



AGENDA

AUDIT COMMITTEE MEETING

WEDNESDAY, 18 NOVEMBER 2020

Notice is given that the next Audit Committee Meeting of the Roper Gulf Regional Council will be held on:

Wednesday, 18 November 2020 at 10.00AM
The Roper Room, Roper Gulf Regional Council
2 Crawford Street, Katherine, NT

Your attendance at the meeting will be appreciated.

Marc GARDNER
ACTING CHIEF EXECUTIVE OFFICER

PLEDGE

“We pledge to work as one towards a better future through effective use of all resources.

We have identified these key values and principles of Honesty, Equality, Accountability, Respect and Trust as being integral in the achievement of our vision, that the Roper Gulf Regional Council is Sustainable, Viable and Vibrant.”

PRAMIS BLA WI

“Mela pramis bla wek gudbalawei bla meigim futja bla wi wanwei, en bla yusim ola gudwan ting bla helpum wi luk lida.

Mela bin luk ol dijlod rul, ebrobodi gada tok trubalawei, wi gada meik so wi gibit firgo en lisiin misalp, abum rispek en trastim misalp bla jinggabat bla luk lida, Roper Galf Rijinul Kaunsul deya maindim en kipbum bla wi pramis, dum wek brabli gudbalawei, en im laibliwan.”

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17	CLOSED SESSION	

17.1 Confirmation of Previous Minutes

The report will conducted in accordance with the Local Government Act 2008 s 65(2) and Local Government (Administration) Regulations 2008 reg 8(e).

17.2 Corporate Information System Update

The report will conducted in accordance with the Local Government Act 2008 s 65(2) and Local Government (Administration) Regulations 2008 reg 8(c)(iv).

17.3 Heavy Vehicle Matter

The report will conducted in accordance with the Local Government Act 2008 s 65(2) and Local Government (Administration) Regulations 2008 reg 8(c)(iv).

17.4 Assessment of Audit

The report will conducted in accordance with the Local Government Act 2008 s 65(2) and Local Government (Administration) Regulations 2008 reg 8(c)(i) (c)(iv).

RESUMPTION OF MEETING**18 CLOSE OF MEETING**

CONFIRMATION OF PREVIOUS MINUTES



ITEM NUMBER	6.1
TITLE	Confirmation of Previous Minutes
REFERENCE	1030519
AUTHOR	Naomi HUNTER, Executive Manager

RECOMMENDATION

That the Audit Committee confirms the minutes from the meeting held on 16 September 2020 and affirms them to be a true and accurate record of the meetings decisions and proceedings.

BACKGROUND

The Audit Committee met on Wednesday, 16 September 2020 at 10:00am in Katherine. Attached are the recorded minutes from that meeting for the Committee to review.

The next Audit Committee Meeting is scheduled to be held on Wednesday, 03 March 2021 at 10:00am.



ISSUES/OPTIONS/SWOT

Nil.

FINANCIAL CONSIDERATIONS

Nil.

ATTACHMENTS

1   Audit Committee 2020-09-16 [1609] Minutes.DOCX



MINUTES OF THE ROPER GULF REGIONAL COUNCIL, CONFIDENTIAL AUDIT COMMITTEE MEETING HELD AT THE ROPER ROOM, ROPER GULF REGIONAL COUNCIL, 2 CRAWFORD STREET, KATHERINE, NT ON WEDNESDAY, 16 SEPTEMBER 2020 AT 10.00 AM

1 PRESENT MEMBERS/STAFF/GUESTS

1.1 Members

- Independent Member Garry LAMBERT (Chairperson);
- Independent Member Carolyn EAGLE (via videoconference);
- Councillor Marlene KARADOO (via videoconference);
- Councillor David MURRUNUGUN; and
- Councillor Donald GARNER.

1.2 Staff

- Phillip LUCK, Chief Executive Officer;
- Marc GARDNER, General Manager Corporate Services and Sustainability;
- Dave HERON, Chief Financial Officer; and
- Naomi HUNTER, Executive Manager.

1.3 Guests

- Cheryl CHASE, Partner, Deloitte; and
- Wasique ZAFAR, Audit Manager, Deloitte.

2 MEETING OPENED

The Meeting Closed Session opened at 10:43am.

3 WELCOME TO COUNTRY

4 DISCLOSURES OF INTEREST

There were no declarations of interest at this meeting.

17 CLOSED SESSION

17.1 CONFIRMATION OF PREVIOUS MINUTES

73/2020 RESOLVED (Garry LAMBERT/Donald GARNER)

CARRIED

That the Audit Committee confirms the minutes from the confidential session of the meeting held on 17 June 2020 and affirms them to be a true and accurate record of the meetings decisions and proceedings.

17.2 FINANCE MANAGER SECONDMENT PROJECT - UPDATE

74/2020 RESOLVED (Marlene KARKADOO/Carolyn EAGLE)

CARRIED

That the Audit Committee notes the report in relation to the Finance Manager Secondment Project update.

17.3 RISK MANAGEMENT PLAN AND REGISTER

75/2020 RESOLVED (Marelene KARADOO/Carolyn EAGLE)

CARRIED

That the Audit Committee accepts the report in relation to the updated Risk Management Plan.

The Chairperson raised points about the Risk Management Plan and Register. These were considerations of an option of an addition of an annual review and training component element to be included.

17.4 AASB 16 UNDERLYING ASSET

76/2020 RESOLVED (Donald GARNER/Marlene KARKADOO)

CARRIED

That the Audit Committee:

- (a) Notes the information contained in this paper;
- (b) advise Council of the Audit Committee's perspective of the implications to the financial statements in relation to valuing the assets covered under S19 leases in accordance with AASB 16; and
- (c) Support the CEO's recommend that ALRA s19 leased assets be valued in the Council's financial statements.

17.5 FINANCE PRESENTATION

77/2020 RESOLVED (Donald GARNER/David MURRUNGUN)

CARRIED

That the Audit Committee receives and notes the Finance presentation.

RESUMPTION OF MEETING

78/2020 RESOLVED (Donald GARNER/David MURRUNGUN)

CARRIED

That the Audit Committee moved to return to the open session of the Audit Committee Meeting and declared the resolutions made in the confidential session not be available to the public in accordance with the *Local Government Act 2008*, section 201.

The meeting terminated at 11:38am.

This page and the preceding pages are the minutes of the closed session Audit Committee meeting and will be confirmed at the next Audit Committee Meeting scheduled to be held on Wednesday, 18 November 2020.

Chairperson Garry LAMBERT

BUSINESS ARISING FROM PREVIOUS MINUTES

ITEM NUMBER	7.1
TITLE	Action List
REFERENCE	1034546
AUTHOR	Naomi HUNTER, Executive Manager

RECOMMENDATION

That the Audit Committee :

- a) That Receives and notes Action List; and
- b) Approves the removal of completed items.

BACKGROUND

The Action List is a summary of tasks that the Audit Committee meeting has requested be undertaken by Council staff. The table also identifies the Staff member assigned to the task by the Chief Executive Officer and the current status.

Date	Agenda Item #	Item Description	Responsible Person	Comments/ Details	Ongoing	Status Comments - Completion Date
19-09-2018	11.2	New Policies	Executive Manager	That the standard operating procedure applicable to the mandatory reporting policy be presented to the November Audit Committee.	Ongoing	Website has been updated to reflect the four (4) divisions within its operational structure. Recommend remove action.
19-09-2019	13.2	Information Rights Management	Information Systems Manager	Contractor to overhaul entire EDRMS and records management processes, including IRM.	Ongoing	Project schedule has been developed and in action. Report updating of project in agenda.
17-06-20	13.2	Audit Committee Self-Assessment	Marc Gardner	Referred to next meeting 16.09.20	Ongoing	Report in November agenda.

17-06-20	13.2	Risk Management Plan	Marc Gardner	Referred to next meeting 16.09.20	Ongoing	Report in November agenda.
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ISSUES/OPTIONS/SWOT

Nil

FINANCIAL CONSIDERATIONS

Nil

ATTACHMENTS

There are no attachments for this report.

GENERAL BUSINESS

ITEM NUMBER	12.1
TITLE	Tender for Provision for Audit Services
REFERENCE	1042650
AUTHOR	Dave HERON, Finance Manager

RECOMMENDATION

That the committee endorse the issue of the tender request of the provision for audit services for the next three years by the Acting CEO.

BACKGROUND

Sections 133-135 of the Local Government Act requires Council to appoint an auditor to audit the financial statements each year and report to Council on the effectiveness of its financial management. Deloitte have been the Councils auditor for the past six years to 30 June 2020. It is prudent to consider the performance of the auditors each year and to consider appointing different auditors to protect against familiarity and complacency.

The Council has an option to tender for the Provision of Audit Services publically or to seek quotations by enquiry to suitably qualified auditors. There is no requirement to publically seek expressions of interest however, in the past Council has tendered publically by advertising in newspapers and notices on the council website. It is recommended that this process is again followed.

Attached is a draft document that can be provided to auditors seeking to tender for the Provision for Audit Services to the Council. Included in the document are the terms and conditions of the tender and appointment. The discussion point is the timing of the process that provides sufficient time for all the steps to be covered fully. Thus it is recommended that the following timetable is set:

1. Endorsement from the Audit Committee	18/11/2020
2. Approval by the Finance Committee	24/11/2020
3. Advertisements placed and tender opened	01/12/2020
4. Closing date for tenders	31/12/2020
5. Assessment of tenders	07/01/2021
6. Recommendation to the Finance Committee	14/01/2021
7. Appointment of Auditor at FCM	27/01/2021

ISSUES/OPTIONS/SWOT

Section 133 (4) of *the Local Government Act* states

(4) The council must, in the instrument of the auditor's appointment:

- (a) fix the term of appointment (which must not be less than 2 nor more than 5 years);

The last appointment of an auditor was at the Ordinary Meeting of Council on 30 April 2015 where Deloitte was appointed for five years encompasses the years ended 30 June 2015, 2016, 2017, 2018 & 2019. There was no resolution by Council to appoint Deloitte as the auditor for the year ended 30 June 2020, which would put Council in a technical breach of the Act.

FINANCIAL CONSIDERATIONS

Audit services are budgeted for about \$60,000 annually.

ATTACHMENTS

1   Provision of Audit Services_Specification.docx



EXPRESSION OF INTEREST

PROVISION OF AUDIT SERVICES

EXPRESSIONS CLOSE
Friday 4:00pm
31 November 2020

Confidentiality

This document contains material which is confidential and the content of the document remains “Commercial in confidence”. Treat this assignment with discretion to protect unnecessary distribution of sensitive information.

Roper Gulf Regional Council (RGRC) will treat as confidential any information provided by expresser’s prior to the award of the contract. Once the contract has been awarded, Roper Gulf Regional Council will not keep such information confidential it is was provided by the successful expresser unless:

- The successful expresser requests that specific information should be kept confidential
- The specific information is by its nature confidential
- RGRC agrees to that request to keep such information confidential

In considering a request for confidentiality, RGRC will consider whether disclosure would cause detriment to the requestor or a third party and the circumstances under which the information was or would be disclosed. RGRC will also consider whether confidentiality is supported by the underpinning of core values such as cost benefit, encouraging competition, efficient, ethical and effective use of resources, accountability and transparency.

RGRC cannot provide a guarantee of confidentiality as certain confidential information may need to be disclosed to support the business operations of RGRC.

