



ROPER GULF REGIONAL COUNCIL Annual Report 2024-25





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

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.

Roper Gulf Regional Council Support Centre

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ABN: 94 746 956 090

Workshop and Depot

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Postal Address: PO Box 1321, Katherine NT 0851

Council Offices

Barunga	08 8977 3200
Borroloola	08 8278 0049
Bulman	08 8975 4189
Jilkmिंगgan	08 8977 3100
Manyallaluk	08 8975 4055
Mataranka	08 8972 9098
Ngukurr	08 8278 0181
Numbulwar	08 8972 9099
Urapunga	08 8977 4690
Wugularr	08 8977 2200

Acknowledgement of Traditional Owners

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

This Annual Report was adopted by Council at its Ordinary Meeting on 22 October 2025.

Design

Photography: Roper Gulf Regional Council

Document Design: Moogie Down Productions

<https://moogiedownproductions.com.au/>



CONTENTS

OVERVIEW	7	COUNCIL PERFORMANCE	64
Welcome	7	Planning Framework	66
A message from the Mayor and Chief Executive Officer	8	Wellbeing	70
Our vision	9	Environment	80
OUR REGION	10	Infrastructure	88
OUR ORGANISATION	14	Economic Development	92
Organisational Structure	16	Governance	98
Executive Team	17	FINANCIAL REPORT	104
What We Do	19	Summary	107
Our Staff	20	Table – Income and Expenditure Report	108
Our Stakeholders	24	General Purpose Finance Report	110
Outstations	26	Chief Executive Officer’s Statement	111
THE YEAR IN REVIEW	28	Statement of Profit or Loss and Other Comprehensive Income	112
Highlights	29	Statement of Financial Position	113
Top Stories	32	Statement of Changes in Equity	114
Budget summary	37	Statement of Cash Flows	115
Strategic Priorities	38	Notes to the Financial Statements	116
Challenges	41	Independent Auditor’s Report	147
Looking ahead	43		
Community Grants Program	44		
Local Authority Projects	46		
GOVERNANCE	48		
Governance Structure	50		
Our Councillors	52		
Finance and Infrastructure Committee	54		
Members of the Finance and Infrastructure Committee	54		
Audit and Risk Committee	55		
Members of the Audit and Risk Committee	55		
Local Authorities	56		





OVERVIEW

WELCOME

In the spirit of transparency and our ongoing commitment to accountable governance, Roper Gulf Regional Council (the Council) is proud to present its Annual Report for 2024-25. This report reflects another important stage in our progress under the five-year Strategic Plan, first introduced in 2022.

The Annual Report is an important tool for keeping our communities and stakeholders informed about Council's performance throughout the 2024-25 financial year. It outlines both the achievements we are proud of and the challenges we continue to navigate. The report has been prepared in line with the requirements of Part 14.1 of the Local Government Act 2019.

Within these pages, you will find details of our strategic initiatives, major projects, and outcomes delivered during 2024-25, mapped against the priorities in our 2022-27 strategic roadmap. It also 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 and commitment have been central to the achievements captured in this Annual Report.

While every effort has been taken to ensure the accuracy of the content in this Annual Report, we acknowledge that errors may occur. We welcome your feedback on the content and presentation of this Annual Report at info@ropergulf.nt.gov.au.

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

MESSAGE FROM THE MAYOR AND CHIEF EXECUTIVE OFFICER

The 2024–2025 financial year marked a period of progress, renewal and growth for Roper Gulf Regional Council. Throughout the year, we focused on strengthening community connections, improving service delivery, and building a strong foundation for the years ahead.

This year brought several important key leadership appointments, including a new Chief Executive Officer and two new General Managers, leading in renewed energy and commitment to strong governance and high-quality service delivery. Together with our dedicated staff, we continued to deliver outcomes that significantly impact the lives of people in the Roper Gulf region.

We were proud to celebrate a number of major milestones this year, including the completion of the Borroloola Cyclone Shelter, which is an important community asset that improves safety and preparedness in the Gulf. Council also received several awards, including the Outstanding Education and Care Program at the NT Education and Care Awards in October, and Mataranka being named Best Medium Community at the NT Tidy Towns Awards in December. In May, our Guardians of the Gulf team proudly won the NT Australasian Management Challenge, and in June we celebrated our Aged Care staff graduating with a Certificate III in Individual Support. This achievement highlights our ongoing investment in developing a skilled local workforce.

Roper Gulf Regional Council is committed to reconciliation and to embedding cultural respect in all areas of our work. Through our Innovate Reconciliation Action Plan, we turned our intent into meaningful action. We aimed to strengthen relationships, celebrate diversity, and promote cultural pride across our communities.

This year, Council worked closely with Traditional Owners, community groups and stakeholders to deliver and support a range of cultural events and initiatives across the region. From Reconciliation Week and NAIDOC celebrations to the Barunga and Malandarri Festivals, these collaborations highlighted the vitality and cultural richness of our region. Council also continued to advocate nationally for the region, including for the Barunga Statement Memorial, a project that honours local heritage and history.

Council is incredibly proud of what we've achieved in the 2024–2025 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.



David Hurst
Acting Chief Executive Officer

A handwritten signature in black ink, appearing to be 'D Hurst'.



Tony Jack
Mayor

A handwritten signature in black ink, appearing to be 'Tony Jack'.

OUR VISION

Roper Gulf Regional Council's vision is to be Sustainable, Viable and Vibrant.

OUR 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.

OUR 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.

These five (5) values are actively promoted, encouraged and recognised within our workplace. It is Council's expectation that all staff display these values during the performance of their duties for the Council.





OUR REGION

Roper Gulf Regional Council delivers services across one of the largest and most diverse regions in the Northern Territory, covering more than 201,000 square kilometres.

The Council's boundaries extend from the Kakadu escarpment in the north to the Barkly Tablelands in the south, and from the Stuart Highway in the west across to the Gulf of Carpentaria and the Queensland border in the east. Within this area, the landscape is shaped by tropical savannahs, arid grasslands, open woodlands, sandstone formations and limestone escarpments.

A significant proportion of the land is protected under Aboriginal freehold title through the *Aboriginal Land Rights (Northern Territory) Act 1976 (Cth)*.

The region is also defined by its major river systems. The Roper, Rose, McArthur, Robinson, and Limmen rivers carve their stories into our land, are central to the region's identity and are represented in Council's logo. Also, within our region, rivers like Katherine, Edith, Fergusson, East Alligator, and King begin their journeys.

The Council area includes fourteen (14) remote communities and townships, each with its own strengths, cultures, and traditions, contributing to the social and cultural foundation of the area. The region is divided into five (5) governing wards: Niyrranggulung, Never Never, Yugul Mangi, Numbulwar Numburindi, and South West Gulf. Every ward represents individual characteristics, languages, and cultural practices.

Cattle grazing is the main land use and remains the backbone of the local economy, alongside the important contributions of mining and tourism in regional development.

Council recognises the opportunities and challenges of delivering services across such a large and unique region and remains committed to working with communities to build a sustainable and vibrant future.

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**

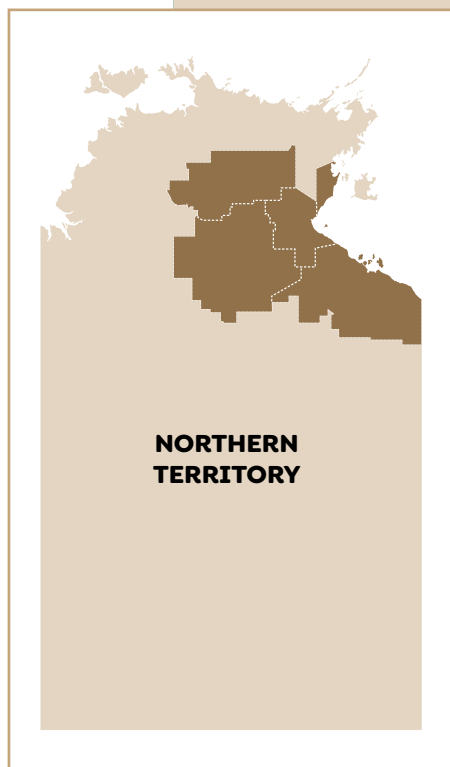


MAIN RIVERS

Limmen
McArthur
Robinson
Roper
Rose

OUTSTATIONS (HOMELANDS)

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



**NORTHERN
TERRITORY**



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

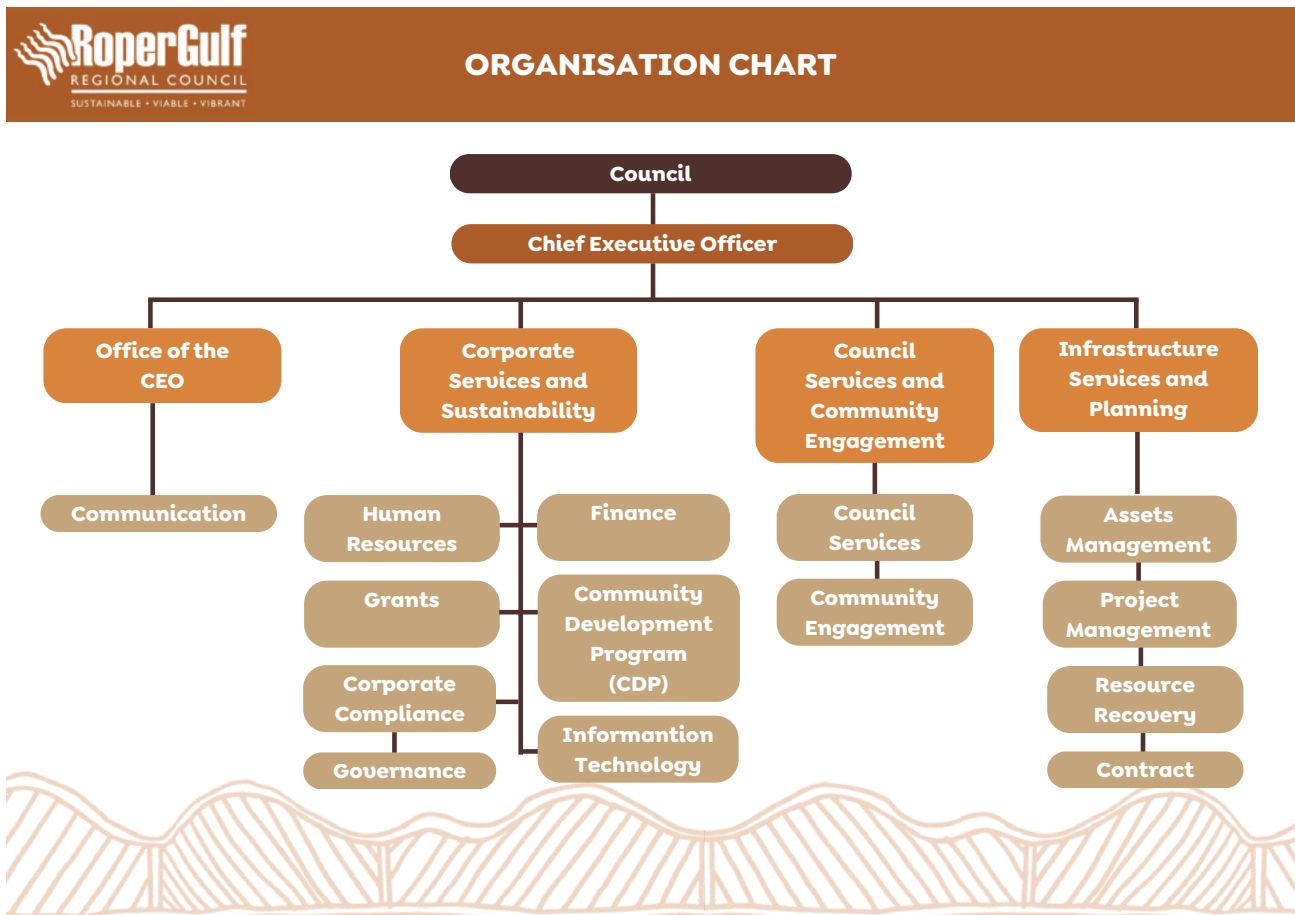
ORGANISATIONAL STRUCTURE

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 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 and was appointed General Manager of Council Services and Community Engagement in October 2022. In May 2024, he stepped into the role of Acting Chief Executive Officer and was formally appointed as Chief Executive Officer in October 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 degree in Business and Post Graduate certificate in Case Management. With a passion for community development and organisational capacity building, David's goal is to promote an integrated approach to local employment and economic development through job creation and high quality service delivery.



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

Tony Hopp

Tony was appointed General Manager Council Services and Community Engagement in May 2025, after acting in the role since late August 2024. He has been with Roper Gulf Regional Council for four years, previously serving as HR Advisor, Training Coordinator, and HR Manager.

With a background in human resources and training, Tony brings strong leadership and workforce development experience to the role. Before relocating to the Northern Territory 18 years ago, he served as a long-term member of the Australian Defence Force, gaining extensive experience in operations and team management. He holds a Bachelor of Administrative Leadership and a Diploma in Security (Risk Assessment).

Tony is passionate about improving the lives of community members and Council staff by creating meaningful employment and training opportunities that empower individuals and build stronger, more resilient communities across the region.



General Manager Infrastructure Services and Planning

Luke Haddow

Luke joined Roper Gulf Regional Council in 2023 and was appointed General Manager Infrastructure Services and Planning in March 2025, after acting in the role since June 2024.

With a strong background across all aspects of the infrastructure service division, including fleet, mechanical operations, engineering, project management, and asset management, Luke also draws on over a decade of experience running his own engineering business in Katherine.

Luke holds an Advanced Diploma of Engineering and is trade-qualified as both a Fitter Machinist and Mechanic. He began his career in Katherine, completing his apprenticeship locally and working on a variety of regional projects in mining and defence.

Luke is focused on developing structured processes and procedures to improve efficiency and reduce costs across the infrastructure division. He is passionate about projects that deliver practical outcomes for communities, turning ideas into substantial, on-the-ground results.



