
whom we deal.

5.

Trust

a focus on building
mutually supportive,
healthy relationships
built and maintained
over time.

HIGHLIGHTS

Key projects and events delivered in 2023-24

2023

July		Community staff graduate from Certificate III in Community Services
July		NAIDOC AFL round held at Barunga
June		Sport and Rec Masterplan wins Parks and Leisure Australia SA/NT Award
August		Council Cup Clash held against Beswick Bears and Timber Creek Lions
September		Council and Bradford Institute won the award for Industry Collaboration of the Year at the NT Training Awards
September		Feral pig removal in Ngukurr and Numbulwar
October		Re-opening of Ngukurr and Borroloola Pools
October		Shade Structure and soft fall installed at Barunga playground
November		Borroloola wins Tidy Towns Awards

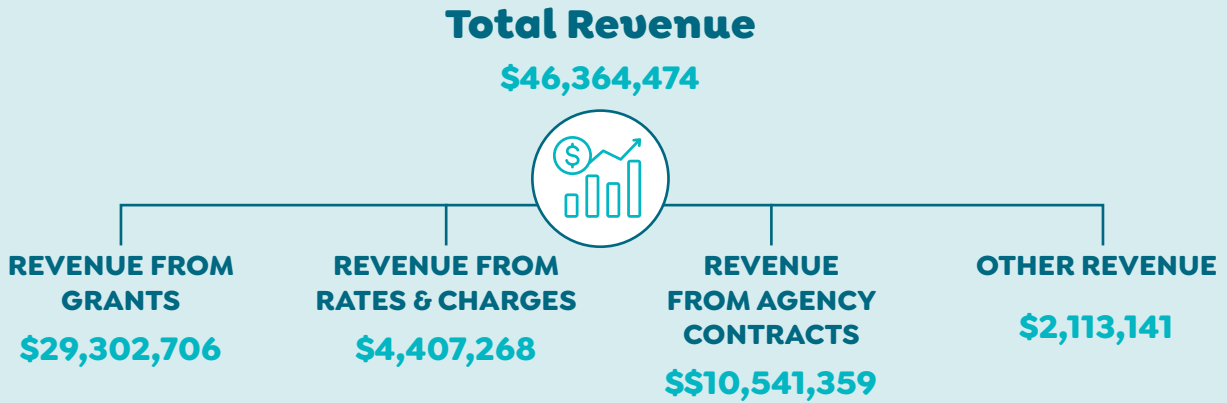
2024

February		Sport and Recreation Masterplan Adopted by Council
April		Roper Gulf Council Conquerors win the NT Australasian Management Challenge
May		Barunga Memorial Statement Design Consultations
May		Council staff complete Certificate IV in Training and Assessment to deliver Back on Track Training in communities
May		Camp Dog challenge at Barunga Festival
June		Scabies Prevention Day in Mulggan Camp
June		Shade structure at Barunga Airport and Front entrance
June		Numbulwar AOD intervention video interviews

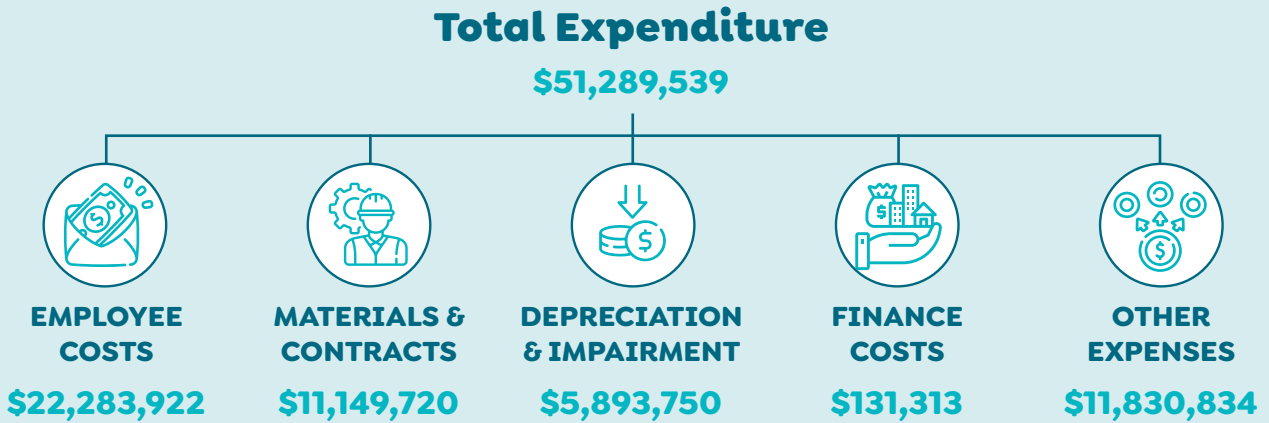


BUDGET SUMMARY

Where did our money come from?



Where was the money spent?



How much was spent on our five largest service delivery programs?



TOTAL SPENT ON MUNICIPAL SERVICES
\$6,948,570



TOTAL SPENT ON NIGHT PATROL
\$3,186,210



TOTAL SPENT ON CDP
\$5,474,039



TOTAL SPENT ON SPORT & RECREATION
\$2,454,297



TOTAL SPENT ON AGED CARE SERVICES
\$2,065,102



JOHN M
FOO

adidas

OUR REGION

In the heart of Australia lies a vast and majestic region where Roper Gulf Regional Council proudly operates, delivering a wide range of essential corporate, community, and infrastructure services. Our commitment spans an impressive 201,000 square kilometres—making it one of the largest operational areas in the Northern Territory.

Our regional boundaries stretch from the Kakadu escarpment in the north to the expansive edges of the Barkly Tablelands in the south. From the eastern fringes of the Stuart Highway to the captivating Gulf of Carpentaria and the Queensland border. Here, nature unveils its wonders, an ecological treasure trove of tropical savannahs, arid grasslands, and vast open forests. Rich, eroded sandstone, limestone escarpments, and graceful peaks define the unique character of our landscape.

Flowing through this remarkable region are our lifeblood rivers, ancient, grand, and awe-inspiring. The Roper, Rose, McArthur, Robinson, and Limmen rivers carve their stories into our land, reflected in the very fabric of our Council's logo. These rivers unite in an annual spectacle, holding 11,750 gigalitres of water, the equivalent of approximately 23 Sydney Harbours, a true testament to the abundance of nature's gifts. Also, within our region, rivers like Katherine, Edith, Fergusson, East Alligator, and King begin their journeys.

Imagine a predominantly rural landscape where small townships, Indigenous communities, and remote outstations weave the fabric of our existence. The rural land, a vital resource, is primarily dedicated to cattle grazing, sustaining livelihoods in harmony with the land. Here, mining and tourism also contribute to the rich tapestry of our diverse economy.

We embrace this unique terrain, attuned to its rhythms, and strive to align our services with the essence of this remarkable land.



AN OVERVIEW OF THE ROPER GULF REGION:

POPULATION

6,486



MEDIAN AGE

29



TOP LANGUAGES

(used at home other than English):

- Kriol
- Nunggubuyu
- Garrwa
- Anindilyakwa
- Yanyuwa



ABORIGINAL & TORRES STRAIT ISLANDER POPULATION

4,879
(75.2%)

GEOGRAPHICAL AREA

201,000
KM²



MAIN RIVERS

- Limmen
- McArthur
- Robinson
- Roper
- Rose

OUTSTATIONS (HOMELANDS)

- Badawarrka
- Baghetti
- Barrapunta
- Costello
- Kewulyi
- Mole Hill
- Mount Catt
- Mulggan Camp
- Nulawan



NORTHERN
TERRITORY



Data source: 2021 ABS Census Data



COUNCIL WARDS:

Never Never Ward:

Daly Waters, Jilkminggan, Larrimah, Mataranka and Minyerri

Numbulwar-Numburindi Ward:

Numbulwar

Nyirranggulung Ward:

Barunga, Bulman, Manyallaluk (Eva Valley) and Wugularr (Beswick)

South West Gulf Ward:

Borroloola and Robinson River

Yugul Mangi Ward:

Ngukurr and Urapunga



OUR ORGANISATION



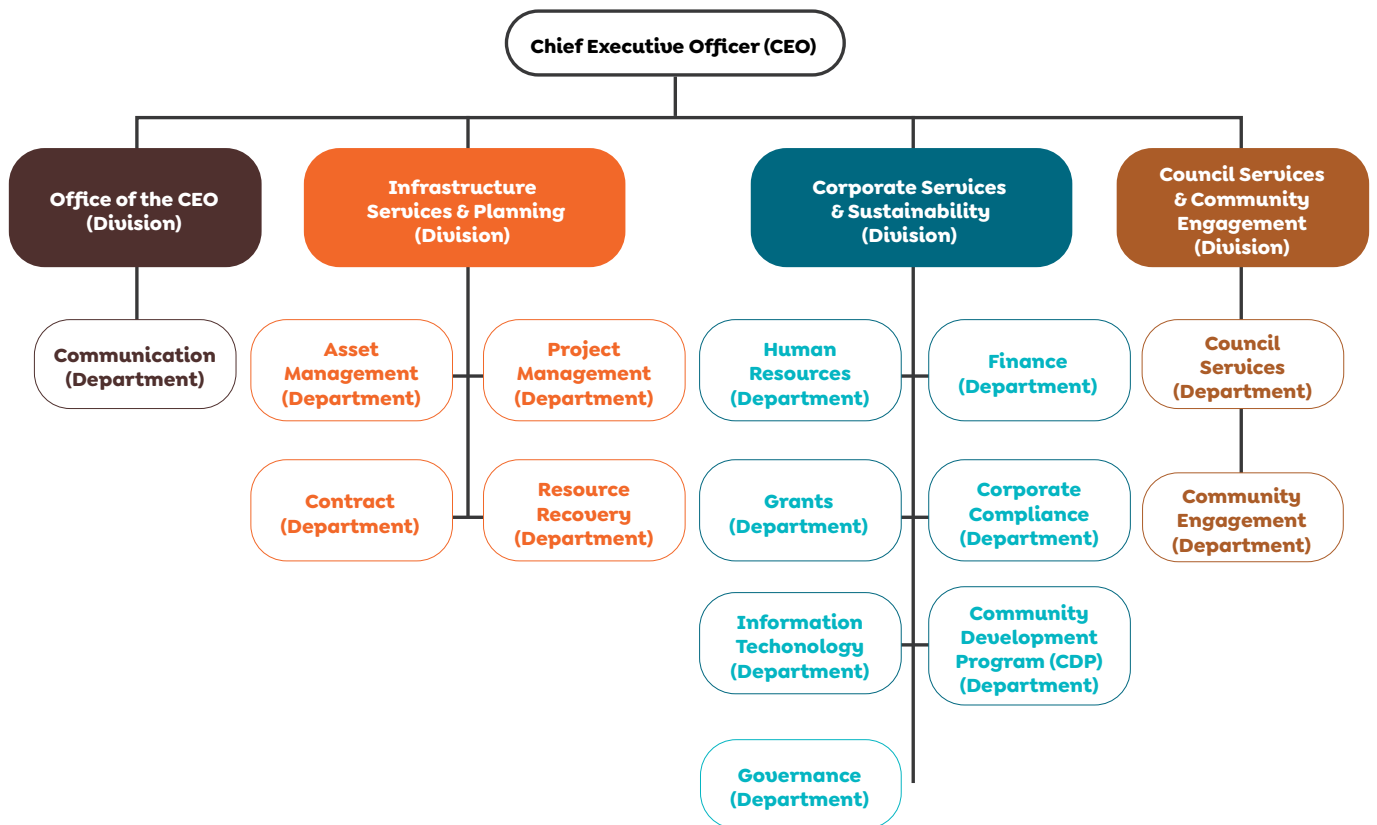


ORGANISATIONAL STRUCTURE

Roper Gulf Regional Council is responsible for delivering more than 40 services to residents. These services range from 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.

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.



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.



Chief Executive Officer
David Hurst

David commenced employment with Council in April 2021, was appointed General Manager of Council Services and Community Engagement in October 2022 and stepped into Acting Chief Executive Officer in May 2024.

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 7 years in senior leadership roles.

David has a Bachelor of Commerce Degree and is commencing a Master of Business Administration (MBA). 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 and community engagement.



General Manager Corporate Services and Sustainability
Cindy Haddow

Cindy was appointed General Manager Corporate Services and Sustainability in October 2022. Cindy has spent the past 19 years living in Katherine and has worked in senior leadership roles in the Australian Government, Northern Territory Government and the not for profit sector. Cindy is committed to working collaboratively to ensure Council has high quality corporate support to deliver services to communities.

Cindy holds a Master's Degree in Business Administration and a Postgraduate Certificate in Public Sector Management. Cindy is passionate about Indigenous workforce development and developing community capacity to meet the social and economic challenges faced in remote communities.

General Manager Council Services and Community Engagement

Vacant

General Manager Infrastructure Services and Planning

Vacant

WHAT WE DO

OFFICE OF THE CEO

- Strategic Management and Planning
- Communications
- Advocacy

INFRASTRUCTURE SERVICES

- Contract Management
- Project Management
- Asset Management
- Outstation Services
- Waste Management
- Cemetery Management
- Urban Planning and Design

CORPORATE SERVICES AND SUSTAINABILITY

- Financial Management and Planning
- Human Resources
- Community Development Program
- Grants
- Information Technology
- Corporate Compliance
- Governance
- Sustainability

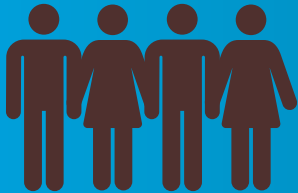
COUNCIL SERVICES AND COMMUNITY ENGAGEMENT

- Aged and Disability Care
- Animal Management
- Childcare
- Libraries
- Rubbish collection
- Maintaining parks and public spaces
- Maintaining community roads and paths
- Night Patrol
- Remote Indigenous Broadcasting Service
- School Nutrition Program
- Outside School Hours Care
- Sport and Recreation
- Airstrips
- Community Engagement
- Youth Services
- Alcohol and other Drugs Education

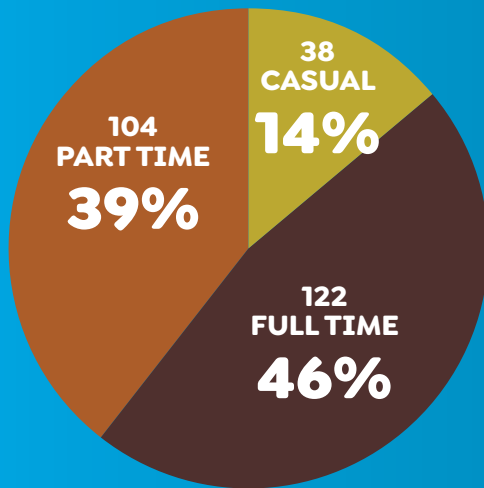


OUR STAFF

TOTAL
264

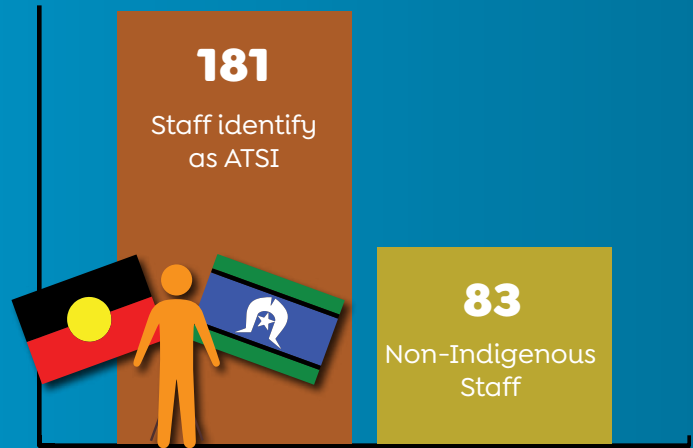


EMPLOYMENT TYPE

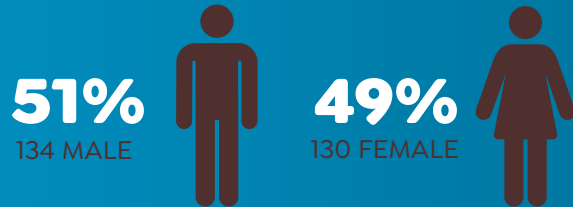


69%

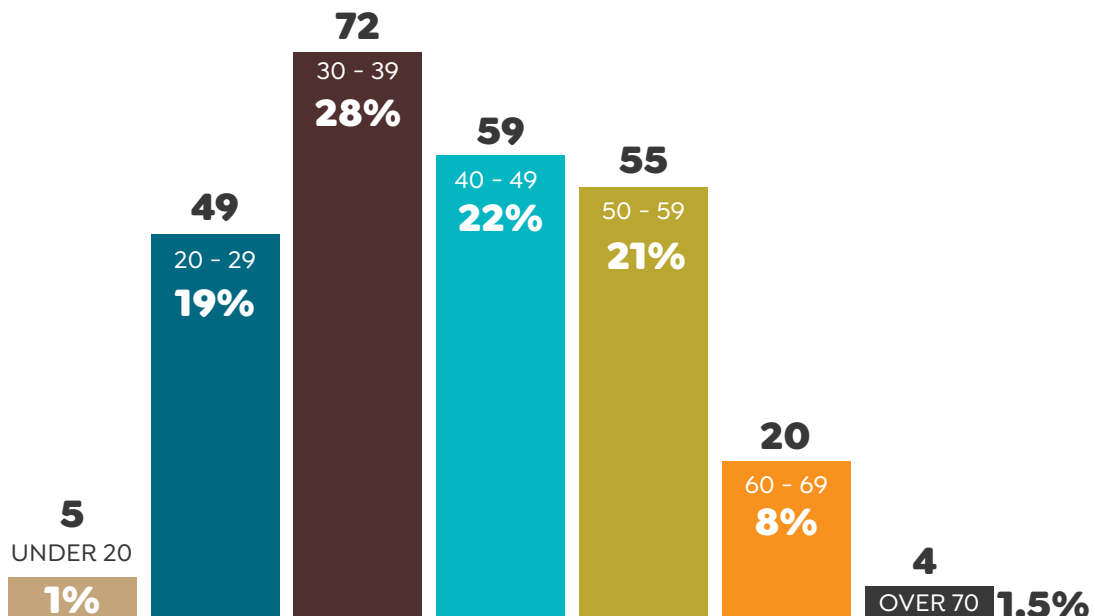
INDIGENOUS STAFF



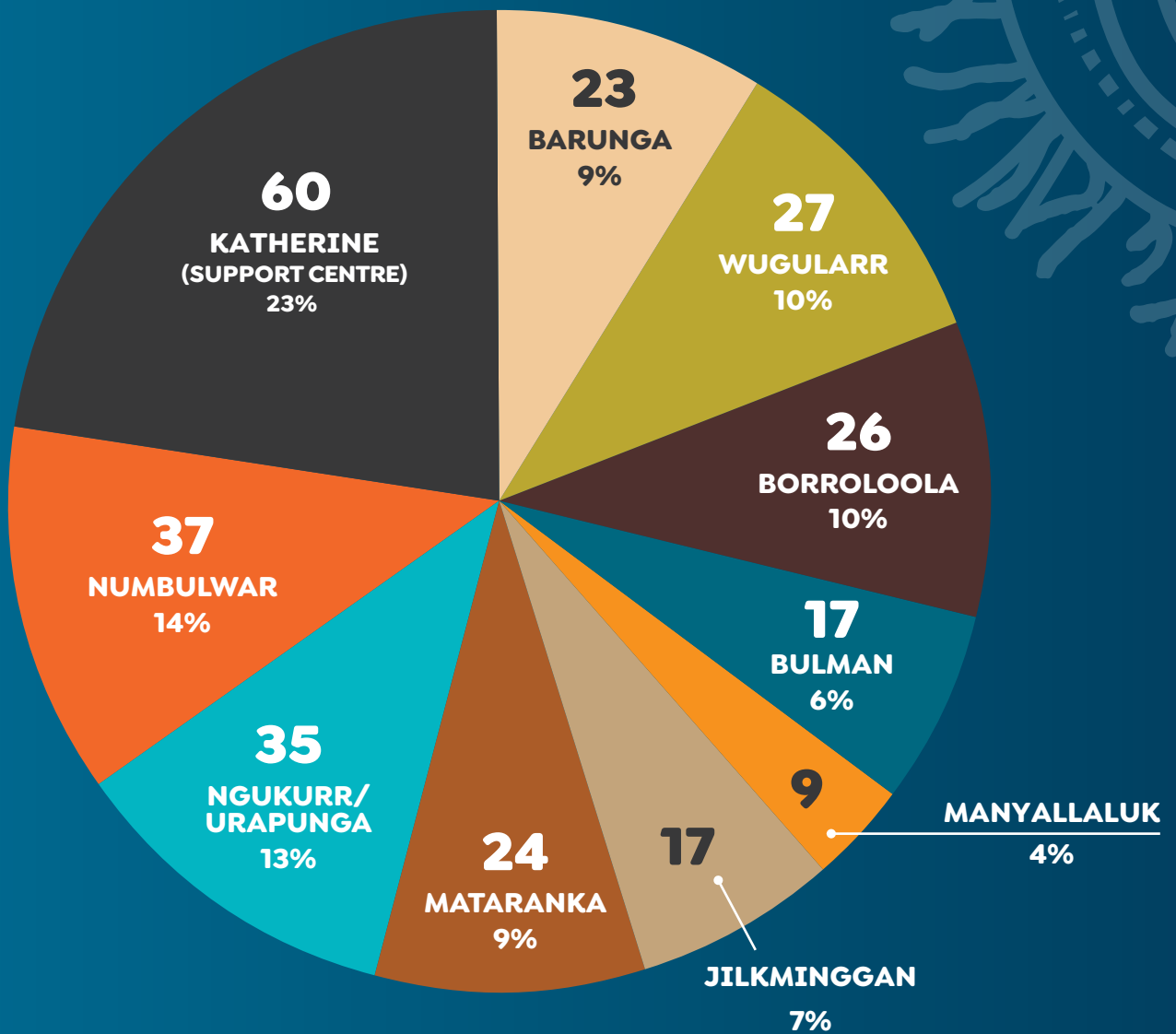
GENDER



AGE



EMPLOYEE LOCATIONS



4
(2%) Office of the CEO

85
(32%) Corporate Services and Sustainability

168
(64%) Council Services and Community Engagement

7
(3%) Infrastructure Services and Planning

TRAINING AND DEVELOPMENT OPPORTUNITIES

At Roper Gulf Regional Council, we create a culture of continuous growth and development, recognising the importance of every staff member's professional journey within local government.