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1 SUMMARY OF THE REQUIREMENTS

1.1 Requirement in Brief

The Local Government Act requires the financial statements of a Regional Council to be audited. RGRC is seeking expressions of interest for professional audit services to satisfy these requirements.

1.2 Background

As of 1 July 2008, the Local Government Act came into effect; generating eight new Shire Councils covering the majority of the Northern Territory, RGRC is one of those generated organisations.

The majority of funding for delivery of core and non-core local government services is sourced from Territory and Federal Government Agencies. RGRC uses this funding in the course of its operational duties to fulfill functions outlined in the Act.

The Members of Council are charged with the governance and strategic direction of RGRC. Members are elected from their respective Wards. The CEO reports direct to the Council and is responsible for the day to day management of the Council which is itself split into Directorates.

RGRC utilises the Technology One financial accounting system which currently comprises of the financial, payroll, works and assets and property and rating modules.

The successful expresser will be required to recognise the RGRC vision, mission and values.

Information to assist your response has been described in this document. Should additional information which has not been provided be required, reference should be made to:

Mr. Dave Heron
Acting Director of Corporate Services & Sustainability
Roper Gulf Regional Council
PO Box 1321
Katherine
Northern Territory 0851
AUSTRALIA

M: 0407 971652
P: 08 8972 9000
E: dave.heron@ropergulf.nt.gov.au

1.3 Statement of Requirement

RGRC invites expressions of interest from suitably qualified accounting firms, organisations or individuals for the provision of audit services for the period from the date of 1 July 2020.

RGRC deals with a wide range of matters that are administered under various statutes and legislation that require financial auditing services generally, but not limited to, the provisions of the Local Governments Act (NT) 2008 and associated regulations and guidelines, especially the Local Government Accounting Regulations 2008. In addition to this, auditing services are also required to fulfill requirements of various grant funding contract terms and conditions. From the year beginning 1 July 2021 the relevant legislative reference will be the Local Government Act (2019) and the Local Government Regulations (2020) and relevant Ministerial Guidelines.

The service required to be provided to RGRC includes, but not limited to:

- Audit of the general purpose financial statements for each year, based upon the requirements of the Local Government Act and the Regulations;
- Audit of expenditure of grants requiring a separate audit report; and
- Audit of specific purpose financial reports due outside of financial years.

The Auditor will provide all assistance necessary for the satisfactory preparation of general purpose financial statements.

In addition to the above, the services to be provided will include reasonable services which a professional auditor would normally supply. These could include services such as evaluating the effectiveness and efficiency of internal control and accounting systems and interpretations of relevant new or revised accounting standards of legislation.

The responsibility of auditing services shall be:

1. The provision of an audit opinion on the general purpose financial statements of Roper Gulf Regional Council.
2. The provision of a management letter detailing any matters arising during the course of each audit and not otherwise reported. This letter should include any suggestions for improvement in efficiency or economy of resources detected during the course of the audit.
3. The meeting of all deadlines to ensure that reports are available within statutory time required.
4. The performance of the audit will meet the requirements of the specifications at all times. If the performance is considered by Roper Gulf Regional Council not to meet their expectations, then Roper Gulf Regional Council can give notice of termination in writing effective after ninety (90) days.
5. Submission of at least three (3) physical original copies of the audit reports and one (1) electronic copy.

Roper Gulf Regional Council requires that expressers be able to demonstrate suitable experience covering at least three (3) years in the audit of local government bodies. It is expected that completion of the audit process and preparation of audit reports will be completed by mid-October 2021 for the 2020/21 financial year, and by mid-October for the following years.

Appointed contractors will be required to not act for any party in relation to a matter in which that party's interests are, or may, be adverse to the interests of Roper Gulf Regional Council and generally not to act in any manner contrary to the interests of Council.

Contractors may from time to time be required to provide telephone advice as a matter of urgency. This advice will need to be confirmed as soon as possible thereafter in writing.

The majority of work is to be carried out on a fixed fee basis whereby Contractors will render an account at the approved contract rate per contract schedule. The Contractor will be required to provide documentation to support the account, if requested by Roper Gulf Regional Council.

The major location for undertaking auditing services will be at the Council Headquarters, located in Katherine. It is accepted that a certain amount of the audit can be conducted remotely. It is the discretion and responsibility of the auditor if they require access, accommodation and transport to other communities within the Council as part of the contract. The total contract price is to include all necessary transport to all communities within the Council at the discretion of the contractor.

2 CONDITIONS OF EXPRESSION OF INTEREST AND LODGEMENT INSTRUCTIONS

2.1 Compliance with Conditions

Expressers should note that the degree of compliance with the specified conditions will be an essential consideration in the process of evaluating expression of interest. Failure to provide information requested in the expression document may lead to no further consideration of the expression response.

2.2 Lodgement of Expression of Interest Submission and Closing Date

Expressions submitted must be in a sealed envelope, clearly endorsed:
Expression of Interest
Provision of Audit Services

Expressions must be received by the closing date and time and must be submitted by post, hand delivered or electronically at the below address. All enquiries regarding the expression should also be directed to Dave Heron. One (1) original expression document marked "ORIGINAL" and two (2) copies of the expression document marked "COPY" must be submitted.

The Tender Box
Provision of Audit Services Roper Gulf
Regional Council
PO Box 1321
Katherine, NT, 0851

The Tender Box
Provision of Audit Services
Ground Floor, Crawford Street
2 Crawford Street,
Katherine, NT 0850

tenders@ropergulf.nt.gov.au

THE CLOSING DATE FOR RECEIPT OF EXPRESSIONS IS:
4:00pm, MONDAY 31 DECEMBER 2020.

LATE EXPRESSIONS WILL NOT BE CONSIDERED.

2.3 Expression Response

In your expression response you are required to describe in detail:

- how you propose to add value to Roper Gulf Regional Council highlighting your local government experience;
- explain the benefits to Roper Gulf Regional Council of your proposed methodology, indicating why you believe your organisation is better placed to provide these services than your competitors, highlighting the differences between yourselves and other audit services providers;
- provide a detailed service plan assuming appointment with effect from 1 July 2020

2.4 Selection Criteria

The selection criteria to be used in determining the successful applicant is outlined below:

Selection Criteria	Weighting
1 Knowledge of, experience, qualifications and expertise in financial auditing matters in particular as they relate to Local Government. This will include a demonstrated successful track record of quality, accurate and timely provision of local government auditing services over a minimum of 3 years; and will also involve an assessment of the individual expertise and qualifications of the personnel offered to provide the service.	
2 A competitive and cost effective fee structure. This would also include a prompt billing or account format that identifies and itemises time and activity precisely and provides a running total in each matter.	
3 A commitment to prioritising Council matters with a willingness to undertake the auditing services within the established timeframes.	
4 Preparedness to provide effective communication and feedback to Council and report regularly as to the progress of providing financial auditing services.	
5 A willingness to work in a cooperative way with Council staff (and where necessary, government agencies) to ensure that auditing services meet performance standards and timetables.	

30%

30%

20%

10%

10%

TOTAL

100%

Information supplied in response to the various sections of the expression will be considered in the evaluation against each criterion.

In addition to the evaluation of expressions to the extent of compliance against the entire requirement, Roper Gulf Regional Council reserves the right to consult nominated referees to further satisfy itself as to the suitability of the applicants.

Applicants may be called upon at their expense to make a presentation of the proposal to the evaluation committee as part of the evaluation phase.

2.5 Expression Fees to Cover All Costs

Fees expressed shall be net after deductions of all discounts, except settlement discount, and shall include coverage for all costs associated with the provision of the Contract. All costs include travel, transport, accommodation, overheads and on costs, staff time and staff time for travel.

Expressers must clearly indicate the applicant is to be considered for the provision of all financial audit services given in section 1.3 and 3.3.

An indication of standard scale rates for ad-hoc assistance should also be provided, should the need arise for additional services outside the specified scope of work.

2.6 Goods and Services Tax (GST)

It is mandatory that the expressing organisations have a registered Australian Business Number (ABN) and be registered for the Goods and Services Tax (GST) with the Australian Taxation Office (ATO).

Prices and fees listed in this expression must include all allowances for the cost of paying Goods and Services Tax.

If the applicant does not provide an Australian Business Number (ABN) indicating that the applicant will pay GST on any taxable supply made under the Contract, the expression price will be weighted by a 10% increase in the assessment of expression price relativity.

2.7 Short-Listing

Roper Gulf Regional Council reserves the right absolutely to make a shortlist of any applicants and seek further information before selecting a preferred Expression(s). Any shortlist will be made using the Selection Criteria.

2.8 Negotiations

Roper Gulf Regional Council reserves the right to enter negotiations with any preferred applicant. Roper Gulf Regional Council reserves the right to terminate negotiations with any applicant and commence negotiations with any other applicant, at any time. Roper Gulf Regional Council will not be liable for any loss, costs, or expenses incurred by any applicant arising from a decision by Roper Gulf Regional Council to terminate negotiations with any applicant.

2.9 Expression Process Not Contractual

Nothing in this expression process, or this expression document or the submissions of any expressers shall be construed as to give rise to contractual obligations, whether express or implied.

2.10 Acceptance of Expressions

Roper Gulf Regional Council specifically reserves to itself the right to accept no expression, or accept any expression whether that expression is conforming or not. Roper Gulf Regional Council further reserves the right, after the expression closing date, to negotiate with any one or more expressers with a view to modifying the terms, conditions, prices and other matters applicable to any Contract that may be subsequently entered into. Roper Gulf Regional Council may terminate the expression process at any time if Roper Gulf Regional Council determines that it is in the public interest to terminate the expression process.

An expresser shall not be deemed to have been accepted unless accepted in writing by way of a Letter of Acceptance. Following acceptance of an expression of interest, Roper Gulf Regional Council will notify the name of the successful expresser(s) to all unsuccessful expressers. It is envisaged the successful applicant will be announced on Thursday 28 January 2021.

2.11 Expresser to Become Fully Informed

The Expresser shall be deemed to have become fully informed of all conditions affecting the expression. If there is any doubt as to the meaning of any parts of the Expression Documents clarification shall be requested from Roper Gulf Regional Council, such clarification shall be valid only if issued in writing.

Any clarification given pursuant to this Clause may also be issued to all prospective expressers.

2.12 Interpretation

In this expression, unless the contrary intention appears:

1. Roper Gulf Regional Council decisions are made at the absolute discretion of Roper Gulf Regional Council.
2. It is agreed that all sums of money are in Australian currency.
3. Reference to any section includes any paragraph of clause within it.

3 TENDER AND CONTRACT CONDITIONS

3.1 Interpretations

In this Contract to which these conditions apply, the following terms shall have the following meanings:

- "Contract" means the agreement concluded between the Contractor and Roper Gulf Regional Council, including all special conditions, specifications, and other documents incorporated with and forming part of this Contract and includes the standing offer constituted by the acceptance of the Contractor's expression of interest for the term set out in the expression of interest request.
- "Contractor" means the firm, organisation or individual contracted to supply the services the subject of this Contract.
- "Services" means all of the activities and tasks to be performed by the Contractor, as specified in this document and as amended from time to time.

- "Contract Material" means all material brought or required to be brought into existence as part of, or for the purpose of performing the audit services including, but not limited to, documents, equipment, information and data stored by any means.
- "Contract Fees" means the fees shown in the Pricing Schedule submitted with the expression of interest.
- "Intellectual Property" means all copyright, patents, registered and unregistered trademarks, registered designs, trade secrets and know-how and all other intellectual property as defined in Article 2 of the Convention Establishing the World Intellectual Property organisation of July 1967.
- "Specified Personnel" means the personnel nominated by the Contractor who are to provide or perform some or all of the legal services under the Contract.