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
- Safety and Risk

COUNCIL SERVICES AND COMMUNITY ENGAGEMENT

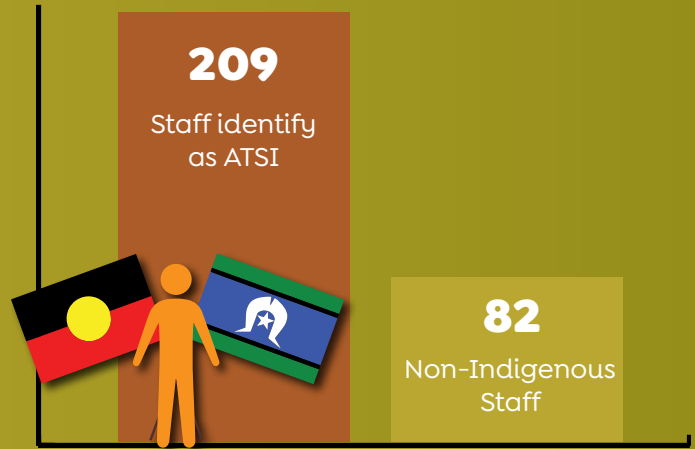
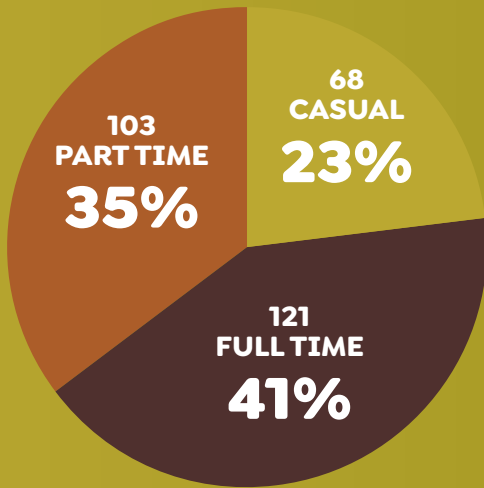
- Aged and Disability Care
- Animal Management
- Childcare
- Libraries
- Rubbish collection
- Maintaining parks and public spaces
- Maintaining community roads and paths
- Night Patrol
- Remote Indigenous Broadcasting Service
- School Nutrition Program
- Outside School Hours Care
- Sport and Recreation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

OUR STAFF

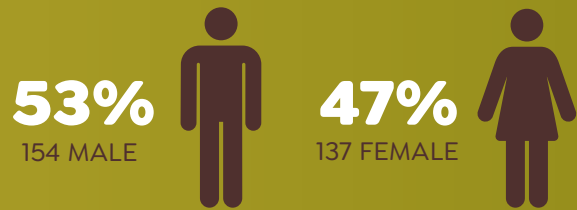
TOTAL
292



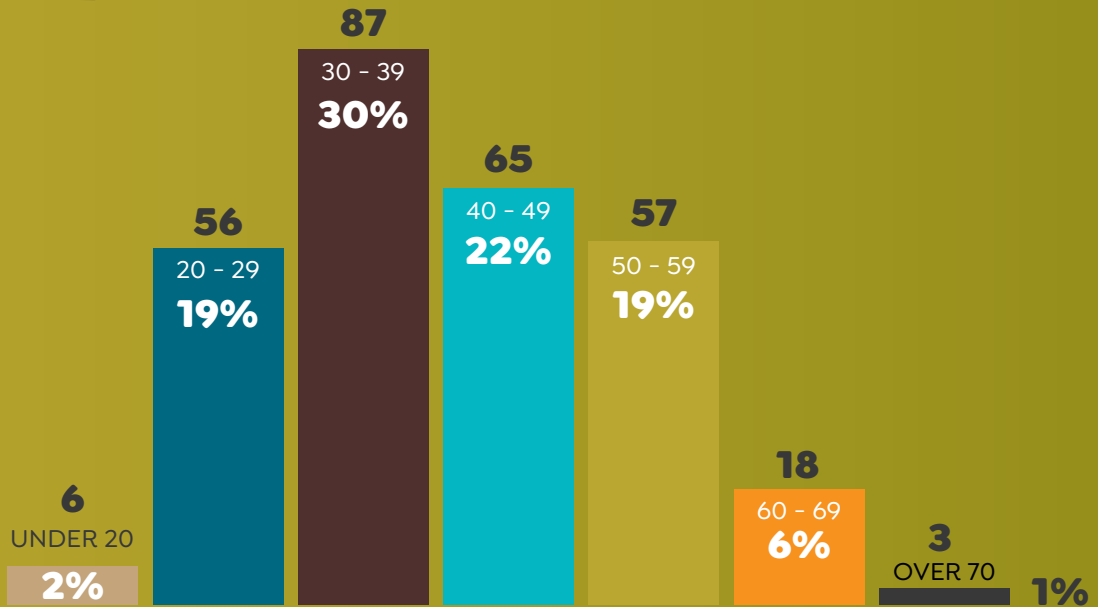
EMPLOYMENT TYPE



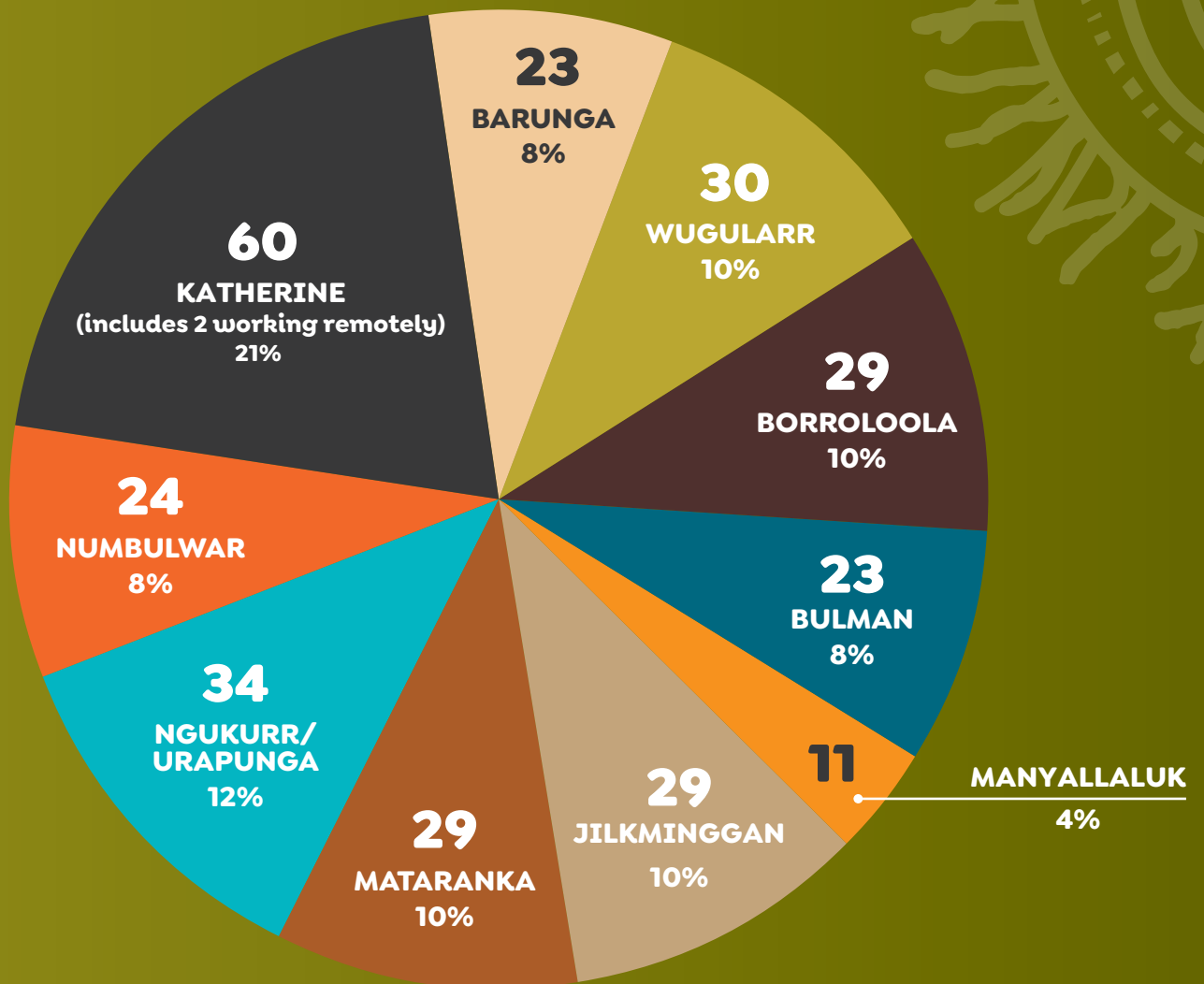
GENDER



AGE



EMPLOYEE LOCATIONS



TRAINING AND DEVELOPMENT OPPORTUNITIES

At Roper Gulf Regional Council, we create a culture of continuous growth and development, recognising the importance of each employee'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 accepted these opportunities, participating in a wide range of training activities.

Our commitment to personalised 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 2024-25 included:

- **First Aid and CPR**
- **4WD** - Operation on Unsealed Roads
- **Machinery Maintenance** - Operate and Maintain Basic Machinery and Equipment
- **Tractor Training** - Operate Tractors
- **White card training** - Prepare to work safely in the construction industry
- **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** - Certificate III in Early Childhood Education and Care
- **Night Patrol Training** - Certificate III in Community Services with additional units from the Corrective Practices framework
- **Wildfire Awareness**
- **Fire Warden**
- **Food Safety** - Basic safety practices and supervision skill set training
- **De-Escalation training**
- **Bullying and Harassment training**
- **Traffic controller and Traffic Management** - TC1, TMI1 and TC2, TMI 2
- **Managing Performance & Productivity** - Management training with Local Government Professionals

In 2025, 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:

- **Project Management Essentials**
- **Women in Leadership**
- **Effective Communication**
- **Social Media Strategy**
- **Government writing for Impact**

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**

Some of our staff have enrolled in professional qualifications to support their personal development while strengthening workforce capabilities to achieve our organisational goals:

- **Certificate III in Business**
- **Certificate IV in Human Resources Management**
- **Contracts Management - Certificate in project management**
- **Diploma of Social Media Marketing**
- **Advanced Diploma in Human Resources 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 \$186,879 in the Homelands Capital Grant Program of the Northern Territory Government for the fiscal year 2024/25 to support in completing several community projects.

OUTSTATIONS PROJECTS

This table shows the ongoing services and projects that were completed in the 2024-25 financial year.

OUTSTATION	PROJECTS	STATUS
Baghetti	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
Barrapunta	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
Mount Catt	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
Mulggan Camp	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
Badawarrka	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
	Built a new dump	Completed
Costello	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
Kewulyi	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
	Installation of Solar Hot Water System	Completed
	Electricity / Electrical inspection and repair	Completed
	Installation of generator security compound	Completed
Mole Hill	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
Nulawan	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
	Built a new dump	Completed



THE YEAR IN REVIEW



HIGHLIGHTS

Key projects and events delivered in 2024-25

2024

- July** NAIDOC celebrations across the region
- July** Implementation of 24/7 virtual allied healthcare platform for Aged Care
- August** Roper Gulf Council Conquerors competed in the National Management Challenge in Brisbane
- August** CDP Back on Track education course Mataranka
- October** Creche Team awarded with Outstanding Education and Care Program at the NT Education and Care Awards
- October** Council appoints new Chief Executive Officer
- December** Mataranka names Best Medium Community at the NT Sustainable Community Tidy Town Awards

2025

- January** CDP Men's Health Day in Mataranka
- March** Council Leaders advocate for the region in Canberra
- March** CDP Traffic Controller and Traffic Management Implementer training
- March** Council appoints new General Manager for Infrastructure Services and Planning
- April** CDP collaboration to deliver community health days in Jilkminggan
- May** Council Guardians of the Gulf win the NT Australasian Management Challenge
- May** Council appoints new General Manager for Council Services and Community Engagement
- May** Camp Dog challenge at Barunga Festival
- June** Aged Care Staff graduate with Certificate III in Individual Support
- June** Mataranka Waste Management System upgrade complete
- July** Completion of Borroloola Cyclone and Sport Centre



TOP STORIES



23
JULY
2024

iAgeHealth brings 24/7 Allied Health Support to the Aged Care Clients across the Roper Gulf Region

In an industry defining agreement, Roper Gulf Regional Council and iAgeHealth have moved to implement a 24/7 virtual allied healthcare platform allowing clients to receive support from the comfort of their own home.

The program, staffed by experienced allied health professionals who are able to assist age care clients recovery following illness or injury and manage chronic health conditions, removes the barrier of remote living for many of the clients.

With current federal funding, clients receive services from clinical and non-clinical service providers, Council will work with local clinics and iAgeHealth to provide a holistic approach to age care in communities and ensure the best possible care.

When a client requires an allied health support, a specialist is required to fly in several times a year to provide the services, which impacts recovery and treatment times, in turn negatively affecting quality of life for age care clients and is costly and time consuming process.

Acting CEO for Roper Gulf Regional Council, David Hurst, is excited to see services commence, providing local communities access to safe, clinical care saying, "We are passionate about finding the right solutions to overcome the tyranny of distance and access to regular, experienced clinical staff."

"It is incredibly important that all Australians, regardless of their geographical location or circumstances are offered the same standard and equal access to regular clinical assistance that people experience elsewhere in Australia."

"We firmly believe that iAgeHealth will play a pivotal role in narrowing the existing gap in healthcare accessibility across our region, ensuring that no client is left behind in receiving the care and support they need."

Initially, services within the Roper Gulf will be focused on providing Occupational Therapy services to conduct home modification assessments, physiotherapy assessments, and treatment plans.

Additionally, dietetic meal planning, assessment, and monitoring will be provided, as these are the areas of greatest immediate need.

It is expected that, once embedded, the partnership in this area will continue to access more of the specialist services that iAgeHealth such as speech pathology and exercise physiologists.



23
OCTOBER
2024

Council Appoints New Chief Executive Officer

Following the completion of its Ordinary Meeting in Katherine on 23 October 2024, Roper Gulf Regional Council is pleased to announce the appointment of David Hurst as Chief Executive Officer.

David joined Council in April 2021 and has since held key leadership positions, including General Manager of Council Services and Community Engagement, before stepping into the role of Acting Chief Executive Officer in April 2024.

With 30 years of leadership experience across various sectors and a deep understanding of remote Aboriginal communities, David is well-equipped to lead the Council into the future.

Mayor Tony Jack welcomed David's appointment, stating, "We are incredibly excited to have David Hurst officially take on the role of Chief Executive Officer.

"Since stepping into the acting position earlier this year, David has shown strong leadership and a clear vision for the future of our Council.

"Under his leadership, we have already started to see positive changes across the organisation, with a renewed focus on high-quality service delivery and stronger community engagement.

"David brings a wealth of experience, and what sets

him apart is his genuine commitment to our region and its people.

"We are confident that together, we can build on this momentum and create more opportunities for local economic development and job creation, which are so important for the future of our region.

"The councillors and I look forward to continuing to work closely with David to deliver the best outcomes for the communities we serve."

David's leadership will continue to promote an integrated approach to community development, ensuring that Roper Gulf Regional Council remains focused on job creation, local employment, and delivering high-quality services to its residents.



11
APRIL
2025

Health Days Held in Jilkminggan

Following a successful collaboration earlier this year, Roper Gulf Regional Council's Community Development Program (CDP) partnered once again with Sunrise Health Service Aboriginal Corporation to host two community health days in Jilkminggan - one for men and one for women.

The events were held on Tuesday, 8 April and Wednesday, 9 April, with a strong turnout from local residents. A total of 52 community members took part in health checks - 24 men and 28 women - delivered by the team from Sunrise Health Service Aboriginal Corporation.

These community health days are designed to encourage participation from residents who may not attend the clinic regularly, helping to build trust, raise awareness, and improve long-term health outcomes in remote communities.

The Men's Health Day was supported by Jarrad, Brian and Troy from Sunrise Health, while the Women's Health Day was led by Jwala, Fatima, Antonella, Anne-Maree and midwife Abbey, who also handed out Share the Dignity bags and other generous donations.

The events were coordinated by Lisa, CDP Manager at Roper Gulf Regional Council, with support from Tracey (Senior CDP Employment and Living Skills Coordinator) and Jarrad (CDP Assistant Manager). Each day wrapped up with a BBQ, bringing the community together for a meal and a yarn.

Roper Gulf Regional Council would like to thank the National Indigenous Australians Agency (NIAA) for their continued support in making initiatives like this possible



16
MAY
2024

Roper Gulf Regional Council Welcomes Two New General Managers

Roper Gulf Regional Council is pleased to announce the appointments of Tony Hopp as General Manager Council Services and Community Engagement, and Luke Haddow as General Manager Infrastructure Services and Planning.

Tony and Luke complete the Senior Leadership team within Roper Gulf regional Council joining Mayor Tony Jack, CEO David Hurst and General Manager of Corporate Services and Sustainability Cindy Haddow.

Both Tony and Luke have recently acted in these key leadership roles and now step into their positions on a permanent basis.

Tony Hopp has been with Council since 2020, holding various leadership roles across human resources and training before being appointed Acting General Manager in August 2024.

With a background in workforce development and over 18 years living in the Northern Territory, Tony brings strong operational knowledge and a commitment to strengthening local communities through meaningful employment and high-quality service delivery.