Over the past financial year, we provided numerous opportunities for staff to engage in customised training and development programs aimed at enhancing their skills and advancing their careers. More than a hundred of our staff members eagerly embraced these opportunities, participating in a wide range of training initiatives.

Our commitment to personalised and meaningful learning experiences prioritises face-to-face training sessions within our communities. This approach not only boosts the effectiveness of the training but also reflects our dedication to connecting with our staff on a personal and community-focused level.

We are incredibly proud of the commitment and enthusiasm our team has shown in taking on these learning opportunities and empowering their professional growth.

The training courses delivered in 2023-24 included:

- **First Aid and CPR**
- **4WD** - Operation on Unsealed Roads
- **Machinery Maintenance** - Operate and Maintain Basic Machinery and Equipment
- **Light Rigid Vehicle** - Licence to Drive a Light Rigid Vehicle
- **Heavy Rigid Vehicle** - Licence to Drive a Heavy Rigid Vehicle
- **Heavy machinery** - Backhoe, Excavator, Front End Loader, Grader, Skid steer, Tractor
- **Forklift** - Licence to Perform High Risk Work – LF
- **ARO** - Aerodrome Reporting Officer Skill Set
- **RPA Operator Accreditation** - Remotely Piloted Aircraft
- **Media Training**
- **Kriol Language Course**
- **Aged Care Training** - Certificate III in Individual Support
- **Crèche Training** – NAPCAN Child Abuse and Neglect Prevention/Mandatory Reporting
- **Night Patrol Training** – Certificate III in Community Services with additional units from the Corrective Practices framework
- **Wildfire Awareness**
- **Fire Warden**
- **Food Safety**

- **De-Escalation training**
- **Bullying and Harassment training**
- **Certificate IV in Training and Assessment**

In 2024, Council continued its partnership with the Australian Institute of Management (AIM) tailored *Partner Pack*, offering enrolments in a pre-determined bundle of virtual courses delivered over a six-month period. These virtual courses have proved invaluable to further developing the skillset of our staff, especially those in management positions or with aspirations to become a leader in the organisation.

Examples of the virtual courses undertaken by Council staff this year include:

- **Applying Strategic Thinking**
- **Conflict Resolution**
- **Critical Thinking and Problem Solving**
- **Effective Business Writing**
- **Finance for Non-Finance Managers,**
- **Government Writing for Impact**
- **Leading with Emotional Intelligence**
- **Mental Health in the Workplace**
- **Project Management Essentials,**
- **Risk Management**

APPRENTICESHIPS AND TRAINEESHIPS

As a leading employer in our region, Roper Gulf Regional Council recognises the crucial role that apprenticeships and traineeships play in building our future workforce and nurturing local talent.

We proudly offer a variety of opportunities through our Apprenticeship/Traineeship Scheme, providing an invaluable stepping-stone for both new entrants and existing staff members looking to advance their careers within our organisation.

This scheme combines hands-on work experience with academic study, creating a supportive pathway to sustainable employment under the mentorship of our qualified professionals. The qualifications available through our apprenticeship and traineeship programs range from AQF Level 3 to AQF Level 6 (Advanced Diploma), ensuring that our initiatives accommodate diverse skill sets and aspirations. This approach empowers individuals to realise their potential and make meaningful contributions to the Council's goals.

Some of the apprenticeships and traineeships available are:

- **Mechanical Apprenticeship**
- **Administration Traineeship**
- **Community Sector Management**

Council also recognises the importance of using accredited units of competence and non-accredited training courses to support further professional development and compliance within the following areas::

- **Civil Construction**
- **Sport and Recreation**
- **Aged Care**
- **Early Childhood**
- **Project Management**
- **Leadership and Mentoring**

WORK HEALTH AND SAFETY

Our organisation is committed to setting a distinguished standard in health and safety. We are dedicated to optimising health and safety by effectively managing all risks inherent in our business activities.

At the core of our values is the importance we place on the health, safety, and wellbeing of everyone connected to our organisation—our employees, contractors, visitors, and the broader community benefiting from the various facilities under our care. We are driven by a vision to achieve the highest possible standards in workplace health and safety management across all aspects of our operations.

We believe that through personal commitment and the active participation of every individual, we can elevate our workplace health and safety standards to exceptional levels. This dedication underpins our commitment to providing an environment that is not only safe but also fosters growth, productivity, and a sense of security for all.



OUR STAKEHOLDERS

Community and stakeholder engagement is a vital part of our service, enabling us to better connect with the people who live and work in the Roper Gulf region and understand their needs and aspirations. Stakeholder engagement and consultation were key components in the development of our Strategic Plan and have been a strategic focus over the past financial year.

Our stakeholders are important to us, and we are committed to building strong and effective relationships by enhancing engagement, collaboration, and knowledge sharing, as well as actively participating in community events.

	STAKEHOLDER GROUP	WHY THEY ARE IMPORTANT TO US	WHY WE ARE IMPORTANT TO THEM	HOW WE ENGAGE WITH THIS GROUP
EXTERNAL	Constituents (Residents)	Utilise our services, programs and facilities and provide valuable feedback.	Provide high quality services, representation, advocacy, programs and facilities.	<ul style="list-style-type: none"> Public meetings Community events Corporate documents Website Social media Surveys
	Ratepayers	Provide funding to deliver services and infrastructure and provide valuable feedback.	Provide high quality services and infrastructure.	<ul style="list-style-type: none"> Public meetings Community events Corporate documents Website Social media Surveys
	Northern Land Council	Provides guidance, local advice and strategies for community engagement and growth.	Deliver services on the ground, and provides support, partnerships and resources.	<ul style="list-style-type: none"> Public meetings Formal meetings Corporate documents
	Business owners	Economic development and local employment.	Utilise the products and services and enhance business.	<ul style="list-style-type: none"> Public meetings Community events Website Social media Electronic communication
	Visitors	Provide economic benefits and need for local employment.	We provide services, facilities and infrastructure.	<ul style="list-style-type: none"> Website Social media Posters
	Community groups and local Aboriginal Controlled Corporations	Sharing of community knowledge, connections and resources.	Provide support, partnerships and resources.	<ul style="list-style-type: none"> Public meetings Community events Contracts Formal Partnerships Joint Service Delivery Local Decision making

	STAKEHOLDER GROUP	WHY THEY ARE IMPORTANT TO US	WHY WE ARE IMPORTANT TO THEM	HOW WE ENGAGE WITH THIS GROUP
EXTERNAL	Government (Territory and Commonwealth)	Provides oversight, guidance, funding opportunities and advocacy on behalf of the Council.	Deliver services on the ground and provide local advice/strategies.	<ul style="list-style-type: none"> • Public meetings • Formal meetings • Corporate documents • Electronic communication
	Media	Help to raise awareness of events, services, projects or local issues.	Provide stories and information.	<ul style="list-style-type: none"> • Media releases • Website • Social media • Interviews
	Suppliers and contractors	Provide products and services.	Utilise the products and services and enhance business.	<ul style="list-style-type: none"> • Contract management processes (tenders) • Website • Electronic communication
	Emergency Services	Provide emergency management and services for the wellbeing of our constituents.	Provide logistical, infrastructure, strategic and consultative assistance.	<ul style="list-style-type: none"> • Local Emergency Planning; • Local Emergency Committees • Legislative provisions • Electronic communication
	Other Local Councils	Common purpose, collaboration.	Common purpose, collaboration.	<ul style="list-style-type: none"> • Formal meetings • Electronic communication Local Government Association of the Northern Territory (LGANT)
INTERNAL	Employees	Provide knowledge and skills to the organisation and deliver high quality services.	Provide fair employee payment, benefits, training and development opportunities and a safe work environment.	<ul style="list-style-type: none"> • Surveys • Staff meetings • Electronic communication
	Elected Members	Elected representatives and strategic decision making of Council.	Implementation of Council's strategic decisions.	<ul style="list-style-type: none"> • Public meetings • Formal meetings • Formal administrative support
	Advisory groups	Assist with the decision making process.	Implementing the decisions of Council.	<ul style="list-style-type: none"> • Public meetings • Formal meetings • Website

OUTSTATIONS

In partnership with the Northern Territory Government Department of Territory Families, Housing and Communities, Roper Gulf Regional Council provides basic core services to outstations (homelands) across our local government area. An outstation is a small, remote satellite community of a larger Aboriginal community, comprised of people who have chosen to take up residence on that land due to its cultural and spiritual significance.

Within the Roper Gulf region, there are approximately 200 people living across the 9 outstations that the Council services, with the largest outstation population being approximately 70 people at Mulggan Camp. These figures are approximate due to the transient nature of these locations and the seasonal variations that occur due to wet weather restricted access.

The Council's outstations team operates under the Infrastructure Services and Planning department and is based at the Workshop Depot in Katherine. With a combined total of over 30 years' experience supporting outstations for Roper Gulf Regional Council, the small but dedicated team have travelled over 65,000kms this financial year to oversee the delivery of municipal, housing and essential services.

Outstations serviced from Bulman and Katherine:

- Barrapunta
- Baghetti
- Mount Catt

Outstations serviced from Mataranka and Katherine:

- Mulggan Camp

Outstations serviced from Ngukurr and Katherine:

- Badawarrka
- Costello
- Kewulyi
- Mole Hill
- Nulawan

Roper Gulf Regional Council receives funding from the Northern Territory Government Department of Territory Families, Housing and Communities to deliver the following services to outstations.

Municipal and Essential Services

Operational funding for repairs and maintenance, minor works and general operational costs of the delivery of municipal and essential services. Municipal services primarily include road and aerodrome maintenance, waste disposal, landscaping and dust control in common areas, firebreaks, dog control programs, environmental health activities and other municipal services. Essential services activities primarily are concerned with electricity, water and the operation and maintenance of sewerage systems.

Housing Maintenance Services

This assists homeland residents to live in a safe and healthy environment. Funding is used for the direct costs associated with undertaking urgent and planned repairs and maintenance of dwellings.

Homelands Capital Program

The Homelands Capital Program provides funding (\$10,000 - \$300,000) for the purchase and construction of capital infrastructure and equipment that supports the delivery of housing, municipal and essential services.

Council received a grant of \$167,567 in the Homelands Capital Grant Program of the Northern Territory Government for the fiscal year 2023/24 to support in completing several community projects.

OUTSTATIONS PROJECTS

This table shows the ongoing services and projects that were completed or started in the 2023-24 financial year.

OUTSTATION	PROJECTS 2022-23	STATUS
Baghetti	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
	Emergency supply and installation of new power generator	Completed
Barrapunta	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
Mount Catt	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
	Upgrade of septic system at House 3	Completed
	Installed 2 x Hot Water Systems	Completed
Mulggan Camp	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
	Electrical and plumbing emergency repairs	Completed
	Development of visitor management plan	Completed
	Development of Living Strong Plan	Completed
	Erect two Rules signs	Completed
	Development of Alcohol Management Plans	In progress
	Installation of 2 public washing machines	Completed
Installation of 6 new electric stoves	Completed	
Badawarrka	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
	Installation of Solar Power for Potable water supply	Completed
	Installation of Solar Hot Water System	Completed
Costello	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
	Installation of new Generator	Completed
Kewulyi	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
	Home extra allowance	Ongoing
Mole Hill	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
Nulawan	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing

GOVERNANCE





GOVERNANCE STRUCTURE

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. As outlined at Section 4 (1) (a) of the Act, local government is a distinct and essential sphere of government. The system of Local Government is outlined at Chapter 2 of the Act, the constitutive provision for local government bodies in the Northern Territory, which includes Roper Gulf Regional Council.

Council’s stated role, functions and objectives are prescribed at Part 2.3 of the Act and can be summarised as the provision of an accountable, representative decision-making government body that represents the constituents of its region (local government area), and provides them with key services and amenities.

As to effectively and fairly balance the representation of its constituents, Council’s region is divided into five administrative regions that are called wards that encompass townships, aboriginal communities, and outstations, as well as various regional and remote constituents. Council’s five wards are the Never Never Ward, Numbulwar Ward, Nyiranggulung Ward, South West Gulf Ward, and the Yugul Mangi Ward.

Council itself is comprised of thirteen democratically elected members (Councillors) from across its five wards who are elected for four-year terms in local government general elections, in accordance with Chapter 8 of the Act and the Local Government (Electoral) Regulations 2021 that are overseen by the Northern Territory Electoral Commission (NTEC).

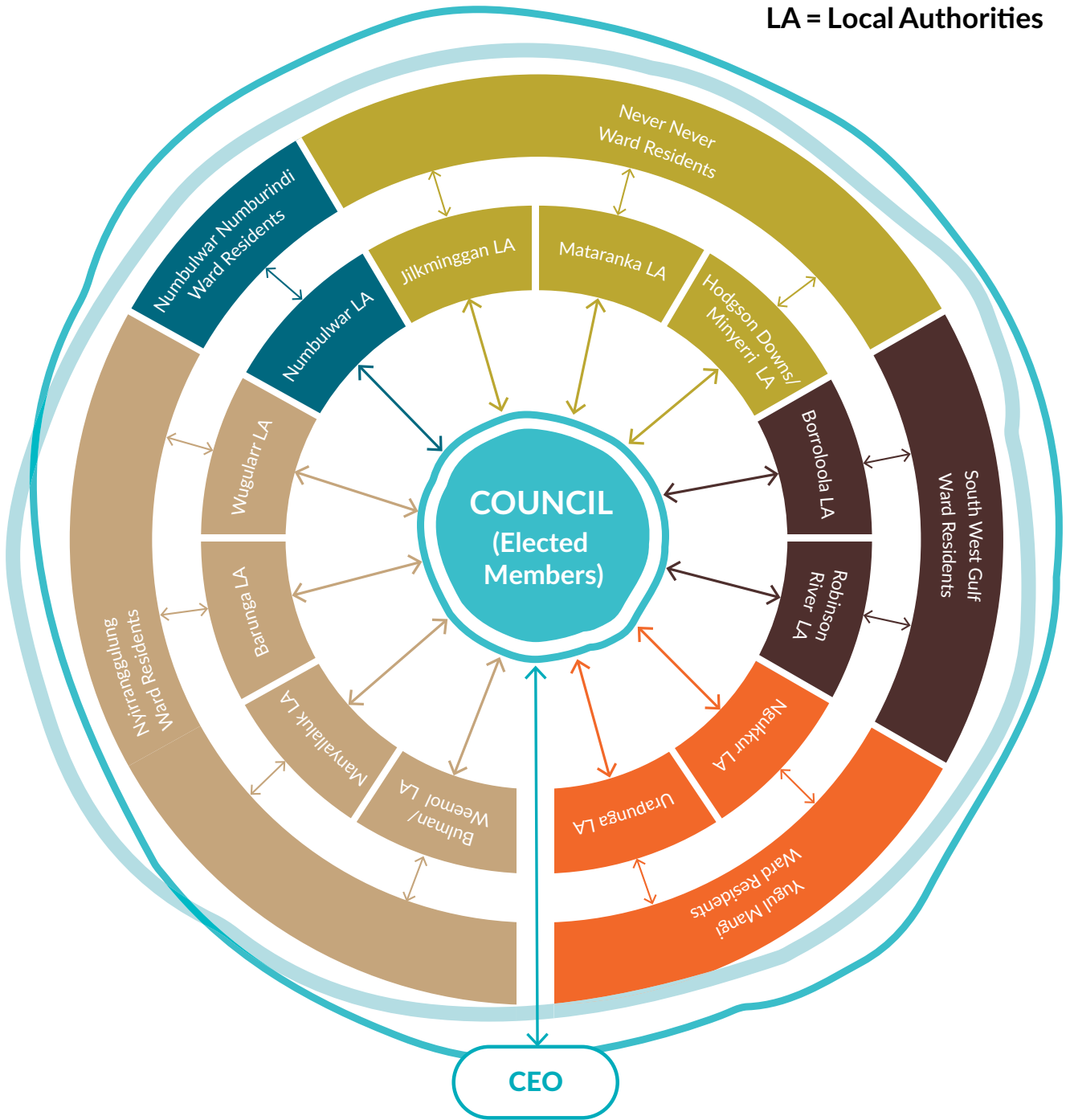
Council has a Principal Member (Mayor) and a Deputy Principal Member (Deputy Mayor) who are elected from within and by its elected members at its first Ordinary Meeting of Council. For the financial year 2023-24, Council’s Mayor and Deputy Mayor were Tony Jack, of the South West Gulf Ward, and Helen Lee of the Nyiranggulung Ward respectively. Elected Members are appointed and function within the legislative provisions of the *Local Government Act 2019*, including the Code of Conduct, which is prescribed at Schedule 1 of the Act.

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.

The elected members are accountable to the members of our region, who expect that the Council will apply good governance through its decision-making processes and systems. If residents and/or stakeholders wish to engage with the Council they are encouraged to attend a Local Authority meeting, which are held four times per year. Actions and requests of the Local Authorities are presented at Council meetings and if approved, are delegated to Council staff for implementation.



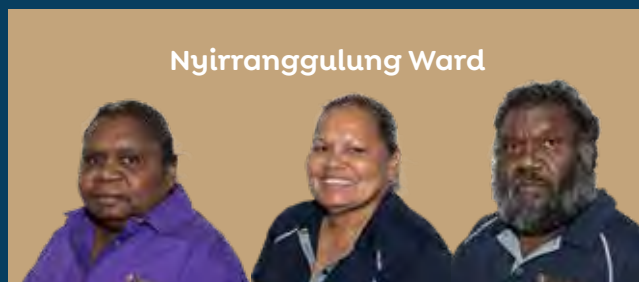
LA = Local Authorities



OUR COUNCILLORS

Roper Gulf Regional Council is comprised of thirteen democratically elected members (Councillors) from across its five wards.

For the 2023-24 financial year, Council's Mayor and Deputy Mayor were Tony Jack, of the South West Gulf Ward, and Helen Lee of the Nyirranggulung Ward respectively. Elected Members are appointed and function within the legislative provisions of the *Local Government Act 2019*.



Nyirranggulung Ward

from left:

Selina Ashley, Councillor
Helen Lee, Deputy Mayor
John Dalywater, Councillor



Yugul Mangi Ward

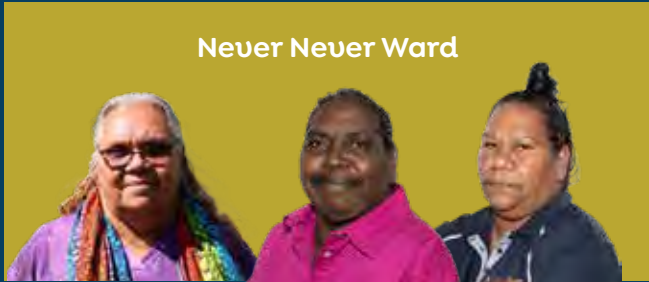
from left:

Owen Turner, Councillor
Jana Daniels, Councillor

COUNCIL MEETING ATTENDANCE

ELECTED MEMBERS	23 AUG 2023	25 OCT2023	15 NOV2023	13 DEC 2023
Mayor Tony Jack	P	P	P	P
Deputy Mayor Helen Lee	P	P	P	P
Cr. Samuel Evans	P	P	AP	AP
Cr Owen Turner	AP	P	AP	P
Cr Edna Iles	-	P	AP	P
Cr. Edwin Nungumajbarr	P	P	P	P
Cr. Kathy-Anne Numamurdirdi	P	P	P	P
Cr. John Dalywater	P	P	P	P
Cr. Annabelle Daylight	P	AP	P	P
Cr. Selina Ashley	P	P	P	AP
Cr Patricia Farrell	P	P	AP	AP
Cr Jana Daniels	No AP	P	AP	No AP
Cr. Gadrian Hoosan	P	AP	AP	P

P Present AP Apologies given and accepted No AP No apologies given and not present at meeting
- Not a member at the time of meeting or attendance not required



Neuer Neuer Ward

from left:

Edna Iles, Councillor
Annabelle Daylight, Councillor
Patricia Farrell, Councillor



South West Gulf Ward

from left:

Samuel Evans, Councillor
Gadrian Hoosan, Councillor
Tony Jack, Mayor



Numbulwar-Numburindi Ward

from left:

Kathy-Anne Numamurdirdi, Councillor
Edwin Nungumajbarr, Councillor

28 FEB 2024	24 APR 2024	30 MAY 2024	26 JUN 2024	28 AUG 2024	% ATTENDANCE 9 meetings held
P	P	P	P	AP	89%
AP	P	P	P	P	89%
P	AP	P	P	P	67%
P	P	P	AP	AP	56%
P	P	P	P	P	78%
P	AP	P	P	P	89%
P	P	P	P	AP	89%
P	P	AP	AP	P	78%
P	P	P	AP	No AP	67%
AP	AP	P	AP	P	56%
P	P	AP	P	P	67%
P	No AP	AP	No AP	AP	22%
P	AP	P	P	AP	56%

FINANCE AND INFRASTRUCTURE COMMITTEE

Roper Gulf Regional Council has created committees to assist with the decision making process under the provisions of the *Local Government Act 2019*. These committees carry out a wide range of functions and the members of the committee may include people who are not Elected Members or Council staff.

The Finance and Infrastructure Committee assists the Council to oversee the allocation of the local government's finances and resources. It operates as an executive committee under Part 5.2 of the *Local Government Act 2019*. Specifically, it undertakes the financial management roles of Council in the months that the Council does not meet, therefore meeting once every second month.

Members of the Finance and Infrastructure Committee:

- Awais Ur Rehman (Independent Member)
- The Mayor Tony Jack
- The Deputy Mayor Helen Lee
- Councillor Samuel Evans
- Councillor Owen Turner
- Councillor Annabelle Daylight
- Councillor Edwin Nungumajbarr
- Councillor John Dalywater.