3.2 Period and Form of Contract

The Contract shall be in force for the period from the date of acceptance until the completion of audit services for the 2022/23 financial year.

This expression of interest document, a letter of appointment from Roper Gulf Regional Council and the acceptance of the appointment in writing by the auditor shall form the basis of the contract.

3.3 Responsibilities of the Auditor

The Auditor shall provide the auditing services and carry out the auditing services with all reasonable skill and care.

The auditor has discretion as to the manner in which the auditing services are to be performed but shall have regards to:

- Auditing practice and standards statements issued jointly from time to time by the Institute of Chartered Accountants and CPA Australia;
- The Local Government Act, 2008, and the Regulations and any subsequent legislation, there under;
- Any other relevant legislative provisions.

The auditor shall ensure that all relevant time deadlines are met to enable the audited financial statements to be available within the specified statutory time.

3.4 Claims for Payment

The Contractor will be required to lodge claims for services completed. Prior to approval of payment, claims will be subject to verification by Roper Gulf Regional Council that the claim is a true and accurate reflection of services completed.

The invoice shall clearly state the amount of GST payable and conform to the requirements of a tax invoice (as that term is defined in GST law).

If in Roper Gulf Regional Council's opinion, the quality or quantity of Services performed is deemed unsatisfactory, Roper Gulf Regional Council may withhold payment of all or part of the invoice until such time as the issue is resolved between the parties.

Correctly rendered and verified invoices shall be paid in accordance with the Local Government standard terms of thirty days, unless settlement discounts apply.

3.5 Insurance and Workers Compensation

The Contractor must at its own expense, insure and keep insured for the duration of the Contract, the following policies of insurance:

- Professional Indemnity Insurance for an amount not less than that required to be held in accordance with the Professional Standards Act (NT) 2008.
- Public Liability Insurance for an amount not less than \$10,000,000 providing indemnity against third party personal injury or property damage arising out of actions of the Contractor or its employees.
- Workers Compensation Insurance as required by law in respect of any person deemed to be an employee.

The Contractor will be asked to provide either a copy of the current policy or a Certificate of Currency with its acceptance of Contract, prior to any work being authorised.

3.6 Applicable Law

This Contract will be governed by, and construed in accordance with, the laws of the Northern Territory. The Auditor will also be appointed in accordance with Sections 133, 135 and 136 of the Local Government Act 2008.

3.7 Termination

If the Contractor fails to abide by any term(s) of the contract, Roper Gulf Regional Council may, by giving 14 days signed notice in writing to the Contractor, terminate the contract in whole or part, without prejudice to any other right of action or claim.

Should the contract be terminated, all documentation held by the Contractor will be returned to Roper Gulf Regional Council within the 14 day period.

Roper Gulf Regional Council may (without the need to comply with any show cause procedure) immediately terminate the Contract, if in Roper Gulf Regional Council's reasonable opinion, the Contractor has failed to perform the services in strict accordance with the requirements detailed within the Contract.

Should the provision of Audit Services and quality of staff engaged not satisfy the original tender specifications and the provisions of the Local Government Act, 2008 at any time during the contract period, Roper Gulf Regional Council reserves the right to terminate the contract with a minimum of one (1) month's notice.

In addition, Roper Gulf Regional Council may (without the need to comply with any show cause procedure) immediately terminate the Contract, if the Principal contact nominated in the expression ceases to work for the Contractor or is unavailable to provide the required services for any period in excess of one (1) month.

The appointed Auditor may resign at any time during the tenancy of the appointment, subject to providing six (6) months notice in writing, and Roper Gulf Regional Council reserves the right to appoint a person or persons who submitted expressions for this appointment, for the unexpired term of the appointment on the same terms and conditions as the original appointee or call for new expressions.

3.8 Occupational Health and Safety

The Contractor is responsible for ensuring compliance with all requirements, including applicable regulations, of the relevant Occupational Health and Safety Act and any applicable Australian Standard.

The Contractor shall be responsible for the well-being and fitness of all of its staff and to ensure that they are fit to perform their duties and present no danger to others.

The Contractor shall notify Roper Gulf Regional Council immediately, in writing, if a charge of noncompliance with the Act has been filed against the Contractor in connection with the services, the subject of this contract.

3.9 Inducements

By responding to this expression of interest document, the respondent expresser affirms that it has not given, offered to give, nor intends to give at any time hereafter, any inducements or reward of any kind to any director, officer or employee of Roper Gulf Regional Council in connection with submitted expression response.

3.10 Conflict of Interest

The Contractor shall ensure that at no time during the contract any conflict of interest exists or is likely to arise in the performance of its obligations under the contract. If during the term of the contract, a conflict or risk of conflict of interest arises, the Contractor undertakes to notify Roper Gulf Regional Council in writing of that conflict or risk.

3.11 Collusive Expression of Interest

The Expresser shall not enter into any agreement with any other Expresser or any industry association concerning the preparation of this expression of interest and in particular, but without limitation to the foregoing requirement, shall not include in the pricing of the expression any amount to be paid to an unsuccessful Expresser or any trade or industry association above the published standard fee.

The Expresser shall not seek to obtain knowledge of the expression of interest price of any other Expresser and shall not reveal the expression of interest price to any other Expresser at any time prior to the acceptance of a expression by Roper Gulf Regional Council.

Evidence of collusive expressions may lead to the rejection of all expressions of interest for the Contract and Expressers involved in such practices may be barred from expressing interest for further contracts with Roper Gulf Regional Council for a period to be determined by Roper Gulf Regional Council.

3.12 Misleading and Deceptive Conduct

Expressers must not engage in misleading or deceptive conduct, including but not limited to making statements or representations during this expression of interest process.

Expressers should be cognizant of the Trade Practices Act 1974, in particular s 52 and s 53 and also similar State Government legislation which may be relevant.

3.13 Complaints

Any complaints in the first instance should be directed Mr. Marc Gardner.

3.14 Sub-Contractors

The Contractor shall not sub contract any requirement of this contract without prior Roper Gulf Regional Council approval.

3.15 Specified Personnel

The Contractor shall ensure that the Specified Personnel undertake work in respect of the auditing services in accordance with the terms of the Contract.

The Contractor shall notify Roper Gulf Regional Council of any changes to the personnel undertaking activities pursuant to the contract. Where changes to personnel are proposed by the Contractor, it must give Roper Gulf Regional Council at least fourteen (14) days prior written notice of the date of effect of the proposed change, together with a curriculum vitae for the incoming personnel.

Incoming personnel must have expertise, experience and probity to the satisfaction of Roper Gulf Regional Council. Roper Gulf Regional Council shall notify the Contractor, in writing, of its acceptance or rejection of the proposed change to personnel.

The Contractor shall not undertake any work should a change of personnel occur without the prior consent, in writing, of Roper Gulf Regional Council.

3.16 Representation of Employment

The Contractor shall not represent itself, and ensure that its employees do not represent themselves, as being employees of Roper Gulf Regional Council.

3.17 Confidentiality

Except as required by or under the Contract, the Contractor shall take all reasonable steps to ensure that a person employed by it does not disclose to any person information relating to any documents or material in connection with the Contract which relates to the affairs of Roper Gulf Regional Council.

Without limiting the generality of this clause, any document or material which is in the possession of Roper Gulf Regional Council, or which has been provided by Roper Gulf Regional Council, to the Contractor or a person employed by it and which relates to the affairs of a third person shall, for the purposes of that clause, be deemed to relate to the affairs of Roper Gulf Regional Council.

The Contractor shall be required to act in accordance with any confidentiality, privacy and personal information protection legislation in relation to any personal information supplied to them in the course of their service to Roper Gulf Regional Council.

All legal reports and working papers of the Contractor that have been prepared or obtained in relation to the Contract, shall be confidential to Roper Gulf Regional

Council and Roper Gulf Regional Council representatives, information supplied

by the expresser may be the subject of disclosure under the Information Act (NT) 2008.

3.18 Performance Review

The performance of the Contractor in providing the Professional Services will be reviewed by Roper Gulf Regional Council every twelve months or as determined by Roper Gulf Regional Council. It is anticipated that the reviews will be undertaken upon completion of providing audit reports each year.

The matters to be considered at a performance review will include, but not be limited to:

- the conduct of the Contractor;
- the time being taken to provide the Services and the meeting of compliance dates;
- the cost to Roper Gulf Regional Council of the Services provided by the Contractor;
- the success of the Contractor in regard to preparation of reports and conducting audits;
- general matters on how the relationship between the Contractor and the Principal is working; and
- the degree to which the Services are being provided by the most experienced employees of the Contractor.

Within one month of the conclusion of a performance review, Roper Gulf Regional Council will advise the Contractor in writing of the outcome of the performance review and any matters Roper Gulf Regional Council wishes to draw to the attention of the Contractor.

In regard to such performance review, Roper Gulf Regional Council may require a meeting with the service provider to review performance and such meeting will not be chargeable to Roper Gulf Regional Council.

Roper Gulf Regional Council may require, for the performance review, a report as to the number of outstanding matters, an indication (by title) as to each matter, and any outstanding costs.

3.19 Delay

As soon as practicable after becoming aware of any matter which is likely to change or which has changed the scope or timing of the Services, the Contractor must give written notice to Roper Gulf Regional Council detailing the circumstances and extent or likely extent of the change or delay.

3.20 Contractor's Relationship with Roper Gulf Regional Council

The Contractor must not act outside the scope of the authority conferred on it by this Contract and must not bind Roper Gulf Regional Council in any way or hold itself out as having any authority to do so, except where authorised by this Contract, or as approved in writing by Roper Gulf Regional Council.

3.21 General Conditions of Contract for the Supply of Services

This contract is also bound by the General Conditions of contract for the supply of services. Where a conflict exists between the conditions stated in sections above and the General Conditions, the specific conditions in sections above will take precedence.

4 PRICING SCHEDULE AND INFORMATION TO BE SUPPLIED BY EXPRESSERS

4.1 Expressed Fees

Expressed fee is to be all inclusive in Australian Dollars and Firm (i.e. including but not limited to all necessary labour, materials and plant).

Item	Item Description	\$ AU
Fee for service	Annual fee for providing audit services	\$
Disbursements	The expresser is to provide hereunder details of all categories of disbursements items	At Cost (\$)
If travel costs are applicable as outlined in disbursements above, is RGRC to be charged these costs?	Is Roper Gulf Regional Council to be charged staff time whilst travelling and how much? Yes/No	Yes/No (\$)
Total Tender Amount		\$ Au

4.2 Fee Basis

The expresser must indicate below the fee basis of the tender (delete inapplicable options):

- (a) The expressed fees are firm for the duration of the contract.
- (b) Expresser to nominate proposed formula to adjust fees on an annual basis if required. Increased fees will then remain firm for each ensuing 12 month period.

4.3 Validity

Expressed fees shall remain valid for acceptance within three (3) months from the closing date of the expression of interest.

Note: A Minimum validity period of three months is required. Expressers shall state above any longer period for which their offers remain valid.

4.4 References

Expressers are to provide details of at least two (2) organisations, including the name of persons, willing to act as references to the expressers standard of service and performance on similar type contracts.

4.5 Expressers Experience

(a) Expressers are to provide details of the number of years in business, number of staff and scope of current activities as they relate to this requirement, including details of current staff qualifications and experience.