Luke Haddow commenced with Council in August 2023 and was appointed Acting General Manager in June 2024, officially taking on the role in March 2025.

Luke has experience in all aspects of the Infrastructure Services Division, including engineering, fleet, project and asset management.

He holds formal qualifications in engineering and trades and has previously operated his own engineering business for more than a decade.

Luke is focused on improving efficiency, enhancing service delivery, and delivering practical infrastructure outcomes across the region.

Mayor Tony Jack and fellow Councillors have welcomed the appointments.

“I would like to congratulate Tony and Luke on being appointed as General Managers of Roper Gulf Regional Council.

Both have a strong understanding of our region, and their leadership will help drive positive outcomes for our communities.

These are important positions within the Council, and I look forward to seeing the impact they have on our communities,” Mayor Jack said.

CEO David Hurst also expressed his support.

“Tony and Luke have shown dedication and strong performance in their acting roles, and I’m confident they’ll continue to lead their teams with professionalism and integrity,” he said.



13
JUNE
2025

Aged Care Staff Graduate with Nationally Recognised Qualification

Roper Gulf Regional Council is celebrating the success of six Aged Care staff members who graduated with a Certificate III in Individual Support during the Ordinary Meeting of Council, held in Katherine on Monday, 3 June 2025.

The graduates, based in Numbulwar, Ngukurr and Wugularr, completed their training through Response Training, gaining nationally recognised qualifications that will enhance the delivery of person-centred care for elderly residents in their communities.

The course, funded by the Indigenous Employment Initiative Program through the Department of Health, Disability and Ageing, focused on upskilling local staff to deliver culturally safe and responsive aged care.

The training combined both theory and practical learning, with much of the assessment taking place on the job.

Programs Manager, Cristie Geer, said the graduation was not only a proud moment for the staff involved, but also a reflection of the Council's ongoing commitment to supporting its workforce.

"This is a fantastic achievement for our staff, who have worked hard to balance their studies with their day-to-day responsibilities," she said.

"We're committed to providing training and career development opportunities for our employees, especially those working in vital service areas like aged care."

"By investing in our people, we're also investing in better outcomes for our communities."

As an employer, Roper Gulf Regional Council supports staff to grow professionally through access to accredited training and education programs, particularly those that help build capacity in remote areas.

The successful completion of this course will ensure that aged care clients across the region continue to receive high-quality, compassionate, and culturally appropriate care.

The graduation ceremony was a proud celebration of the dedication and effort of local staff, and a strong example of the value of building a skilled local workforce in the Roper Gulf region.

BUDGET SUMMARY

Where did our money come from?

Total Revenue

\$37,866,545



REVENUE FROM GRANTS \$20,802,706	REVENUE FROM RATES & CHARGES \$4,407,268	REVENUE FROM AGENCY CONTRACTS \$10,541,359	OTHER REVENUE \$2,115,211
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Where was the money spent?

Total Expenditure

\$46,463,814



EMPLOYEE COSTS
\$22,541,557



MATERIALS & CONTRACTS
\$8,092,222



DEPRECIATION & IMPAIRMENT
\$5,893,750



FINANCE COSTS
\$131,313



OTHER EXPENSES
\$9,804,972

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



TOTAL SPENT ON MUNICIPAL SERVICES
\$25,182,079



TOTAL SPENT ON NIGHT PATROL
\$3,296,253



TOTAL SPENT ON CDP
\$4,093,361



TOTAL SPENT ON SPORT & RECREATION
\$1,656,037



TOTAL SPENT ON AGED CARE SERVICES
\$1,700,766

STRATEGIC PRIORITIES

- Workforce development
- Community engagement
- Reconciliation
- Project Planning and Delivery
- Partnerships and Collaboration
- Cultural safety framework



WORKFORCE DEVELOPMENT

Roper Gulf Regional Council continues to place workforce development at the centre of its strategic priorities. This year marked another period of renewal, with the appointment of a new Chief Executive Officer, a new General Manager for Council Services and Community Engagement, and a new General Manager for Infrastructure Services and Planning. These leadership changes bring fresh perspectives while reinforcing our commitment to stability and strong governance.

We have continued to strengthen our workforce by focusing on attraction, training and retention strategies tailored to the unique circumstances of operating in a large and remote region. With over 70% of our workforce identifying as Aboriginal and Torres Strait Islander, Council remains committed to supporting culturally safe workplaces, providing local pathways into employment, and creating opportunities for staff to develop their skills and progress their careers.

By investing in professional development, apprenticeships, and training, we are building a resilient workforce that not only delivers services effectively but also reflects the diversity and aspirations of the communities we serve.



COMMUNITY ENGAGEMENT

Community engagement is a two-way process that allows the community to have their say on matters that affect or interest them, while allowing Council to listen, respond and act on community needs. Roper Gulf Regional Council is proud to serve a passionate region with a strong local identity and rich culture, and we remain committed to investing time and resources to strengthen these connections.

Engagement with the community and stakeholders is central to how we deliver services and shape our priorities. It was integral to the development of the Strategic Plan 2022–27 and continues to guide initiatives such as the Sport and Recreation Masterplan, which was informed by extensive consultation to capture the needs and aspirations of our communities.

The Council's Events Committee has continued to grow and play a key role in supporting major regional festivals, smaller community gatherings, and local sport and recreation activities. This committee has enhanced Council's capability to engage, strengthen stakeholder relationships and demonstrate Council's value and support across the region.

This ongoing approach aligns with the Strategic Plan 2022–27 by reducing misinformation, fostering mutual understanding, and building trust between Council and the community. Through open communication and consistent engagement, we continue to create stronger connections and a more vibrant, supportive region.



RECONCILIATION

Roper Gulf Regional Council remains committed to reconciliation and embedding cultural respect and recognition in everything we do. Since launching our first Reconciliation Action Plan (RAP) in 2023, we have turned good intentions into meaningful actions that strengthen relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

Throughout 2024–25, we continued to deliver on the commitments of our Innovate RAP, with the Executive Leadership Team actively promoting its implementation and the RAP Working Group meeting quarterly to monitor progress and identify opportunities for further action.

This year Council:

- Coordinated National Reconciliation Week events and activities across the region
- Continued its support for the Barunga Festival and the Malandarri Festival
- Participated in the Katherine NAIDOC Week celebrations
- Delivered cultural induction training for all new staff
- Supported the Katherine Careers Expo to promote career pathways for young people across our communities
- Held Australia Day events across the region

In addition, the Executive Leadership Team travelled to Canberra to advocate for the Roper Gulf region and seek funding opportunities, including for the Barunga Statement Memorial project, an initiative that honours local culture and history and is an important step in our reconciliation journey.

The RAP Working Group has also progressed the development of Council's second Innovate RAP, which is planned to commence in the 2025–26 financial year and guide our reconciliation actions over the next two years. This plan will build on the foundations laid to date, ensuring that reconciliation continues to be embedded in our operations, decision-making and workplace culture.



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 2024-25 financial year, including:

- Completion of Bulman Dump Road
- Installation of Urapunga Cemetery Arch
- Development of Asset management plan
- Upgrades to communication system with StarLink and cloud-based software
- Supply and installation of Mataranka Dump point



PARTNERSHIPS AND COLLABORATION

Strong partnerships and collaboration remain central to how Roper Gulf Regional Council delivers services and achieves outcomes for its communities. By working closely with local organisations, Traditional Owners, schools, government agencies and other stakeholders, Council is able to combine expertise, resources and perspectives to address community needs more effectively.

Throughout 2024–25, Council strengthened these relationships through joint service delivery, advocacy efforts and active participation in regional initiatives. Highlights included collaboration with schools and training providers to promote education and career pathways, partnerships with sporting bodies to deliver community programs and events, and joint planning with government and Aboriginal organisations to progress infrastructure priorities.

This collaborative approach ensures consistent communication, enhances community engagement, and supports more sustainable outcomes across the region. By fostering partnerships that are built on trust and mutual respect, Council continues to demonstrate that working together delivers better results for all residents of the Roper Gulf region.



CULTURAL SAFETY FRAMEWORK

Council elected a Cultural Safety Committee comprising of key elders from each community in the region to work through strategies that can increase cultural safety and cultural competence of all staff. The improvements in cultural safety will have multiple positive impacts, including increased governance, civic participation, recruitment, retention and improved service delivery. The mapping of individual community needs and protocols respects the diversity of Council's rich cultural heritage.

CHALLENGES

- Recruitment and retention
- Government procurement policies
- Remote Project Delivery
- No Control of Land Use, Social and Town Planning
- Public Perception of Council



RECRUITMENT AND RETENTION

The 2024–25 financial year once again highlighted the ongoing challenge of attracting and retaining skilled staff. The national shortage of qualified workers continues to place pressure on local government organisations, and the remoteness of the Roper Gulf region makes recruitment even more difficult.

Extended vacancies in key positions have at times placed additional responsibilities on existing staff, increasing already heavy workloads. Remote areas typically experience higher turnover rates due to limited career advancement opportunities and feelings of isolation, and our Council is no exception. Ensuring our communities have access to the skilled workforce they need for sustainability and self-sufficiency remains a critical priority.

Council continues to explore contemporary and innovative strategies to strengthen workforce attraction and retention. This includes improving infrastructure, providing professional development opportunities, and offering incentives that make Roper Gulf a place where people want to live and work. At the same time, we are investing heavily in the development of our local workforce to create clear pathways for training and progression, reduce reliance on external recruitment, and support long-term resilience in our region.



GOVERNMENT PROCUREMENT POLICIES

The 2024–25 financial year again saw Council navigating the impacts of government procurement policies and shifting policy frameworks. The Northern Territory Government’s approach, which prioritises engaging Aboriginal organisations in procurement and service delivery, has meant several contracts previously held by Council have been redirected to external providers. While this policy is designed to support Aboriginal entities, in some cases services have not been adequately delivered, or not delivered at all, resulting in disruption within communities and the eventual return of contracts to government.

This trend has created challenges for Council, including service delivery gaps, unclear responsibilities, and misguided expectations within the community. At the same time, broader Commonwealth and Territory policy reforms have required Council to review and adapt its governance and compliance frameworks to remain aligned with evolving requirements.

Despite these challenges, Council remains committed to working collaboratively with government and Aboriginal organisations, while continuing to advocate for the delivery of consistent, high-quality services in our region.



REMOTE PROJECT DELIVERY

The geographical isolation of the Roper Gulf region presents significant challenges in the efficient delivery of projects. Council staff, contractors and suppliers frequently face hurdles unique to remote settings, including limited access to resources, communication gaps between sites, and the need to navigate complex cultural considerations. These factors can impact the quality, timeliness and overall cost-effectiveness of projects. Across Australia, there has been a substantial increase in construction and material costs. This was highlighted in the 2023-2024 audit in which asset revaluation was required to recognise the increased cost of replacement.

The vast distances between project sites and management teams further add to the challenge, particularly during the wet season when access is restricted. Internally, Council must also contend with workforce availability and turnover, which at times place additional strain on project management systems and processes and can lead to delays.

Despite these obstacles, Council remains committed to delivering infrastructure and services that meet the needs of our communities. By strengthening planning processes, building local workforce capacity and maintaining strong partnerships with contractors and stakeholders, we continue to find innovative solutions to deliver outcomes in some of the most remote parts of the Northern Territory.



NO CONTROL OF LAND USE, SOCIAL AND TOWN PLANNING

In the Northern Territory, jurisdiction over town planning and land use remains under the authority of the Northern Territory Government, leaving regional councils with very limited influence. This structure continues to expose significant gaps in areas such as effective planning, land availability and the provision of social housing. The consequences of these shortcomings are felt across our communities, contributing to ongoing social, health and educational challenges, particularly in Indigenous communities where the need is greatest.

For Roper Gulf Regional Council, the absence of planning control restricts our ability to drive economic development, address housing shortages and proactively respond to community needs. While Council delivers essential services and has a deep understanding of local priorities, the lack of authority over planning matters hampers our capacity to implement practical solutions that could support sustainable growth and stronger social outcomes.

Council maintains that greater local involvement in land use and town planning decisions would allow for more responsive, tailored and effective outcomes for our communities, ensuring that housing, infrastructure and services keep pace with demand and support long-term community wellbeing.



PUBLIC PERCEPTION OF COUNCIL

Since the 2008 amalgamations, service delivery across the Roper Gulf region has become increasingly diverse, with a range of providers including Aboriginal Corporations, Northern Territory Government departments, contractors, and local businesses working alongside Council. Despite this, a persistent perception remains in some communities that Council is solely responsible for all services.

This misconception continues to create challenges for the organisation. Staff are often required to manage unrealistic expectations, respond to vexatious complaints, and at times contend with reduced morale arising from negative public perception. These pressures add to the complexity of delivering services in an already

LOOKING AHEAD

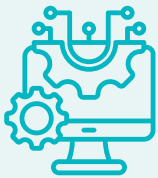
- **Development of Ancillary Plans**
- **Information Technology Improvements**
- **Development of new sitting Council**



DEVELOPMENT OF ANCILLARY PLANS

Council continues to build on the Strategic Plan 2022–27 by developing ancillary plans that provide more targeted direction for key service areas. These plans guide how resources are used, strengthen service delivery, and shape how future growth is managed.

In the coming year, Council will progress updates to existing strategies and develop new plans in areas such as workforce development, cultural competency, service continuity, and community engagement. The final priorities will be guided by the Executive Leadership Team to ensure alignment with operational needs and community expectations.



INFORMATION TECHNOLOGY IMPROVEMENTS

Following the significant progress made in recent years, Council will continue to build on its digital transformation journey in 2025–26. With a solid foundation now in place, our focus will shift toward enhancing security, connectivity and efficiency across all operations.

Cyber security will be a key priority, ensuring Council’s systems and data remain protected in an increasingly complex digital environment. Expanding access to technology within our communities is also a focus, with plans to introduce public Wi-Fi in selected locations and upgrade meeting rooms, including those in communities, with modern touch-panel systems to improve communication and collaboration.

Internally, the move away from paper-based processes will continue, with a program to digitise forms and streamline workflows, reducing delays and increasing efficiency. Council will also maintain its annual cycle of hardware refreshes, replacing end-of-life machines to ensure staff are equipped with fit-for-purpose technology.

These planned improvements reflect our ongoing commitment to harnessing technology as a driver of efficiency, connectivity and innovation, helping to transform not only how Council operates, but also how we serve and connect with our communities.



NEW SITTING COUNCIL

In August 2025, local government elections will be held across the Northern Territory, with a new Roper Gulf Regional Council to be elected and sworn in shortly after. This will mark the beginning of the Council’s fifth term, building on the experience and progress of the four previous sitting Councils.

The new Council will have the opportunity to strengthen its capacity and continue advancing service delivery, infrastructure, advocacy and development work for the benefit of all residents. Guided by the Strategic Plan 2022–27, the incoming Council will carry forward the vision of a region that is sustainable, viable and vibrant, while bringing fresh perspectives and renewed energy to the governance of the Roper Gulf region.



COMMUNITY GRANTS PROGRAM

Our Community Grants Program is designed to encourage and support community initiatives that respond to 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: Jilkminggan students learning road safety. Credit to Jilkminggan School.