FINANCE AND INFRASTRUCTURE COMMITTEE MEETING ATTENDANCE

MEMBER	26 JUL 23	27 SEP 23	29 NOV 23	24 JAN 24	27 MAR 24	22 MAY 24	22 JUL 24	% ATTENDANCE 5 meetings held
Independent Member Awais Ur Rehman	P	P	P	P	AP	P	P	86%
Mayor Tony Jack	P	P	AP	P	P	P	P	86%
Deputy Mayor Helen Lee	P	P	P	P	P	P	P	100%
Councillor Samuel Evans	AP	AP	P	P	P	P	No AP	57%
Councillor John Dalywater	-	-	No AP	AP	No AP	P	P	29%
Councillor Owen Turner	AP	P	P	P	P	P	AP	71%
Councillor Annabelle Daylight	P	AP	P	P	No AP	AP	P	57%
Councillor Edwin Nungumajbarr	P	P	P	P	P	P	P	100%

P Present AP Apologies given and accepted No AP No apologies given and not present at meeting

- Not a member at the time of meeting or attendance not required

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee assists Council in monitoring its compliance with proper standards of financial management, and its compliance with the *Local Government Act 2019*, its statutory instruments, and the Accounting Standards as listed in its terms of reference found at www.ropergulf.nt.gov.au.

Members of the Audit and Risk Committee:

- Ian Swan (Independent Member)
- Carolyn Eagle (Independent Member)
- Claudia Goldsmith (Independent Member)
- Councillor John Dalywater

AUDIT AND RISK COMMITTEE MEETING ATTENDANCE

MEMBER	16 AUG 23	23 OCT 23	19 FEB 24	12 JUN 24	26 AUG 24	% ATTENDANCE 4 meetings held
Independent Member Ian Swan	P	P	P	P	P	100%
Independent Member Carolyn Eagle	P	P	P	P	P	100%
Independent Member Claudia Goldsmith	P	P	P	P	P	100%
Councillor John Dalywater	AP	P	P	P	P	80%
Councillor Patricia Farrell	P	P	AP	P	P	80%

P Present **AP** Apologies given and accepted **No AP** No apologies given and not present at meeting
 - Not a member at the time of meeting or attendance not required



LOCAL AUTHORITIES

To facilitate and promote representation and decision-making at the local community level, the Council maintains local representative bodies for individual communities and townships known as Local Authorities.

Local Authorities represent individual communities and townships and have both advisory and delegated functions that include the planning and nomination of local priorities, the allocation of Local Authority Project Funding, and advice and input into Council's strategic planning.

A Local Authority is made up of people who live in a community and are selected by the Council based on their capacity to contribute to the effective functioning of the community.

Local Authority groups help to achieve integration and ensure the involvement of remote communities in the system of local government. Each Local Authority meets a minimum of four (4) times each year.

The role of the Local Authorities in the Roper Gulf region is to:

- Provide advice to the Council on service delivery plans, including infrastructure requirements for communities and associated outstations, or local Region or wards, and to contribute to the development of Regional Business Plans
- Alert and advise the Council on new and emerging issues within the scope of Council activities
- Advise on specific Council, community and social projects that impact on the community or region
- Advise and support Council staff in the local implementation of the Regional Business Plan, particularly in the area of cross-cultural best practice in governance and service delivery
- Respond to identified community needs, if appropriate, by participating and organising activities such as community events, youth, community safety, housing advice and community planning and infrastructure development.



LOCAL AUTHORITY MEETING ATTENDANCE

Barunga

LOCAL AUTHORITY MEMBER	4 JUL 23	3 OCT 23	9 JAN 24	3 APR 24	9 JUL 24	% ATTENDANCE 4 meetings held
Deputy Mayor Helen Lee	P	P	P	P	P	100%
Danielle Bush	P	P	P	P	P	100%
Charlane Bulumbara	P	P	P	P	P	100%
Nell Brown	P	AP	P	P	No AP	60%
Ambrose Bulumbara	P	P	P	P	P	100%
Vita Brinjen	AP	AP	No AP	Rescinded	-	0%
Anne Marie Lee	P	P	P	P	P	100%

Wugularr (Beswick)

LOCAL AUTHORITY MEMBER	3 JUL 23	2 OCT 23	27 NOV 23	15 JAN 24	02 APR 24	% ATTENDANCE 4 meetings held
Councillor Selina Ashley	AP	CANCELLED	P	AP	P	50%
Trephina Bush	P		P	P	P	100%
Raelene Bulumbara	P		AP	P	P	75%
Anne-Marie Ryan	AP		P	AP	AP	25%
Eddie Kennedy	NO AP		AP	P	P	50%
Anne-Marie Thompson Kenny	AP		P	P	AP	50%
Brett Cameron	P		P	NO AP	P	75%

Borroloola

LOCAL AUTHORITY MEMBER	3 AUG 23	21 NOV 23	8 FEB 24	9 MAY 24	% ATTENDANCE 2 meetings held
Mayor Tony Jack	P	CANCELLED	P	CANCELLED	100%
Councillor Samuel Evans	No AP		AP		0%
Councillor Gadrian Hoosan	AP		AP		0%
Donald Garner	P		P		100%
Trish Elmy	P		P		100%
Maria Pyro	No AP		AP		0%
Raymond Anderson	No AP		Resigned		0%
Mike Longton	P		P		100%
Jonathan Sauer	No AP		P		50%
Jack Green	No AP		No AP		0%
Andrew Firley	P				50%
Casey Hucks	P		P		100%

P Present AP Apologies given and accepted No AP No apologies given and not present at meeting
 - Not a member at the time of meeting or attendance not required Meetings cancellation reason can be retrieved from the Council's website.

Bulman

LOCAL AUTHORITY MEMBER	6 JUL 23	5 OCT 23	15 JAN 24	5 APR 24	16 APR 24	% ATTENDANCE 1 meeting held
Councillor Selina Ashley	CANCELLED	CANCELLED	AP			0%
Councillor John Dalywater			P			100%
Annette Miller			Rescinded	-	-	0%
Peter Miller			Rescinded	-	-	0%
Anthony Kennedy			Rescinded	-	-	0%
Aaron Rickson			Rescinded	-	-	0%
Charmain Brinjen			P			100%
Shantelle Miller			Rescinded	-	-	0%
Loretta Lindsay			Rescinded	-	-	0%
Spencer Martin			P			100%
Francis Murry			P			100%
Aiden Lindsay			-	-	Newly appointed	0%
Margaret Lindsay			-	-	Newly appointed	0%
Nathaniel Miller			-	-	Newly appointed	0%
Shantal Mundal			-	-	Newly appointed	0%

Jilkminggan

LOCAL AUTHORITY MEMBER	1 AUG 23	30 NOV 23	6 FEB 24	7 MAY 24	% ATTENDANCE 3 meetings held
Councillor Annabelle Daylight	CANCELLED	P	P	P	100%
Cecilia Lake		P	P	P	100%
Lisa McDonald		AP	P	P	67%
Shirley Roberts		P	P	P	100%
Anne Marie Woods		P	P	P	100%
Timothy Baker		No AP	No AP	No AP	0%
Morgan Cockyell		P	No AP	No AP	33%

P Present **AP** Apologies given and accepted **No AP** No apologies given and not present at meeting

- Not a member at the time of meeting or attendance not required

Meetings cancellation reason can be retrieved from the Council's website.

Manyallaluk

LOCAL AUTHORITY MEMBER	3 JUL 23	2 OCT 23	19 JAN 24	2 APR 24	% ATTENDANCE 2 meetings held
Deputy Mayor Helen Lee	CANCELLED	P	P	CANCELLED	100%
Lloyd Brown		AP	No AP		0%
Ben Ulamari		P	P		100%
Eileen Avelum		AP	P		50%
Elena Lawrence		P	P		100%
Sherese Dooley		P	P		100%

Mataranka

LOCAL AUTHORITY MEMBER	1 AUG 23	7 NOV 23	6 FEB 24	7 MAY 24	% ATTENDANCE 2 meetings held		
Former Deputy Mayor Judy MacFarlane	AP	CANCELLED	CANCELLED	-	0%		
Councillor Annabelle Daylight	-			Appointed	P	50%	
Sue Edwards	P			CANCELLED	P	100%	
Margaret Minnett	P				P	100%	
Michael Somers	P				AP	50%	
Rachael Waters	AP				P	50%	
Anthony Heaslip	AP	Rescinded	-		0%		
Desmond Barritt	P	CANCELLED	CANCELLED	P	100%		
Johnny Billy	-			-	Appointed	P	50%
Shaunette Martin	-			-	Appointed	P	50%
Alan Chapman	AP			Rescinded	-	-	0%

Minyerri (Hodgson Downs)

LOCAL AUTHORITY MEMBER	4 SEP 23	10 OCT 23	4 DEC 23	18 MAR 24	3 JUN 24	% ATTENDANCE 3 meetings held	
Councillor Patricia Farrell	POSTPONED	P	CANCELLED	CANCELLED	P	100%	
Councillor Edna Iles		-			Appointed	P	50%
Jones Billy		AP			CANCELLED	AP	0%
Beth John		P				P	100%
Sonia Roberts		P				P	100%
Jonathon Walla		P				P	100%
Naomi Wilfred		AP				P	50%

P Present AP Apologies given and accepted No AP No apologies given and not present at meeting
 - Not a member at the time of meeting or attendance not required
 Meetings cancellation reason can be retrieved from the Council's website.

Ngukurr

LOCAL AUTHORITY MEMBER	5 SEP 23	14 SEP 23	5 DEC 23	19 MAR 24	4 JUN 24	% ATTENDANCE 2 meetings held
Mayor Tony Jack	POSTPONED	P	AP	CANCELLED	CANCELLED	50%
Councillor Owen Turner		P	P			100%
Councillor Jana Daniels		P	AP			50%
Robin Rogers		P	P			100%
Tanya Joshua		P	P			100%
Craig Rogers		P	AP			50%
Roxanne Roberts		P	P			100%
Keith Rogers	-	-	Appointed			0%
Melissa Andrews	-	-	Appointed			0%

Numbulwar

LOCAL AUTHORITY MEMBER	6 SEP 23	15 SEP 23	6 DEC 23	20 MAR 24	5 JUN 24	% ATTENDANCE 2 meetings held
Councillor Edwin Nungumajbarr	POSTPONED	AP	CANCELLED	CANCELLED	P	50%
Councillor Kathy-Anne Numamurdirdi		P			100%	
Douglas Wunungmurra		P			100%	
Rhonda Simon		P			100%	
Travis Mirniyowan		AP			50%	
Roland Nundhirribala		P			100%	
Felicity Rami		P			100%	
Amanda Ngalmi		P			100%	

P Present **AP** Apologies given and accepted **No AP** No apologies given and not present at meeting

- Not a member at the time of meeting or attendance not required

Meetings cancellation reason can be retrieved from the Council's website.

Robinson River

LOCAL AUTHORITY MEMBER	3 AUG 23	31 AUG 23	9 NOV 23	8 FEB 24	9 MAY 24	% ATTENDANCE 3 meetings held
Mayor Tony Jack	POSTPONED	AP	CANCELLED	P	P	67%
Councillor Samuel Evans		AP		AP	AP	0%
Councillor Gadrian Hoosan		P		AP	AP	33%
Timothy Simon		AP		P	P	67%
Richard Dixon		No AP		-	-	0%
Shandel Dick		No AP		AP	P	33%
Freddy Jackson		P		AP	P	67%
Susan George		AP		P	P	67%
Patsy-Anne George		-		-	P	33%
Melissa Noble		P		P	AP	67%

Urapunga

LOCAL AUTHORITY MEMBER	5 SEP 23	14 SEP 23	5 DEC 23	19 MAR 24	4 JUN 24	% ATTENDANCE 2 meetings held
Mayor Tony Jack	POSTPONED	AP	P	CANCELLED	CANCELLED	50%
Councillor Owen Turner		P	P			100%
Councillor Jana Daniels		AP	AP			0%
Dennis Duncan		P	P			100%
Edna Nelson		AP	P			50%
Antonella Pascoe		AP	AP			0%
Elaine Duncan		AP	-			0%
Amanda Jeffs		P	-			50%
Paul Jeffs		AP	-			0%
Clifford Jeffs		-	-			0%
Brandan Turner		-	-			0%
Danny Duncan		-	-			0%

P Present **AP** Apologies given and accepted **No AP** No apologies given and not present at meeting
 - Not a member at the time of meeting or attendance not required
 Meetings cancellation reason can be retrieved from the Council's website.



A YEAR IN REVIEW



Our Strategic Priorities



**WORKFORCE
DEVELOPMENT**



**COMMUNITY
ENGAGEMENT**



RECONCILIATION



COMPLIANCE



**CULTURAL
COMPETENCY**



**PROJECT PLANNING
& DELIVERY**

Challenges



**EMPLOYEE
AVAILABILITY**



**POLICY
RESTRUCTURE**



**PUBLIC PERCEPTION
OF COUNCIL**



**CHALLENGES IN
REMOTE PROJECT
DELIVERY**



**NO CONTROL OF LAND
USE, SOCIAL AND TOWN
PLANNING**

Looking ahead



**COMMUNITY
INFRASTRUCTURE**



**INFORMATION
TECHNOLOGY
IMPROVEMENTS**



**DEVELOPMENT OF
ANCILLARY PLANS**



**COMPLIANCE
REVIEW**



**CULTURAL
COMPETENCY
FRAMEWORK**



**BUSINESS
CONTINUITY
PLAN**



**COMMUNICATIONS
AND ENGAGEMENT
PLAN**



**STRATEGIC
PLANNING
WORKSHOP**

STRATEGIC PRIORITIES



WORKFORCE DEVELOPMENT

Roper Gulf Regional Council has seen significant developments over recent years, particularly in the implementation of the new Strategic Plan and organisational restructure. This year, our focus shifted towards Workforce Development.

Councils unique structure is designed to tackle the challenges of operating in a vast and remote area, enhance staff morale, address the unique needs of Aboriginal and Torres Strait Islander employees, and provide tools for performance monitoring. Focusing on developing staff's skills facilitates the attraction, training, and retention of employees, creating pathways for local staff to maximise employment opportunities, develop their skills, and progress their careers through the diverse opportunities that the Council offers.



COMMUNITY ENGAGEMENT

Community engagement is a two-way process that allows the community to have their say on matters that impact or interest them. Roper Gulf Regional Council is proud to serve a passionate community with a strong local identity and rich culture, and we are committed to investing the time to understand and respond to the needs of the people who live and work here.

Engaging with the community and key stakeholders is central to how we deliver services, and it played a crucial role in the development of our Strategic Plan. We regularly connect with the community through various platforms, including our website, social media, email, public meetings, community gatherings, corporate documents, surveys, and by attending major events and festivals.

In the past financial year, community engagement was a top priority in the development of the Sport and Recreation Masterplan. We made it a point to actively seek input from all community members to ensure their needs and aspirations for sport, recreation, and related infrastructure were captured.

This collaborative approach ensured the masterplan truly reflects the diverse interests of the region.

This aligns with the Strategic Plan 2022-27, which aims to enhance workforce effectiveness and community engagement. By reducing misinformation, creating a mutual understanding between Council and the community, and increasing support for Council initiatives, we continue to build a stronger, more connected region.





RECONCILIATION

Over the course of the 2023/24 financial year Roper Gulf Regional Council continued to enact its Reconciliation Action Plan with Executive Staff promoting and supporting the implementation. This has been done by Council and Executive decision-making as well as on-going participation and support for the RAP Working Group.

The RAP Working Group continued to meet quarterly over the year to discuss, monitor and review the progress of the RAP actions. This also gave opportunity to identify further development of tangible actions to assist with on-going cultural change and/or greater support for Reconciliation.

Over the year Roper Gulf Regional Council achieved the following:

- Implementation of cultural competency training for all new staff to Council
- Continued support for the Barunga Festival 2024
- Participation in the Katherine NAIDOC Week celebrations
- Ongoing sponsorship and support of Artback NT Numbulwar's Numbrindi and Borroloola's Malandari Festival
- The introduction of the Casual to Permanent Employment Transition, as an Organisational Directive in September 2023 which aligns to the Indigenous employment aspirations and initiatives within the actions of the RAP
- Ongoing support of the Katherine Careers Expo to promote career opportunities for young people within Roper Gulf Regional Council. This includes students from our Region.
- The Council endorsed its support for the 'Voice to Parliament' in the lead up to the referendum held in October 2023
- Holding of Australia Day events across the Region
- Implementation of National Reconciliation Week events in Katherine and across the Region

The RAP Working Group have identified that there will be a continuation of our Innovate RAP into the 2025 and calendar year but will undergo a review



COMPLIANCE

As a public, legislated, and Gazetted Local Government Body (Council), Council has strict legislated obligations arising out of the *Local Government Act 2019* (the Act), its statutory instruments, as well as other legislative items as applicable to a public body.

Furthermore, Council undertakes and delivers a range of services on behalf of other public bodies of the Territory and the Commonwealth (Agency Services) for the benefit of its Region and constituents residing therein. These Agency Services also carry strict legislative obligations as applicable to their particular fields, as well as contractual obligations.

Meeting its own inherent compliance obligations arising out of the Act, and those arising out of Agency Services is a complex and ongoing undertaking managed at the Corporate Services level. Corporate Compliance is a key Strategic Priority of Council, which it considers to have the utmost, and priority importance.



PROJECT PLANNING AND DELIVERY

The Strategic Plan 2022-27 has provided a clear guideline for the Council to map out priority projects, which were highlighted in the community consultation process.

Our aim is to support much needed community projects and maintaining community infrastructure that positively contributes to resident needs and aspirations, and Council is proud to have delivered a number of community and local authority projects in the 2023-24 financial year, including:

- Borroloola and Ngukurr Pools
- Barunga Cemetery Arch
- Barunga Playground Shade sale and Softfall
- Feral Pig removal in Ngukurr and Numbulwar





INFORMATION TECHNOLOGY IMPROVEMENTS

During the 2023-24 period, the Information Technology (IT) department made substantial progress in expanding the Council's digital footprint and optimizing efficiency through advanced technology systems and hardware solutions.

At the heart of this transformation was the successful implementation of Microsoft Office 365 and the migration from on-premises systems to a fully cloud-based infrastructure. This shift has greatly enhanced the flexibility of Council's application deployment, improved system performance by eliminating reliance on Virtual Desktop Environments and marked the culmination of years of dedicated effort - with the invaluable support of CouncilBIZ, this vision has now been realised.

Additionally, Council completed the replacement of one-third of its IT hardware that had reached End of Life (EOL). It was further approved that these hardware refreshes will be conducted annually to ensure staff are equipped with the most up-to-date and fit-for-purpose technology. This initiative also included the full replacement of Council printers, paired with the implementation of a Cloud-Based Printer Management System (PaperCut) for enhanced analysis and control over printing resources.

Network upgrades were rolled out across all Council locations, utilising either 50M fibre or Starlink Business services depending on availability. These improvements have significantly enhanced the user experience for Council staff, resulting in greater efficiency in daily operations.

Moreover, the hiring of an IT Manager and the restructuring of the IT department to include a total of four staff members underscores Council's recognition of IT's critical role in ensuring smooth and efficient operations. This investment reflects a proactive approach to staying ahead of technological demands and the desire to increase service delivery across the region.

The 2023-24 period was a pivotal year for the IT department, laying a solid foundation for the Council's digital future. As we look ahead to 2024-25, the momentum continues, with even greater innovations on the horizon—driving not just operational efficiency but transforming how the Council serves its community in a rapidly evolving digital landscape.



CHALLENGES



EMPLOYEE AVAILABILITY

The 2023-24 financial year continued to pose challenges for the Human Resources function at Council. The ongoing national shortage of skilled workers has made attracting and retaining qualified staff a significant hurdle.

Ensuring that remote communities have the skilled workforce needed for self-sufficiency and sustainability remains crucial, yet the geographic isolation of our region continues to complicate this task.

As a result, the organisation has experienced extended vacancies in key positions, placing additional responsibilities on existing staff and increasing their already heavy workloads. In response, Council is actively exploring contemporary and innovative approaches to both develop our local workforce and enhance the attraction and retention of employees in these remote areas.



CHALLENGES IN REMOTE PROJECT DELIVERY

The geographical isolation of our region continues to present a distinct set of challenges that impact the efficient delivery of projects.

Council staff, contractors, and suppliers regularly face obstacles unique to remote settings. These include limited access to critical resources, potential communication gaps between remote sites, and the need to navigate complex cultural considerations. Together, these factors can affect the quality, timeliness, and cost-effectiveness of projects. The vast distances between project sites and management teams further exacerbate these challenges.

Internally, Council continues to grapple with the realities of managing projects in such remote locations. Employee availability and turnover remain significant hurdles, occasionally straining our project management systems and processes and leading to administrative delays.



NO CONTROL OF LAND USE, SOCIAL AND TOWN PLANNING

In the context of the Northern Territory, jurisdiction over town planning and land use remains largely under the authority of the Northern Territory Government, leaving local government organisations with limited control.

This arrangement continues to highlight critical shortcomings, particularly in areas such as effective planning, land availability, and social housing provision. These gaps have significant consequences, leading to widespread social, health, and educational challenges, especially in Indigenous communities throughout the Territory.

As a regional council, we are constrained by this structure, limiting our ability to drive economic development and improve outcomes for our communities. The absence of local planning control significantly hampers our capacity to address land availability and housing shortages in a proactive manner. We remain steadfast in our belief that decentralising town planning and land use control to local governments would allow for more responsive and tailored solutions, ensuring that housing needs are met and supporting sustainable community growth.



PUBLIC PERCEPTION OF COUNCIL

Before the 2008 amalgamations reshaped the governance landscape, Community Government Councils were the sole service providers in their respective areas. However, the landscape has since evolved, with a wide range of service providers now operating across our region.

Alongside Council, this network includes Aboriginal Corporations, Northern Territory Government departments, contractors, local businesses, and other key stakeholders.

Despite this diverse network, a lingering perception within the community persists—the belief that Council is solely responsible for all services. This misconception continues to present challenges for the organisation. Our staff are often faced with managing unrealistic expectations, handling vexatious complaints, and addressing occasional drops in morale due to negative public perception. As a Council, we are committed to fostering a clearer understanding of our role, while promoting the shared responsibility of all service providers in addressing community needs.