(b) Please include the number of practitioners/partners in the firm; each practitioner/partner/s general field of specialisation, qualifications and experience; period as a practitioner/partner and employee; the level of other staff employed by the firm; capacity in which each person can act. A copy of each contact person/s curriculum vitae should also be included.

By submitting a response to this Expression of interest, Expressers agree that:

- If its response is accepted, the Expresser will provide the services on contractual terms provided by Roper Gulf Regional Council.
- It has satisfied itself of the correctness and sufficiency of its response to provide the required services.
- It is incumbent upon each Expresser to acquaint themselves with the business operations and activities of Roper Gulf Regional Council and has examined all information relevant to the risks, contingencies, and other circumstances having an effect on its response which is obtainable by the making of reasonable enquiries.
- The response remains valid for a period of 90 days after the closing date and will not be withdrawn or varied before that time except with the written permission of Roper Gulf Regional Council.
- This Expression of Interest Document is the property of Roper Gulf Regional Council and is to be treated as Commercial in Confidence at all times. Disclosure of this Expression of interest Document is not permitted except as required to enable Expressers to prepare its response and such disclosure is subject to the prior written consent of Roper Gulf Regional Council.
- Expresser responses become the property of Roper Gulf Regional Council and any intellectual property of the Expresser contained in the Expression of interest response vests with Roper Gulf Regional Council and the Expresser waives any rights in respect of that intellectual property.
 - The Expresser will act always in good faith and in the best interests of Roper Gulf Regional Council.

ANNEXURE A.1

Formal Offer of Services (To be signed and submitted with the Expression of Interest)

To Roper Gulf Regional Council, I/We, the undersigned, do hereby Express our interest to perform the work for the Provision of Audit Services as described in the expression of interest documents.

The documents that have been completed and submitted with this expression of interest have been inspected and understood by me/us.

This Expression of Interest is submitted in accordance with the conditions of Lodgement by which, in consideration of Roper Gulf Regional Council undertaking to investigate and take into account this Expression of Interest with other Expressers, we agree to be bound.

Dated this day of, 2020

For an Expresser which is a Company:

The COMMON SEAL of
(ACN)

Was hereunto affixed by the Director/Authorised Person:

SIGNED by Name:

.....

in the presence of: Witness:

.....

Affix Seal here

OR For a Expresser which is not a Company:

SIGNED by

Name:

in the presence of:

Witness:

Address of Expresser:

Address for Service of Notices:.....

Contact Telephone Number:

ANNEXURE A.2

Statutory Declaration

(To be signed and submitted with the Expression of Interest)

I,,
of (Residential address), DO
SOLEMNLY AND SINCERELY DECLARE, in respect of the Expression of Interest::
Provision of Audit Services for Roper Gulf Regional Council (Tender 201505/2)
Or any contract arising from the Expression of Interest, that:

1. I hold the position of and am duly authorised by (“the Expresser”) to make this declaration on its behalf.
2. The Expresser is not aware of any conflict of interest it has that may prohibit the competitive tendering process.
3. Neither the Expresser nor any of its servants or agents had any knowledge of the price of any other Expresser prior to submitting its expression of interest nor has the Expresser or any of its servants or agents disclosed to any rival Expressers the Expresser's price prior to the closing of expression of interest.
4. The Expresser submitted its expression of interest in good faith and has not deliberately set its expression price above or below the level of rival Expresser.
5. As at the date of this declaration, the Expresser intends to do the work set out in the expression of interest.
6. Neither the Expresser nor any of its servants or agents has entered into any contract, arrangement or understanding having the result that, in the event that it is successful in the expression of interest, it will pay to any unsuccessful Expresser any moneys in respect of or in relation to the expression of interest or any contract resulting there from.
7. In submitting the expression of interest, the Expresser has not canvassed nor sought to discuss the tender with Roper Gulf Regional Council employees, nor Councillors, other than that officer detailed on page 9 of the expression of interest document.
8. The Expresser has not entered into any agreement with any other known expresser for the expressed services, nor has it obtained any knowledge of any expression of interest prices of any other known expresser, nor revealed its expression price to any other known expresser.

AND I MAKE this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Oaths Act, 2007.

SUBSCRIBED AND DECLARED at

This day of 2020

Signed:

Signed before me:

Name:

Justice of the Peace/Solicitor

The Statutory Declaration should be signed by a duly authorised officer of the Expressing firm and lodged with the expression of interest.

ANNEXURE A.3

Schedule of Contractors Details

Complete the details listed hereunder:

1. CONTRACTOR'S REPRESENTATIVE (Should be a Partner)

Name:

Title:

2. CONTRACTOR CONTACT

Name

Title

Firm

Address

Telephone

Facsimile

Email

3. DETAILS OF THE STRUCTURE OF THE FIRM

SIGNATURE OF EXPRESSER _____

DATE _____

FOR THE FIRM OF _____

GENERAL BUSINESS



ITEM NUMBER	12.2
TITLE	Business Continuity Plan
REFERENCE	1043063
AUTHOR	Dave HERON, Finance Manager

RECOMMENDATION

That the Audit Committee endorse the draft Business Continuity Plan.

BACKGROUND

The Covid-19 outbreak early in 2020 exposed every organisation to an extraordinary event that challenged Council's response to the crisis and highlighted many critical issues that had not been previously considered. As part of council's response and ongoing attention to risk management, a Business Continuity Committee was established to manage the crisis and to create a Business Continuity Plan that can be referred to for future crisis events.

Attached is the draft document for the Committee's information and comment.


ISSUES/OPTIONS/SWOT

Nil.

FINANCIAL CONSIDERATIONS

Nil.

ATTACHMENTS

1   Roper Gulf Regional Council BCP Draft Plan.docx



Roper Gulf Regional Council Business Continuity Plan

Version 1.0

For Office Use Only - Approval

Name	Position	Signed	Date
Marc Gardner	Acting Chief Executive Officer, Roper Gulf Regional Council		/ 11 / 2020

Table of contents

SECTION 1

INTRODUCTION

1.1 Introduction

Business continuity focuses on sustaining an organisation's functions, during and after an incident for a specified period of time.

This Business Continuity Plan (BCP) addresses a return to Business-As-Usual and covers interim requirements to continue operations immediately following the incident.

Resource information (e.g. People Resources, Hardware, Applications, etc.) contained in this Business Continuity Plan are vital to the continuation of services and the subsequent Continuity and commencement of services.

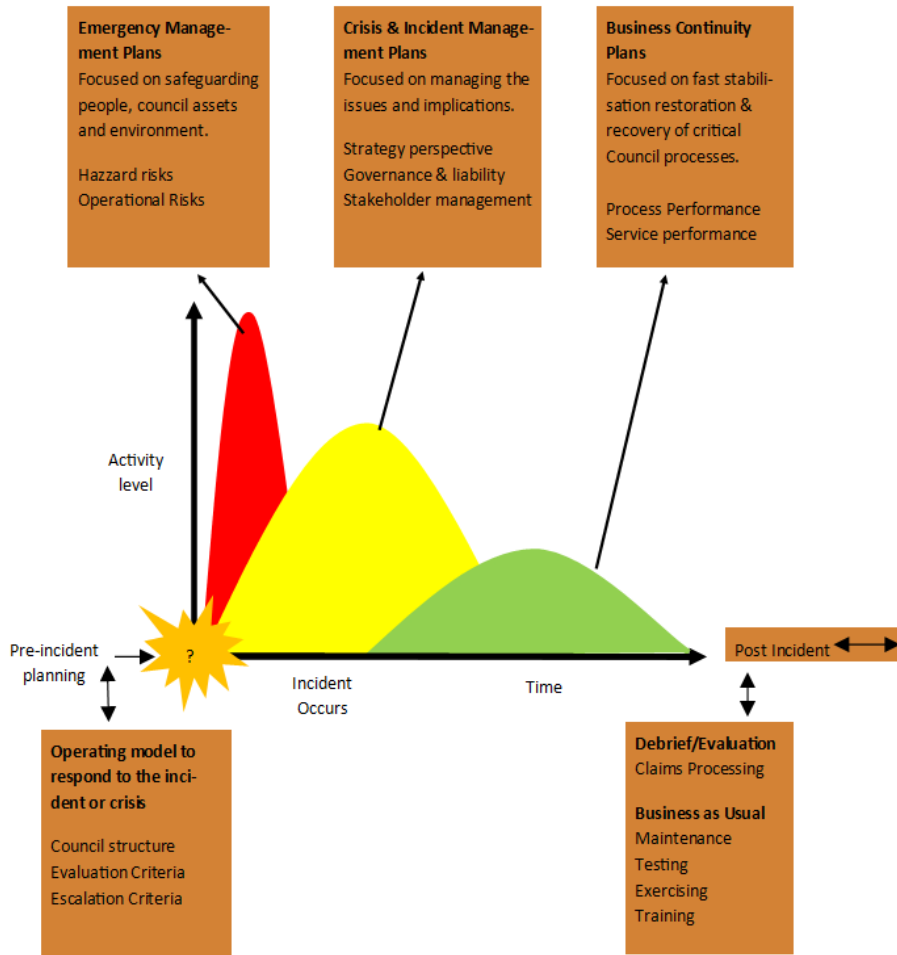
This BCP has been written in case of the possibility that a less experienced team member may be delegated the responsibility of activating the plan. As such, there are clear and definitive steps outlined to ensure continuation or speedy continuation of key business processes.

1.2 Aim

The aim of this BCP is to ensure that in the event of a loss or interruption to departments of RGRC, the following actions will occur:

- Previously identified critical departments can be recovered in order of priority;
- Primary resources required to support a recovery have been identified;
- Predetermined processes for the notification of interruptions are utilised;
- Agreed parameters for BCP activation are adhered to;
- Predetermined structures for the management of the response to an interruption are implemented;
- Appropriate references to any additional contingency documentations are made; and
- Recovery strategies to support the recovery of critical functions are implemented as required.

1.3 Phases of business continuity



(Source: March 2004)

1.4 Roper Gulf Regional Council Business Continuity Plan

This Business Continuity Plan (BCP) is concerned with the business and operational responsibilities of Roper Gulf Regional Council. Those responsibilities include both our core services and agency services.

Core Services are services that all regional councils, including Roper Gulf Regional Council, are required to deliver to specified communities from July 1, 2008 under the amended *Local Government Act 2008*.

The following Core Services will be provided to communities in the region:

- Administration of Local Authorities, Advisory Boards and Management Committees
- Administration of Local Laws
- Advocacy and representation on local and regional issues
- Asset management
- Cemetery management
- Civic, cultural and sporting events
- Companion animal welfare and control
- Community management
- Council planning and reporting
- Customer relationship management
- Financial management
- Fleet and plant management
- Governance
- Human resource management
- Information technology and communications
- Library and cultural heritage
- Lighting for public safety, including street lighting
- Local emergency management
- Local road maintenance
- Local road upgrade and construction
- Maintenance and upgrade of Council-controlled buildings, facilities and fixed assets
- Maintenance and upgrade of Council-controlled parks, reserves and open spaces
- Public and corporate relations
- Records management
- Revenue growth
- Risk management
- Traffic management on local roads
- Training and employment of local people in Council operations

- Waste management, including litter reduction
- Weed control and fire hazard reduction

Agency Services include services that Roper Gulf Regional Council has agreed to deliver on behalf of other Government agencies on a fee-for-service basis.

It is anticipated that these services will be fully funded by the relevant agency, and that funding would include a contribution to administrative costs associated with delivering the service.