Our Community Grants Program provided over \$78,000 worth of funding for community projects and initiatives across the region in 2024-25. The successful recipients were:

ROUND ONE

APPLICANT	PROJECT	AMOUNT
Mataranka Fishing Sporting and Recreation Club Inc.	Fishing Competition; encouraging community members to enjoy a healthy activity	\$2,000
Arnhem Crows Sporting Association Inc.	Celebrating Indigenous Community Health Wellbeing through AFL; Women's AFL team won the competition and to arrange BBQ to celebrate the achievement	\$5,000
Holy Spirit Church Numbulwar	Numbulwar Church Seating; to procure 3 aluminum tables and chairs outside the church for community members to sit at	\$4,710
Jilkminggan School FaFT	Annual FaFT Camp to Darwin; to support annual Camp for learning activities	\$5,000
FaFT (Families as First Teachers) within Numbulwar School	FaFT Outdoor Space Enhancement; to add shade sails, painting, cleaning equipment, paving and planting	\$5,000
Numbulwar School	Pre-School Outdoor area reconstruction; to add shade sails, painting, paving and planting	\$5,000
Barunga School Council	Recognising Our Heritage: Community Flag Pole Proposal	\$5,000
Ngukurr School – Freshwada FaFT	Darwin And Palmerston Excursion; Families from Ngukurr School will travel to Darwin to celebrate holiday period (Christmas)	\$5,000
Total		\$36,710

ROUND TWO

APPLICANT	PROJECT	AMOUNT
Mataranka School	Grade 5/6 – Canberra Excursion	\$5,000
Ngukurr Bulldogs Football Club	Ngukurr Bulldogs Women's Team Support	\$5,000
Isolated Children and Parents Association (ICPA) Katherine Branch	Mataranka Sports Camp	\$3,000
Ngukurr School	Cairns Excursion	\$5,000
Borrooloola Gulf Show Society	Borrooloola Show 2025 Support	\$5,000
Mataranka Fishing, Sporting and Recreation Club Inc.	Territory Day Fireworks Display	\$5,000
Mataranka Better Half Club	Never Never Festival Campdraft Support	\$5,000
Jilkminggan School FaFT	Road Safety and Education Initiative	\$4,000
Numbulwar Numburindi Arts	Gallery Exhibition Project	\$5,000
Total		\$42,000

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 2024-25, the following Local Authority projects were completed:

LOCATION	COMPLETED PROJECTS
Barunga	<ul style="list-style-type: none"> Community Mowing and yard equipment – Lawn mower & Whipper Snipper Fencing of Solar Panels at pump Trees planted at the football oval
Borrooloola	<ul style="list-style-type: none"> Pool leak investigation and tile rectification Borrooloola Cyclone Shelter
Bulman	<ul style="list-style-type: none"> Community Mowing and yard equipment – Lawn mower & Whipper Snipper Community Christmas event
Jilkminggan	<ul style="list-style-type: none"> Community Australia Day event Community Christmas event
Minyerri	<ul style="list-style-type: none"> Musical Instrument and equipment purchased for church
Ngukurr	<ul style="list-style-type: none"> Community NAIDOC event Funds provided to support Yugul Mangi Development Aboriginal Corporation for Playground project
Wugularr	<ul style="list-style-type: none"> Musical Instrument and equipment purchased for church Ablution Block upgrades

Images at right: Australia Day event in Jilkminggan









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.

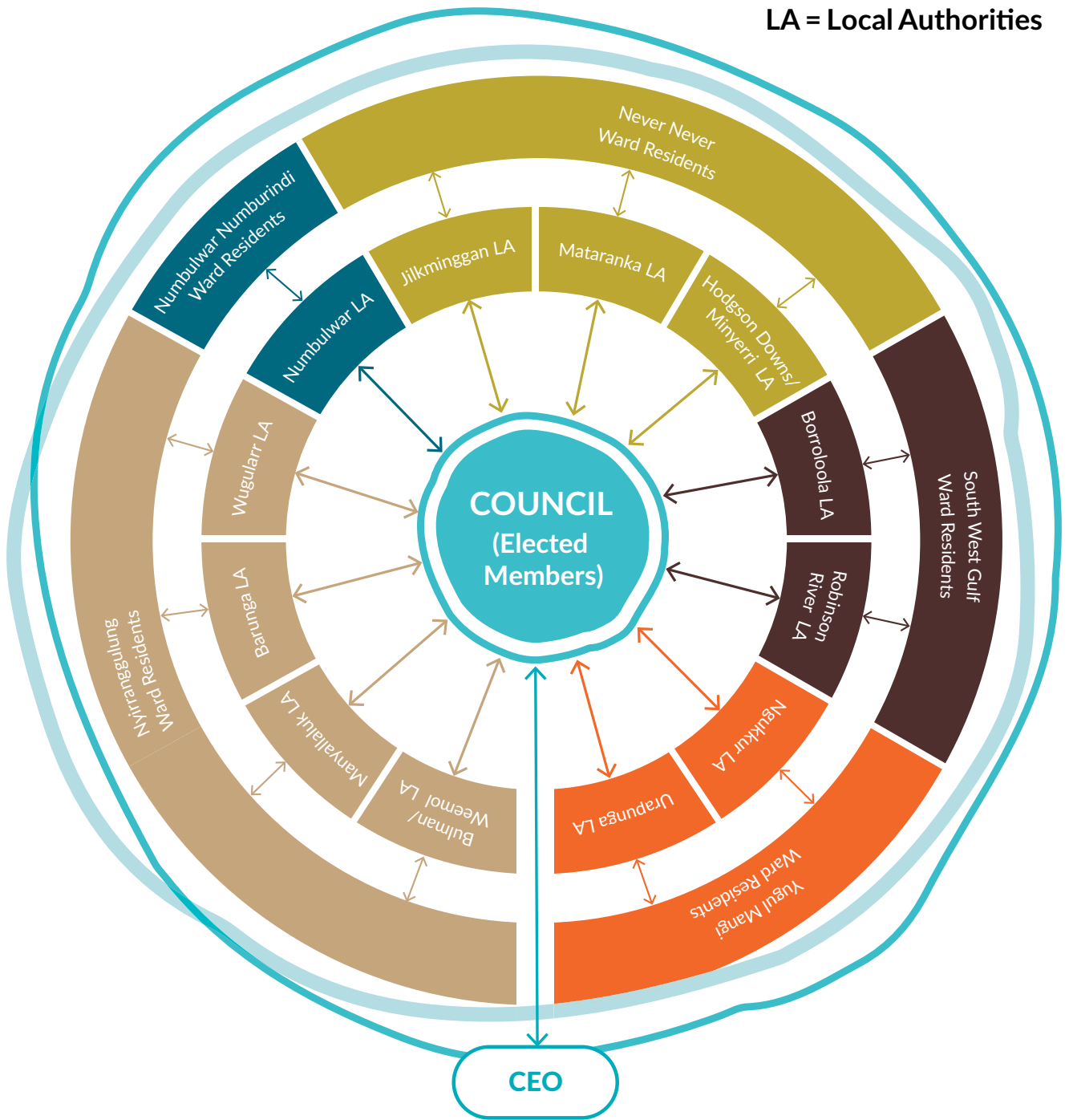
Council itself is comprised of thirteen democratically elected members (Councillors) from across its five wards who are elected for four-year terms in local government general elections, in accordance with Chapter 8 of the Act and the Local Government (Electoral) Regulations 2021 that are overseen by 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 2024-25 financial year, Council's Mayor and Deputy Mayor were Tony Jack, of the South West Gulf Ward, and Helen Lee of the Never Never Ward, respectively. Elected Members are appointed and function within the legislative provisions of the *Local Government Act 2019*.



Mayor
Tony Jack
(South West Gulf Ward)



Deputy Mayor
Helen Lee
(Nyirranggulung Ward)



Never Never Ward

from left:
Councillor Edna Iles
Councillor Annabelle Daylight
Councillor Patricia Farrell



Nyirranggulung Ward

from left:
Deputy Mayor Helen Lee
Councillor Selina Ashley
Councillor John Dalywater



South West Gulf Ward

from left:
Mayor Tony Jack
Councillor Samuel Evans
Councillor Gadrian Hoosan

Numbulwar-Numburindi Ward



from left:

Councillor Kathy-Anne Numamurdirdi
Councillor Edwin Nunggumajbarr

Yugul Mangi Ward



from left:

Councillor Owen Turner
Councillor Jana Daniels
Councillor Melissa Andrews-Wurramarrba

COUNCIL MEETING ATTENDANCE

ELECTED MEMBERS	28 AUG 2024	23 OCT 2024	4 DEC 2024	26 FEB 2025	16 APR 2025	4 JUN 2025	% ATTENDANCE 6 meetings held
Mayor Tony Jack	AP	P	P	P	P	P	83
Deputy Mayor Helen Lee	P	P	P	P	P	P	100
Cr. Samuel Evans	P	AP	No AP	No AP	P	AP	33
Cr Owen Turner	AP	AP	P	P	P	AP	50
Cr Edna Iles	P	P	P	P	P	P	100
Cr. Edwin Nunggumajbarr	P	AP	AP	P	P	P	67
Cr. Kathy-Anne Numamurdirdi	AP	P	P	AP	P	P	67
Cr. John Dalywater	P	P	P	P	P	P	100
Cr. Annabelle Daylight	AP	P	AP	AP	P	P	50
Cr. Selina Ashley	P	AP	P	P	P	P	83
Cr Patricia Farrell	P	P	P	P	P	P	100
Cr Jana Daniels	No AP	No AP	-	-	-	-	0
Cr. Gadrian Hoosan	AP	P	P	AP	P	P	67
Cr. Melissa Andrews Wurramarrba	-	-	Appointed	P	AP	P	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

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 Owen Turner
- Councillor Edwin Nunggumajbarr
- Councillor John Dalywater
- Councillor Annabelle Daylight
- Councillor Samuel Evans
- Councillor Kathy-Anne Numamurdirdi

FINANCE AND INFRASTRUCTURE COMMITTEE MEETING ATTENDANCE

MEMBER	22 JUL 2024	25 SEP 2024	27 NOV 2024	29 JAN 2025	19 MAR 2025	30 MAY 2025	23 JUN 2025	% ATTENDANCE 7 meetings held
Independent Member Awais Ur Rehman	P	P	P	P	P	AP	P	86
Mayor Tony Jack	P	P	AP	P	P	P	AP	71
Deputy Mayor Helen Lee	P	P	P	P	P	P	P	100
Cr. Owen Turner	AP	P	P	AP	P	P	P	71
Cr. Edwin Nunggumajbarr	P	P	P	P	P	P	P	100
Cr. John Dalywater	P	P	P	P	P	P	AP	86
Cr. Annabelle Daylight	P	P	P	P	P	P	AP	86
Cr. Samuel Evans	No AP	No AP	-	-	-	-	-	0
Cr. Kathy-Anne Numamurdirdi	-	-	P (Appointed)	P	P	P	P	71

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 – Chairperson (Independent Member)
- Carolyn Eagle (Independent Member)
- Claudia Goldsmith (Independent Member)
- Councillor John Dalywater
- Councillor Patricia Farrell

AUDIT AND RISK COMMITTEE MEETING ATTENDANCE

MEMBER	26 AUG 2024	13 NOV 2024	19 FEB 2025	11 JUN 2025	% ATTENDANCE 4 meetings held
Independent Member Ian Swan	P	P	P	P	100
Independent Member Carolyn Eagle	AP	P	P	P	75
Independent Member Claudia Goldsmith	P	P	P	P	100
Councillor John Dalywater	P	P	AP	AP	50
Councillor Patricia Farrell	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

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	9 JUL 2024	8 OCT 2024	7 JAN 2025	2 APR 2025	% ATTENDANCE 4 meetings held
Deputy Mayor Helen Lee	P	P	P	P	100
Danielle Bush	AP	P	P	P	75
Charlane Bulumbara	P	P	P	P	100
Nell Brown	P	NO AP	AP	AP	25
Ambrose Bulumbara	P	AP	P	AP	50
Damien Bulumbara	Appointed	P	P	P	100
Anne Marie Lee	P	P	P	P	100

Borrooloola

LOCAL AUTHORITY MEMBER	7 AUG 2024	7 NOV 2024	6 FEB 2025	8 MAY 2025	% ATTENDANCE 3 meetings held
Mayor Tony Jack	P	CANCELLED	AP	AP	33
Councillor Samuel Evans	AP		No AP	P	33
Councillor Gadrian Hoosan	No AP		No AP	AP	0
Donald Garner	P		P	AP	67
Trish Elmy	AP		P	P	67
Maria Pyro	No AP		Rescinded		
Mike Longton	P		P	P	100
Jonathan Sauer	No AP	Rescinded	-	-	0
Jack Green	No AP	Rescinded	-	-	0
Andrew Firley	No AP	Rescinded	-	-	0

Bulman

LOCAL AUTHORITY MEMBER	11 JUL 2024	10 OCT 2024	9 JAN 2025	28 APR 2025	% ATTENDANCE 3 meetings held
Councillor Selina Ashley	CANCELLED	AP	AP	AP	0
Councillor John Dalywater		AP	P	P	67
Shantal Mundal		AP	P	AP	33
Nathaniel Miller		P	AP	AP	33
Charmain Brinjen		P	P	P	100
Aiden Lindsay		P	NO AP	AP	33
Margaret Lindsay		P	P	P	100
Spencer Martin		P	AP	P	67
Francis Miller		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 Meetings cancellation reason can be retrieved from the Council's website.

Jilkmिंगgan

LOCAL AUTHORITY MEMBER	1 AUG 2024	5 NOV 2024	11 FEB 2025	6 MAY 2025	% ATTENDANCE 4 meetings held
Councillor Annabelle Daylight	P	P	P	P	100
Cecilia Lake	P	P	P	P	100
Lisa McDonald	P	P	P	P	100
Shirley Roberts	P	P	AP	P	75
Anne Marie Woods	AP	P	AP	P	50
Morgan Cockyell	Rescinded	-	-	-	-
Joffrey Joe	Appointed	P	P	P	100
Ossie Daylight	Appointed	AP	P	P	67
Alesha Sandy	Appointed	P	AP	AP	33

Manyallaluk

LOCAL AUTHORITY MEMBER	8 JUL 2024	7 OCT 2024	6 JAN 2025	1 APR 2025	% ATTENDANCE 2 meetings held
Deputy Mayor Helen Lee	P	P	P	P	100
Lloyd Brown	Rescinded				0
Ben Ulamari	NO AP	AP	P	P	75
Eileen Avelum	P	P	P	AP	75
Elena Lawrence	P	P	AP	P	100
Sherese Dooley	NO AP	AP	P	P	50
Richard Miller	Appointed		P	AP	50
Alison Andrews	Appointed		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.