POLICY RESTRUCTURES

In the 2023-24 financial year, the Commonwealth and Northern Territory Governments undertook significant policy reframing, which has required Council to adapt and update its own policies in response.

These changes, covering areas such as governance, service delivery, and regulatory compliance, have necessitated a comprehensive review of our existing frameworks. Council remains committed to aligning with these evolving requirements to ensure that our policies continue to meet legislative standards and effectively serve the needs of our communities.



LOOKING AHEAD



DEVELOPMENT OF ANCILLARY PLANS

Several key initiatives are currently being developed as a result of the Strategic Plan 2022-27, alongside targeted community consultations undertaken in the past year.

These ancillary plans are designed to complement the Strategic Plan, providing a more specific framework for how Council will meet the needs of its community. The strategic directions, priorities, and actions outlined in each plan will guide decisions on resource and asset allocation, supporting our overall vision of becoming a sustainable, viable, and vibrant region.

The purpose of these ancillary plans is to bolster the core activities and services being delivered, while also shaping how future growth and changes within the community will be managed.

The ancillary plans and strategies in development include:

- Council Operational Plans
- Human Resources Strategy
- Workforce Development Plan
- Waste Management Strategy
- Business Continuity Plan
- Communications and Engagement Plan
- Cultural Competency Framework



COMMUNITY INFRASTRUCTURE

As part of our ongoing commitment to the empowerment and development of remote Aboriginal communities, Council remains dedicated to improving essential community infrastructure where it is most needed.

We understand that strong infrastructure is the foundation of vibrant communities, fostering growth, enhancing quality of life, and supporting sustainable development. With this in mind, we continue to prioritise identifying areas that require infrastructure improvements and work diligently to address any gaps.

To strengthen our efforts, we actively seek grants from various sources to fund these vital projects. Collaborative partnerships and external funding are key to driving meaningful change. These grants not only enable the initiatives but also reaffirm our commitment to ensuring equitable access to opportunities and a brighter future for all. Through targeted grant acquisition and strategic resource allocation, we aim to spark progress and deliver lasting, positive transformations in remote Aboriginal communities.



STRATEGIC PLANNING WORKSHOP

Council is planning a dedicated workshop with staff and elected members to collaboratively map out the future needs of our communities across all Council areas.

This strategic planning session will focus on setting clear priorities and goals, ensuring that our long-term vision aligns with the evolving needs of the region. By engaging both leadership and staff, we aim to develop actionable plans that drive sustainable growth and improved services for our communities.



COMPLIANCE REVIEW

Council remains committed to upholding all compliance regulations and ensuring best practices across our operations.

In the upcoming financial year, we will undertake a comprehensive review of our compliance frameworks to ensure every area remains fully aligned with legislative and regulatory standards. This proactive approach will help us maintain accountability, foster transparency, and ensure the highest level of service delivery to our communities.







COMMUNITY GRANTS PROGRAM

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Our Community Grants Program is designed to encourage and support community initiatives that address local needs and enhance community wellbeing, culture, and quality of life. Eligible applicants can apply for funding of up to \$5,000 to support local projects, events, or activities. Up to four (4) competitive funding rounds are held each financial year, depending on the availability of funds.

Image: Rae-Etta Harrison with Casey Hucks and Kendall Douglas who, with grant funds travelled to the Borrooloola Bushman's Carnival to host a Roping School.

Our Community Grants Program provided over \$65,000 worth of funding for community projects and initiatives across the region in 2023-24. The successful recipients were:

ROUND ONE

APPLICANT	PROJECT	AMOUNT
Borroloola School	To replace post padding for the basketball court / assembly area.	\$3,906.10
Borroloola School	To purchase sports equipment for sports new to the students.	\$5,000.00
Robinson River School	To host a sports workshop with High Cal Sports NT.	\$5,000.00
Mataranka School FaFT	To assist families to attend the annual minicamp visit to Darwin for 3 nights.	\$5,000.00
Numbulwar School FaFT	To take families out of the community to Mataranka and Katherine to participate in community events.	\$5,000.00
Jasmine Philips	To host a Halloween Community Event in Mataranka for all local children.	\$2,000.00
Total		\$25,906.10

ROUND TWO

APPLICANT	PROJECT	AMOUNT
Ngukurr School	Melbourne Excursion	\$5,000
National Trust of Australia (NT) Gulf Branch	Borroloola History Book (Ed. 3) Publication	\$5,000
Roper River Landcare Group Inc.	To run an information and training session at the Never Never Festival	\$4,000
Mataranka School	Darwin Excursion	\$5,000
Borroloola Amateur Race Club	Sponsorship of the Borroloola Bushman Carnival 2024	\$5,000
Mimal Land Management Aboriginal Corporation	Supporting 5 indigenous women to attend the 2024 Strong Women for Healthy Country Forum	\$5,000
Barunga School	Support Cultural Program	\$4,200
Ciculation Ltd (Behalf of Urapanga Aboriginal Corporation)	NAIDOC Week 2024	\$5,000
Mataranka Fishing Sporting and Recreation Club	Territory Day Fireworks 2024	\$5,000
Total		\$43,200

LOCAL AUTHORITY PROJECTS

The Northern Territory Government provides funding to Local Authorities for the provision of smaller community priority projects. Local Authority projects are identified by Local Authority members and managed by Council staff.

In 2023-24, the following Local Authority projects were completed:

LOCATION	COMPLETED PROJECTS 2022-23
Barunga	<ul style="list-style-type: none"> • Seating stands at Basketball Court • Seating stand at Softball Oval • Shade shelter at Airstrip • Shade shelter and seating at Entrance
Borroloola	<ul style="list-style-type: none"> • Portable Toilets at Cemetery
Bulman	<ul style="list-style-type: none"> • Community Notice Boards
Jilkminggan	<ul style="list-style-type: none"> • Purchased Musical Instruments
Manyallaluk	<ul style="list-style-type: none"> • Playground soft fall
Mataranka	<ul style="list-style-type: none"> • Plaque for the Cemetery • Survey for Installation of footpaths
Minyerri	<ul style="list-style-type: none"> • Purchased Sports Equipment • Rubbish bins • Water Cart Trailer
Ngukurr	<ul style="list-style-type: none"> • Sports Court Drainage
Numbulwar	<ul style="list-style-type: none"> • Pig Removal Project
Robinson River	<ul style="list-style-type: none"> • Purchased AFL Gear
Urapunga	<ul style="list-style-type: none"> • Solar lights to Store
Wugularr	<ul style="list-style-type: none"> • Purchase Lawn mowers and whipper snippers for community use.

Image at right: Children in Numbulwar observing the Pig Removal Project funded through the Local Authority.



COUNCIL PERFORMANCE





PLANNING FRAMEWORK

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Our strategic planning pathway provides a comprehensive overview of how the Council actively engages with its stakeholders to shape plans for service delivery and investments in community infrastructure.

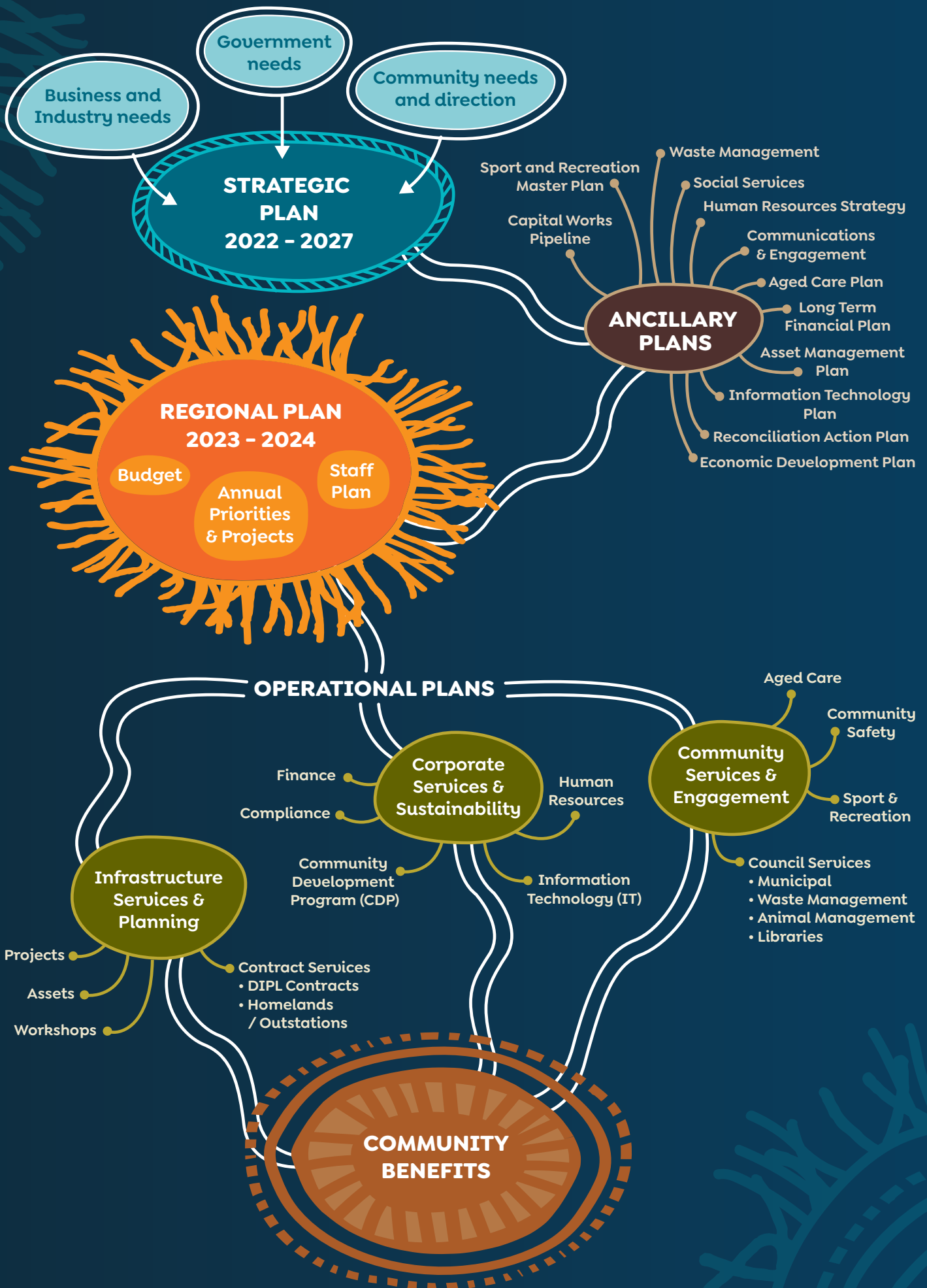
This structured approach outlines how the Council's resources and services are strategically aligned with identified community needs, ensuring a seamless and integrated planning process. It also ensures that financial and capital resources are optimally allocated to support strategic decision-making and effectively coordinate our operations and activities.

At the core of our strategic roadmap is the five-year Strategic Plan (2022-2027), serving as a guiding compass for the Council in realising its primary objective - enhancing the quality of life for all residents of the Roper Gulf region. This plan establishes a solid framework for decision-making, reporting, and lays the groundwork for the development of Regional Plans, Annual Reports, Ancillary Plans, and Operational Plans.

Roper Gulf Regional Council has developed this Annual Report in accordance with the *Local Government Act 2019*. This is the first Annual Report relating to our Strategic Plan 2022-27 and is a vital part of our governance framework and our commitment to transparency and accountability.

The Annual Report is used by Council to inform our communities and stakeholders about our performance during the 2023-24 financial year including our key achievements, challenges, organisation structures, service delivery outcomes and financial performance.







The deliverables outlined in the Regional Plan 2023-24 are extracted from the Strategic Plan and align behind five key outcome areas:



The following tables assess our performance against our strategic goals, objectives and key performance indicators for the 2023-24 financial year.



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	DELIVERABLES
<p>Increase public safety.</p>	<p>Review historical records of adverse incidents and events over the past 5 years.</p>
	<p>Engage with police service and develop collaborative actions.</p>
	<p>Regular community safety audits undertaken in company with community opinion leaders.</p>
	<p>Lobby for appropriate technologies & incorporate techniques for 'Crime Prevention Through Environmental Design' (CPTED) as a deterrent to property damage.</p>

KEY PERFORMANCE INDICATORS	STATUS	COMMENTS
<ul style="list-style-type: none"> 5 year analysis of incidents prepared. 	Ongoing	Available data is currently being collated and a report will be provided once compilation and analysis is complete.
<ul style="list-style-type: none"> Report submitted to Council and considered. 	Ongoing	As Above
<ul style="list-style-type: none"> Agreement on collaboration in place. 	Ongoing	Ongoing – Police have advised that they are completing monthly Community Safety Meetings followed by Liquor Committee Meetings. Will continue to engage through CSMs.
<ul style="list-style-type: none"> Program for collaboration in place. 	Ongoing	Community Safety Stats are provided to the Big Rivers Regional Coordination Committee (BRRCC). Request made through BRRCC for collaborative community safety meetings.
<ul style="list-style-type: none"> Progress reports submitted to Council. 	Ongoing	Forms part of Program area report to Council.
<ul style="list-style-type: none"> Number of audits undertaken. 	Ongoing	Surveys for community feedback conducted in each location bi-annually. Community safety meetings also held on an ad-hoc basis with attendance from community members and other stakeholders. Aged care has a specific audit schedule to meet the Aged care standards agency criteria.
<ul style="list-style-type: none"> Rectification actions/strategies/works undertaken. 	Ongoing	Actions taken if required following each community safety meeting and on an ad-hoc basis as required. Adjustment of Night Patrol delivery completed as required following bi-annual community feedback which forms part of Activity Plan and Performance reporting.
<ul style="list-style-type: none"> Site responsive solutions. 		Council has engaged Hutsix to capture Night Patrol data which can then be analysed for service adjustments and community safety decision making. Council is incorporating this in any new design works eg: Numbulwar Office design and Numbulwar Aged care facility.

Increase public safety (cont.)	Continue night patrols.
	Consult with communities on safe house needs and advocate to fill identified needs.
Increase participation in healthy activities.	Audit sport and recreation facilities and identify gaps.
	Prepare practical designs for water parks consistent with resources available.
	Develop a sport & recreation strategy in consultation with communities.

<ul style="list-style-type: none"> • Number of night patrols. 		<p>There are currently 10 Night Patrol Teams, consisting of 29 male and 23 female staff. Night Patrols are conducted according to individual community needs. 39,483.5 hours of Community Night Patrol have been conducted across the region as at 30 June 2024.</p>
<ul style="list-style-type: none"> • Trend reports on incidents. 		<ul style="list-style-type: none"> • 65% of recorded incidences were youth leaving after participating in Sport & Recreation or walking the streets; • 24% of recorded incidences were alcohol related; • 5% of recorded incidences were due to violence; • 3% of recorded incidences were listed as other (gambling, other drugs); • 2% of recorded incidences were due to illness and; • 1% of recorded incidences were due to property damage.
<ul style="list-style-type: none"> • Safe house requirements defined. 	Ongoing	<p>At Council's direction, we have continually lobbied the desperate need for a safe house in Numbulwar, inclusive of Ministerial correspondence at NT and Australian Government levels. We have offered support to provide evidence of the need and have worked collaboratively with the Numbulwar police to provide this information.</p>
<ul style="list-style-type: none"> • Number of new, revised, improved facilities in place. 	Ongoing	<p>Ongoing. As above. Council has been advised and have directed advocacy action.</p>
<ul style="list-style-type: none"> • Audit completed. 	Completed	<p>Completed through the RGRC Sports & Recreation Masterplan</p>
<ul style="list-style-type: none"> • Gaps defined and reviewed by Council. 	Completed	<p>Completed through the RGRC Sports & Recreation Masterplan. Formally adopted by Council in February 2024.</p>
<ul style="list-style-type: none"> • Community specific designs completed. 	Ongoing	<p>At this stage our research has indicated that water parks are not currently supported by Power and Water due to the widespread water stress in communities. We are working collaboratively with Alawa Aboriginal Corporation to support the repairs needed for the water park.</p>
<ul style="list-style-type: none"> • Strategy completed Year 1. 	Completed	<p>Master Plan in place</p>
<ul style="list-style-type: none"> • Funding sought from NT Government. 	Completed	<p>Funding secured. Master Plan in place</p>
<ul style="list-style-type: none"> • Agreed projects included in capital works program. 	Ongoing	<p>Council is developing a priority list of pro-jects. This has commenced with the We-emol basketball court and the Barunga Oval and Barunga changerooms are the first projects to progress.</p>

<p>Increase participation in healthy activities (cont).</p>	<p>Collaborate with Dept. of Health on delivery of healthy eating and exercise programs.</p>
<p>Improve Council service delivery.</p>	<p>Engage with adjoining Councils to determine feasibility/practicality of shared service delivery.</p> <hr/> <p>Ongoing feedback reporting on performance through Local Authority meetings.</p> <hr/> <p>Establish Service Delivery Standards, with associated policies and procedures.</p>
<p>Aged health care.</p>	<p>Develop an Aged Care Strategy</p> <hr/> <p>Determine feasibility of Mata-ranka becoming RGRC aged care community hub.</p>
<p>Increase engagement with young people.</p>	<p>Develop and implement a Community Services (Social Needs) Strategy.</p>

<ul style="list-style-type: none"> • Agreement on collaboration in place 	Partially commenced	Council collaborates with Dept of Health on menu options for both Aged Care, Creche and School Nutrition programs. Further progress on this can be completed through our Programs team.
<ul style="list-style-type: none"> • Program for collaboration in place. 	Partially commenced	As above
<ul style="list-style-type: none"> • Progress reports submitted to Council. 	Ongoing	Part of reporting to Council through Programs team.
<ul style="list-style-type: none"> • Scope, number and type of agreements. 	In progress	Animal Management program is collaborating with East Arnhem Regional Council. Have previously engaged East Arnhem Regional Council vet to support program service delivery. Monthly catch up between Program team and Victoria Daly Regional Council on Sport and Recreation programs.
<ul style="list-style-type: none"> • Number of feedback reports. 	Ongoing	Standing Agenda item on all Local Authority and Council meetings.
<ul style="list-style-type: none"> • Ratings of services over time. 	Ongoing	Forms part of funding body performance assessment. Stats provided to Council with analysis of data showing improvements and gaps.
<ul style="list-style-type: none"> • Number of feedback reports. 	Ongoing	As above
<ul style="list-style-type: none"> • Ratings of services over time. 	Ongoing	As above
<ul style="list-style-type: none"> • Service delivery standards established and utilised. 	Ongoing	As above
<ul style="list-style-type: none"> • Reports on contractor performance. 	Ongoing	Captured in Local Authority and Major Projects reports to Council and FICM.
<ul style="list-style-type: none"> • Community feedback reports. 	Ongoing	Community Satisfaction surveys are conducted each year. Pulse surveys are conducted for internal service delivery ie: staff
<ul style="list-style-type: none"> • Aged Care Strategy completed. 	Completed	5-year Strategic Plan in place with a completed Rapid Training Review conducted by consultants Ernst & Young.
<ul style="list-style-type: none"> • Feasibility assessment completed. 	Completed	The view of community is that this is not a model that is supported. The preference is to offer services on Country.
<ul style="list-style-type: none"> • Social Services needs reviewed and reported on. 	Ongoing	Forms part of the community plan – funding being applied for under the Community Places for people grants
<ul style="list-style-type: none"> • Social Services Strategy developed and implemented. 	Ongoing	We have lobbied NIAA for the need for a collaborative approach in Ngukurr across services and that the strategy is developed on community needs basis.
<ul style="list-style-type: none"> • Number of actions successfully implemented under the Strategy. 	Not yet commenced	As at 30 June 2024

<p>Increase engagement with young people (cont).</p>	<p>Invite school staff, police and other relevant organisations to Local Authority meetings to discuss local youth issues.</p>
	<p>Invite youth representatives of local sporting and recreational groups to present views to Local Authority meetings.</p>
	<p>Presentations to schools on jobs /career paths available in Council.</p>
<p>Increase access to educational resources.</p>	<p>Review libraries in the context of increasing their utilisation as learning/drop in centres.</p>
	<p>Collaborate with schools and other learning institutions to access online learning tools and resources.</p>
	<p>Identify opportunities for funding to build up cultural records and resources.</p>
	<p>Develop and implement strategy for building cultural records and resources through our libraries.</p>
	<p>Collation of formalisation of all cemetery records throughout Council.*</p>

• Frequency and number of agencies attending.	Ongoing	Bulman and Wugularr school students have attended LA meetings. Discussions commenced during the reporting period of how to formally include youth in LA membership.
• Reports on views of effectiveness.	Ongoing	Feedback from Schools that have attended has been positive. And feedback from LA members & Councillors has also been positive.
• Frequency and number of presentations.	Ongoing	There is cross over between LA membership and local sporting groups. LA meetings are announced to various stakeholder groups, including sporting and recreational groups as part of agenda promulgation. However Council can improve engagement over time by way of direct engagement.
• Description of resolutions affected.	Nil	No specific resolutions made.
• Number of presentations.	Ongoing	Presented at the Katherine Careers Expo.
• School feedback reports.	Nil	Not received
• Strategy for library utilisation in place.	Ongoing	Ngukurr Library ICT equipment upgraded, including connectivity. Significant community utilisation. Mataranka does library programming with Jilkminggan and Mataranka schools and the Jilkminggan Families as First Teachers (FAFT) program
• Extent and scope of learning resources incorporated into libraries.	Ongoing	Mataranka has online resources. This is the only site that currently has the capability.
• Funding sources identified.	Ongoing	We are currently developing a partnership with Milwarparra Aboriginal Corporation who have extensive cultural resources ready for publication. Council is constantly looking for ways to support cultural heritage and legacy within the region. An example of this is the work that we are doing with the Numbulwar Cemetery Project.
• Number and success of funding submissions.	Ongoing	We were successful in the Regional and Remote Burial areas Grant to support the development of the Numbulwar Cemetery project. A secondary grant was unsuccessful for Barunga.
• Strategy completed and adopted by Council.	Ongoing	This can form part of our Cultural Competency Framework
• TOs engaged, data sourced and recorded.	Ongoing	Mataranka museum has comprehensive records. Further work can be done in the future.
• Records completed per community.*		We will continue this work in every site pending resources and in collaboration with local elders and TO's. We have made significant progress in Wugularr and Mataranka. Works in Barunga and Numbulwar are currently being undertaken.