Subject to funding being provided by the relevant agencies, the following Agency Services will be delivered by the Council:

- Aged Care Services
- National Disability Insurance Scheme services
- Arts and culture
- Centrelink services
- Community media
- Community safety
- Economic development support
- Employment and training
- Environmental health
- Family services, including childcare
- Family finance skills
- Natural and cultural resource management
- Outstation/Homeland municipal services
- School nutrition services
- Sport and Recreation
- Youth services

1.5 Scope

The information within this BCP serves to provide guidance to management during an interruption to various council departments that are longer than tolerable. This information is intended to assist with an efficient and coordinated response to any significant and to minimise and potential impacts of RGRC.

This document discusses upon the recovery of departments identified as being critical or not, as determined during the Business Impact Assessment (BIA) process.

Critical departments can generally be defined as those functions which, if not performed, would have a serious impact on:

- Finances;
- Image and reputation
- Legal and compliance issues
- Clients and staff; and/or
- Ability to perform essential services.

As it is not feasible, nor necessary, to plan actions for every function undertaken, any functions without documented recovery strategies will need to be addresses on an as required basis. This judgement will need to be exercised by the appointed BCP management team at the time of an interruption.

1.6 Planning, Context and Assumptions

This BCP has been developed within the context that:

- The sites are occupied by RGRC;
- One or more of the sites has been affected by a significant incident.

This plan assumes that a significant incident may occur at the Council site, and that the level of disruption may affect part or all, of the site. An entire loss of key staff and/or suppliers or contractors has not been considered.

Council has separate IT continuity strategies. The impact of and tolerance to the interruption has been taken into consideration when determining priorities and continuity strategies.

This plan assumes that centrally stored vital data such as equipment registers, technical support, contact lists and floor plans are kept current and can be made available either on or off site at the time of an interruption.

1.7 Continuity Documentation Suite

It is intended that this BCP will be activated with regard to all appropriate Council contingency documentation that is relevant to the incident (e.g. Emergency Evacuation Procedures, Works Operations Procedures. Finance Operation procedures, etc.) As such it is assumed that the contents of this BCP will be supported by, and utilised in conjunction with information, processes and procedure contained in additional Council contingency documents such as the Emergency Management Plan.

N.B Exact policies or plans are listed as at October 2020, RGRC Policies were under review.

2.3.5 BCP Formats

All BCP Team Members are required to keep a copy of this BCP in the following formats:

- Soft Copy available in the Management System
 - Soft Copy on all Managers smart phones
 - Hard Copy at work
 - Hard Copy in a secure place at home.
- 2.3.6 Soft copies of Critical Records It is the responsibility of the Business Continuity team to establish a 'Grab Box' and locate it at Reception or an easily accessible location. The Council BCP Manager (the Council Corporate Services Coordinator) or the nominated backup, is to take the box during an evacuation of the site. The Box must contain copies of the following types of documents:
- Soft copies of policies or procedures on a memory stick
 - Templates / forms
 - Telephone contact details for third parties
 - A hard and soft copy of this plan
- 2.3.7 BCP Review and Testing Program
- BCP Review: The BCP is to be reviewed and updated on an annual basis by the Council BCP Manager in liaison with relevant management team members. This will include an annual review of the business impact analysis to ensure that the recovery strategies remain relevant to business needs. The BCP Manager will then distribute revised editions of this plan following a review in accordance with the Document Control requirements.
 - BCP Testing: The BCP Manager (**Corporate Services Coordinator**) will be responsible for arranging a BCP test / simulation involving key stakeholders at least bi-annually. External facilitators may be required to facilitate these simulations. The outcome of these exercises should be taken into consideration as part of the overall review of the BCP.

1.8 Notification and Activation Process

This plan can be activated by the following people:

1.8.1 Activating the Plan

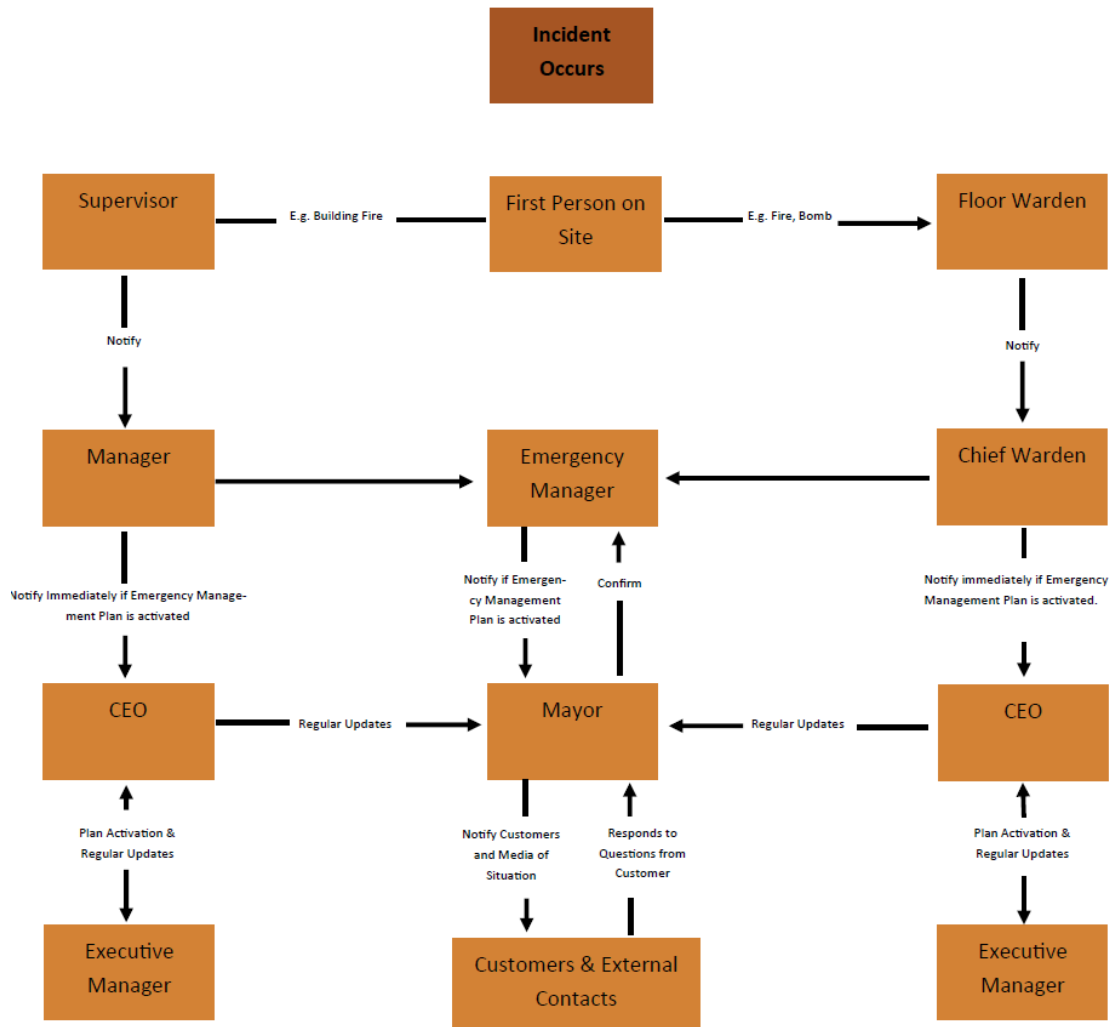
Authorised Person	Title
Marc Gardner	Acting Chief Executive Officer

1.8.2 Notification, Activation & Escalation Process

The process shown below illustrates the notification, activation and escalation protocols to be implemented during a significant interruption to critical business functions at Council. It also serves to illustrate the transition from regular business management positions to business continuity management positions (roles), as well as the responsibilities associated for each of the key positions

(roles). Further details on how these positions integrate to form the overall management structure to be utilised during activation of this plan can be found in Section 3.

In the absence of key individuals at the time of the event, their appointed delegate or next highest position is to be notified and an appropriate delegate must be identified to fulfil the relevant role(s).



1.9 How to Use This Plan

This plan is divided into 8 sections.

Section	Description
1. Plan Introduction	Describe this information to the Business Continuity Planning Process
2. Plan Administration	Lists all the administrative aspects of the plan including the Ownership, Change Management, etc.
3. Plan Activation and Reporting Process	Lists all the Roles, responsibilities of the BCP team and the plan activation process
4. Continuity Strategies	Details of the steps to be undertaken to manage the continuity of operations

5. Contact Information	A list of all the critical contacts required as part of the plan activation process. These include Staff, Vendors and Clients
6. Business Resumption	Details of actions to be performed go a damaged site after a major disruption
7. Resource Requirements	Resources required to continue the operations at alternative locations.
8. Special Forms	Special forms required to document the series of steps undertaken during the management of the incident

Each section in this plan has details pertaining to specific topics which are critical to the successful activation of the plan.

Each section can be allocated to separate resources to perform specialised tasks.

Example:

When an incident occurs, Key Staff, Vendors and Clients need to be notified of the effect it may have on business deliverables.

To perform this task effectively, it is best handled by dedicated resources who could then report the outcomes to management and/or incident management team. Section 3 – Contact Information could thus be detached from the plan and utilised by the Incident Notification Team without them having to search the whole plan for the information required.

1.10 Business Continuity Definitions

Term	Definition
Business Continuity	The uninterrupted availability of key resources supporting essential business functions.
Business Continuity Management (BCM)	A management discipline that provides for the availability of resources to support functions in order to ensure the continued achievement of critical business objectives.
Business Continuity Plan	A collection of procedures and information that are developed, compiled and maintained in readiness for use in the event of disruption to normal business operations.
Business Disruption	An incident that results in a material disruption to normal business operations. Can be localised to one site or affect numerous sites and/or infrastructure
Continuity Strategy	A pre-defined, approved course of action to be employed in response to a disruption to business operations.
Event	An event could include a man-made event (such as terrorist attack, armed-conflict, riot, war etc.) or a natural event (such as an earth quake, flood, hurricane or fire, pandemic, etc.) with extremely bad consequences.
Function (critical function):	Critical business functions are those processes or management activities that are essential to the achievement of organisational objectives. The

	interruption timeframe to a function is measured as part of the Business Impact Analysis (BIA). The interruption timeframe where the impact reaches the consequences level of '3' or greater is classified as the Maximum Acceptable Outage (MAO) timeframe. It is the objective of the BCM to restore the function to acceptable levels before the MAO timeframe is reached.
IT	Information Technology
IT Disaster Recovery Plan (ITDRP)	A collection of procedures and information that are developed, compiled and maintained in readiness for the use in the event of disruption to normal IT operations.
Maximum Acceptable Outage (MAO)	The maximum period of time that a critical business process or system can be interrupted before the achievement of organisational objectives is threatened and/or an unacceptable impact on the organisation is incurred.
Recovery Time Objective (RTO)	The time by which a critical business process or function must be operational and/or recovery strategy deployed in order to ensure the viability of ongoing business operations.