Mataranka

LOCAL AUTHORITY MEMBER	1 AUG 2024	5 NOV 2024	11 FEB 2025	6 MAY 2025	% ATTENDANCE 3 meetings held
Councillor Annabelle Daylight	CANCELLED	P	P	P	100
Sue Edwards		P	P	AP	67
Margaret Minnett		P	P	P	100
Michael Somers		Rescinded	-	-	0
Rachael Waters		P	P	P	100
Anthony Heaslip		Rescinded	-	-	0
Des Barritt		-	Rescinded	-	0
Johnny Billy		P	P	P	100
Shaunette Martin		P	P	P	100
Maria Gibbs		-	Appointed	P	100

Minyerri (Hodgson Downs)

LOCAL AUTHORITY MEMBER	2 SEP 2024	9 DEC 2024	4 MAR 2025	26 MAY 2025	% ATTENDANCE 3 meetings held
Councillor Patricia Farrell	P	P	CANCELLED	P	100
Councillor Edna Iles	P	P		P	100
Jones Billy	P	P		P	100
Beth John	P	P		P	100
Sonia Roberts	P	AP		AP	33
Jonathon Walla	P	P		P	100
Naomi Wilfred	P	P		AP	67

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	3 SEP 2024	11 DEC 2024	4 MAR 2025	27 MAR 2025	27 MAY 2025	% ATTENDANCE 2 meetings held
Mayor Tony Jack	CANCELLED Rescinded CANCELLED	AP	POSTPONED	CANCELLED	AP	0
Councillor Melissa Andrews-Wurramarrba		P			P	100
Councillor Owen Turner		AP			AP	0
Councillor Jana Daniels		-			-	0
Robin Rogers		P			P	100
Tanya Joshua		P			P	100
Craig Rogers		P			P	100
Keith Rogers		P			P	100
Roxanne Roberts		P			AP	50

Numbulwar

LOCAL AUTHORITY MEMBER	4 SEP 2024	10 DEC 2024	5 MAR 2025	28 MAY 2025	% ATTENDANCE 4 meetings held
Councillor Edwin Nunggumajbarr	P	P	P	P	100
Councillor Kathy-Anne Numamurdirdi	P	P	P	P	100
Douglas Wunungmurra	P	P	P	AP	75
Rhonda Simon	P	AP	AP	AP	25
Travis Mirniyowan	P	P	P	P	100
Roland Nundhirribala	P	P	P	AP	75
Felicity Rami	P	P	P	P	100
Amanda Ngalmi	P	AP	AP	AP	25

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	7 AUG 24	7 NOV 2024	6 FEB 2025	8 MAY 2025	22 MAY 2025	% ATTENDANCE 1 meeting held
Mayor Tony Jack	P	CANCELLED	CANCELLED	POSTPONED	CANCELLED	100
Councillor Samuel Evans	AP					0
Councillor Gadrian Hoosan	P					100
Timothy Simon	AP					0
Shandel Dick	P					100
Freddy Jackson	P					100
Susan George	AP					0
Patsy-Anne George	AP					0
Melissa Noble	P					100
Melissa Noble	-					-

Urapunga

LOCAL AUTHORITY MEMBER	3 SEP 2024	11 DEC 2024	4 MAR 2025	27 MAY 2025	17 JUN 2025	% ATTENDANCE 1 meeting held	
Mayor Tony Jack	CANCELLED	AP	CANCELLED	POSTPONED	CANCELLED	0	
Councillor Owen Turner		AP				0	
Councillor Jana Daniels		Rescinded				-	0
Clifford Duncan		AP				0	
Dennis Duncan		P				100	
Danny Duncan		P				100	
Brendan Turner		P				100	
Edna Nelson		AP				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.

Wugularr (Beswick)

LOCAL AUTHORITY MEMBER	8 JUL 2024	7 OCT 2024	6 JAN 2025	1 APR 2025	% ATTENDANCE 4 meetings held
Councillor Selina Ashley	P	P	AP	P	75
Trephina Bush	P	AP	P	P	75
Raelene Bulumbara	P	AP	P	P	75
Loretta George	-	-	-	Appointed	0
Eddie Kennedy	P	P	P	AP	75
Anne-Marie Thompson Kenny	AP	NO AP	NO AP	Rescinded	0
Samuel Junior Bush	Appointed	P	P	P	75
Alonza Ashley	-	-	-	Appointed	0
Brett Cameron	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
Meetings cancellation reason can be retrieved from the Council's website.







COUNCIL PERFORMANCE

PLANNING FRAMEWORK

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.

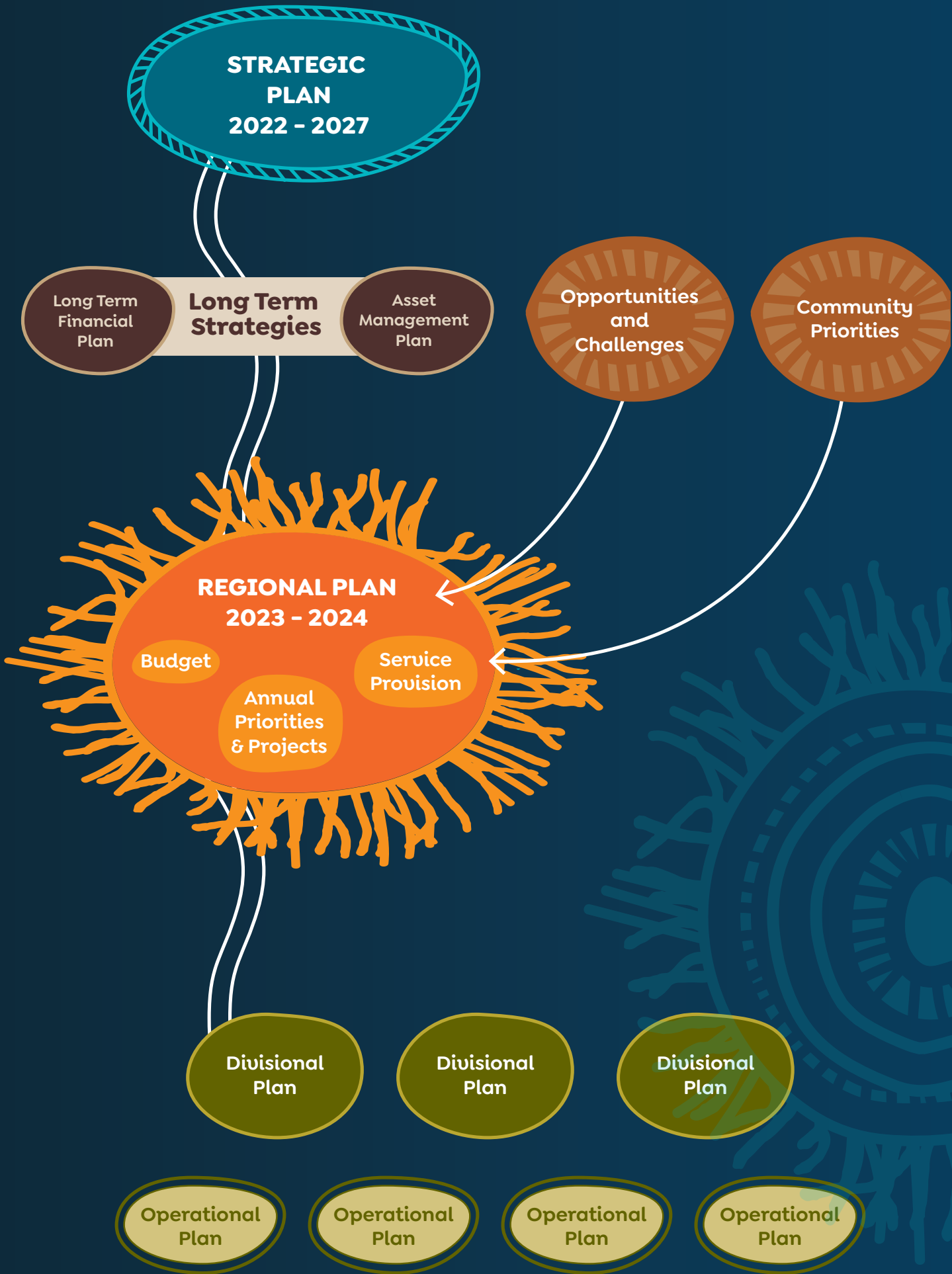
This structured approach outlines how the Council's resources and services are strategically aligned with identified community needs, ensuring a seamless and integrated planning process. It also ensures that financial and capital resources are optimally allocated to support strategic decision-making 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 2024-25 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 2024-25 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
Increase public safety.	Review historical records of adverse incidents and events over the past 5 years.
	Engage with police service and develop collaborative actions.
	Regular community safety audits undertaken in company with community opinion leaders.
	Lobby for appropriate technologies & incorporate techniques for 'Crime Prevention Through Environmental Design' (CPTED) as a deterrent to property damage.

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. 	Cancelled	Regional Council is no longer involved as per direction of NTG.
<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	<p>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.</p> <p>Aged care has a specific audit schedule to meet the Aged care standards agency criteria.</p>
<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"> Number of technology / technique based solutions put in place. 	Ongoing	<p>Council has engaged Hutsix to capture Night Patrol data which can then be analysed for service adjustments and community safety decision making.</p> <p>Council is incorporating this in any new design works eg: Numbulwar Office design and Numbulwar Aged care facility.</p>

<p>Increase public safety (cont.)</p>	<p>Continue night patrols.</p>
	<p>Consult with communities on safe house needs and advocate to fill identified needs.</p>
	<p>Safety audit of all Council facilities and assets.*</p>
<p>Increase participation in healthy activities.</p>	<p>Audit sport and recreation facilities and identify gaps.</p>
	<p>Prepare practical designs for water parks consistent with resources available.</p>

<ul style="list-style-type: none"> Number of night patrols. 		<p>There are currently 10 Night Patrol Teams, consisting of 26 male and 12 female staff. Night Patrols are conducted according to individual community needs. 37,749.50 hours of Community Night Patrol have been conducted across the region as at 30 June 2025.</p>
<ul style="list-style-type: none"> Trend reports on incidents. 		<ul style="list-style-type: none"> 62% of recorded incidences were youth leaving after participating in Sport & Recreation or walking the streets; 25% of recorded incidences were alcohol related; 6% of recorded incidences were due to violence; 4% 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> <p>Partnering with aboriginal corporation to scope and identify needs.</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"> All Council assets and facilities have been safety audited.* 	Ongoing	<p>All remote community sites have been audited. Actions are identified for rectification.</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"> Sport and Recreation Master Plan strategies implemented and reported to Council.* 	Ongoing	<p>Reported on as outlined in Plan.</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>

Increase participation in healthy activities (cont).	Develop a Sport & Recreation Strategy in consultation with communities.
	Collaborate with Dept. of Health on delivery of healthy eating and exercise programs.
Aged health care.	Develop an Aged Care Strategy
	Determine feasibility of Mataranka becoming RGRC aged care community hub.
	Work in partnerships with industry and community organisations for shared service and facility.*
Improve Council service delivery.	Engage with adjoining Councils to determine feasibility/practicality of shared service delivery. <ul style="list-style-type: none"> ● Investigate opportunities for training.* ● Fleet maintenance and management.* ● Social Planning.* ● Establishment of Big Rivers 'Regional Organisation of Councils' meetings.*
	Develop Community Plans.*
	Develop Local Authority Priority Plans.*



<ul style="list-style-type: none"> • Strategy completed Year 1. 	Completed	Master Plan in place
<ul style="list-style-type: none"> • Funding sought from NT Government. 	Completed	Funding secured. Master Plan in place
<ul style="list-style-type: none"> • Agreed projects included in capital works program. 	Ongoing	Council is developing a priority list of projects. This has commenced with the Weemol basketball court and the Barunga Oval and Barunga change rooms are the first projects to progress. The Mataranka Oval has been scoped and funding support actively sought.
<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. Dieticians are engaged.
<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"> • 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	Feasibility study ascertained that the Mataranka Hub model for aged care is unsuitable. Matter will not be pursuit.
<ul style="list-style-type: none"> • New Aged Care 'Facilities' Strategies completed in 2024/2025.* 	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"> • Number of collaborations and information.* 	Ongoing	Shared service facility in Ngukurr identified as potential future project.
<ul style="list-style-type: none"> • Scope, number and type of agreements. 	In progress	<p>Animal Management program is collaborating with East Arnhem Regional Council. Have previously engaged East Arnhem Regional Council vet to support program service delivery.</p> <p>Monthly catch up between Program team and Victoria Daly Regional Council on Sport and Recreation programs</p> <p>There have been discussions between Big Rivers Regional Council for opportunities on shared service delivery.</p> <p>There are regular meetings between the three council's executive and mayors.</p>
<ul style="list-style-type: none"> • Delivery of Community Plans.* 	Ongoing	These are in the development stage.
<ul style="list-style-type: none"> • Delivery of Local Authority Priority Plans.* 	Completed	Town priorities have been put to Local Authorities for nomination and have been captured in the Regional Plan.



	<p>Ongoing feedback reporting on performance through Local Authority meetings.</p>
	<p>Establish Service Delivery Standards, with associated policies and procedures.</p>
<p>Increase engagement with young people.</p>	<p>Develop and implement a Community Services (Social Needs) Strategy.</p> <hr/> <p>Invite school staff, police and other relevant organisations to Local Authority meetings to discuss local youth issues.</p> <hr/> <p>Invite youth representatives of local sporting and recreational groups to present views to Local Authority meetings.</p> <ul style="list-style-type: none"> • Encourage young people (<25 years old) as Local Authority members.* <hr/> <p>Presentations to schools on jobs /career paths available in Council.</p>

<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"> Council Services Manager reports to Council.* 	Ongoing	This is reported through the Local Authority council services report and ratified by council.
<ul style="list-style-type: none"> Social Services needs reviewed and reported on. 	Not applied	Not applied for due to change in grants eligibility requirements.
<ul style="list-style-type: none"> Social Services Strategy developed and implemented. 	Ongoing	Councils' role is limited to advocacy only in this matter.
<ul style="list-style-type: none"> Number of actions successfully implemented under the Strategy. 	Not yet commenced	NIL
<ul style="list-style-type: none"> Funding obtained.* 	NIL	NIL
<ul style="list-style-type: none"> Develop a specific regional Youth Services Strategy.* 	Ongoing	Internal Youth Services Strategy forms part of our NIAA funding agreement.
<ul style="list-style-type: none"> Frequency and number of agencies attending. 	Ongoing	Forms part of Local Authority
<ul style="list-style-type: none"> 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.
<ul style="list-style-type: none"> 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.
<ul style="list-style-type: none"> Description of resolutions affected. 	Ongoing	Multiple resolutions made by council in support of community sporting groups and recreation groups including financial and in-kind support (fee waivers).
<ul style="list-style-type: none"> Number of presentations. 	Ongoing	Expo and Borrooloola Careers Expo.

Increase access to educational resources.	Review libraries in the context of increasing their utilisation as learning/drop in centres.
	Collaborate with schools and other learning institutions to access online learning tools and resources.
	Identify opportunities for funding to build up cultural records and resources.
	Develop and implement strategy for building cultural records and resources through our libraries.
	Collation of formalisation of all cemetery records throughout Council.*
	Collaboration with institutes and community organisations to establish Adult Literacy Centres.*

• Strategy for library utilisation in place.	Ongoing	Mataranka does library programming with Jilkminggan and Mataranka schools and the Jilkminggan Families as First Teachers (FAFT) program.
• Upgrades / modification / new facilities completed.	NIL	Depended on funding support.
• Borrooloola, Barunga and Mataranka upgrades completed.*	NIL	As above.
• Extent and scope of learning resources incorporated into libraries.	Ongoing	Mataranka and Barunga have online resources. These are the only sites that currently have the capability.
• Funding sources identified.	Ongoing	Barunga Statement Memorial actively seeking funding support for this shovel ready 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. Cultural Safety Committee established by Council.
• TOs engaged, data sourced and recorded.	Ongoing	Mataranka museum has comprehensive records. Further work can be done in the future.
• Records completed per community.*	Ongoing	We will continue this work in every site that we have responsibility for 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.
• Pilot program established in select communities.*	Ongoing	In 2024 the Australian Government went out to tender SEE Program, Council was not eligible to apply. Details of successful providers have not been made publicly available.



ENVIRONMENT

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

STRATEGIC FOCUS	DELIVERABLES
<p>Create an overarching framework to improve and safeguard the environment.</p>	<ul style="list-style-type: none"> • Review and update the Green Plan 2013-2016. • Coordinate and mesh with the relevant environmental strategy areas.
<p>Improve effectiveness and efficiency of waste management.</p>	<p>Engagement with and implementation of Big Rivers Region Waste Management Strategy.</p> <hr/> <p>Map waste streams to source.</p> <hr/> <p>Complete and operate regional waste management facility in Mataranka and Borroloola.*</p> <hr/> <p>Investigate cost effective options for re-cycling.</p> <hr/> <p>Develop a Container Deposit Scheme.</p>



KEY PERFORMANCE INDICATORS	STATUS	COMMENTS
<ul style="list-style-type: none"> Green Strategy reviewed and updated. 	NIL	<p>Not commenced. This will be commenced after other priority strategies have been implemented and resources are available.</p> <p>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.</p>
<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	<p>Council has engaged in the Big Rivers Waste Management Strategy meetings, however the regional plan has not progressed to implementation. The biggest barrier is Land tenure on the identified sites. This does not appear to be a priority of the sitting NT Government to progress.</p>
<ul style="list-style-type: none"> Mapping completed. 	Ongoing	Strategy being drafted during reporting period.
<ul style="list-style-type: none"> Facility operational. 	Ongoing	Borrooloola Recycling Facility is currently being constructed.
<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 Borrooloola, Barunga and Mataranka.