ENVIRONMENT

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

STRATEGIC FOCUS	DELIVERABLES 2022-23
Create an overarching framework to improve and safeguard the environment.	<p>Review and update the <i>Green Plan 2013-2016</i>.</p> <p>Coordinate and mesh with the relevant environmental strategy areas.</p>
Improve effectiveness and efficiency of waste management.	Engagement with and implementation of Big Rivers Region Waste Management Strategy.
	Map waste streams to source.
	Investigate cost effective options for re-cycling.
	Develop a container deposit scheme.
	Establish methods for collection and disposal of derelict vehicles.

KEY PERFORMANCE INDICATORS	STATUS	COMMENTS
<ul style="list-style-type: none"> Green Strategy reviewed and updated. 	Nil	Not commenced. This will be commenced after other priority strategies have been implemented and resources are available. However, Council has been active in engaging in matters pertaining to the environmental safeguarding, including the Beetaloo Basin SREEBA and the Mataranka Water allocation plan.
<ul style="list-style-type: none"> All strategies in this area of focus brought together under this platform. 	Nil	Not commenced.
<ul style="list-style-type: none"> Achievement of actions adopted in the overarching Strategy. 	Nil	Not commenced.
<ul style="list-style-type: none"> Implementation reports. 	Ongoing	Council has engaged in the Big Rivers Waste Management Strategy meetings, however the regional plan has not progressed to implementation.
<ul style="list-style-type: none"> Mapping completed. 	Ongoing	This will form part of the Waste Management Strategy.
<ul style="list-style-type: none"> Recycling options report completed. 	Ongoing	This will form part of the Waste Management Strategy.
<ul style="list-style-type: none"> Amount and type of recycling implemented and trends. 	Ongoing	This will form part of the Waste Management Strategy.
<ul style="list-style-type: none"> Scheme implemented. 	Ongoing	Recycling Scheme implemented in Borroloola and Mataranka
<ul style="list-style-type: none"> Trend reports of containers returned. 	Ongoing	This will form part of the Waste Management Strategy.
<ul style="list-style-type: none"> Methodology established and adopted by Council. 	Ongoing	This will form part of the Waste Management Strategy.
<ul style="list-style-type: none"> Trend reports on number of derelict vehicles recovered. 	Ongoing	This will form part of the Waste Management Strategy.

	<p>Deliver waste management education program for communities.</p>
<p>Reduce reliance on fossil fuels for energy supplies.</p>	<p>Develop a 5 year regional energy use plan.</p> <hr/> <p>Determine feasibility and practicality of local renewable energy generation at community scale (solar power).*</p> <hr/> <p>Coordinate and mesh with the relevant environmental strategy areas.</p>
<p>Increase community resilience to environmental impacts.</p>	<p>Develop models for impacts from future flooding events.</p> <hr/> <p>Review cyclone shelter needs and put in place appropriate capital works program.</p> <hr/> <p>Develop fire management plans.</p>

<ul style="list-style-type: none"> • Program sourced and/or developed. 	Ongoing	Collaboration with Tidy Towns and education with community on recycling options.
<ul style="list-style-type: none"> • Number of programs delivered. 	Ongoing	2 as per above
<ul style="list-style-type: none"> • Time series photographs of communities. 	Ongoing	This will form part of the Waste Management Strategy. A review is currently being conducted into each site rehabilitation provisions and lifespans.
<ul style="list-style-type: none"> • 5 year plan in place (5 year plan incorporated into Council's Green Plan).* 	Nil	Not commenced
<ul style="list-style-type: none"> • Feasibility report produced. 	Ongoing	Working with Northern Territory Government Remote Power Systems strategy consultants on Council's communities renewable energy options.
<ul style="list-style-type: none"> • Number of local community systems in place. 	2	Mt Catt and Kewuyli outstations have both had solar installations as part of the ABA Homelands rollout.
<ul style="list-style-type: none"> • Number and size of systems installed. 	2	As above
<ul style="list-style-type: none"> • Energy savings over time. 	Ongoing	The installation of these systems has significantly improved the amenity of these outstations and reduced costs of diesel generators being used.
<ul style="list-style-type: none"> • Modelling completed. 	Ongoing	Ongoing development with NTG and LEC. We have engaged in this process in Wugularr, Ngukurr and Minyerri. In keeping with the subdivision guidelines, this work will continue as new developments come online
<ul style="list-style-type: none"> • Storm water drainage asset management plan completed.* 	Ongoing	Reviews of storm water drainage on roads and other Council projects ie: Borroloola Cyclone Shelter form part of the project development.
<ul style="list-style-type: none"> • Needs defined. 	Completed	Cyclone Shelters for Numbulwar and Ngukurr form part of the NTG infrastructure pipeline.
<ul style="list-style-type: none"> • Number, type and capacity of shelters provided. 	Ongoing	Construction underway as of 30 June 2024 (Borroloola).
<ul style="list-style-type: none"> • Plans in place. 	Ongoing	Part of regular Council operations.
<ul style="list-style-type: none"> • Periodic reports on fire management activities. 	Ongoing (Occasional)	Part of regular Council operations.
<ul style="list-style-type: none"> • Plans in place. 	Ongoing	Part of LEC.

Increase community resilience to environmental impacts (cont).	Develop storm water management plan.
	Program for installation of rainwater collection tanks.
	Council participation in disaster management preparation response and recovery initiatives.
Improve community visual amenity.	Implement parks development, street scaping, street greening and way finding plans.

<ul style="list-style-type: none"> Extent of capital works undertaken. 	Ongoing	Some works undertaken by NTG in Wugularr, Minyerri and Ngukurr.
<ul style="list-style-type: none"> Wet Season impact reports. 	Ongoing	Part of LEC
<ul style="list-style-type: none"> Feasibility study completed. 	Not Commenced	This will form part of design works for any new Council properties.
<ul style="list-style-type: none"> Number of installations. 	Not Commenced	Zero
<ul style="list-style-type: none"> Report to Council on water filtration strategies for Council assets per community.* 	Ongoing	Filters have been installed on community ice machines. Further filtration systems are being investigated to be installed on a wider scale. Up until recently, these have been cost prohibitive.
<ul style="list-style-type: none"> Meetings attended. 	Completed	Council CSMs attended all disaster management preparation meetings in community. Borrooloola Cyclone Event
<ul style="list-style-type: none"> Preparation activities undertaken. 	Completed	Completed in every community. Borrooloola Cyclone Events and Wugularr Flooding events.
<ul style="list-style-type: none"> Response reports. 	No	Emergency Services matter.
<ul style="list-style-type: none"> Number of new initiatives developed. 	Ongoing	Ongoing Local Authority Projects.
<ul style="list-style-type: none"> Number and type of upgrades to existing amenities. 	Ongoing	Ongoing Local Authority Projects.
<ul style="list-style-type: none"> Ngukurr, Borrooloola and Mata-ranka greening and way finding plans completed and reported to Council.* 	Nil	Reported in Ward Reports and Sport and Recreation Reports to Council.

<p>Improve animal health and control over pets.</p>	<p>Engage community members in animal health and responsible pet ownership programs.</p>
	<p>Continue implementation and enforcement of animal control By-laws.</p>

<ul style="list-style-type: none"> • Program sourced or developed. 	<p>Ongoing</p>	<p>Door to door conversations across all communities as part of program delivery.</p> <p><i>March - Numbulwar visit to school</i></p> <ul style="list-style-type: none"> • Baby Animals Belong in the Bush video and discussion of the impacts of keeping feral animals as pets in community. <p><i>May- joint visit with AMRRIC Bulman</i></p> <ul style="list-style-type: none"> • Vet presents at Mimal AGM, and community event. • Learning on Country students and rangers visit vet team during surgery. • Rangers given lessons on using App to record data and giving injections. <p><i>May- PAWS Darwin sport and rec Animal Training sessions.</i></p> <p><i>June - Deadly Dog competition</i></p> <ul style="list-style-type: none"> • Fun competition for residents of Barunga designed to strengthen human animal bond and showcase camp dogs. <p><i>August: Science Week Inspired NT</i></p> <ul style="list-style-type: none"> • Interactive session to promote science and discuss zoonotic disease • Jilkminggan and Barunga school.
<ul style="list-style-type: none"> • Number of sessions and attendees. 	<p>Ongoing</p>	<p>Community wide door to door engagement with residents- numbers vary according to occupancy at time of visit.</p>
<ul style="list-style-type: none"> • Veterinarian reports on animal health trends. 	<p>Ongoing</p>	<p>Visits reported on and concerns logged in community reports tabled in Ordinary Meeting of Council or LA meetings.</p>
<ul style="list-style-type: none"> • Number and type of breaches and trend reports over time. 	<p>No</p>	<p>Managed by way of Part 13.2 LGA Regulatory Orders.</p>



INFRASTRUCTURE

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

STRATEGIC FOCUS	DELIVERABLES 2022-23
<p>Improve liveability of each community.</p>	<p>Develop a ten-year capital works program.</p>
	<p>Finalise main street/precinct master planning in communities and towns.</p>
	<p>Develop and implement a roads re-seal plan.</p>
	<p>Develop a cemetery strategy.</p>
	<p>Develop and implement an asset management plan</p>

KEY PERFORMANCE INDICATORS	STATUS	COMMENTS
<ul style="list-style-type: none"> Plan finalised Year 1. 	N/A	Outside of Reporting Period. Capital Works plans are continually being developed with Council collaboration on priority projects.
<ul style="list-style-type: none"> Two communities/town completed each year. 	Ongoing	Council has applied for funding under the Regional Precincts and Partnerships program fund to conduct master planning in every community.
<ul style="list-style-type: none"> Number of 'Shovel Ready' plans finalised and included in capital works program. 	Ongoing	There are a number of projects that are in the design phase up to and including being shovel ready. This includes the Urapunga Community Hall, Mataranka Dump Point, Mataranka Septic upgrade, Bulman Dump Road, Mataranka Aged Care, Bulman Staff Housing, Bulman Community Ablutions Block and Borroloola Airport Toilets.
<ul style="list-style-type: none"> Plan completed. 	Ongoing	We have engaged consultants to conduct a comprehensive roads condition assessment and report of scoping of needs for each site. This will form the basis of decisions regarding priority of reseal work.
<ul style="list-style-type: none"> Number of projects completed. 	2	Weemol access road and Bulman internal roads. A number of other roads projects are in the planning stages, including Numbulwar clinic road, Bulman Dump Road and Wugularr internal roads.
<ul style="list-style-type: none"> Strategy completed Year 1. 	Ongoing	Ongoing development based on available resources.
<ul style="list-style-type: none"> Number and type of works completed. 	4	Numbulwar Cemetery works, Barunga Cemetery Arch, Borroloola ablutions and Urapunga Cemetery arch.
<ul style="list-style-type: none"> Plan Finalised Year 1. 	Ongoing	An asset management plan was developed. This is currently under review and significant work is needed to update prior to implementation.
<ul style="list-style-type: none"> Best practice asset management implemented. 	Ongoing	Council has identified the best practice model for use. The implementation phase of this has commenced.

Manage community development expectations.	Ongoing community engagement / education regarding the 10 year capital works program and Mas-ter Planning projects, constraints and opportunities.
	First test proposals for community projects through an evidence based business case.
	Utilise business cases to support funding applications.
	Training and education for local service managers, senior leader-ship and Councillors in strategic thinking.*

<ul style="list-style-type: none"> Downward trend in unrealistic projects advanced for consideration. 	Completed	We have engaged extensively through Council and Local Authorities around realistic projects, timeframes and barriers for progression. The current list of Major Projects and Local Authority Projects is realistic, lawful and achievable.
<ul style="list-style-type: none"> Number of business cases completed. 	Ongoing	Council has utilised a Gate system that incorporates business cases.
<ul style="list-style-type: none"> Number of projects demonstrated as viable/sustainable. 	Ongoing	Refer to Current Major Projects list and Local Authority Projects list
<ul style="list-style-type: none"> Number of projects that attract funding. 	Ongoing	Applications during the reporting period included: Numbulwar Aged Care, Borrooloola Cyclone Shelter, Roads to Recovery, Numbulwar Cemetery, Barunga changerooms, Borrooloola change rooms, Wugularr internal roads, Ngukurr ablution block.
<ul style="list-style-type: none"> Training program developed. 	Ongoing	Council strategic planning workshop has been planned and was postponed to December OMC. Training has occurred for Senior Leadership team in community engagement, strategic planning around communication and managers have been actively engaged in the development of ancillary strategic plans.
<ul style="list-style-type: none"> Training completed for all Regional Managers, Community Service Officers, Senior Leadership and Councillors.* 	Ongoing	As above



ECONOMIC DEVELOPMENT

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

STRATEGIC FOCUS	DELIVERABLES 2022-23
<p>Strengthen resources to deliver economic development services.</p>	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.
<p>Optimise flow on impacts from existing / developing regional industries.</p>	Engagement / consultation pro-gram with industry stakeholders.
	Definition of scope and type of business and employment opportunities.
	Skills and capacity audit against identified opportunities.
	Training, support and mentoring targeted at securing opportunities.
	Mesh with Wellbeing strategies as to engagement with young peo-ple

KEY PERFORMANCE INDICATORS	STATUS	COMMENTS
<ul style="list-style-type: none"> Capacity audit complete 	Ongoing	Capacity audit is a continuous process. Specific audits have been completed as part of the Community Development Program (CDP).
<ul style="list-style-type: none"> Proposed role defined and agreed by Council. 	Ongoing	As above
<ul style="list-style-type: none"> Appropriate resources secured. 	Ongoing	As above
<ul style="list-style-type: none"> Performance criteria in place. 	Ongoing	As above
<ul style="list-style-type: none"> Program established, meetings held, and collaborative actions agreed. 	Ongoing	Council is an active member of the Big Rivers Regional Economic Development Committee.
<ul style="list-style-type: none"> Funding secured, Terms of Reference (TOR) issued, and consultants report presented. 	Ongoing	On a industry / Project by project basis. Eg: Beetaloo, Renewables, Mining
<ul style="list-style-type: none"> Funding secured, Terms of Reference (TOR) issued, and consultants report presented. 	Ongoing	As part of the HR Strategy and Community Development Program (CDP).
<ul style="list-style-type: none"> Training, support and mentoring funding and resources in place. 	Ongoing	As part of the HR Strategy and Community Development Program (CDP).
<ul style="list-style-type: none"> Trends in unemployment. 	Ongoing	As part of the HR Strategy and Community Development Program (CDP).
<ul style="list-style-type: none"> New businesses established. 	Not commenced	Not a Council function. However support has been provided to local Aboriginal Controlled organisations to develop their commercial viability.

<p>Build local partnerships.</p>	<p>Engage and/or partner with Aboriginal Corporations to secure joint contracts for infrastructure projects or service delivery.</p> <p>Review prospects for the Roper Gulf Regional Council being declared an Aboriginal Council based organisation for the purposes of tendering and contract manners.</p>
<p>Stimulate building and construction industry.</p>	<p>Build staff housing in communities where tenure permits.</p>
<p>Lobby for Aboriginal Land Release via legislation (under Section 19 of the <i>Aboriginal Land Rights (Northern Territory) Act 1976 (Cth)</i>)</p>	<p>Ongoing engagement and negotiation with the Northern Land Council (NLC), NT Government and Traditional Owners.</p>
<p>Improve communications connectivity.</p>	<p>Prioritise communications infrastructure to address 'black-spots' in the Region.</p>

<ul style="list-style-type: none"> Number, type and depth of Partnerships formed with Aboriginal Corporations. 	Ongoing	<p>Formal Partnerships through Local Decision Making Agreements (LDM) in place with Urapunga Aboriginal Corporation, Jawoyn Aboriginal Corporation, Numburindi Aboriginal Corporation and Bagala Aboriginal Corporation.</p> <p>Commercial partnerships with Alawa Aboriginal Corporation for the delivery of Municipal Services, Community Night Patrol and the Community Development Program (CDP) and with Mungoorbada Aboriginal Corporation for the delivery of Community Night Patrol Services. A partnership is being developed with the Milwarparra Aboriginal Corporation as recognition of their role as TO's of Ngukurr Community.</p>
<ul style="list-style-type: none"> Submissions on Roper Gulf Regional Council area impacts prepared in support of the Local Government Association Northern Territory (LGANT) advocacy. 	Ongoing	<p>Council has been extremely active in lobbying in this space, including working with LGANT to advocate on this matter. This is both a Commonwealth and NTG policy matter.</p>
<ul style="list-style-type: none"> Number of dwellings built. 	Ongoing	<p>Zero for reporting period. Bulman staff house project has commenced. Numbulwar, Ngukurr and Mataranka developments are being scoped.</p>
<ul style="list-style-type: none"> Changes over time in rental revenues. 	Ongoing	<p>All staff housing contracts are being reviewed at the time of their expiry as at 30 June 2024.</p>
<ul style="list-style-type: none"> Roper Gulf regional deal endorsed (similar to Barkly regional deal)* 	Ongoing	<p>The need for a Regional Deal has been advocated through the Big Rivers Regional Economic Development Committee. However funds have not been made available by the Commonwealth for this purpose.</p>
<ul style="list-style-type: none"> Extent of Aboriginal Land Released via Section 19 	Ongoing	<p>Ongoing, We have developed a good working relationship with the NLC and continue to encourage open collaboration on land use and development, including respectful and culturally appropriate approaches to development.</p>
<ul style="list-style-type: none"> New communications systems and infrastructure established. 	Ongoing	<p>StarLink and new Cloud-based software being deployed.</p>
<ul style="list-style-type: none"> Advocate for Jilkminggan, Urapunga, Edith and Wuygiba.* 	Ongoing	<p>StarLink and new Cloud-based software being deployed.</p>

<p>Build tourism industry opportunities.</p>	<p>Leverage Big Rivers Destination Management Plan (DMP) to identify key tourism assets by each location; experience gaps, possible opportunities; & relevant market data.</p>
	<p>Continue to develop relationship with Tourism Top End and Tourism NT.</p>
	<p>Prioritise maintaining thoroughfares and central public facilities in communities.</p>
	<p>Leverage from Northern Territory Aboriginal Tourism Strategy to attract projects and investments.</p>
<p>Attract new businesses and industries.</p>	<p>Scoping study as to:</p> <ul style="list-style-type: none"> ● Areas of potential ● Barriers and opportunities ● Strategies to effect attraction of identified opportunities. <p>Engage professional assistance to develop and pitch business cases.</p>
<p>Reduce unemployment.</p>	<p>Identify and articulate barriers for local people to gain employment</p> <p>Develop strategies to address barriers.</p> <p>Identify list of jobs likely to be available in the region and the skill sets required.</p>
	<p>Development and delivery of training specifically aligned with skill sets required to fill regional jobs.</p> <p>Develop mentoring and on the job training programs.</p>

<ul style="list-style-type: none"> Roper Gulf tourism as-sets, opportunities, development needs, and barriers identified. 	Ongoing	The Mataranka Dump point was delivered due to the identified need for tourism amenity. Ablution block developments are also assisting in tourism amenity.
<ul style="list-style-type: none"> Local Government Tourism Standards for Towns are incorporated into asset management and general council operational plans.* 	Ongoing	We liaise with Tourism NT
<ul style="list-style-type: none"> Tourism Top End membership. 	Maintained	Council is a member of Tourism Top End
<ul style="list-style-type: none"> Engagement on Big Rivers Tourism Destination Management Plan "Project Implementation Team". 	Ongoing	As above
<ul style="list-style-type: none"> Tourism Facilities incorporated into main street master planning. 	Ongoing	This will form part of the Community planning process.
<ul style="list-style-type: none"> Evidence of support generated for RGRC Aboriginal tourism attractions, new investments and products. 	Ongoing	This forms part of our membership and engagement in the Big Rivers Regional Economic Development Committee.
<ul style="list-style-type: none"> Trends in new businesses, industry growth and employment. 	Ongoing	Part of our workforce development plan and our Community Development Program (CDP) delivery.
<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. 	Ongoing	As above
<ul style="list-style-type: none"> Training programs and mentoring resources in place. Traineeships and mentoring pathways with schools reported to Council annually.* 	Ongoing	<p>Council invested in training 10 staff in the Training and Assessment qualification to assist the ongoing option to deliver in community training.</p> <p>Training programs have been very successful. 10 community based staff completed their Cert III in Community Services.</p> <p>Council successfully supported a local staff member to complete their Mechanical Apprenticeship.</p> <p>Creche and Aged Care training has been successfully delivered.</p> <p>We are working with GTNT to develop this pathway. Expected to engage a school based apprentice in the 2024/25 period.</p>



GOVERNANCE

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

STRATEGIC FOCUS	DELIVERABLES 2022-23
<p>Increase workforce effectiveness and engagement.</p>	<p>Create and implement a Workforce Development Plan.</p>
	<p>Develop and implement a staff communications strategy.</p>
	<p>Develop and implement a Community Communications Strategy.</p>

KEY PERFORMANCE INDICATORS	STATUS	COMMENTS
<ul style="list-style-type: none"> Workforce Development Plan finalised. 	Ongoing	Part of broader HR Strategy
<ul style="list-style-type: none"> Number of policies revised. 	Ongoing	10 policies revised, 5 rescinded. As per policy revision schedule.
<ul style="list-style-type: none"> Number of Operations manuals revised. 	11	Operations Plans for each community have been developed. Aged Care operations plan has been completed.
<ul style="list-style-type: none"> % of staff who undertake Cultural Awareness Training. 	Ongoing	100% of new staff receive Cultural Awareness training. Reviewed bi-annually
<ul style="list-style-type: none"> Job vacancy rate decreases. 	HR	
<ul style="list-style-type: none"> Staff retention rate increases. 	HR	
<ul style="list-style-type: none"> Employee Communications Strategy approved and implemented. 	Developed	Parts of the strategy have been implemented. This includes all staff meetings, CSM meetings, CEO message, rebranding. A comprehensive communication plan is under development. Management staff have undertaken community engagement training.
<ul style="list-style-type: none"> Periodic feedback reports. 	Ongoing	Pulse surveys conducted on a 3 monthly basis. UniSA conducts a survey bi-annually.
<ul style="list-style-type: none"> Community Communications Strategy implemented. 	Ongoing	Developing a communications and engagement strategy and being implemented. CSMs and Managers have been trained in this field and are used as a conduit for important communications in community.
<ul style="list-style-type: none"> Periodic feedback reports. 	Ongoing	Community Satisfaction surveys are conducted. Local Authority meetings are also a mechanism for community feedback.