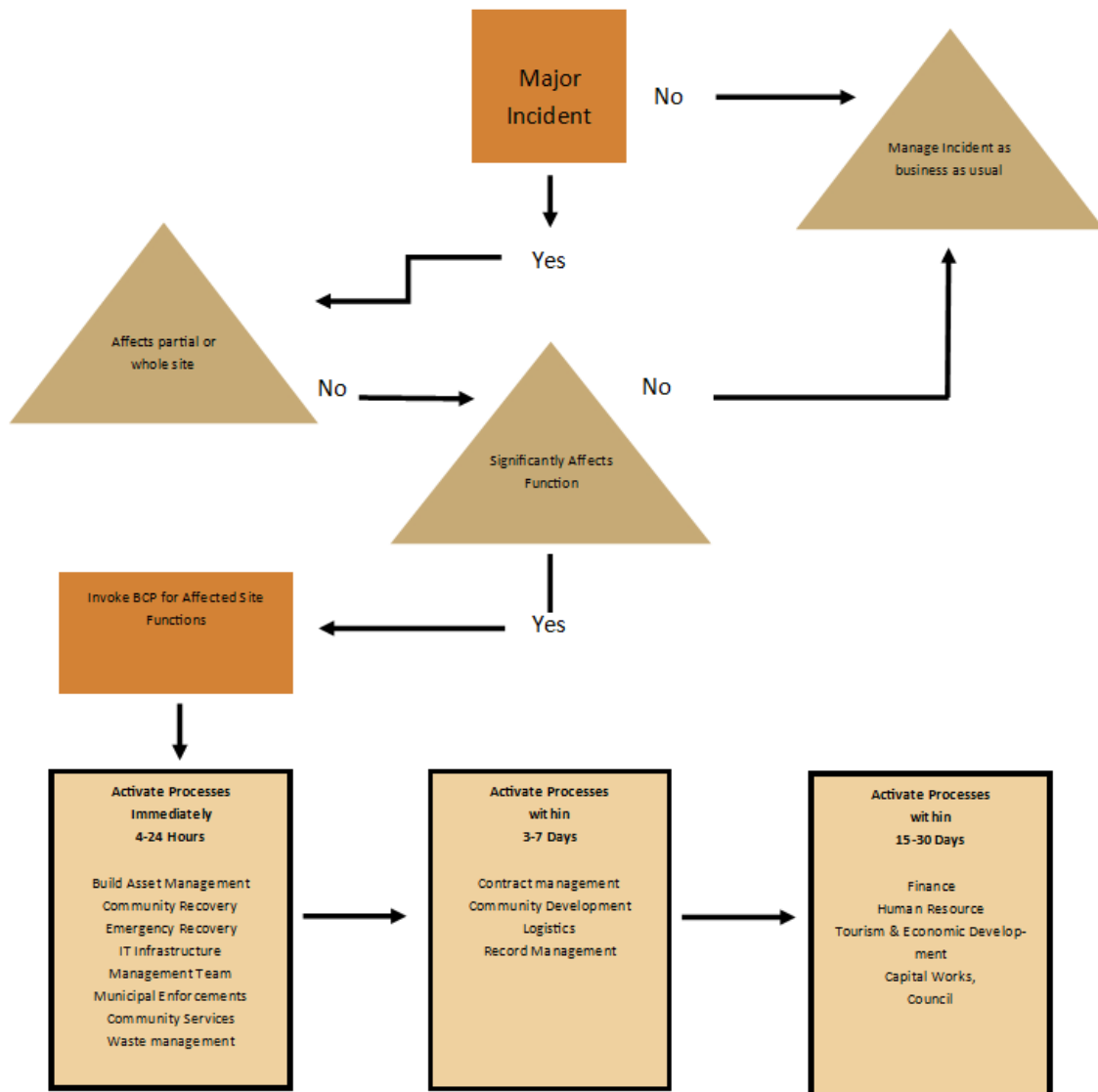
1.11 Acronyms used in this document

BCM	Business Continuity Management
BCP	Business Continuity Plan
ITDRP	IT Disaster Recovery Plan
MAO	Max Acceptable Outage
RTO	Recovery Time Objective
RGRC	Roper Gulf Regional Council
BCT	Business Continuity Team
BCC	Business Continuity Committee
GM	General Managers
BRT	Business Resumption Team
TBA	To be advised

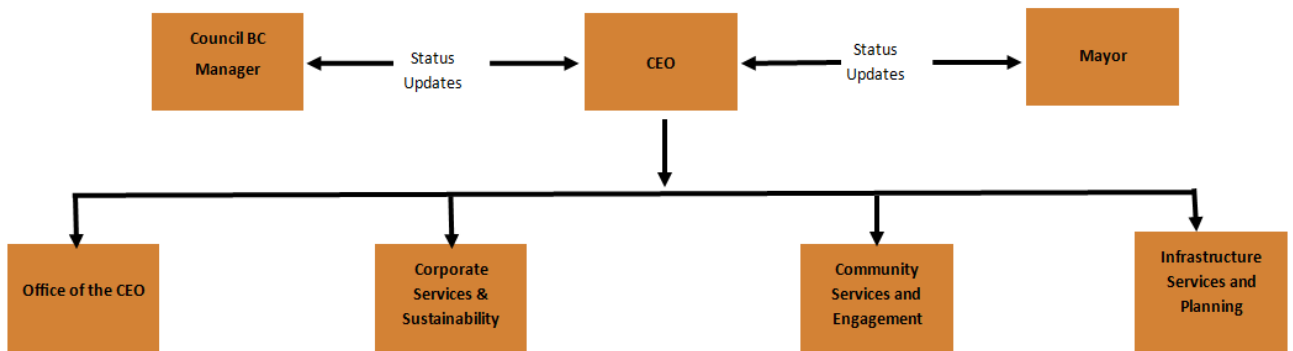
SECTION 2

PLAN ACTIVATION & REPORTING PROCESS

2.1 BCP Activation Process



2.2 Business Continuity Reporting Process



2.3 BCM Roles & Responsibilities

Role	Responsibilities
Council Business Continuity Team	<ul style="list-style-type: none"> A team comprised of relevant stakeholders responsible for the coordination and management of the organisations response to a disruption incident. The BCT consists of the CEO and Senior Management and/or delegated staff depending on the nature of the incident and the functions affected.
Council BCP Manager	<ul style="list-style-type: none"> This is the Executive Manager Invokes the plan after discussions with the Council CEO and other BCP Team members Monitor and manage all the BCP teams Communicate with the General Managers providing an update on the status of the plan implementation

	<ul style="list-style-type: none"> • Ensure all plans are invoked successfully • Report and escalate any issues to Senior Leadership Team
Council Emergency Manager	<ul style="list-style-type: none"> • The Manager responsible for activating and managing the Emergency Evacuation process • Overall responsibility for the management of the Incident • Monitor/manage all Emergency Management Personnel e.g. Fire Wardens • Liaise with external emergency services e.g. Fire Brigade, Police, etc.
Chief Executive Officer	<ul style="list-style-type: none"> • Oversees the process • Liaison between team and councillors, Management /Communications Team
Communications Officer	<ul style="list-style-type: none"> • Communicate with external customers and media • Take responsibility for and manage any significant issues
IT Disaster Recovery Team	<ul style="list-style-type: none"> • Consists of members of the IT internal team and external service providers e.g. Telstra • Support all other teams in the implementation of their plans • Report to Council BCP Manager on the status of plan implementation • Escalate any issues to Council BCP Manager
Development Services Team	<ul style="list-style-type: none"> • Manage the private and public development services • Manage Public Health and Environment services • Manage Municipal Inspections • Report to Council BCP Manager on the status of plan implementation • Escalate any issues to Council BCP Manager
Corporate Services & Sustainability	<ul style="list-style-type: none"> • Manage the physical security and organisation of the site • Manage the recruitment and support of staff • Liaise with external providers e.g. Training • Manage the financial impacts of the organisation • Manage Payroll • Report to external financial regulatory and private organisations e.g. Banks, etc. • Report to Council BCP Manager on the status of plan implementation • Escalate any issues to Council BCP Manager
Works & Services	<ul style="list-style-type: none"> • Manage all Council owned and maintained infrastructure • Report to Council BCP Manager on the status of plan implementation Escalate any issues to Council BCP Manager • Manage and maintain waste collection/removal

Community Services & Engagement	<ul style="list-style-type: none">• Manage Council supported Community Services• Report to Council BCP Manager on the status of plan implementation• Escalate any issues to Council BCP Manager• Advise Agency services (i.e. Australia Post, Services Australia) of situation
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N.B some of these positions are not titles held within the organisation, in the event of the plan being activated, the CEO will determine who will take on these positions.

SECTION 3

CONTINUITY STRATEGIES

3.1 Summary of departments and Maximum Acceptable Outage (MAO)

The table below provides a summary of departments identified during the Business Impact Analysis. The Maximum Acceptable Outage (MAO) indicates the amount of time that each function could typically be rendered inoperable without causing significant impacts to be felt by the immediate stakeholders of each function – this timeframe is defined as the Maximum Acceptable Outage (MAO). All functions that have a MAO timeframe of less than one week have a corresponding Contingency Arrangement developed and documented in section 3 of this plan.

Contracts BIA	Process Type	Impact on Business	MAO	Description
Essential Services (Power & Water) - Power	Manual	Compliance, Financial, Reputational, People	2 hour	Attending to emergency requests, outages and maintenance
Essential Services (Power & Water)	Manual	Compliance, Financial, Reputational, People	2 Hour	Daily water sampling, rectifications of emergency situations.
Essentials Services (Power & Water)- Sewage	Manual	Compliance, Financial, Reputational, People	2 Hour	Emergency situations & maintenance
Essential Services (Power & Water) - Fuel	Manual	Compliance, Financial, Reputational, People	2 Hour	Receiving fuel from deliveries
Housing Repairs and Maintenance (Department of Housing)	Manual	Compliance, Financial, Reputational, People	1 Day	Example; house inspections, emergency and general repairs
Tenancy	Manual	Compliance,	1 Week	Example;

Management (Department of Housing)		Financial, Reputational, People		house inspections, various tenancy documentation such as rent forms, tenancy agreements etc.
Outstations MES & HMS (Department of Homelands)	Manual	Compliance, Financial, Reputational, People	3 Days	Emergency Essential Services and Housing Maintenance
Australia Post	Manual	Compliance, Financial, Reputational, People	2 Weeks	Storage, protection and distribution of mail.
Airstrip Maintenance (Medivac)	Manual	Compliance, Financial, Reputational, People	0	Emergency Medivac
Assets BIA	Process Type	Impact on Business	MAO	Description
Trades- Electrical	Manual, Outsourced	Operational, Reputation. Stakeholders, People	2 Hours	
Trades - Plumbing	Manual, Outsourced	Operational, Reputation. Stakeholders, People	2 Hours	
Trades - Refrigeration	Manual, Outsourced	Operational, Reputation. Stakeholders, People	2 Hours	
Building	Manual, Outsourced	Operational, Reputation. Stakeholders, People	4 Weeks	
Workshop/Fleet BIA	Process Type	Impact on Business	MAO	Description
Vehicle Driving	Manual/Outsourced	Operational, People	1 Day	Vehicles required to

				deliver services
Vehicle Sanitisation and disinfecting	Manual	Operational, People	6 Hours	Communal Vehicles require regular cleaning
Projects BIA	Process Type	Impact on Business	MAO	Description
Project Progression	Manual/Outsourced	Operational, Financial, People, Reputational	2 Weeks	Continuation of any Council projects
Funding Applications	Manual	Operational, Financial, People, Reputational	4 Weeks	Continuation of grant applications and cash flow to fund capital works and other services.
Office of the CEO BIA	Process Type	Impact on Business	MAO	Description
Local Authority Meeting	Manual	Compliance, Operational, People	4 Weeks (Could ask for leniency and or use technology)	As per the act
Application for funding programs	Manual	Compliance, Financial, Operational	1 Day	
Media Releases	Manual	Reputation, People	1 Day	
Social Media	Manual	Reputation, People	1 Day	
Internal Communications	Manual	Reputation, People, Operational	6 Hours	
Policy Review and Decision Making	Manual	Compliance	3 Days	
Operation Management Committee, Auditing Committee Management and Financial Committee Management	Manual	Compliance, Operational	1 Month	As per the act