	<p>Establish methods for collection and disposal of derelict vehicles.</p>
	<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>
	<p>Determine feasibility and practicality of local renewable energy generation at community scale (solar power).*</p>
	<p>Coordinate and mesh with the relevant environmental strategy areas.</p>



<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"> Report to Council on operations at Borroloola, Barunga and Mataranka.* 	Ongoing	Part of ordinary agenda reports.
<ul style="list-style-type: none"> Complete investigation for CDS at Ngukurr.* 	Ongoing	Pilot Site of Barunga operational, review of this prior to roll out Ngukurr.
<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.
<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 roll out.
<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.

Increase community resilience to environmental impacts.

Develop models for impacts from future flooding events.

Review cyclone shelter needs and put in place appropriate capital works program.

Develop fire management plans.

Develop storm water management plan.

Program for installation of rainwater collection tanks.

Council participation in disaster management preparation response and recovery initiatives.

<ul style="list-style-type: none"> Modelling completed. 	Ongoing	<p>Ongoing development with NTG and LEC.</p> <p>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.</p>
<ul style="list-style-type: none"> Storm water drainage asset management plan completed.* 	Ongoing	Reviews of storm water drainage on roads, Borroloola Cyclone Shelter formally transferred to Council.
<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	Borroloola Cyclone Shelter is completed. Capacity of 580 people.
<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.
<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.
<ul style="list-style-type: none"> Preparation activities undertaken. 	Completed	Completed in every community. Council Staff have undertaking training in Cyclone Shelter operation.
<ul style="list-style-type: none"> Response reports. 	No	Emergency Services matter.



<p>Improve community visual amenity.</p>	<p>Implement parks development, street scaping, street greening and way finding plans.</p>
<p>Improve animal health and control over pets.</p>	<p>Engage community members in animal health and responsible pet ownership programs.</p>



<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 Mataranka greening and way finding plans completed and reported to Council.* 	NIL	Reported in Ward Reports and Sport and Recreation Reports to Council.
<ul style="list-style-type: none"> Program sourced or developed. 	Ongoing	<p>Every treatment visit, nurses conduct door to door conversations across all communities as part of program delivery.</p> <p>NT Inspired Science Week Grant- Jilkminggan and Barunga school.</p> <p>August 24: Science week sessions Jilkminggan school -11x students Barunga school- 7 x students. 4 x indigenous teacher's aides, 4 x teachers.</p> <p>October 24 Veterinarian and nurse visit to Bulman School – 20 students</p> <p>May 25 Out of hours art activity with kids in preparation for Barunga Festival</p> <p>June 25- Deadly Dog competition Fun competition for residents of Barunga designed to strengthen human animal bond and showcase camp dogs.</p> <p>Barunga Festival – 1 session x 200-300 onlookers and 4 x participants.</p>
<ul style="list-style-type: none"> Number of sessions and attendees. 	Ongoing	As above
<ul style="list-style-type: none"> Veterinarian reports on animal health trends. 	Ongoing	<p>Visits reported on and concerns logged in community reports tabled in Ordinary Meeting of Council or LA meetings.</p> <p>Nov 24 BIOSECURITY H5N1 Bird flu advice discussed with management</p>



INFRASTRUCTURE

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

STRATEGIC FOCUS	DELIVERABLES
Improve liveability of each community.	Develop a 10-year Capital Works program.
	Finalise main street/precinct master planning in communities and towns.
	Develop and implement a roads re-seal plan.
	Develop a Cemetery Strategy.

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 supported applications of community groups for the Regional Precincts and Partnerships Program.
<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, Bulman Staff Housing, Bulman Community Ablutions Block, Borroloola Airport Toilets, Barunga Statement Memorial and Ngukurr Toilet Blocks at Sport and Rec Hall.
<ul style="list-style-type: none"> Plan completed. 	Ongoing	<p>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.</p> <p>Internal Roads Manager position created for implementation.</p>
<ul style="list-style-type: none"> Number of projects completed. 	2	Bulman Dump Road completed. A number of other roads projects are in the planning stages, including Numbulwar clinic road, and Wugularr internal roads. Urapunga Access Road completed. Borroloola Town Camp Roads interim works supported.
<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. 	1	Urapunga Cemetery arch completed. Manyallaluk AAPA clearance applied for and fencing materials purchased. Numbulwar Cemetary grant GPR completed, and some fencing materials purchased, continuing consultation between community and AAPA on how to progress site.

<p>Improve liveability of each community. (cont.)</p>	<p>Develop and implement an Asset Management Plan.</p>
<p>Manage community development expectations.</p>	<p>Ongoing community engagement / education regarding the 10 year capital works program and Master Planning projects, constraints and opportunities.</p>
	<p>First test proposals for community projects through an evidence based business case.</p>
	<p>Utilise business cases to support funding applications.</p>
	<p>Training and education for local service managers, senior leadership and Councillors in strategic thinking.*</p>

<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. Collating data.
<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.
<ul style="list-style-type: none"> Downward trend in unrealistic projects advanced for consideration. 	Ongoing	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	The major projects list council has identified major projects priorities and a project pipeline. Town priorities put to local Authorities for nomination and adopted by council in the Regional Plan.
<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, Roads to Recovery, Numbulwar Cemetery, Barunga changerooms, Wugularr internal roads, Ngukurr ablution block.
<ul style="list-style-type: none"> Training program developed. 	Ongoing	Council strategic planning workshop was planned and postponed to next sitting council. 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
<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 people



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 an 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.



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

<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.</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>Commercial leases are reviewed case by case.</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"> Crown land released. 	Ongoing	<p>Despite this not being within council legislative function, extensive advocacy has occurred to NTG, Australian Government and NLC to understand this is a priority for the communities of Mataranka and Borroloola. This advocacy will continue at any available opportunity.</p>
<ul style="list-style-type: none"> Extent of Aboriginal Land Released via Section 19 	Ongoing	<p>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. Council Staff have been attending S19 consultation meetings.</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	Council liaises with TourismNT
<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	Internal HR processes updated to create more accessible pathways into council employment. As part of the CDP Program significant work has been completed in overcoming barriers of lack of identification, driver's licences, ochre card and other skills-based training align to community job market.
<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 has staff qualified in TAE who have been delivering training in communities.</p> <p>Council has currently employed two apprentices undertaking 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. We have formed a formal partnership as part of the LGANT and ISAC local government apprenticeship program.</p>



GOVERNANCE

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

STRATEGIC FOCUS	DELIVERABLES
<p>Increase workforce effectiveness and engagement.</p>	<p>Create and implement a Workforce Development Plan to include at a minimum:</p> <ol style="list-style-type: none"> 1. Council recruitment policy 2. Mandatory Induction and staff training process – tailored to each location. 3. Cultural Awareness Program. 4. Casualisation of the workforce policy in areas where appropriate to ensure the continued delivery of services on community during cultural ceremonies, events and funerals. 5. Revision of position descriptions and titles, written in plain English, easily understood for applicants where English is a second language. 6. Operations manual developed for each Local Council Office, recording particular processes and policies required for individual communities/towns. 7. Employee review and performance management process. 8. Employee reward and recognition program. 9. Council sponsored continued or higher learning policy. 10. Council employee housing policy. 11. Succession planning / career pathways. 12. Termination of employment policy. <p>Develop and implement a Staff Communications Strategy.</p>



KEY PERFORMANCE INDICATORS	STATUS	COMMENTS
<ul style="list-style-type: none"> Workforce Development Plan finalised. 	Ongoing	Part of broader HR Strategy. We are currently working on a workforce development plan.
<ul style="list-style-type: none"> Number of policies revised. 	Ongoing	14 policies revised, 9 rescinded.
<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	Cultural Awareness Training has been delivered internally by ACLO's. Council has established a formal relationship with JAWOYN for the delivery of sites specific cultural awareness training. Council is investigating other options for cultural awareness training.
<ul style="list-style-type: none"> Job vacancy rate decreases. 	Ongoing	Job vacancy rate has decreased.
<ul style="list-style-type: none"> Staff retention rate increases. 	Ongoing	74% overall retention rate.
<ul style="list-style-type: none"> Partnerships with Local Aboriginal Organisations for local cultural training >3/year.* 	Ongoing	Council has established a formal relationship with JAWOYN for the delivery of sites specific cultural awareness training.
<ul style="list-style-type: none"> Performance review process revised and implemented.* 	Ongoing	Part of HR Strategy.
<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.



<p>Increase workforce effectiveness and engagement (cont.)</p>	<p>Develop and implement a Community Communications Strategy.</p>
<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>

<ul style="list-style-type: none"> Community Communications Strategy implemented. 	Ongoing	<p>Developing a communications and engagement strategy and being implemented.</p> <p>CSMs and Managers have been trained in this field and are used as a conduit for important communications in community.</p>
<ul style="list-style-type: none"> Periodic feedback reports. 	Ongoing	<p>Community Satisfaction surveys are conducted.</p> <p>Local Authority meetings are also a mechanism for community feedback.</p>
<ul style="list-style-type: none"> Organisation structure reviewed and re-designed by CEO. 	Completed	
<ul style="list-style-type: none"> RGRC organisation chart developed. 	Completed	Completed. Revised in 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	The Implementation of Councils Reconciliation Action Plan has been completed, and the new RAP (Innovate) is under development.
<ul style="list-style-type: none"> Secure funding and plan for new Reconciliation Action Plan for 2025-2027.* 	Ongoing	Captured in Council Budget.
<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.

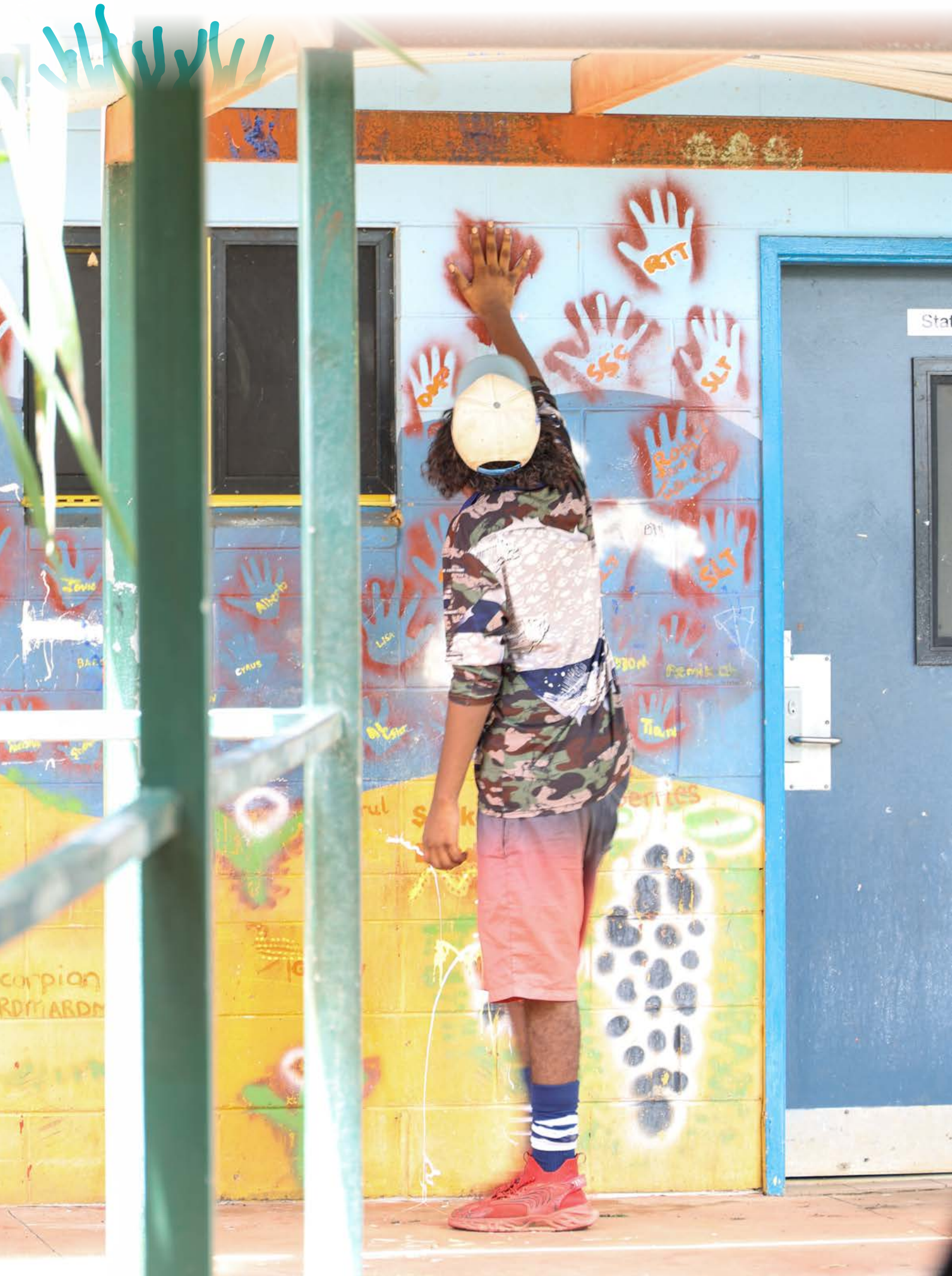
<p>Optimise impacts, outcomes and effectiveness of Council relationships.</p>	<p>Review current brand use, effectiveness and develop branding strategy.</p>
	<p>Review all external organisations with which Council is involved:</p> <ul style="list-style-type: none"> • Define reason for engagement • Establish 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>
<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"> • 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.
<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 2025.
<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. LGANT continues to advocate that this is not sufficient.
<ul style="list-style-type: none"> • Rates review undertaken.* 	Completed	Rates review undertaken by Council wise and implemented in the 2025/26 budget.