<p>Optimise performance in key outcome areas.</p>	<p>Align organisation structure and human resources behind Key Outcome Areas.</p>
	<p>Workshops with Council staff on Strategic Plan, key outcome areas and strategic focus.</p>
	<p>Align Council staff reporting behind key outcome areas, Strategic focus and KPIs.</p>
<p>Increase awareness / acknowledgement of Indigenous culture and history of the region.</p>	<p>Develop and implement a Reconciliation Action Plan.</p>
	<p>Provide cross-cultural training for new staff members plus periodic follow up sessions.</p>
<p>Optimise impacts, outcomes and effectiveness of Council relationships.</p>	<p>Review current brand use, effectiveness and develop branding strategy.</p>
	<p>Review all external organisations with which Council is involved:</p> <ul style="list-style-type: none"> • Define reason for engagement • Establish objectives and optimal outcomes • Strategy for optimal engagement. <p>Allocate suitable resources.</p>
	<p>Engage with Police, Health professionals, Aboriginal Corporations and others as relevant through Local Council meetings.</p>

<ul style="list-style-type: none"> • Organisation structure reviewed and re-designed by CEO. 	Completed	Organisational Restructure: Corporate Governance moved from Office of CEO to Corporate Services and Sustainability Division.
<ul style="list-style-type: none"> • RGRC organisation chart developed. 	Completed	Completed in 2023. Due for revision late 2024.
<ul style="list-style-type: none"> • Position descriptions, specifications and lines of reporting reviewed. 	Ongoing	Position Descriptions are reviewed at the time of pre-recruitment. A wider review of Aged Care position descriptions have been completed to align them with the Australian Qualifications Framework. Once implemented, this will be progressively rolled out to other positions.
<ul style="list-style-type: none"> • Number of workshops undertaken. 	Ongoing	2
<ul style="list-style-type: none"> • Feedback reports. 	Ongoing	1
<ul style="list-style-type: none"> • Follow up actions taken. 	Ongoing	Continuous process
<ul style="list-style-type: none"> • Reporting aligned and incorporated into monthly Council Agendas. 	Ongoing	Continuous process
<ul style="list-style-type: none"> • Action Plan finalised, communicated and implemented. 	Completed	Implementation Ongoing
<ul style="list-style-type: none"> • Cross-cultural training delivered. 	Ongoing	Staff inductions include cultural awareness training. Location specific cultural awareness for Jawoyn communities forms part of the Jawoyn Local Decision Making agreement. Scoping has been undertaken for an online cultural awareness course that covers historical events and a broader focus on cultural awareness.
<ul style="list-style-type: none"> • Brand strategy in place. 	Completed	Branding guidelines have been developed and implemented.
<ul style="list-style-type: none"> • Review completed. 	Ongoing	Part of ordinary operations.
<ul style="list-style-type: none"> • Representative reports against objectives for engagement with each stakeholder 	Ongoing	Ad hoc basis.
<ul style="list-style-type: none"> • Number of agencies and number of meetings attended. 	Ongoing	Part of ordinary Council operations on an ad hoc basis.
<ul style="list-style-type: none"> • Collaborative actions / programs implemented. 	Ongoing	Part of ordinary Council operations on an ad hoc basis.
<ul style="list-style-type: none"> • Increases in broad based feedback to Council. 	Ongoing	Part of ordinary Council operations on an ad hoc basis.

<p>Continue to meet or exceed compliance with formal governance standards and requirements.</p>	<p>Implement internal Audit Plan v Legislative and Policy Compliance.</p>
	<p>Develop and implement an Information Technology Strategy.</p>
<p>Continuously build on elected Councillors' knowledge and capacities.</p>	<p>Engage with LGANT governance training program.</p>
	<p>Include a 'strategic review' session in each Council meeting, utilising the Strategic Plan as a tool and point of reference.</p>
<p>Improve recognition of the Council role in the NT environment and attract support.</p>	<p>Generally support LGANT Advocacy and lobbying activities.</p>
	<p>Support implementation of the NT Local Government 2030 strategy.</p>
	<p>Support advocacy for removal of NT government rate caps.</p>

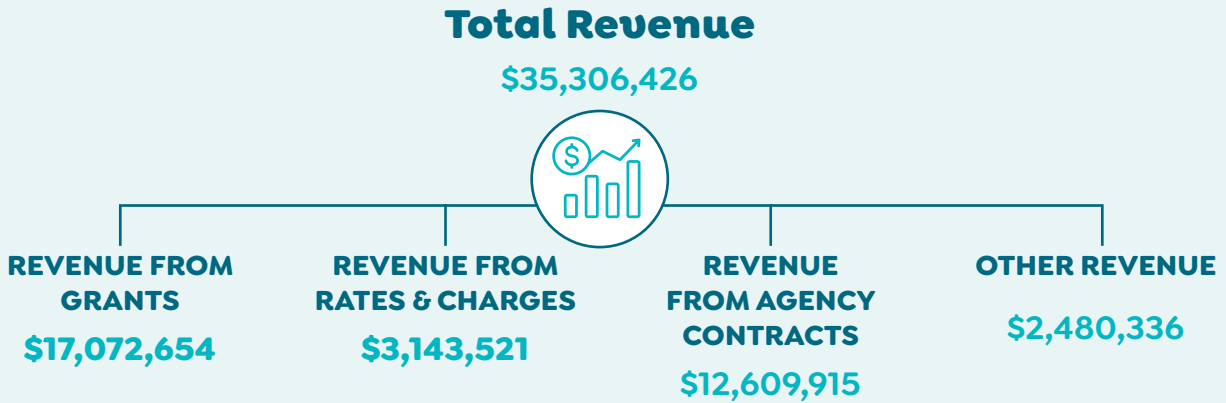
<ul style="list-style-type: none"> Internal audit plan completed. 	Ongoing	Part of ordinary Council operations.
<ul style="list-style-type: none"> Audit Committee satisfied compliance obligations are met. 	Ongoing	Part of ordinary Council operations.
<ul style="list-style-type: none"> Information Technology Strategy developed. 	Completed	IT Strategy developed and mid implementation.
<ul style="list-style-type: none"> Implementation plan for IT strategy in place, including budget allocations. 	In progress	Deployment underway as of 30 June 2024.
<ul style="list-style-type: none"> Number of Elected Members who undergo training. 	N/A	Complete as of previous Financial Year.
<ul style="list-style-type: none"> Council papers updated to reflect Strategic Plan direction and outcomes. 	N/A	Complete as of previous Financial Year.
<ul style="list-style-type: none"> Material prepared & LGANT submission support. 	Ongoing	Council makes submissions to LGANT General Meetings.
<ul style="list-style-type: none"> Level & extent of NT Local Government 2030 Strategy implementation. 	Ongoing	Forms part of our interactions through LGANT.
<ul style="list-style-type: none"> Rate caps removed. 	Ongoing	We continue to advocate for this through LGANT. During the 2023/24 financial year, the NTG significantly increased the conditional rating amount. LGANT continues to advocate that this is not sufficient.



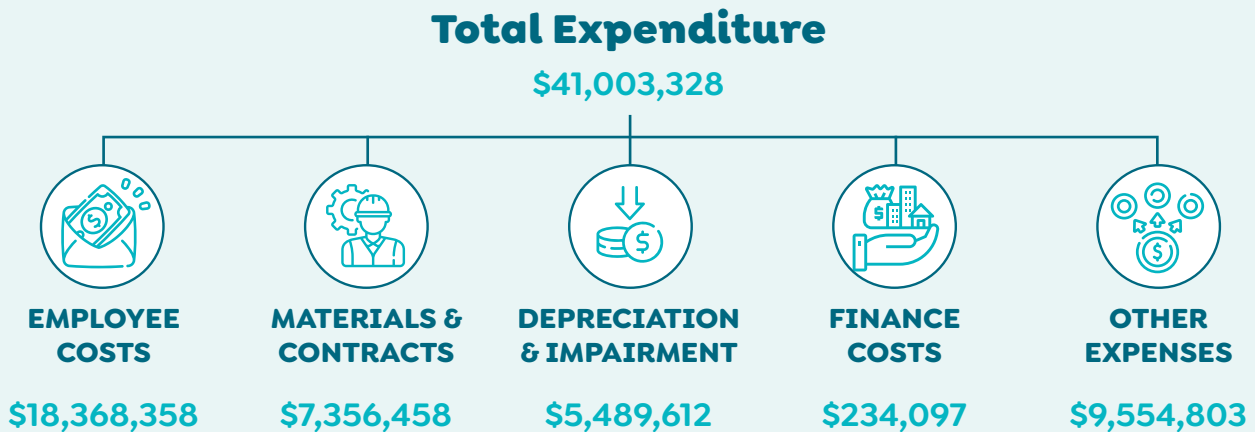
FINANCIAL REPORT

SUMMARY

Where did our money come from?



Where was the money spent?



How much was spent on our five largest service delivery programs?



ROPER GULF REGIONAL COUNCIL
ABN 94 746 956 090

GENERAL PURPOSE FINANCIAL REPORT
For the Year Ended 30 June 2024

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Chief Executive Officer's Statement

For the year ended 30 June 2024

Chief Executive Officer's Statement

I, David Hurst, the Chief Executive Officer of Roper Gulf Regional Council, hereby certify that the Annual Financial Statements:

- have been drawn up in accordance with the applicable Australian Standards, the *Local Government Act 2019* and the *Local Government (General) Regulations 2021* presents fairly the financial position of the Council and the results for the year ended 30 June 2024; and
- are in accordance with the accounting and other records of Council.



David Hurst
Chief Executive Officer

Dated at 2 Crawford Street this sixth day of December 2024.





Independent Auditor's Report

To the Council of Roper Gulf Regional Council

Opinion

We have audited the **Financial Report** of Roper Gulf Regional Council (the Council).

In our opinion, the accompanying Financial Report presents fairly, in all material respects the financial position of Roper Gulf Regional Council as at 30 June 2024, and of its financial performance and its cash flows for the year then ended, in accordance with *Australian Accounting Standards*, the *Local Government Act 2019* and the *Local Government (General) Regulations 2021*.

The **Financial Report** comprises:

- Statement of financial position as at 30 June 2024
- Statement of profit or loss and other comprehensive income, Statement of changes in equity, and Statement of cash flows for the year then ended
- Notes, including material accounting policies

Basis for opinion

We conducted our audit in accordance with *Australian Auditing Standards*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report.

We are independent of the Council in accordance with the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with these requirements.

Emphasis of matter – Restatement of comparative balances

We draw attention to Note 4 to the Financial Report, which state that the amounts reported in the previously issued 30 June 2023 Financial Report have been restated and disclosed as comparatives in these Financial Statements. Our opinion is not modified in respect of these matters.

The Financial Report of Roper Gulf Regional Council for the year ended 30 June 2023 was audited by another auditor who issued an unmodified opinion on the Financial Statements on 15 November 2023.

Restriction on use

The Financial Report has been prepared to assist the CEO of the Council in complying with the financial reporting requirements of the *Local Government Act 2019* and *Local Government (General) Regulations 2021*.

As a result, the Financial Report and this Auditor's Report may not be suitable for another purpose. Our opinion is not modified in respect of this matter. Our report is intended solely for the Council and should not be used by parties other than the Council. We disclaim any assumption of responsibility for any reliance on this report, or on the Financial Report to which it relates, to any person other than the Council or for any other purpose than that for which it was prepared.

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Other information

Other Information is financial and non-financial information in the Council's annual report which is provided in addition to the Financial Report and the Auditor's Report. The Chief Executive Officer is responsible for the Other Information.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

Responsibilities of the Chief Executive Officer and the Council for the Financial Report

The Chief Executive Officer is responsible for:

- preparation and fair presentation of the Financial Report in accordance with the *Local Government Act 2019* and *Local Government (General) Regulations 2021*
- implementing necessary internal control to enable the preparation of a Financial Report that is free from material misstatement, whether due to fraud or error
- assessing the Council's ability to continue as a going concern and whether the use of the going concern basis of accounting is appropriate. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Council or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Council's financial reporting process.

Auditor's responsibilities for the audit of the Financial Report

Our objective is:

- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor's Report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with *Australian Auditing Standards* will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Financial Report.

A further description of our responsibilities for the audit of the Financial Report is located at the *Auditing and Assurance Standards Board* website at: http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our Auditor's Report.



KPMG
Darwin
6 December 2024

Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2024

		2024	2023
			Restated*
	Note	\$	\$
REVENUE			
Grants and contribution	5(a)	17,072,654	31,281,452
Community development programs	5(a)	11,251,427	9,514,699
User charges and fees	5(a)	465,010	531,430
Rates and annual charges	5(a)	3,143,521	3,046,077
Other revenue	5(b)	1,545,281	2,769,226
TOTAL REVENUE		33,477,893	47,142,884
Employee costs	6(a)	(18,368,358)	(17,252,009)
Materials and contractors	6(b)	(7,356,458)	(9,644,498)
Depreciation and amortisation*	6(c)	(5,489,612)	(5,608,567)
Other expenses	7	(9,554,803)	(8,766,733)
(LOSS)/PROFIT FROM OPERATIONS*		(7,291,338)	5,871,077
Finance income	8	1,828,533	1,253,596
Finance costs*	8	(234,097)	(243,420)
(LOSS)/PROFIT FOR THE YEAR*		(5,696,902)	6,881,253
OTHER COMPREHENSIVE INCOME			
<i>Items that will not be reclassified to profit or loss</i>			
Revaluation of property, plant and equipment	14	13,558,886	-
TOTAL COMPREHENSIVE INCOME*		7,861,984	6,881,253

*Refer to note 4 for detailed information on Restatement of comparatives.



Statement of Financial Position

As at 30 June 2024

		2024	2023	Restated 1 July 2022*
	Note	\$	*Restated \$	\$
ASSETS				
CURRENT ASSETS				
Cash and cash equivalents	9	8,989,911	13,034,987	19,322,058
Trade and other receivables	10	1,871,605	1,681,068	2,047,149
Term deposits	11	27,000,000	27,000,000	25,000,000
Inventories	12	660,621	316,409	300,452
Other current assets	13	134,953	83,540	119,932
TOTAL CURRENT ASSETS		38,657,090	42,116,004	46,789,591
NON-CURRENT ASSETS				
Property, plant and equipment and intangible assets *	14	95,874,803	83,184,937	77,642,441
TOTAL NON-CURRENT ASSETS*		95,874,803	83,184,937	77,642,441
TOTAL ASSETS*		134,531,893	125,300,941	124,432,032
LIABILITIES				
CURRENT LIABILITIES				
Trade and other payables	15	1,994,596	2,400,303	3,261,024
Lease liabilities	16	310,700	92,497	87,889
Grant liabilities	17	7,001,001	5,781,120	11,498,114
Provisions*	18	2,166,459	1,634,455	1,533,557
TOTAL CURRENT LIABILITIES*		11,472,756	9,908,375	16,380,584
NON-CURRENT LIABILITIES				
Lease liabilities	16	4,795,028	4,845,574	4,698,090
Provisions*	18	819,144	964,007	651,630
TOTAL NON-CURRENT LIABILITIES*		5,614,172	5,809,581	5,349,720
TOTAL LIABILITIES*		17,086,928	15,717,956	21,730,304
NET ASSETS*		117,444,965	109,582,985	102,701,728
EQUITY				
Asset revaluation reserve	19	67,801,626	54,242,740	54,242,740
Accumulated funds*		49,643,339	55,340,245	48,458,988
TOTAL EQUITY*		117,444,965	109,582,985	102,701,728

*Refer to note 4 for detailed information on Restatement of comparatives.

Statement of Changes In Equity

For the year ended 30 June 2024

	Asset revaluation reserve	Accumulated funds	Total equity
	\$	\$	\$
BALANCE AT 1 JULY 2022 AS PREVIOUSLY REPORTED	54,242,740	44,582,453	98,825,193
Impact of restatement*	-	3,876,535	3,876,535
RESTATED BALANCE 1 JULY 2022	54,242,740	48,458,988	102,701,728
COMPREHENSIVE INCOME			
Profit for the year*	-	6,881,253	6,881,253
TOTAL COMPREHENSIVE INCOME*	-	6,881,253	6,881,253
BALANCE AT 30 JUNE 2023* AS RESTATED	54,242,740	55,340,241	109,582,981
BALANCE AT 1 JULY 2023	54,242,740	55,340,241	109,582,981
COMPREHENSIVE INCOME			
Loss for the year	-	(5,696,902)	(5,696,902)
Revaluation increments of property, plant and equipment	13,558,886	-	13,558,886
TOTAL COMPREHENSIVE INCOME	13,558,886	(5,696,902)	7,861,984
BALANCE AT 30 JUNE 2024	67,801,626	49,643,339	117,444,965

*Refer to note 4 for detailed information on Restatement of comparatives.



Statement of Cash Flows

For the year ended 30 June 2024

	2024	2023
	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES		
Grants received	18,421,414	25,564,458
Receipts from customers	17,776,946	16,530,862
Interest received	1,828,532	895,702
Payments to suppliers and employees	(37,420,620)	(36,073,022)
Interest paid	(198,370)	(206,104)
NET CASH FROM OPERATING ACTIVITIES	407,902	6,711,896
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment	(4,355,606)	(10,910,113)
Acquisitions of term deposits	-	(2,000,000)
NET CASH USED IN INVESTING ACTIVITIES	(4,355,606)	(12,910,113)
CASH FLOWS FROM FINANCING ACTIVITIES		
Lease liabilities repayments	(97,372)	(88,854)
NET CASH USED IN FINANCING ACTIVITIES	(97,372)	(88,854)
NET DECREASE IN CASH AND CASH EQUIVALENTS	(4,045,076)	(6,287,071)
Cash and cash equivalents at the beginning of the year	13,034,987	19,322,058
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	8,989,911	13,034,987



Notes to the Financial Statements

For the year ended 30 June 2024

Note 1 Reporting entity

The Roper Gulf Regional Council (the "Council" or "RGRC") was established as a body corporate by a restructuring order under section 114C of the Local Government Act on 16 October 2007. The Council came into full operation on 1 July 2008, when it merged with other constituent councils to form the local government authority, also referred to as the Roper Gulf Regional Council. The new council incorporated six (6) local government bodies:

1. Borroloola Community Government Council;
2. Jilkminggan Community Government Council;
3. Mataranka Community Government Council;
4. Numbulwar Numburindi Community Government Council;
5. Nyirranggulung Mardulk Ngadberre Regional Council; and
6. Yugul Mangi Community Government Council; and a large area of currently unincorporated land, the Gulf, Roper Valley, Stuart Plateau and Southern Arnhem Land.

Roper Gulf Regional Council registered office and its principal place of business is as follows:

Registered office and principal place of business:	Postal address:
2 Crawford Street	P.O. Box 1321,
Katherine, NT 0851	Katherine, NT 0850

The Council has its main office located in Katherine, Northern Territory. The business of the Council is conducted within the community government area situated in the Northern and Eastern Regions around Katherine.

The purpose of this financial report is to provide users with information about the stewardship of the Council and accountability for the resources entrusted to it, information about the financial position, performance and cash flow of the Council.

Note 2 Basis of preparation

a) Statement of compliance

The financial statements are general purpose financial statements which have been prepared in accordance with *Local Government Act 2019*, the *Local Government (General) Regulations 2021* and the Australian Accounting Standards and professional pronouncements so as to present fairly the financial position of the Council as at 30 June 2024.

Details of the Council's material accounting policies are included in Note 3. Changes in material accounting policies are described in Note 3.

b) Basis of measurement

The financial statements have been prepared on the historical cost basis except for the following assets which are stated at their fair value: Land, buildings, infrastructure and roads and motor vehicles assets that are measured at revalued amounts or fair values at the end of each reporting period, as explained in the accounting policies below.

Historical cost is generally based on the fair values of the consideration given in exchange for goods and services.



Notes to the Financial Statements (continued)

Note 2 Basis of preparation (continued)

b) Basis of measurement (continued)

Measurement of fair values

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Council takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for measurements that have some similarities to fair value but are not fair value, such as net realisable value in AASB 102 'Inventories' or value in use in AASB "Impairment of Assets".

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly; and
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

c) Functional and presentation currency

These financial statements are presented in Australian dollars, which is the Council's functional currency.

d) Use of judgements and estimates

In preparing these financial statements, management has made judgements and estimates about the future, including climate-related risks and opportunities, that affect the application of the Council's accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis and are consistent with the Council's risk management and climate-related commitments where appropriate. Revisions to estimates are recognised prospectively.

i. Useful lives of depreciable assets

The Council estimates the useful lives of depreciable assets based on the period over which the assets are expected to be available for use. The estimated useful lives of property and equipment are reviewed periodically and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of the assets.

ii. Fair value of non-financial assets

Management uses valuation techniques to determine the fair value of non-financial assets. This involves developing estimates and assumptions consistent with how market participants would price the asset. Management bases its assumptions on observable data as far as possible but this is not always available. In that case management uses the best information available. Estimated fair values may vary from the actual prices that would be achieved in an arm's length transaction at the reporting date.



Notes to the Financial Statements (continued)

Note 2 Basis of preparation (continued)

d) Use of judgements and estimates (continued)

iii. Provision for landfill and intangible airspace asset

The Council is obligated to restore the waste management facility sites to a particular standard. The forecast life of these sites is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill rehabilitation has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based labour hours, material, equipment and mobilisation/delivery costs.