Human Resources BIA	Process Type	Impact on Business	MAO	Description
Authorisation of timesheets, leave forms and submit to payroll for processing	Manual/Automated	Compliance, Reputation, Operational, People	4 Weeks	Line managers authorising and submitting timesheets for payment
Processing of the payroll	Manual	Compliance, Reputation, Operational, People	1 Day	
Superannuation and tax payment reporting	Manual	Compliance, Reputation, Operational, People	4 Weeks	Legislation requirements to report and process
Termination processing	Manual	Compliance, Reputation, Operational, People	4 Weeks	
Employee Assistance Program (EAP)	Outsourced	Compliance, Reputation, Operational, People		Staff requiring support through change
Personal Protective Equipment Supplies	Manual	Compliance, Reputation, Operational, People	1 Day	Sourcing and delivery of supplies to be able to work safely and minimise risk
WH&S Advice	Manual	Compliance, Reputation, Operational, People	1 Day	Guidance and support to the business to ensure consistency of actions
HR Advice	Manual	Compliance, Reputation, Operational, People	1 Week	Guidance and support to the business to ensure consistency of actions
Workers Compensation Process	Manual	Compliance, Reputation, Operational,	1 Week	Legislative requirement to report, process

		People		and support staff
Finance BIA	Process Type	Impact on Business	MAO	Description
Banking Authorisation	Manual	Financial	6 Hours	
Suppliers/Services	Manual	Operational	1 Day	
Priority Procurement	Manual	Financial	1 Day	
Council Allowances	Manual	Financial	4 Weeks	
Admin Process	Manual	Operations, People	4 Weeks	
Financial Reporting	Manual	Financial, Compliance, Reputation	1 Day	
Community Development Program (CDP) BIA	Process Type	Impact on Business	MAO	Description
Mutual obligations – Call In	Manual	Financial, People	8 Weeks	Contractual obligations to meet in terms of mutual obligations in service. Staff need to case manage clients over the phone. Management of Allawa Aboriginal Corporation sub-contracting arrangements.
Mutual Obligations - Activity	Manual	Financial, People	4 weeks	Contractual obligations to meet in terms of mutual obligation in service. Staff needed to

				coordinate and run activities. Management of Allawa Aboriginal sub-contracting arrangements. Needs rewording. Not consistent with other descriptions. Refers to what staff have done previously, not what may happen during an event.
IT BIA	Process Type	Impact on Business	MAO	Description
IT- Corporate Systems	Automates, Manual	Operational	1 Day	Citrix environment, containing our applications, supported through councilBIZ
IT – Internet Connectivity	Automated	Operational	2 Hours	Dependent on third party provider
IT Communications - Telstra	Automated	Operational, Compliance, Financial, People	1 Day	Dependent on third party provider
IT – Information Coordinator as a person	Manual	Operational, Compliance, People, Financial	1 Day	Level 1-2 helpdesk support with set up of equipment as required, internal and external
Records Management BIA	Process Types	Impact on Business	MAO	Description

No critical activity identified				
Community Services BIA	Process Type	Impact on Business	MAO	Description
Aged & Disability Care – Meal Deliveries	Manual	Compliance, Financial, Reputation, client impact	6 Hours	Daily delivery of meals
Aged Care – Case Management	Manual	Compliance, Financial	6 Hours	Monitoring of clients and client care
Aged Care - Personal Care	Manual	Compliance, Financial, People	3 Days	Daily care of clients
Aged Care – Individual Social Support	Manual	Compliance, Finance, People	3 Days	Daily support of clients e.g. To access money
Aged Care – Group Social Support	Manual	Compliance, Operationally, People	12 Months	Daily Transport
Aged Care - Transport	Manual	Financial/People		
Crèche Case management	Manual. outsources	Compliance, Financial, People	3 Days	Monitoring of children
Community General Services BIA	Process type	Impact on Business	MAO	Description
Airstrip Maintenance - Medivac	Manual	Compliance	2 Hours	
Waste Collection	Manual	Operational, People	1 Week	
Centrelink Services	Manual, Automated, Outsourced	Compliance, People, Financial	1 Day	Contractual obligation
Post Office	Manual/Automated	Compliance, Financial, People	6 Hours	
Municipal Services – Public Services	Manual	People, Operational	1 Day	
Cemetery Management	Manual	Operational	1 Week	
Community Safety Services	Process Type	Impact on Business	MAO	Description

BIA				
Night Patrol	Manual	People, Compliance	1 Week	
Out of School Hours Care (OOSCH)	Manual	People, Compliance	12 Months	
Indigenous Sport & Rec Program	Manual	People, Compliance	4 Weeks	
Indigenous Youth Services	Manual	People, Compliance	4 Months	
Indigenous Remote Sport & Rec	Manual	People, Compliance	12 Months	

3.2 Continuity Strategies

Continuity Strategy	Inability to Access Council Sites
Ideal Response Time: As soon as possible following declaration	<ul style="list-style-type: none"> • Pre-requisite Actions: • IT Disaster Recovery Plan may need to be invoked simultaneously • Use of alternate sites being FAEC, Works & Services Depot,
Services Affected	<ul style="list-style-type: none"> • Corporate Services & Sustainability • Community Services & Engagement

Continuity Actions	Timing	Action Owner (if owner not available BCT to appoint delegate)
1. Depending on the nature of the incident resulting with no access to the Council Building ensure that: <ul style="list-style-type: none"> • Everyone on site of the Building is accounted for and is safe in accordance with Emergency Evacuation Procedures for the site. • Evacuation Procedures for 	<1 Hour	Chief Fire Warden

<p>the site</p> <ul style="list-style-type: none"> Emergency services have been contacted where necessary. 		
<p>2. If the incident is likely to result in an inability to work from or access the building, for greater than 24 hours, staff authorised to activate the BCP, should decide if BCP is to be activated.</p> <ul style="list-style-type: none"> In making a decision whether to activate the or not, refer to section 1 of the BCP. Notify the Mayor of the incident and establish a communication protocol. 	1 Hour	<p>CEO BCT Leader General Manager of Corporate Services and Sustainability</p>
Assume Activation of BCP for further Actions		
<p>3. Convene BCT and establish a command centre. If a suitable command centre for the BCT cannot be found, relocate the BCT to alternate premises e.g.</p> <ul style="list-style-type: none"> Depending on the scenario appoint the BCT leader and ensure BCT members are assembled or delegates are appointed Ensure BCT members clearly understand their roles and responsibilities (Section 2). 	1.5 hours	<p>CEO BCT Leaders General manager of Corporate Services and Sustainability</p>
<p>4. Undertake initial assessment of the situation.</p> <ul style="list-style-type: none"> Commence development and implementation of loss of site continuity strategies refer to Section 6 for alternative locations and recovery priorities. Refer to Section 5 for resource requirements at recovery locations. 	2 hours	BCT
<p>5. Activate Internal Communication Plan</p>	2.5 Hours	BCT (Communications)

<ul style="list-style-type: none"> • In accordance with approved Council protocol • Provide information to staff • Provide scripted information to switchboard and customer service to respond to enquiries • Communication to Councillors on Council's operations and to scheduled Council Meetings (if appropriate). 		
<p>6. The Information management team is to make appropriate arrangements for IT Disaster Recovery (DR) if there is a need to activate the DR plan.</p> <ul style="list-style-type: none"> • This may involve systematically powering down the server environment remotely • Depending on the nature of the incident, consideration must be given to re-building the network from the Council Service Centre or other facility. • Provide regular updates to the BCT on the status of IT systems, recovery, and/or availability • Investigate salvage procedures for damaged hard records 	3 hours+	BCT (Information Management)
<p>7. Activate external communication plan</p> <ul style="list-style-type: none"> • In accordance with approved Council protocol • Ensure that appropriate information is provided to the Community via council website, news and print advertising advising of the situation and the alternative arrangements • BCT Leader & Communications 	4 Hours	BCT (Communications)

<p>Manger to determine whether a press conference is necessary</p> <ul style="list-style-type: none"> • Notify insurance broker (insert name here) of incident • Notify (NTLGA?) of incident 		
<p>8. Make arrangements with telecommunications provider for all council phones to be diverted if necessary.</p>	4 Hours	BCT (Information Management)
<p>9. If possible erect appropriate signage at all entrance points of the council building</p> <ul style="list-style-type: none"> • Signage to include brief information of the situation and the alternative arrangements made for customer service matters and approximate outage times. 	6 Hours	BCT (Corporate Services)
<p>10. Arrange for security to provide security around the perimeter of the building if appropriate to do so</p>	8 hours	BCT (Corporate Services & Sustainability)
<p>11. BCT to work through the relocation of staff required to undertake critical functions.</p> <ul style="list-style-type: none"> • Refer to Section 6 for alternative location and recovery priorities. • Refer to Section 5 for Resource requirements at recovery locations and workaround strategies. • It may be necessary to reallocate workstations to these alternative sites for job functions that are not critical to enable critical functions to be recovered and continued. • Those staff with laptops that do not have critical staff functions may be forced to surrender their laptop to be used by staff with critical job functions that are placed at a site with no desktop PC. • Where appropriate staff with critical job functions that can 	8-24+ Hours	<p>BCT</p> <p>Managers from Work Areas with critical departments which include</p> <p>Asset Management</p> <p>Emergency management</p> <p>Community Recovery</p> <p>Municipal Enforcements</p> <p>Public Health</p> <p>Regulatory Services</p> <p>IT Infrastructure</p> <p>Waste Management</p>

<p>undertake work from home or another site may not need an alternative location found for them.</p> <ul style="list-style-type: none"> All other staff that do not have critical job functions will be instructed accordingly by their manager depending on the nature of the incident. 		
<p>12. BCT leader to meet with Mayor to arrange alternate facilities for Council Meetings</p> <ul style="list-style-type: none"> Printing of papers can be performed from alternate locations or outsourced. 	Day 2	BCT (Leader & Corporate Service & Sustainability)
<p>13. Corporate Services and Sustainability to commence planning and working towards the recovery of operations into the future, which may include:</p> <ul style="list-style-type: none"> Relocating back to the affected council site Furnishing of an alternate site as an interim term solution and relocating affected functions to the site in order of priority Investigate the potential for long-term use of an alternate site and equip for the recovery of critical functions and other affected functions in priority orders 	Day 2 onwards	BCT (Infrastructure)
<p>14. Risk & Insurance to continue to monitor situation and recovery progress and communicate to Insurance Brokers and/or insurers.</p>	Ongoing	BCT (Facilities & Legal)

SECTION 4 CONTACTS

Key Organisation Contacts

5.1 Management Team

Position	Name	Mobile	Alternate	Mobile
Acting Chief Executive Officer	Marc Gardner	0437 525 092		
General Manager Community Services and Engagement	Steve Sanderson	0411 171 462		
General Manager Corporate Services and Sustainability	Marc Gardner	0437 525 092		
Executive Manager	Naomi Hunter	0427 715 699		
Borrooloola Manager Community Projects and Engagement			Cindy Morgan	0408 323 652
Roper Manager Community Projects and Engagement	Thea Griffin	0427 015 134		
Central Arnhem Council Services Manager	Paul Wilson	0437 659 515		
Human Resource Manager	Michael Cook	08 8972 9012 (Office)		