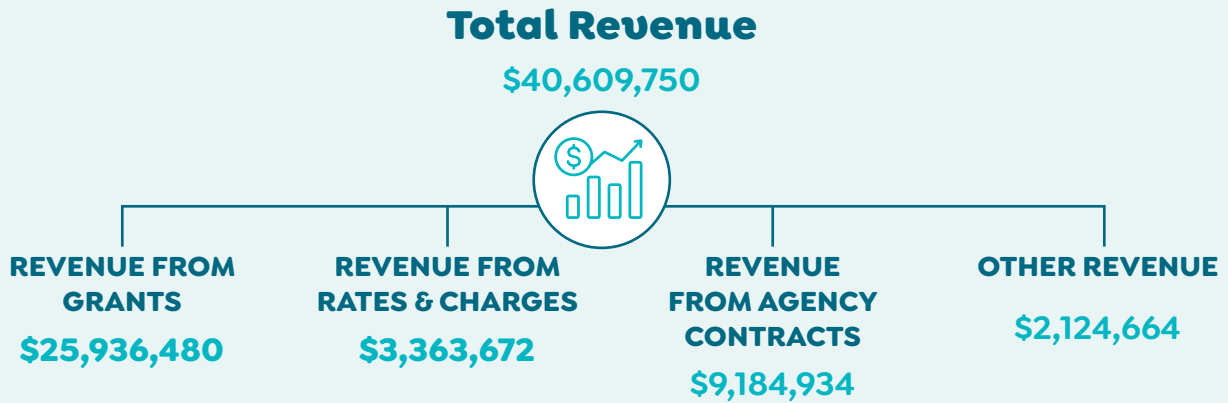
FINANCIAL REPORT



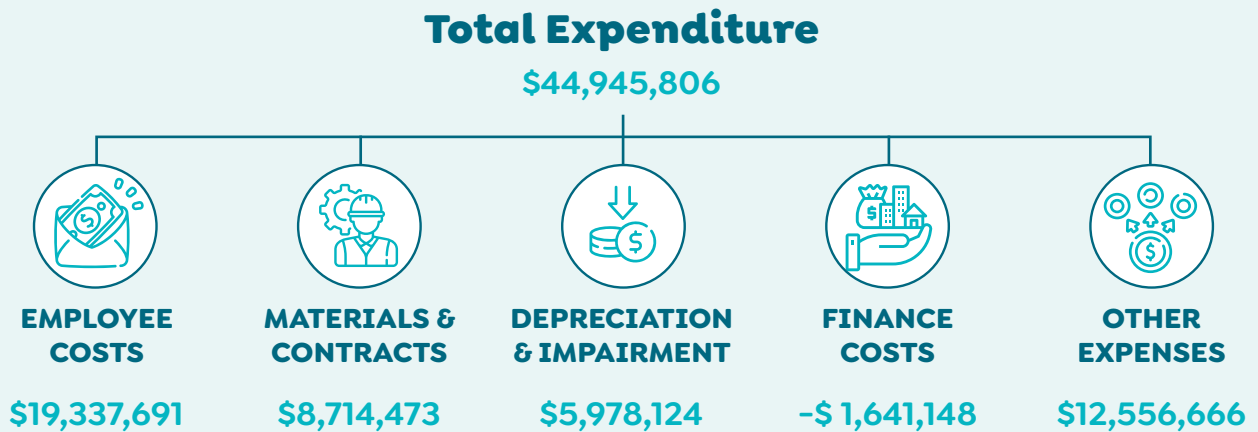


SUMMARY

Where did our money come from?



Where was the money spent?



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



TOTAL SPENT ON MUNICIPAL SERVICES
\$5,975,281



TOTAL SPENT ON NIGHT PATROL
\$3,443,823



TOTAL SPENT ON CDP
\$5,743,678



TOTAL SPENT ON SPORT & RECREATION
\$1,261,454



TOTAL SPENT ON AGED CARE SERVICES
\$2,288,145

Table – Income and Expenditure Report

	2025 Financial Year Original Budget \$	2025 Financial Year Final Budget \$	2025 Financial Year Actual Performance \$	Variation between final budget and actual performance \$
INCOME				
Income Rates	3,432,815	3,432,815	3,363,672	-69,143
Income Council Fees and Charges	974,453	974,453	675,696	-298,757
Income Operating Grants Subsidies	20,802,706	20,802,706	26,287,697	5,484,991
Income Investments	1,551,000	1,551,000	1,780,763	229,763
Income Reimbursements	-	-	119,761	119,761
Income Agency and Commercial Services	10,541,359	10,541,359	10,084,280	-457,079
Other Income	562,141	564,212	430,044	-134,168
Total Operating Income	37,864,474	37,866,545	42,741,913	4,875,368
OPERATING EXPENDITURE				
Employee Expenses	22,283,922	22,283,922	20,130,557	-2,153,365
Contract and Material Expenses	11,149,720	9,749,720	9,379,017	-370,703
Depreciation, Amortisation & Impairment	5,893,750	6,989,207	7,389,440	400,233
Other Operating Expenses	5,937,054	7,309,627	10,031,926	2,722,299
Finance Expenses	131,313	131,313	492,582	361,269
Total Operating Expenditure	45,395,759	46,463,789	47,423,521	959,732
Operating Surplus / Deficit	-7,531,285	-8,597,244	-4,681,608	3,915,636
Income Capital Grants	8,500,000	8,500,000	1,028,706	-7,471,294
Capital Expenditure	13,631,478	13,631,478	3,277,414	-10,354,064
Net Operating Position	-12,662,763	-13,728,722	-6,930,316	6,798,406

Highlighted are material variances requiring commentary

Income - Operating Grants and Subsidies

Roper Gulf Regional Council received non-tied grants from the Commonwealth and Territory governments in excess of prior periods.

Employee Expenses

Roper Gulf Regional Council's employee expenses were below budget due to vacancies in non-operational roles.

Other Operating Expenses

Roper Gulf Regional Council's higher than budget other operating costs was due to higher than budget stock write-offs, electricity and travel costs.

Income Capital Grants

Roper Gulf Regional Council's lower than budget capital grant income is due to delayed and deferred capital projects.

Capital Expenditure

Roper Gulf Regional Council's lower than budget capital expenditure is due to delayed and deferred capital projects.

ROPER GULF REGIONAL COUNCIL
ABN 94 746 956 090

GENERAL PURPOSE FINANCIAL REPORT
For the year ended 30 June 2025

CONTENTS	PAGE
CHIEF EXECUTIVE OFFICER'S STATEMENT	111
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME	112
STATEMENT OF FINANCIAL POSITION	113
STATEMENT OF CHANGES IN EQUITY	114
STATEMENT OF CASH FLOWS	115
NOTES TO THE FINANCIAL STATEMENTS	116
INDEPENDENT AUDITOR'S REPORT	147

Chief Executive Officer's Statement

For the year ended 30 June 2025

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 2025; and
- are in accordance with the accounting and other records of Council.



David Hurst
Chief Executive Officer

Dated at Katherine this twenty-seventh day of October 2025.

Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2025

	Note	2025 \$	2024 \$
REVENUE			
Grants and contribution	4(a)	25,936,480	17,072,654
Community development programs	4(a)	9,184,934	11,251,427
User charges and fees	4(a)	294,728	465,010
Rates and annual charges	4(a)	3,363,672	3,143,521
Other revenue	4(b)	1,829,936	1,545,281
TOTAL REVENUE		40,609,750	33,477,893
EXPENSES			
Employee costs	5(a)	(19,337,691)	(18,368,358)
Materials and contractors	5(b)	(8,714,473)	(7,356,458)
Depreciation and amortisation	5(c)	(5,978,124)	(5,489,612)
Other expenses	6	(12,556,666)	(9,554,803)
LOSS FROM OPERATIONS		(5,977,204)	(7,291,338)
Finance income	7	1,780,945	1,828,533
Finance costs	7	(139,797)	(234,097)
LOSS FOR THE YEAR		(4,336,056)	(5,696,902)
OTHER COMPREHENSIVE INCOME			
<i>Items that will not be reclassified to profit or loss</i>			
Revaluation of property, plant and equipment	13	15,886,758	13,558,886
TOTAL COMPREHENSIVE INCOME		11,550,702	7,861,984

The notes on pages 116 to 146 are an integral part of these financial statements.

Statement of Financial Position

As at 30 June 2025

	Note	2025 \$	2024 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	8	9,472,308	8,989,911
Trade and other receivables	9	3,058,771	1,871,605
Term deposits	10	27,000,000	27,000,000
Inventories	11	461,050	660,621
Other current assets	12	219,381	134,953
TOTAL CURRENT ASSETS		40,211,510	38,657,090
NON-CURRENT ASSETS			
Property, plant and equipment and intangible assets	13	108,775,515	95,874,803
TOTAL NON-CURRENT ASSETS		108,775,515	95,874,803
TOTAL ASSETS		148,987,025	134,531,893
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	14	3,504,185	1,994,596
Lease liabilities	15	105,521	310,700
Grant liabilities	16	8,098,531	7,001,001
Provisions	17	2,009,719	2,166,459
TOTAL CURRENT LIABILITIES		13,717,956	11,472,756
NON-CURRENT LIABILITIES			
Lease liabilities	15	4,938,110	4,795,028
Provisions	17	1,335,292	819,144
TOTAL NON-CURRENT LIABILITIES		6,273,402	5,614,172
TOTAL LIABILITIES		19,991,358	17,086,928
NET ASSETS		128,995,667	117,444,965
EQUITY			
Asset revaluation reserve	18	83,688,384	67,801,626
Accumulated funds		45,307,283	49,643,339
TOTAL EQUITY		128,995,667	117,444,965

The notes on pages 116 to 146 are an integral part of these financial statements.

Statement of Changes in Equity

For the year ended 30 June 2025

	Asset revaluation reserve \$	Accumulated funds \$	Total equity \$
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
BALANCE AT 1 JULY 2024	67,801,626	49,643,339	117,444,965
COMPREHENSIVE INCOME			
Loss for the year	-	(4,336,056)	(4,336,056)
Revaluation increments of property, plant and equipment	15,886,758	-	15,886,758
TOTAL COMPREHENSIVE INCOME	15,886,758	(4,336,056)	11,550,702
BALANCE AT 30 JUNE 2025	83,688,384	45,307,283	128,995,667

The notes on pages 116 to 146 are an integral part of these financial statements.

Statement of Cash Flows

For the year ended 30 June 2025

	Note	2025 \$	2024 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Grants received		28,606,882	18,421,414
Receipts from customers		14,949,120	17,776,946
Interest received		1,780,945	1,828,532
Payments to suppliers and employees		(42,023,284)	(37,420,620)
Interest paid		(139,797)	(198,370)
User charges and fees		647,627	-
NET CASH FROM OPERATING ACTIVITIES		3,821,493	407,902
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment		(3,277,414)	(4,355,606)
NET CASH USED IN INVESTING ACTIVITIES		(3,277,414)	(4,355,606)
CASH FLOWS FROM FINANCING ACTIVITIES			
Lease liabilities repayments		(61,682)	(97,372)
NET CASH USED IN FINANCING ACTIVITIES		(61,682)	(97,372)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		482,397	(4,045,076)
Cash and cash equivalents at the beginning of the year		8,989,911	13,034,987
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	8	9,472,308	8,989,911

The notes on pages 116 to 146 are an integral part of these financial statements.

Notes to the Financial Statements

For the year ended 30 June 2025

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:

2 Crawford Street

Katherine, NT 0851

Postal address:

P.O. Box 1321,

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 2025.

Details of the Council's material accounting policies are included 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, 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)

For the year ended 30 June 2025

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)

For the year ended 30 June 2025

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 on 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

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

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 Contracts with Customers* (AASB 15) when appropriate.

Notes to the Financial Statements (continued)

For the year ended 30 June 2025

Note 3 Material accounting policies (continued)

a) Revenue and other revenue (continued)

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 recognised 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 installments of two payments (approximately equal installments).	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.

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.

Notes to the Financial Statements (continued)

For the year ended 30 June 2025

Note 3 Material accounting policies (continued)

a) Revenue and other revenue (continued)

i. Accounting for grants and contributions (continued)

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).

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.

Notes to the Financial Statements (continued)

For the year ended 30 June 2025

Note 3 Material accounting policies (continued)

b) Employee benefits (continued)

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, 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.

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).

Notes to the Financial Statements (continued)

For the year ended 30 June 2025

Note 3 Material accounting policies (continued)

f) Property, plant and equipment (continued)

i. Recognition and measurement (continued)

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, Motor vehicles, Buildings and Infrastructure as at 30 June 2025 was conducted by an independent valuer (2024: Roads).

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
Intangible assets	12-15 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)

For the year ended 30 June 2025

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 2025. 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)

For the year ended 30 June 2025

Note 3 Material accounting policies (continued)

g) Financial instruments (continued)

ii. Classification and subsequent measurement (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)

For the year ended 30 June 2025

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)

For the year ended 30 June 2025

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)

For the year ended 30 June 2025

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)

For the year ended 30 June 2025

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. Public order and safety

Animal control and welfare, local emergency management and preparation.

iii. Environmental protection

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

iv. Housing and community amenities

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

v. 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.

vi. Recreation, culture and religion

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

vii. Education

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

viii. 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)

For the year ended 30 June 2025

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.

Note 4 Revenue

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

	2025	2024
	\$	\$
a) Revenue		
MAJOR PRODUCTS/SERVICE LINES		
Grants and contributions (i)	25,936,480	17,072,654
Community development programs	9,184,934	11,251,427
User charges and fees	294,728	465,010
Rates and annual charges	3,363,672	3,143,521
	38,779,814	31,932,612
	2025	2024
	\$	\$
4 (a) (i) Grants and contributions		
Amounts received specifically for new and upgraded assets	1,028,706	1,975,062
Other grants, subsidies and contributions	24,907,774	15,097,592
	25,936,480	17,072,654
SOURCES OF GRANTS		
Commonwealth government	14,980,972	8,245,799
Territory government	9,753,430	8,783,855
Other grants	1,202,078	43,000
	25,936,480	17,072,654
	2025	2024
	\$	\$
b) Other revenue		
Reimbursement revenue	119,761	67,921
Sales	861,433	583,882
Service fee	372,331	749,768
Other operating revenue	141,411	143,710
New assets identified during revaluation	335,000	-
	1,829,936	1,545,281

Notes to the Financial Statements (continued)

For the year ended 30 June 2025

Note 5 Expenses

	2025	2024
	\$	\$
a) Employee costs		
Salaries wages and leave entitlements	16,616,664	15,700,692
Superannuation	1,799,371	2,014,143
Workers compensation	640,865	621,658
Allowances and other staff costs	280,791	31,865
TOTAL EMPLOYEE COSTS	19,337,691	18,368,358
	2025	2024
	\$	\$
b) Materials and contractors		
Consultants	1,834,779	2,211,292
Contractors	5,304,028	3,772,202
Materials	1,575,666	1,372,964
TOTAL MATERIALS AND CONTRACTORS	8,714,473	7,356,458
	2025	2024
	\$	\$
c) Depreciation and amortisation		
Buildings, roads and infrastructure	4,599,027	3,710,089
Amortisation of intangible assets	74,067	74,067
Right-of-use assets	182,878	167,861
Plant and equipment	638,283	617,161
Motor vehicles	483,869	920,434
TOTAL DEPRECIATION AND AMORTISATION	5,978,124	5,489,612

Notes to the Financial Statements (continued)

For the year ended 30 June 2025

	2025	2024
	\$	\$
Note 6 Other expenses		
Accounting and audit fees	202,033	101,382
Advertising	82,715	49,457
Bad debts expense	32,238	2
Bank fees and charges	12,211	10,661
Chairman and councilor payments	519,062	395,765
Communication	570,542	513,605
Contributions and donations	64,255	132,456
Cost of sales	647,147	64,663
Food and catering	527,262	465,385
Freight	240,648	167,973
Fuel and oil	645,321	591,572
Insurance	1,324,878	1,211,221
Leases	710,901	435,496
Legal fees	214,058	158,562
Licenses and registrations	168,782	184,687
Memberships and subscriptions	167,632	223,799
Repairs and maintenance	1,125,788	666,883
Printing and stationaries	58,096	93,486
Software and computer expenses	6,258	29,085
Trainings and seminars	617,284	502,573
Travel and accommodation	1,161,852	878,686
Utilities	955,917	977,636
Inventory items for resale	454,542	545,082
Outdoor recreation activity expenses	208,921	20,298
Other expenses	1,838,323	1,134,388
TOTAL OTHER EXPENSES	12,556,666	9,554,803
	2025	2024
Note 7 Net finance costs	\$	\$
FINANCE INCOME		
Interest income	1,780,945	1,828,533
TOTAL FINANCE INCOME	1,780,945	1,828,533
FINANCE COSTS		
Interest expense	(139,797)	(234,097)
TOTAL FINANCE COSTS	(139,797)	(234,097)
TOTAL NET FINANCE INCOME	1,641,148	1,594,436

Notes to the Financial Statements (continued)

For the year ended 30 June 2025

Note 8 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:

	2025	2024
	\$	\$
Cash at bank	9,472,308	8,989,911
TOTAL CASH AND CASH EQUIVALENTS	9,472,308	8,989,911

Note 9 Trade and other receivables

	2025	2024
	\$	\$
Trade receivables	74,515	113,751
Rates receivable	1,058,691	860,044
Accrued income	1,925,565	897,810
TOTAL TRADE AND OTHER RECEIVABLES	3,058,771	1,871,605

Note 10 Term deposits

	2025	2024
	\$	\$
Term deposits	27,000,000	27,000,000
TOTAL TERM DEPOSITS	27,000,000	27,000,000

Note 11 Inventories

	2025	2024
	\$	\$
Workshop inventory	235,978	116,570
Diesel fuel	197,020	415,077
Opal fuel	28,052	128,974
TOTAL INVENTORIES	461,050	660,621

Note 12 Other assets

	2025	2024
	\$	\$
Prepayments	182,297	115,603
Others	37,084	19,350
TOTAL OTHER CURRENT ASSETS	219,381	134,953

Notes to the Financial Statements (continued)

For the year ended 30 June 2025

Note 13 Property, plant and equipment and intangible assets

The Council's freehold land, buildings, roads, infrastructure 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 2025, the Council undertook a revaluation of all its Land, Motor vehicles, Buildings and Infrastructures assets. 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, Motor vehicles, Buildings and Infrastructure Assets, who are certified practicing valuers. If Level 2 data is available assets are valued at on sale of 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. Roads were independently valued as at 30 June 2024 and Roper Gulf Regional Council assessed there to be no material change in value in the last 12 months since valuation.