Accordingly, the estimation of the provision has been done but it is still dependent on the accuracy of the forecast timing of the work, work required and related costs. The Council recognises the rehabilitation component as a liability in the form of a provision for future works.

e) Going concern

The financial report has been prepared on the going concern basis which assumes continuity of normal business activities and the realisation of assets and the settlement of liabilities in the ordinary course of business for the foreseeable future.

Note 3 Material accounting policies

Material accounting policy information

The Council also adopted *Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2)* from 1 July 2023. Although the amendments did not result in any changes to the accounting policies themselves, they impacted the accounting policy information disclosed in the financial statements.

The amendments require the disclosure of 'material', rather than 'significant', accounting policies. The amendments also provide guidance on the application of materiality to disclosure of accounting policies, assisting entities to provide useful, entity-specific accounting policy information that users need to understand other information in the financial statements.

Management reviewed the accounting policies and made updates to the information in Material accounting policies (2023: Significant accounting policies) in certain instances in line with the amendments.

Material accounting policies information

The accounting policies set out below have been applied consistently to all periods presented in these financial statements, except if mentioned otherwise.



Notes to the Financial Statements (continued)

Note 3 Material accounting policies (continued)

a) Revenue and other revenue

Revenue is measured based on the consideration specified in a contract with a customer. The Council recognises revenue when it transfers control over a good or service to a customer.

The following table provides information about the nature and timing of the satisfaction of performance obligations in contracts with customers, including payment terms, and the related revenue recognition policies. The Council recognises revenue under AASB 1058 *Income of Not-for-Profit Entities* (AASB 1058) or AASB 15 *Revenue from Contract with Customers* (AASB 15) when appropriate.

Revenue Category	Nature of goods and services including payment terms	Timing of revenue recognition
Grants and contributions	Community events, programs, capital projects, facilities, design, planning and evaluation of services with fixed term transfer of funds based on agreed milestone and reporting	Revenue is recognised overtime or point in time depending on grants conditions.
Community development program services	The community receives services as they are provided by the Council, payments from the Commonwealth are received in arrears upon completion of obligations set out in the agreement with the commonwealth.	Revenue is recognized at point in time as the services are provided.
Rates and annual charges	Council applies a combination of flat rates and differential rating pursuant to Chapter 11 of the <i>Local Government Act 2019</i> . Rates and annual charges are paid by instalments of two payments (approximately equal instalments)	Revenue is recognised at point in time
User charges and fees	Building, planning, development, permission to use facilities, waste treatment, recycling and animal control. Full payment prior to issue.	Revenue is recognised at point in time upon delivery of the service.



Notes to the Financial Statements (continued)

Note 3 Material accounting policies (continued)

a) Revenue and other revenue (continued)

i. Accounting for grants and contributions

When the Council receives government grants that are in the scope of AASB 1058 (being a transaction where the consideration paid to acquire an asset is significantly less than fair value principally to enable the Council to further its objectives), it performs an assessment to determine if the contract is 'enforceable' and contains 'sufficiently specific' performance obligations.

In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where revenue is recognised when (or as) the performance obligations are satisfied.

In all other cases (where the contract is not 'enforceable' or the performance obligations are not 'sufficiently specific'), the transaction is accounted for under AASB 1058 where the Council:

- Recognises the asset in accordance with the requirements of other relevant applicable Australian Accounting Standards (e.g. AASB 9, AASB 16, AASB 116 and AASB 138);
- Considers whether any other financial statement elements should be recognised ('related amounts') in accordance with the relevant applicable Australian Accounting Standard including:
 - contributions by owners (AASB 1004);
 - a lease liability (AASB 16);
 - a financial instrument (AASB 9); and
 - a provision (AASB 137).
- Recognises revenue immediately in profit or loss for the excess of the initial carrying amount of the asset over any related amounts recognised.

To determine if a grant contract should be accounted for under AASB 1058 or AASB 15, the Council has to determine if the contract is 'enforceable' and contains 'sufficiently specific' performance obligations. When assessing if the performance obligations are 'sufficiently specific', the Council has applied significant judgement in this regard by performing a detailed analysis of the terms and conditions contained in the grant contracts, review of accompanying documentation (e.g. activity work plans) and holding discussions with relevant parties. Revenue recognition from grants received by the Council have been appropriately accounted for under AASB 1058 or AASB 15 based on the assessment performed.

ii. Rates

Rates are enforceable debt linked to rateable property that will be recovered when the property is sold, and therefore control normally passes at the time of levying, or where earlier upon receipt of rates paid in advance. The rating period and reporting period for the Council coincide and accordingly, all rates levied for the year are recognised as revenues.

iii. Community development programs

The Council recognises revenue from community development programs that are not enforceable or the performance obligations are not sufficiently specific on receipt in accordance with AASB 1058. For community development programs that are tied to specific performance obligations, income will be recognised as performance obligations are delivered over time.

iv. User charges and fees

User Charges and fees are recognised upon unconditional entitlement to the funds. Generally, this is upon lodgement of the relevant applications or documents, issuing of the infringement notice or when the service is provided.

All revenue is stated net of the amount of goods and services tax (GST)



Notes to the Financial Statements (continued)

Note 3 Material accounting policies (continued)

b) Employee benefits

i. Short-term employee benefits

Short-term employee benefits are expenses as the related service is provided. A liability is recognised for the amount expected to be paid if the Council has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

ii. Defined contribution plans

Obligations for contributions to defined contribution plans are expensed as the related service is provided. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in future payments is available.

iii. Other long-term employee benefits

The Council's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value. Remeasurements are recognised in profit or loss in the period in which they arise.

c) Finance income and finance costs

The Council's finance income and finance costs include:

- interest income; and
- interest expense.

Interest income or expense is recognised under the effective interest method.

The 'effective interest rate' is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to:

- the gross carrying amount of the financial asset; or
- the amortised cost of the financial liability.

In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. However, for financial assets that have become credit impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

d) Income tax

The Council is a local governing body and is exempt from income tax under s50-5 of the Income Tax Assessment Act 1997.

e) Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the weighted average cost on a continual basis, after adjustment for loss of service potential.

f) Property, plant and equipment

i. Recognition and measurement

All assets are initially recognised at cost. Property plant and equipment, other than land, buildings, and infrastructure and motor vehicles, and roads, is carried at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Any gain or loss on disposal of an item of property, plant and equipment is recognised in profit or loss.



Notes to the Financial Statements (continued)

Note 3 Material accounting policies (continued)

f) Property, plant and equipment (continued)

i. Recognition and measurement (continued)

Asset recognition threshold

Purchase of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$5,000 which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

Revaluations

Land, buildings and infrastructure, motor vehicles, and roads are measured at fair value, in accordance with AASB 116 *Property, plant and equipment* and AASB 13 *Fair value measurement*.

Following initial recognition at cost, land, buildings and infrastructure, motor vehicles, and roads are carried at fair values less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted in sufficient frequency (from 3 to 5 years) to ensure that the carrying amount of assets did not differ materially from the assets' fair values as at the end of reporting date. The regularity of independent valuations depends upon the volatility of movements in market values of relevant assets.

A revaluation of entire Land, Buildings and Infrastructure and comprehensive revaluation of Roads of the Council as of 30 June 2024 was conducted by an independent valuer. The independent valuer also completed a desktop valuation of motor vehicle in June 2022.

Revaluation adjustments are made on a class basis. Any revaluation increment upon valuation is recognised in other comprehensive income and credited to the asset revaluation reserve in equity. To the extent that any revaluation decrease or impairment loss has previously been recognised in profit or loss, a revaluation increase is credited to profit or loss with the remaining part of the increase recognised in other comprehensive income.

Revaluation decrements are recognised upon valuation or impairment testing, with the decrease being charged to other comprehensive income to the extent of any asset revaluation reserve in equity relating to this asset and any remaining decrease recognised in profit or loss. Any revaluation reserve remaining in equity on disposal of the asset is transferred to accumulated funds.

ii. Subsequent expenditure

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Council.

iii. Depreciation

Depreciation is calculated to write off the cost of items of property, plant and equipment less their estimated residual values under the straight-line method over their estimated useful lives and is generally recognised in profit or loss.

The estimated useful lives used for each class of depreciable assets are:

Class of fixed assets	Useful life
Buildings and infrastructure	5-20 years
Plant and equipment	5-15 years
Fixtures and fittings	5-10 years
Right-of-use asset	10-30 years
Motor vehicles	3-7 years
Roads	12-100 years

Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.



Notes to the Financial Statements (continued)

Note 3 Material accounting policies (continued)

f) Property, plant and equipment (continued)

iv. Impairment

Property, plant and equipment were assessed for impairment at 30 June 2024. Where indications of impairment exists, the assets' recoverable amount is estimated and an impairment adjustment is made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less cost to sell and value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows and the asset would be replaced if the Council were deprived of the asset, value in use is taken to be its depreciated replacement cost.

v. Derecognition

An item of property, plant and equipment is derecognised upon disposal or where no future economic benefits are expected from its use or disposal.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are recognised in profit or loss. When revalued assets are sold, amounts included in the revaluation reserve relating to that asset are transferred to the accumulated funds.

g) Financial instruments

i. Recognition and initial measurement

Trade receivables are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Council becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus or minus, for an item not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

ii. Classification and subsequent measurement

Financial assets

On initial recognition, a financial asset is classified as measured at amortised cost or FVTPL.

Financial assets are not reclassified subsequent to their initial recognition unless the Council changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

All financial assets not classified as measured at amortised cost as described above are measured at amortised cost or fair value through other comprehensive income (FVOCI) as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Council may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.



Notes to the Financial Statements (continued)

Note 3 Material accounting policies (continued)

g) Financial instruments (continued)

Financial assets - subsequent measurement and gains and losses

Financial assets at FVTPL

These assets are subsequently measured at fair value. Net gains and losses, including any interest, are recognised in profit or loss.

Financial assets at amortised cost

These assets are subsequently measured at amortised cost using effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Financial liabilities - classification, subsequent measurement and gains and losses

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

iii. Derecognition

Financial assets

The Council derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Council neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Council enters into transactions whereby it transfers assets recognised in its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognised.

Financial liabilities

The Council derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Council also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

iv. Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Council currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.



Notes to the Financial Statements (continued)

Note 3 Material accounting policies (continued)

h) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of goods and services tax (GST), except:

- where the amount of GST incurred is not recoverable from the taxation authority, it is recognised as part of the cost of acquisition of an asset or as part of an item of expense; or
- for receivables and payables which are recognised inclusive of GST.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables.

Cash flows are included in the cash flow statement on a gross basis. The GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

i) Impairment

i. Financial assets

Financial instruments

The Council recognises loss allowances for expected credit losses (ECLs) on financial assets measured at amortised cost.

The Council measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured at 12-month ECLs:

- debt securities that are determined to have low credit risk at the reporting date; and
- other debt securities and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Loss allowances for trade receivables are always measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This included both quantitative and qualitative information and analysis, based on the Council's historical experience and informed credit assessment, that includes forward-looking information.

The Council assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Council is exposed to credit risk.

Measurement of ECLs

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Council expects to receive).

ECLs are discounted at the effective interest rate of the financial asset.

Presentation of allowance for ECL in the statement of financial position

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets.



Notes to the Financial Statements (continued)

Note 3 Material accounting policies (continued)

i) Impairment (continued)

ii. Non-financial assets

At each reporting date, the Council reviews the carrying amounts of its non-financial assets to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

For impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or cash generating units (CGUs).

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs to sell. Value in use is based on the estimated future cash flows, discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU.

An impairment loss is recognised if the carrying amount of an asset or CGU exceeds its recoverable amount.

Impairment losses are recognised in profit or loss. They are allocated first to reduce the carrying amount of other assets in the CGU on a pro rata basis.

For other assets, an impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss has been recognised.

j) Provisions

Provisions are recognised when the Council has a present obligation (legal or constructive) as a result of a past event, it is probable that the Council will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is present value of those cash flows (where the effect of the time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

The council has an obligation to remediate and restore the landfills under the Environment Protection Act 2019. The council recognises a provision for future costs associated with landfill rehabilitation.



Notes to the Financial Statements (continued)

Note 3 Material accounting policies (continued)

k) Leases

At inception of a contract, the Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

i. Council as a lessee

At commencement or on modification of a contract that contains a lease component, the Council allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. However, for the leases of property the Council has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Council by the end of the lease term or the cost of the right-of-use asset reflects that the Council will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Council's incremental borrowing rate. Generally, the Council uses its incremental borrowing rate as the discount rate.

The Council determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Council is reasonably certain to exercise, lease payments in an optional renewal period if the Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Council is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Council's estimate of the amount expected to be payable under a residual value guarantee, if the Council changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Council presents right-of-use assets in property, plant and equipment and lease liabilities in the statement of financial position.



Notes to the Financial Statements (continued)

Note 3 Material accounting policies (continued)

k) Leases (continued)

ii. Council as a lessor

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

iii. Short-term leases and leases of low-value assets

The Council applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date). It also applies the low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

l) Functions

Revenues and expenses have been attributed to the following functions/activities. The Council believes that it is not practical at this stage to reliably attribute the carrying amounts of the assets to the functions/activities. Functions have been broken down to the following components:

i. General public services including Economic affairs

Administrative, legislative and executive affairs, financial and fiscal affairs, general research and general services. General economic, agriculture and forestry, fuel and energy, other labour and employment affairs, CDP/RJCP, transport and other industries, saleyards and tourism.

ii. Environmental protection

Waste management, pollution reduction, protection of biodiversity and landscape and protection and remediation of soil, groundwater and surface water.

iii. Housing and community amenities

Housing, housing and community development, water supply and street lighting.

iv. Health

Well baby clinics, dental health services and home nursing services, nursing and convalescent home services, immunisation, infant nutrition and child health, family planning services.

v. Recreation, culture and religion

Facilities and venues, recreation parks and reserves, culture and religion services, museums and libraries.

vi. Education

Administration, inspection, support, operation, etc. of education programs and services.

vii. Social protection

Outlays on day care services, family day care, occasional care and outside school hours care, aged services, shelter protection, drug and alcohol treatment programs.



Notes to the Financial Statements (continued)

Note 3 Material accounting policies (continued)

m) Cash, cash equivalents and other financial instruments

Cash assets include all amounts readily convertible to cash on hand at Council's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

Receivables for rates and annual charges are secured over the subject land, and bear interest at rates determined in accordance with the *Local Government Act 2019*. Other receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful.

n) New accounting standards and interpretations not yet mandatory or early adopted

The following new/amended accounting standards and interpretations have been issued but are not mandatory for financial years ended 30 June 2024. They have not been adopted in preparing the financial statements for the year ended 30 June 2024 and are expected to impact the entity in the period of initial application. In all cases the entity intends to apply these standards from application date as indicated in the table below.

AASB reference	Title and affected standard(s)	Application date:
AASB 2020-1	Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current	1 July 2024
AASB 2022-10	Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities	1 July 2024

o) Comparative figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.



Notes to the Financial Statements

(continued)

Note 4 Restatement of comparatives

During the year ended 30 June 2024, material errors were identified in the accounting treatment of the following matters relating to previous financial years.

Landfill rehabilitation provision - Restatement 1

The council has not previously correctly recognised the provision for future rehabilitation of the waste management landfill sites which it operates. An error was identified in the methodology applied when calculating the landfill sites remediation costs on a site by site basis. Management has assessed the errors and the impact on the 30 June 2024 financial statements, which has resulted in the 2022 and 2023 comparative figures being restated under AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors.

Gifted assets - Restatement 2

The council has not previously correctly recognised the gifted asset portion of the Robinson Road Bridge constructed in 2021 and has not previously correctly recognised depreciation on both the bridge and the gifted asset. The capitalised value of the bridge was \$4,361,959 compared to the construction value inclusive of the gifted asset portion of \$6,680,000. The error was identified as part of the 30 June 2024 comprehensive valuation of roads. Management has assessed the errors and the impact on the 30 June 2024 financial statements, which has resulted in the 2022 and 2023 comparative figures being restated under AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors.

Statement of profit or loss and other comprehensive income

	2023			2023
	\$	\$	\$	\$
Extract	As previously reported	Restatement 1	Restatement 2	Restated
Expenses				
Depreciation, amortisation and impairment	(6,380,276)	620,411	151,298	(5,608,567)
PROFIT FROM OPERATIONS	5,099,368	620,411	151,298	5,871,077
Finance costs	(382,909)	139,489	-	(243,420)
PROFIT FOR THE YEAR	5,970,055	759,900	151,298	6,881,253
TOTAL COMPREHENSIVE INCOME	5,970,055	759,900	151,298	6,881,253

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Notes to the Financial Statements (continued)

Note 4 Restatement of comparatives (continued)

Extract	30 June			30 June
	2023			2023
	\$	\$	\$	\$
	As	Restatement	Restatement	Restated
	previously	1	2	
	reported			
ASSETS				
NON-CURRENT ASSETS				
Property, plant and equipment and intangible assets	82,675,216	(2,077,520)	2,587,237	83,184,933
TOTAL NON-CURRENT ASSETS	82,675,216	(2,077,520)	2,587,237	83,184,933
TOTAL ASSETS	124,791,220	(2,077,520)	2,587,237	125,300,937
LIABILITIES				
CURRENT LIABILITIES				
Provisions	2,214,682	(580,227)	-	1,634,455
TOTAL CURRENT LIABILITIES	10,488,602	(580,227)	-	9,908,375
NON-CURRENT LIABILITIES				
Provisions	4,661,796	(3,697,789)	-	964,007
TOTAL NON-CURRENT LIABILITIES	9,507,370	(3,697,789)	-	5,809,581
TOTAL LIABILITIES	19,995,972	(4,278,016)	-	15,717,956
NET ASSETS	104,795,248	2,200,496	2,587,237	109,582,981
EQUITY				
Accumulated funds	50,552,508	2,200,496	2,587,237	55,340,241
	50,552,508	2,200,496	2,587,237	55,340,241
TOTAL EQUITY	104,795,248	2,200,496	2,587,237	109,582,981

Notes to the Financial Statements (continued)

Note 4 Restatement of comparatives (continued)

Statement of financial position at the beginning of the earliest comparative period

Extract	1 July 2022			1 July 2022
	\$ As previously reported	\$ Restatement 1	\$ Restatement 2	\$ Restated
ASSETS				
NON-CURRENT ASSETS				
Property, plant and equipment and intangible assets	77,905,726	(2,699,224)	2,435,939	77,642,441
TOTAL NON-CURRENT ASSETS	77,905,726	(2,699,224)	2,435,939	77,642,441
TOTAL ASSETS	124,695,317	(2,699,224)	2,435,939	124,432,032
LIABILITIES				
CURRENT LIABILITIES				
Provisions	2,112,941	(579,384)	-	1,533,557
TOTAL CURRENT LIABILITIES	16,959,968	(579,384)	-	16,380,584
NON-CURRENT LIABILITIES				
Provisions	4,211,886	(3,560,256)	-	651,630
TOTAL NON-CURRENT LIABILITIES	8,910,156	(3,560,436)	-	5,349,720
TOTAL LIABILITIES	25,870,124	(4,139,820)	-	21,730,304
NET ASSETS	98,825,193	1,440,596	2,435,939	102,701,728
EQUITY				
Accumulated funds	44,582,453	1,440,596	2,435,939	48,458,988
TOTAL EQUITY	98,825,193	1,440,596	2,435,939	102,701,728



Notes to the Financial Statements (continued)

Note 5 Revenue

In the following table, revenue from contracts with customers is disaggregated by major products and service lines.

	2024	2023
a) Revenue	\$	\$
MAJOR PRODUCTS/SERVICE LINES		
Grants and contributions (i)	17,072,654	31,281,452
Community development programs	11,251,427	9,514,699
User charges and fees	465,010	531,430
Rates and annual charges	3,143,521	3,046,077
	31,932,612	44,373,658
	2024	2023
5(a) (i) Grants and contributions	\$	\$
Amounts received specifically for new and upgraded assets	1,975,062	8,760,784
Other grants, subsidies and contributions	15,097,592	22,520,668
	17,072,654	31,281,452
SOURCES OF GRANTS		
Commonwealth government	8,245,799	10,713,503
Territory government	8,783,855	20,530,420
Other grants	43,000	37,529
	17,072,654	31,281,452
	2024	2023
b) Other revenue	\$	\$
Reimbursement revenue	67,921	752,584
Sales	583,882	1,111,399
Service fee	749,768	664,554
Other operating revenue	143,710	240,689
	1,545,281	2,769,226



Notes to the Financial Statements (continued)

Note 6 Expenses

	2024	2023
a) Employee costs	\$	\$
Salaries wages and leave entitlements	15,700,692	14,925,055
Superannuation	2,014,143	1,670,407
Workers compensation	621,658	613,431
Allowances and other staff costs	31,865	43,116
TOTAL EMPLOYEE COSTS	18,368,358	17,252,009
	2024	2023
b) Materials and contractors	\$	\$
Consultants	2,211,292	1,572,162
Contractors	3,772,202	6,595,231
Materials	1,372,964	1,477,105
TOTAL MATERIALS AND CONTRACTORS	7,356,458	9,644,498
	2024	2023
c) Depreciation and amortisation	\$	Restated*
Buildings, roads and infrastructure	3,710,089	3,827,936
Amortisation of intangible assets*	74,067	74,067
Right-of-use asset	167,861	158,797
Plant and equipment	617,161	515,582
Motor vehicles	920,434	1,032,185
	5,489,612	5,608,567

*Refer to note 4 for detailed information on Restatement of comparatives.