Details of the Council's property, plant and equipment and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 2 \$	Level 3 \$	Fair value as at 30/06/ 2025 \$
Land	4,230,000	1,345,000	5,575,000
Buildings and infrastructure	6,910,000	65,059,974	71,969,974
Roads	-	13,589,338	13,589,338
Motor vehicles	-	6,718,000	6,718,000
	11,140,000	86,712,312	97,852,312
	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	-	13,789,746	13,789,746
Motor vehicles	-	1,662,512	1,662,512
	9,255,800	62,320,215	71,576,015

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, 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.

Notes to the Financial Statements (continued)

For the year ended 30 June 2025

Note 13 Property, plant and equipment and intangible assets (continued)

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 2025

Note 13 Property, plant and equipment and intangible assets (continued)

	Land	Buildings & infrastructure	Roads	Motor vehicle	Plant & equipment	Furniture & fixtures	Right-of-use assets	Capital work in progress	Intangible assets	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
BALANCE AT 1 JULY 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 1 JULY 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
Additions										
Assets recognised by revaluation- Purchased prior to FY25	335,000	-	-	510,106	281,095	7,560	-	2,478,653	-	3,277,414
Assets written off	-	(593,362)	-	(26,974)	-	-	-	-	-	(620,336)
Depreciation/Amortisation	-	(4,398,619)	(200,408)	(483,869)	(633,210)	(5,073)	(182,878)	-	(74,067)	(5,978,124)
Transfers	-	15,272,459	-	(24,793)	(519,441)	-	-	(14,728,225)	-	-
Revaluation increment	584,040	10,221,701	-	5,081,017	-	-	-	-	-	15,886,758
NET CARRYING AMOUNT AT 30 JUNE 2025	5,575,000	71,969,976	13,589,338	6,717,999	3,106,341	26,003	4,503,794	2,908,485	378,579	108,775,515
BALANCE AT 30 JUNE 2025										
Gross carrying amount	5,575,000	71,969,976	15,351,041	6,717,999	9,380,049	32,925	5,477,107	2,908,485	600,780	118,013,362
Accumulated depreciation and impairment losses	-	-	(1,761,703)	-	(6,273,708)	(6,922)	(973,313)	-	(222,201)	(9,237,847)
NET CARRYING AMOUNT AT 30 JUNE 2025	5,575,000	71,969,976	13,589,338	6,717,999	3,106,341	26,003	4,503,794	2,908,485	378,579	108,775,515

Notes to the Financial Statements (continued)

For the year ended 30 June 2025

Note 13 Property, plant and equipment and intangible assets (continued)

Carrying amounts that would have been recognised if Land, buildings & infrastructure, roads and motor vehicles were stated at cost:

	Land	Buildings & infrastructure	Roads	Motor vehicle	Plant & equipment	Furniture & fixtures	Right-of-use assets	Capital work in progress	Intangible 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	-	(7,046,546)	(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/Amortisation	-	(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

Notes to the Financial Statements (continued)

For the year ended 30 June 2025

	2025	2024
	\$	\$
Note 14 Trade and other payables		
Trade payables	1,505,475	694,815
Other payables	667,246	523,888
Accruals	1,331,464	775,893
TOTAL TRADE AND OTHER PAYABLES	3,504,185	1,994,596

Note 15 Leases

Leases as lessee

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

	2025	2024
	\$	\$
a) Right-of-use assets		
Balance at 1 July	4,686,492	4,589,323
Remeasurements of right-of-use assets	-	265,030
Amortisation charge for the year	(182,878)	(167,861)
BALANCE AT 30 JUNE 2025	4,503,614	4,686,492

	2025	2024
	\$	\$
b) Amounts recognised in profit or loss		
Amortisation of right-of-use assets	182,878	167,861

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.

	2025	2024
	\$	\$
d) Lease liabilities		
Current	105,521	310,700
Non-current	4,938,110	4,795,028
TOTAL LEASE LIABILITIES	5,043,631	5,105,728

Notes to the Financial Statements (continued)

For the year ended 30 June 2025

Note 15 Leases (continued)

	2025	2024
	\$	\$
<i>e) Amounts recognised in the statement of cash flows</i>		
Total cash outflow for leases	295,792	295,792

	2025	2024
	\$	\$
Note 16 Grant liabilities		
Grants unspent	8,098,531	7,001,001
TOTAL GRANT LIABILITIES	8,098,531	7,001,001

	2025	2024
	\$	\$
Note 17 Provisions		
CURRENT		
Employee entitlements	2,009,719	2,166,459
TOTAL CURRENT	2,009,719	2,166,459
NON-CURRENT		
Long service leave	230,312	145,621
Landfill rehabilitation	1,104,980	673,523
TOTAL NON-CURRENT	1,335,292	819,144
TOTAL PROVISIONS	3,345,011	2,985,603

	2025	2024
	\$	\$
Note 18 Reserves		
Asset revaluation reserve	83,688,384	67,801,626
TOTAL ASSET REVALUATION RESERVE	83,688,384	67,801,626

Notes to the Financial Statements (continued)

For the year ended 30 June 2025

Note 19 Financial instruments

Accounting classifications

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

	Note	2025 \$	2024 \$
FINANCIAL ASSETS MEASURED AT AMORTISED COST			
Cash and cash equivalents	8	9,472,308	8,989,911
Trade and other receivables	9	3,058,771	1,871,605
Term deposits	10	27,000,000	27,000,000
		39,531,079	37,861,516
FINANCIAL LIABILITIES MEASURED AT AMORTISED COST			
Trade and other payables	14	3,504,185	1,994,596
		3,504,185	1,994,596
		2025	2024
		\$	\$

Note 20 Commitments

Capital commitments

Capital expenditure		-	550,447
		-	550,447

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

Note 21 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, Councilors, CEO and certain prescribed officers under the Local Government Act. They were paid the following total compensation:

	2025 \$	2024 \$
Short-term employee benefits	1,271,281	1,306,515
Long-term employee benefits	(24,080)	(92,407)
Post-employment benefits	130,675	93,952
Termination benefits	7,430	70,865
	1,385,306	1,378,925

Notes to the Financial Statements (continued)

For the year ended 30 June 2025

Note 21 Related parties (continued)

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:

	2025	2024
	\$	\$
CEO Remuneration		
Short-term employee benefits	354,378	380,773
Long-term employee benefits	-	(107,439)
Post-employment benefits	35,670	41,922
Termination benefits	-	70,865
	390,048	386,121

Note 22 Contingencies

As at 30 June 2025, there existed no contingencies for the Council.

	2025	2024
	\$	\$
Note 23 Auditor's remuneration		
AUDIT SERVICES		
Auditors of the Council		
Audit of financial statements - KPMG	192,213	56,687
Other services		
Compilation of financial statements	8,400	8,044
	200,613	64,731

The audit fee for the year ended 30 June 2025 includes \$53,805 acquittal audit fees and \$65,008 other audit fees related to financial year 2023/2024.

Note 24 Grant obligations

	2025	2024
	\$	\$
a) Unexpended grants		
Australian Government	2,095,076	2,772,678
NT Government	6,003,455	4,228,323
	8,098,531	7,001,001
b) Reconciliation of unexpended grants		
	2025	2024
	\$	\$
Unexpended grants 1 July	7,001,001	5,781,120
Grants received during the year	15,189,465	18,621,793
Grants expended during the year	(14,420,333)	(17,401,912)
Grants returned during the year	(481,781)	-
Grant acquittal adjustments during the year	810,179	-
TOTAL UNEXPENDED GRANTS AT 30 JUNE	8,098,531	7,001,001

Notes to the Financial Statements (continued)

For the year ended 30 June 2025

Note 25 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.

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.

Notes to the Financial Statements (continued)

For the year ended 30 June 2025

Note 25 Financial risk management (continued)

iii. Liquidity risk (continued)

		30 June 2025			
	Note	Within one year \$	1-5 years \$	Over 5 years \$	Total \$
Trade and other payables	14	3,505,985	-	-	3,505,985
Lease liabilities		310,700	1,535,809	6,640,801	8,487,310
		3,816,685	1,535,809	6,640,801	11,993,295

		30 June 2024			
	Note	Within one year \$	1-5 years \$	Over 5 years \$	Total \$
Trade and other payables	14	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

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.

v. 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.

	2025 \$	2024 \$
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.

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 2025.

Notes to the Financial Statements (continued)

For the year ended 30 June 2025

Note 25 Financial risk management (continued)

v. Interest rate risk (continued)

	2025 +100 Basis points \$	2024 +100 Basis points \$
Effect on statement of profit or loss and other comprehensive income	149,342	89,899
	2025 -100 Basis points \$	2024 -100 Basis points \$
Effect on statement of profit or loss and other comprehensive income	(149,342)	(89,899)

Note 26 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:

	2025 \$	2024 \$
Total cash and equivalents and other current financial assets	9,472,308	8,989,911
BALANCES PER STATEMENT OF CASH FLOW	9,472,308	8,989,911

Notes to the Financial Statements (continued)

For the year ended 30 June 2025

Note 26 Reconciliation of operating surplus/(deficit) to net cash from operating activities (continued)

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

	2025	2024
	\$	\$
Operating deficit for the year	(4,336,056)	(5,696,902)
Adjustments for:		
Depreciation and amortisation	5,978,124	5,489,612
Landfill rehabilitation provision	431,041	-
Gain on revaluation of PPE	(335,000)	-
Fixed assets written off	620,336	-
Change in operating assets and liabilities:		
Net (decrease)/increase in unpaid employee benefits	(72,048)	351,753
Net (increase) in receivables	(1,187,166)	(190,539)
Net (increase) in other assets	(84,428)	(51,412)
Net decrease/(increase) in inventories	199,571	(344,212)
Net increase/(decrease) in trade and other payables	1,509,589	(405,707)
Net increase in grant liabilities	1,097,530	1,255,309
NET CASH FROM OPERATING ACTIVITIES	3,821,493	407,902

Notes to the Financial Statements (continued)

For the year ended 30 June 2025

Note 27 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	
	2024 - 25	2023 - 24	2024 - 25	2023 - 24	2024 - 25	2023 - 24	2024 - 25	2023 - 24	2024 - 25	2023 - 24	2024 - 25	2023 - 24	2024 - 25	2023 - 24	2024 - 25	2023 - 24	2024 - 25	2023 - 24	
Income rates	(1,894,768)	(1,695,529)	(87,310)	(84,275)	(1,371,594)	(1,363,717)	-	-	-	-	-	-	-	-	-	-	-	-	-
Income council	(25,260)	(446,641)	(873)	(4,265)	(3,484)	(8,462)	-	-	-	-	-	-	-	-	-	-	-	-	-
Income operating	(10,005,593)	(6,344,108)	(6,420)	(43,000)	(3,500)	(12,400)	(645,625)	(847,837)	(3,571,312)	(3,571,312)	(2,660,694)	(3,000,321)	(4,407,947)	(3,955,694)	-	-	-	-	-
Income investment	(1,780,945)	(1,828,532)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income reimbursement	(40,362)	(28,077)	-	(41,934)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income agency and commercial services	(26,603)	(31,832)	(2,355)	(989)	(204,265)	(31,339)	(8,563,396)	(10,555,878)	(1,277,661)	(1,277,661)	(1,610,653)	(33,482)	(45,918)	-	-	-	-	-	
Income capital	(424,387)	(710,175)	-	-	381,389	(81,306)	(75,059)	(667,926)	-	-	-	(910,650)	(10,000)	-	-	-	-	-	-
Other income	(421,787)	(64,048)	(196)	(818)	(1,045)	(6,130)	(22,378)	(6,130)	(11,429)	(11,429)	(916)	-	26,974	-	-	-	-	-	
TOTAL INCOME	(14,619,705)	(11,148,942)	(107,154)	(175,281)	(1,202,499)	(1,497,224)	(13,149,255)	(12,505,468)	(4,860,402)	(4,273,481)	(3,944,908)	(4,436,891)	(3,955,694)						
Employee costs	10,674,725	11,417,333	149,957	200,600	146,830	123,795	2,542,246	2,479,491	2,674,991	2,284,104	829,994	605,020	2,318,948	1,860,249					
Contract and materials	2,974,776	3,419,386	217,287	133,722	320,605	210,337	2,909,324	2,377,747	418,530	256,275	1,217,865	805,230	655,808	511,040					
Depreciation	5,976,124	3,496,936	-	-	-	-	-	77,093	-	-	-	-	-	-					
Other operating	8,513,088	4,897,632	76,616	64,725	248,892	166,403	2,265,137	1,640,211	746,315	729,423	344,529	290,429	338,096	340,330					
Other operating	189	5,581	-	-	-	-	13,198	-	-	3,344	-	-	-	(1,146)					
Finance expenses	137,284	457,843	40	42	40	40	2,349	80	23	60	60	40	-	-					
Internal cost allocations	(3,126,299)	(7,454,821)	81,529	51,603	76,441	475,912	814,907	3,585,289	725,637	1,219,507	339,405	971,693	1,087,185	1,151,143					
TOTAL EXPENSES	25,151,897	16,239,890	525,429	450,692	792,808	786,187	6,547,161	10,159,911	4,565,496	4,492,653	2,731,853	2,672,412	4,398,037	3,961,656					
NET SURPLUS/(DEFICIT)	10,532,192	5,090,948	418,275	275,411	(409,691)	(711,037)	(4,602,094)	(2,345,557)	(294,906)	219,172	(1,213,055)	922,060	(38,854)	(94,038)					

The Roper Gulf Regional Council maintains assets including cash function through the main function (head office). Hence, assets and cash and cash equivalents has not been included as a separate function to the function note.

Notes to the Financial Statements (continued)

For the year ended 30 June 2025

Note 28 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.

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 2025, 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 2025;
- Statement of profit or loss and other comprehensive income, Statement of changes in equity, and Statement of cash flows for the year then ended; and
- 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* Australia. We have fulfilled our other ethical responsibilities in accordance with these requirements.

Restriction on use

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

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 CEO and the Council for the Financial Report

The CEO is responsible for:

- the preparation and fair presentation of the Financial Report in accordance with Australian Accounting Standards, the *Local Government Act 2019* and the *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; and
- 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:

https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our Auditor's Report.

KPMG

KPMG
Darwin
27 October 2025