Notes to the Financial Statements (continued)

	2024	2023
		\$
Note 7 Other expenses	\$	
Accounting and audit fees	101,382	83,751
Advertising	49,457	39,513
Bad debts expense	2	54,545
Bank fees and charges	10,661	5,194
Chairman and councilor payments	395,765	357,001
Communication	513,605	544,836
Contributions and donations	132,456	469,177
Cost of sales	64,663	358,469
Food and catering	465,385	392,462
Freight	167,973	153,958
Fuel and oil	591,572	694,024
Insurance	1,211,221	1,096,266
Leases	435,496	358,617
Legal fees	158,562	-
Licenses and registrations	184,687	132,562
Memberships and subscriptions	223,799	209,641
Repairs and maintenance	666,883	218,880
Printing and stationaries	93,486	81,402
Software and computer expenses	29,085	10,197
Trainings and seminars	502,573	516,045
Travel and accommodation	878,686	949,563
Utilities	977,636	963,703
Inventory items for resale	545,082	346,749
Outdoor recreation activity expenses	20,298	78,021
Other expenses	1,134,388	652,157
TOTAL OTHER EXPENSES	9,554,803	8,766,733
	2024	2023
		Restated*
Note 8 Net finance costs	\$	\$
FINANCE INCOME		
Interest income	1,828,533	1,253,596
TOTAL FINANCE INCOME	1,828,533	1,253,596
FINANCE COSTS*		
Interest expense	(234,097)	(243,420)
TOTAL FINANCE COSTS*	(234,097)	(243,420)
TOTAL NET FINANCE INCOME	1,594,436	1,010,176

* Refer to Note 4 for detailed information on Restatement of comparatives.

Notes to the Financial Statements (continued)

Note 9 Cash and cash equivalents

For the purpose of cash and cash equivalents in the statement of financial position and in the statement of cash flows comprises of below:

	2024	2023
	\$	\$
Cash at bank	8,989,911	13,034,987
TOTAL CASH AND CASH EQUIVALENTS	8,989,911	13,034,987

	2024	2023
	\$	\$
Note 10 Trade and other receivables		
Trade receivables	113,751	83,979
Rates receivable	860,044	570,400
Accrued income	897,810	1,026,689
TOTAL TRADE AND OTHER RECEIVABLES	1,871,605	1,681,068

	2024	2023
	\$	\$
Note 11 Term deposits		
Term deposits	27,000,000	27,000,000
TOTAL TERM DEPOSITS	27,000,000	27,000,000

	2024	2023
	\$	\$
Note 12 Inventories		
Workshop inventory	116,570	116,523
Diesel fuel	415,077	172,171
Opal fuel	128,974	27,715
TOTAL INVENTORIES	660,621	316,409



Notes to the Financial Statements (continued)

	2024	2023
Note 13 Other assets	\$	\$
Prepayments	115,603	72,649
Others	19,350	10,891
TOTAL OTHER CURRENT ASSETS	134,953	83,540

Note 14 Property, plant and equipment and intangible assets

The Council's freehold land, buildings and infrastructure, roads and motor vehicles are stated at their revalued amounts, being the fair value at the date of revaluation, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

At 30 June 2024, the Council undertook a revaluation of all its Land, Buildings and Infrastructures assets and Roads. The fair value of the Council's fixed assets was determined and approved by the Council on the basis of an independent valuation carried out by AVR Consulting for Land, Buildings and Infrastructure Assets and Roads by Shepherd Asset Management Solutions, who are both certified practicing valuers. Further in June 2022, the Council also undertook a desktop valuation of all its motor vehicles. If Level 2 data is available assets are valued at on sale of similar items similar items within surrounding areas or are valued at depreciated current replacement costs.

Council assets are revalued at least after every 3 to 5 years or if there has been a material movement in the asset values.

Details of the Council's property, plant and equipment and information about the fair value hierarchy as at 30 June 2024 are as follows:

	Level 2	Level 3	Fair value as at 30/06/ 2024
	\$	\$	\$
Land	3,459,960	1,196,000	4,655,960
Buildings and infrastructure	5,795,840	45,671,957	51,467,797
Roads	-	13,251,354	13,251,354
Motor vehicles	-	1,662,512	1,662,512
	9,255,800	61,781,823	71,037,623
	Level 2	Level 3	Fair value as at 30/06/ 2023 * Restated
	\$	\$	\$
Land	2,945,000	1,196,000	4,141,000
Buildings and infrastructure	2,360,000	42,991,581	45,351,581
Roads*	-	9,249,348	9,249,348
Motor vehicles	-	1,654,425	1,654,425
	5,305,000	55,091,354	60,396,354

*Refer to note 4 for detailed information on Restatement of comparatives.

Notes to the Financial Statements (continued)

Note 14 Property, plant and equipment (continued)

The fair value of the Council land was determined based on the market comparable approach where available data that reflects recent transaction prices for similar land if there are no available comparable data for remote land it is valued at level 3 based on original costs assumed to be the fair value.

The fair value of the buildings, roads and other infrastructure and motor vehicles was determined using the cost approach that reflects the cost to a market participant to construct assets of comparable utility and age, adjusted for obsolescence and application of indexing where appropriate. The significant inputs include the estimated construction costs, indexation rates, other ancillary expenditure and a depreciation factor applied to the estimated construction cost. Changes to the significant inputs can impact the fair value of the buildings.

Land under roads is subject to Native Title in all communities with the exception of Borroloola and Mataranka. The presence of Native Title calls into question the capacity of the Council to exert sufficient control over the asset. Accordingly, road assets outside the Borroloola and Mataranka communities are not recognised in the financial statements.

Land under roads

Council has elected not to recognise land under roads acquired prior to 1 July 2008 as an asset in accordance with AASB 1051 Land under Roads. Land under roads acquired after 1 July 2008 has not been recognised as in the opinion of Council it is not possible to reliably attribute a fair value, and further that such value if determined would be immaterial.



Notes to the Financial Statements (continued)

For the year ended 30 June 2024

Note 14 Property, plant and equipment (continued)

	Land	Buildings & infrastructure	Roads	Motor vehicle	Plant & equipment	Furniture & fixtures	Right-of-use assets	Capital work in progress	Intangibles assets	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
BALANCE AT 1 JULY 2023*										
Gross carrying amount*	4,141,000	52,398,127	11,071,056	6,280,075	7,881,480	-	5,212,077	13,731,594	600,780	101,316,189
Accumulated depreciation and impairment losses*	-	(7,046,548)	(1,283,316)	(4,625,650)	(4,479,103)	-	(622,574)	-	(74,067)	(18,131,256)
NET CARRYING AMOUNT AT 1 JULY 2023*	4,141,000	45,351,581	9,787,740	1,654,425	3,402,377	-	4,589,503	13,731,594	526,713	83,184,933
Additions	-	782,536	-	903,728	1,217,474	25,365	-	1,426,463	-	4,355,566
Remeasurement of right-of-use assets	-	-	-	-	-	-	265,030	-	-	265,030
Depreciation	-	(3,430,261)	(277,979)	(920,434)	(617,161)	(1,849)	(167,861)	-	(74,067)	(5,489,612)
Transfers	-	-	-	24,793	(24,793)	-	-	-	-	-
Revaluation increment	514,960	8,763,941	4,279,985	-	-	-	-	-	-	13,558,886
NET CARRYING AMOUNT AT 30 JUNE 2024	4,655,960	51,467,797	13,789,746	1,662,512	3,977,897	23,516	4,686,672	15,158,057	452,646	95,874,803
BALANCE AT 30 JUNE 2024										
Gross carrying amount	4,655,960	61,944,604	15,351,041	7,208,596	9,074,161	25,365	5,477,107	15,158,057	600,780	119,495,671
Accumulated depreciation and impairment losses	-	(10,476,807)	(1,561,295)	(5,546,084)	(5,096,264)	(1,849)	(790,435)	-	(148,134)	(23,620,868)
NET CARRYING AMOUNT AT 30 JUNE 2024	4,655,960	51,467,797	13,789,746	1,662,512	3,977,897	23,516	4,686,672	15,158,057	452,646	95,874,803
Carrying amounts that would have been recognised if Land, Buildings & Infrastructure, roads and motor vehicles were stated at cost:										
Cost	2,580,927	39,776,694	7,752,875	6,353,054	9,074,161	25,365	5,477,107	15,158,057	600,780	86,799,020
Accumulated depreciation	-	(23,111,120)	(2,544,111)	(5,437,759)	(5,096,264)	(1,849)	(790,435)	-	(148,134)	(37,129,672)
NET BOOK VALUE	2,580,927	16,665,574	5,208,764	915,295	3,977,897	23,516	4,686,672	15,158,057	452,646	49,669,348

* Refer to Note 4 for detailed information on Restatement of comparatives.

Notes to the Financial Statements (continued)

	2024	2023
Note 15 Trade and other payables	\$	\$
Trade payables	694,815	914,926
Other payables	523,888	767,056
Accruals	775,893	718,321
TOTAL TRADE AND OTHER PAYABLES	1,994,596	2,400,303

Note 16 Leases

Leases as lessee

Information about leases for which the Council is a lessee is presented below.

	2024	2023
a) Right-of-use assets	\$	\$
Balance at 1 July	4,589,323	4,507,354
Remeasurements of right-of-use assets	265,030	240,766
Depreciation charge for the year	(167,861)	(158,797)
BALANCE AT 30 JUNE 2024	4,686,492	4,589,323

	2024	2023
b) Amounts recognised in profit or loss	\$	\$
Depreciation of right-of-use assets	167,861	158,797

c) Extension options

Some property leases contain extension options exercisable by the Council up to one year before the end of the non-cancellable contract period. Where practicable, the Council seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Council and not by the lessors. The Council assesses at lease commencement date whether it is reasonably certain to exercise the extension options. The Council reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control.

	2024	2023
d) Lease liabilities	\$	\$
Current	310,700	92,497
Non-current	4,795,028	4,845,574
TOTAL LEASE LIABILITIES	5,105,728	4,938,071



Notes to the Financial Statements (continued)

Note 16 Leases (continued)

	2024	2023
<i>e) Amounts recognised in the statement of cash flows</i>	\$	\$
Total cash outflow for leases	295,792	294,958

Note 17 Grant liabilities

	2024	2023
	\$	\$
Grants unspent	7,001,001	5,781,120
TOTAL GRANT LIABILITIES	7,001,001	5,781,120

Note 18 Provisions

	2024	2023
	\$	*Restated \$
CURRENT		
Employee entitlements	2,166,459	1,634,455
TOTAL CURRENT*	2,166,459	1,634,455
NON-CURRENT		
Long service leave	145,621	325,911
Landfill rehabilitation*	673,523	638,096
TOTAL NON-CURRENT*	819,144	964,007
TOTAL PROVISIONS*	2,985,603	2,598,462

Refer to Note 4 for detailed information on Restatement of comparatives.

Note 19 Reserves

	2024	2023
	\$	\$
Asset revaluation reserve	67,801,626	54,242,740
TOTAL ASSET REVALUATION RESERVE	67,801,626	54,242,740



Notes to the Financial Statements (continued)

Note 20 Financial instruments

Accounting classifications

The following table shows the carrying amounts of financial assets and financial liabilities.

		2024	2023
	Note	\$	\$
FINANCIAL ASSETS MEASURED AT AMORTISED COST			
Cash and cash equivalents	9	8,989,911	13,034,987
Trade and other receivables	10	1,871,605	1,681,068
Term deposits	11	27,000,000	27,000,000
		37,861,516	41,716,055
FINANCIAL LIABILITIES MEASURED AT AMORTISED COST			
Trade and other payables	15	1,994,596	2,400,303
		1,994,596	2,400,303
		2024	2023
		\$	\$
Note 21 Commitments			
Capital commitments			
Capital expenditure		550,447	157,223
		550,447	157,223

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities.



Notes to the Financial Statements (continued)

Note 22 Related parties

The related parties of the Council include:

- the key responsible persons because they have authority and responsibility for planning, directing and controlling the activities of the Council directly;
- spouses, children and dependents who are close family members of the key responsible persons; and
- any entities controlled or jointly controlled by key responsible persons or controlled or jointly controlled by their close family members.

Transactions with key management personnel

Key management personnel compensation

The Key Management Personnel of the Council include the Mayor, Deputy Mayor, Councillors, CEO and certain prescribed officers under the Local Government Act. They were paid the following total compensation:

	2024	2023
	\$	\$
Short-term employee benefits	1,306,515	1,461,188
Long term employee benefits	(92,407)	113,566
Post-employment benefits	93,952	6,731
Termination benefits	70,865	21,067
	1,378,925	1,602,552

Section 13 of *Local Governments (General) Regulations 2021* requires a separate line for total remuneration provided to the CEO for financial year. The total remuneration provided to the CEO comprised of:

	2024	2023
	\$	\$
CEO Remuneration		
Short-term employee benefits	380,773	309,631
Long term employee benefits	(107,439)	7,510
Post-employment benefits	41,922	24,662
Termination benefits	70,865	-
	386,121	341,803

Note 23 Contingencies

As at 30 June 2024, there existed no contingencies for the Council.

Note 24 Auditor's remuneration

AUDIT SERVICES

Auditors of the Council

Audit and review of financial statements - Council
KPMG
Merit Partners

	2024	2023
	\$	\$
	101,342	-
	-	83,487
	101,342	83,487

Notes to the Financial Statements (continued)

Note 25 Grant obligations

	2024	2023
a) Unexpended grants	\$	\$
Australian Government	2,772,678	1,186,478
NT Government	4,228,323	4,594,642
	7,001,001	5,781,120
	2024	2023
b) Reconciliation of unexpended grants	\$	\$
Unexpended grants 1 July	5,781,120	11,498,114
Grants received during the year	18,621,793	15,144,679
Grants expended during the year	(17,401,912)	(20,861,673)
TOTAL UNEXPENDED GRANTS AT 30 JUNE	7,001,001	5,781,120

Note 26 Financial risk management

The main risks Roper Gulf Regional Council is exposed to through its financial instruments are credit risk, liquidity risk, market risk and interest rate risk.

The Council's financial instruments consist mainly of term deposits & trade and other receivables and trade & other payables and lease liabilities.

i. Risk management objectives

The Council has given the Chief Executive Officer (CEO) the power to invest funds of the Council. The Council's objective is to minimise financial risk by investing only in term deposits with local banks. Before any term deposits are made, banks are contacted by the Finance Committee to obtain available rates; the Finance Committee will present the information to the CEO who will approve the term deposits. Monthly reports on term deposits are prepared and given out at council meetings. The CEO and Finance Committee of the Council receive monthly term deposits summaries from banks confirming the amount of term deposits.

ii. Credit risk

Credit risk is the risk that counterparty may fail to discharge an obligation to the Council. The Council is exposed to this risk for various financial instruments arising from receivables in the conduct of its operations. The Council minimises risk by only investing with banks.

The Council does not have a material credit risk exposure relating to term deposits and bank accounts held with the National Australia Bank, Great Southern Bank, Judo Bank, AMP, Beyond Bank, Credit Union Australia and Commonwealth Bank of Australia. The ratings range from BBB - to AA.

The Council believes that it does not have any significant credit risk exposure to any other counter party or group of counter parties as the Council actively manages credit risk by following up outstanding debtors. None of the Council's financial assets are secured by collateral or other credit enhancements.

iii. Liquidity risk

Liquidity risk or funding risk is the risk that an entity will encounter difficulty in raising funds to meet commitments associated with financial instruments. Liquidity risk may also result from the inability to sell financial assets quickly at their fair values. "The Council reduces its exposure to liquidity risk by monitoring its cash flows through rolling future cash flows and monitoring" the ageing of receivables and payables.



Notes to the Financial Statements (continued)

Note 26 Financial risk management (continued)

The Council maintains cash and cash equivalents deemed sufficient to finance its operations. Excess cash are invested in term deposits to achieve maximum returns.

The following table details the Council's remaining contractual maturity for its non-derivative financial liabilities with agreed repayment periods. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Council can be required to pay. The tables include both interest and principal cash flows (where relevant). The contractual maturity is based on the earliest date on which the council may be required to pay.

					30 June 2024
	Note	Within one year \$	1-5 years \$	Over 5 years \$	Total \$
Trade and other payables	15	1,994,594	-	-	1,994,594
Lease liabilities		301,655	1,207,420	7,848,217	9,357,292
		2,296,249	1,207,420	7,848,217	11,351,886
					30 June 2023
	Note	Within one year \$	1-5 years \$	Over 5 years \$	Total \$
Trade and other payables	15	3,261,024	-	-	3,261,024
Lease liabilities		268,772	1,343,860	6,486,596	8,099,228
		3,529,796	1,343,860	6,486,596	11,360,252

iv. Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices e.g. Foreign exchange rate, interest rate etc.

The Council is exposed to market risk through its use of financial instruments and specifically to interest rate risks from its operating, investing and financing activities.

Interest rate risk

Exposure to interest rate risk arises on financial assets and financial liabilities recognised at the end of the reporting period, whereby a future change in interest rates will affect future cash flows or the fair value of fixed rate financial instruments.

The Council is exposed to interest rate risk primarily from its cash surpluses invested in short term interest bearing deposits. The deposits are only made with reputable financial institutions with maturity dates generally being no more than a year.

			2024	2023
			\$	\$
Short-term deposit			27,000,000	27,000,000

The Council has not entered into any loans or other financial commitments that present exposure to interest rate risk as at the end of reporting period.

Notes to the Financial Statements (continued)

Note 26 Financial risk management (continued)

Interest earned on term deposits after they mature may be affected by changes in market interest rates. The following table represents the effect to the cash value in the statement of profit or loss and other comprehensive income (and corresponding effect to the cash value in the statement of financial position) when the current market interest rate is varied by a 100 basis point is anticipated to be a reasonable estimate of the maximum movement in market interest rates in financial year 2024.

	2024	2023
	+100 Basis	+100 Basis
	points	points
	\$	\$
Effect on statement of profit or loss and other comprehensive income	89,899	130,349

	2024	2023
	-100 Basis	-100 Basis
	points	points
	\$	\$
Effect on statement of profit or loss and other comprehensive income	(89,899)	(130,349)

Note 27 Reconciliation of operating surplus/(deficit) to net cash from operating activities

a) Reconciliation of cash

Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the statement of cash flow is reconciled to the related items in the statement of financial position as follows:

	2024	2023
	\$	\$
Total cash and equivalents and other current financial assets	8,989,911	13,034,987
BALANCES PER STATEMENT OF CASH FLOW	8,989,911	13,034,987



Notes to the Financial Statements (continued)

Note 27 Reconciliation of operating surplus/(deficit) to net cash from operating activities (continued)

b) Reconciliation of change in net assets to cash from operating activities

	2024	2023
	\$	\$
Operating (deficit)/surplus for the year	(5,696,902)	6,881,253
Adjustments for:		
Depreciation and amortisation	5,489,612	5,608,567
Change in operating assets and liabilities:		
Net (decrease)/increase in unpaid employee benefits	351,753	413,275
Net (increase)/decrease in receivables	(190,539)	366,081
Net (increase)/decrease in other assets	(51,412)	36,392
Net (increase)/decrease in inventories	(344,212)	(15,957)
Net (decrease)/increase in trade and other payables	(405,707)	(860,721)
Net (decrease)/increase in grant liabilities	1,255,309	(5,716,994)
NET CASH FROM OPERATING ACTIVITIES	407,902	6,711,896



Notes to the Financial Statements (continued)

For the year ended 30 June 2024

Note 28 Function

The income derived from each function, the expenditure that can be reliably attributed to each function and the comparison between the budgeted and actual result for the financial year for each Council function are as follows:

Category	General Public Services including Economic affairs		Public Order and Safety		Environmental Protection		Housing and Community		Health		Recreation, Culture and Religion		Social Protection	
	2023 - 24	2022 - 23	2023 - 24	2022 - 23	2023 - 24	2022 - 23	2023 - 24	2022 - 23	2023 - 24	2022 - 23	2023 - 24	2022 - 23	2023 - 24	2022 - 23
11														
12	(1,695,529)	(1,594,690)	(64,275)	(64,045)	(1,363,717)	(1,367,140)								
13	(446,641)	(917,294)	(4,265)	(12,567)	(8,462)	(36,468)	(427,697)	(30,083)			(409)			
14	(6,344,109)	(11,804,869)	(43,000)	(3,651,075)	(12,400)	(105,905)	(647,637)	(1,022,919)	(2,660,694)	(365,060)	(1,233,856)	(1,679,985)	(3,955,694)	(3,890,852)
15	(1,828,532)	(1,253,596)												
16	(28,077)	(752,584)	(41,934)						(1,218)					
17	(31,832)	(10,392,818)	(989)	(4,919)	(31,339)	(172,595)	(10,656,678)	(136,079)	(1,610,653)	(32,048)	(409)			(261,328)
18	(710,175)	(8,760,784)			(81,306)	(867,926)	(6,130)		(916)	(515,656)				(29)
19	(64,048)	(65,862)	(818)	(66)		(204)	(6,130)							
TOTAL INCOME	(11,146,942)	(35,542,697)	(175,281)	(3,752,675)	(1,497,224)	(1,662,312)	(12,505,488)	(1,180,081)	(4,273,481)	(397,108)	(1,750,332)	(1,679,993)	(3,955,694)	(4,152,209)
21	10,815,101	11,933,575	200,600	2,372,515	123,795	104,288	2,479,491	521,278	2,284,104	58,569	605,020	468,639	1,660,248	1,793,134
22	3,251,407	6,853,697	133,722	556,024	21,037	180,846	2,377,747	1,025,266	256,275	67,366	895,230	371,267	511,040	590,068
24	5,412,518	5,608,567					77,093							
25	6,316,317	6,863,786	64,725	526,675	165,403	55,594	1,640,211	166,026	729,423	26,107	280,429	462,958	340,330	649,910
26	5,582	13,266							3,344					
27	233,665	243,243	42	136	40		80				40	41	40	
31	(7,454,962)	(4,647,399)	51,003	574,952	475,912	253,364	3,585,289	700,393	1,219,507	104,780	871,693	723,865	1,151,143	1,704,442
TOTAL EXPENSES	18,579,818	26,868,748	450,692	4,030,302	786,187	1,180,104	10,159,911	2,414,988	4,492,653	256,824	2,672,412	2,026,770	3,861,656	4,737,491
NET DEFICIT/(SURPLUS)	7,430,876	(8,673,949)	275,411	277,627	(711,037)	(502,208)	(2,345,557)	(1,225,907)	219,172	(140,264)	922,080	346,777	(84,038)	585,282

Refer to Note 4 for detailed information on Restatement of comparatives

Notes to the Financial Statements (continued)

For the year ended 30 June 2024

Note 29 Subsequent events

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the CEO, to affect significantly the operations of the Council, the results of those operation, or the state of affairs of the Council, in future financial years.