Work Health and Safety Coordinator	Rena Jarrett	0408 720 470		
Communications Coordinator	Vacant	0400 558 437		

SECTION 6 RESOURCE REQUIREMENTS

Contracts BIA	No. of Staff required to undertake critical activity	Potential to work from home	Cross training required	Applications, Records and Equipment Required to undertake critical activity
Essential Services (Power & Water) - Power	4 - Manyallaluk & Bulman	No	Yes- GM's to nominate staff to be trained	Phone, log sheets
Essential Services (Power & Water)- Water	5 - Manyallaluk, Bulman & Jilkminggan	No	Yes- GM's to nominate staff to be trained	Phone
Essential Services (Power & Water) - Sewage	4 - Bulman & Jilkminggan	No	Yes- GM's to nominate staff to cross train.	Phone
Essential Services (Power & Water) – Fuel	4 - Manyallaluk & Bulman	No	Yes – GM's to nominate staff to be trained.	Phone & log sheets.
Housing Repairs and Maintenance (Department of Housing)	11 - All communities and 1 - support office	No	Yes – GM's to nominate staff to be trained	Internet, MS Office, Tech 1, Computer, printer/scanner. Phone, maintenance form
Tenancy Management (Department of Housing)	11 - All communities and 1 - support office	No	Yes- GM's to nominate staff to be trained	Internet, MS Office, Tech 1, Computer Printer/Scanner, phone, tenancy

				documents including maintenance forms
Outstations MES & HMS (Department of Homelands)	3 10 Homelands	No	Yes – GM’s to nominate staff to be trained	Internet, MS Office, Tech 1, Phone, laptop, diaries and workbooks
Australia Post	10 - 1 Staff per community (minus Minyeri)	No	Yes – GM’s to nominate staff to be trained	Secure area at each site, compliance forms
Airstrip Maintenance (Medivac)	4 - Borrooloola, Ngukurr & Numbulwar	No	Yes – GM’s to nominate staff to be trained	MS office, phone, laptop, radio, vehicle with beacon light, LED torch, Medivac Forms.
Assets BIA	No. of staff required to undertake critical activity	Potential to work from home	Cross Training required	Applications, Records and Equipment Required to Undertake Critical Activity
Trades - Electrical	1	Yes	Completed	Maintenance desk, G:Drive, Citrix, Tech1, MagiQ, Internet, Phone, laptop, stationary, printer, maps
Trades- Refrigeration	1	Yes	Completed	Internet, phone, laptop, stationary. Printer, maps, Maintenance desk, G:drive, Citix, Tech 1, MagiQ
Building	1	Yes	Completed	Laptop, Maintenance desk, G:Drive, Citrix, Tech1, MagiQ
Office of the CEO BIA	No. of staff required to undertake critical	Potential to work from home?	Cross Training Required?	Applications, records and Equipment

	activity			Required to undertake Critical Activity
Local Authority	1	No	yes	Infocouncil, MagiQ, Printer & Computer
Applications for funding in programs	2	Yes	yes	MS Office, Internet, MagiQ, Laptop, Phone.
Media Releases	2 - (1 to prepare, 1 to proof read and authorise)	Yes	yes	Citrix applications, computer, internet, phone.
Social Media	2 - (1 to prepare, 1 to proof read and authorise).	Yes	yes	MS Office, Computer, Internet, phone
Internal Communications	2 - (1 to prepare, 1 to proof read and authorise)	Yes	Yes	MS Office, Computer, Internet, Phone
Policy Review/Decision Making	1	Yes	No- Delegations to be reviewed	Computer, Citrix applications, internet, MS Office
Ordinary meeting of Council, Audit Committee Meeting, Financial Committee Meetings	2	Yes	Yes	Computer, Citrix applications, internet, MS Office, Tech1, Teleconference software
Human Resources BIA	No. of staff required to undertake critical activity	Potential to work from home	Cross Training Required?	Applications, Records, and Equipment Required to Undertake Critical Activity
Authorisation of timesheets/leave forms and submitting to payroll for processing	1	yes	Yes in community	Tech1, Internet, MagiQ, ComBank, Prod. Quick Super, G:Drive, Laptop Monitors, Stationary, Printer, phone, MS Office,
Processing of Payroll	1	Yes	Yes, 3 staff have completed training, options	Tech1, G: Drive, Laptop, MS Office, Stationary.

			for external support if required.	
Superannuation, Tax payments, reporting	1	Yes	Yes, 3 staff have completed training, options for external support if required.	Tech1, G: Drive, Laptop, MS Office, Stationary.
Termination Processing	1	Yes	Yes, 3 staff have completed training, options for external support if required.	Tech1, G: Drive, Laptop, MS Office, Stationary.
Employee Assistance Program	0	N/A	Preparation to all staff by communication process	N/A
Personal Protective Equipment Supplies	1	Yes	No	
WH&S Advice	1	Yes	Completed, 2 others trained	MagiQ, G: Drive, Tech 1, MS Office, Computer, Phone.
HR Advice	2	Yes	No	MagiQ, G: Drive, Tech 1, MS Office, Computer, Phone.
Workers Compensation Process	1	Yes	Completed, 3 other people trained.	Magi, G: Drive, Tech 1, MS Office, Computer, Phone.
Finance BIA	No. of staff required to undertake critical activity	Potential to work from Home	Cross training required	Applications, records 7 Equipment Required to undertake critical activity
Banking Authorisations	0 – if Exec management was available	Yes	No	Internet Access, computer
Suppliers/Services	1 – Account Processing Officer	Yes	Can Cross train Accounts Receivable	MS Office, Tech 1. MagiQ. Phone, computer, internet

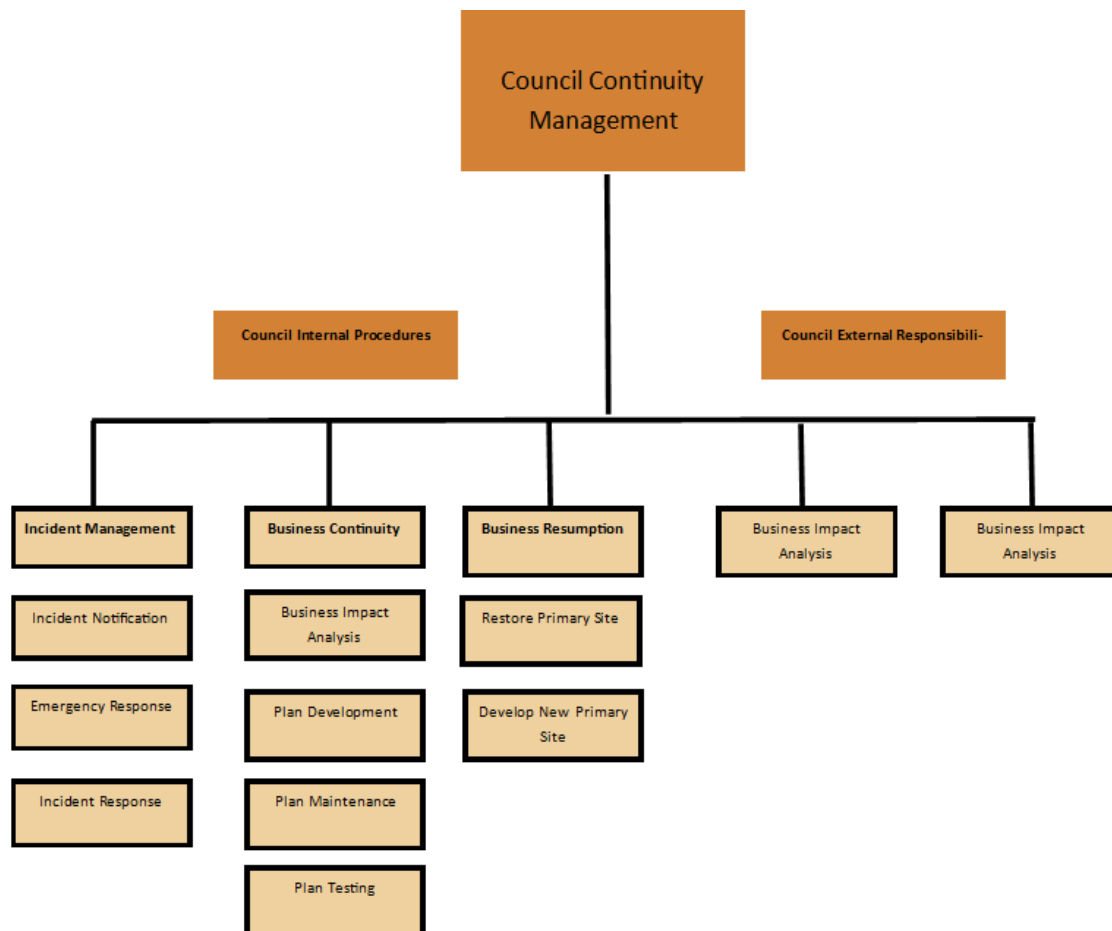
Priority Procurement	0	N/A		
Council Allowances	1 – Accounts Payable Officer	Yes	Cross train Accounts Receivable	MS Office, Tech1, MagiQ, Phone, computer internet
Admin Processes	2 - Accounts Receivable and Accounts Payable Officer	Yes	If cross trained, only one staff member may be required	MS Office, Tech 1, MagiQ, Phone, Computer, Internet.
Financial Reporting	1 – Management Accountant	Yes	Yes	MS Office., Tech 1, MagiQ, Phone, Computer, Internet
Community Development Program (CDP)	No. of staff required to undertake critical activity	Potential to work from home	Cross training Required	Applications, Records and Equipment Required to undertake Critical Activity
Mutual Obligations – Call in	10 - support office and community	Yes	Completed	Ms Office,

SECTION 7

BUSINESS RESUMPTION

7.1 Business Resumption

Business Resumption is split into Salvage, Restore Primary Site and the Build of New Primary Site and is overseen by the Incident Management Team. The Team leaders report directly to the Crisis Management Team. The Diagram below provides a summary of this structure.



7.2 Business Resumption Team (BRT) Composition

The BRT consists of representatives from the Corporate Services, Works, Infrastructure Services, Development Services, Community Services, IT & external vendors. The team details are as follows:

- The team is managed by Council's CEO
- The purpose of this team is to secure, salvage and restore the primary site to operational status as quickly as possible
- The resumption team is tasked with conducting an in-depth damage assessment with recommendations to management on required repair or restoration activities.
- Concurrent with performing their evaluation procedures, members are responsible for initiating and monitoring recovery tasks assigned to their functional areas
- The roles and responsibilities of the resumption team are as follows:

Team member Titles	Responsibility
Business Resumption Team leader	Authority and knowledge to deal with damage assessment, damage mitigation, salvage, restoration, alternate site installation, etc.
Alternate team leader	Authority and knowledge to act in place of the team leaders
General managers	As required, depending on the situation Manage the requirements of special equipment
Vendors (Site, Hardware, Maintenance, Communications, Salvage/Restoration)	A critical element in the team Much of the team effort is in coordinating, supporting and reporting on recovery activities.
IT	Restoration of operations, print services, security and change management services and reporting on recovery activities. Manager Technology Customer Services Recovery of voice and data network infrastructure. Includes recovery of hardware components, connectivity to the recovery site and the recovery of critical

	network software. Recovery of critical servers
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7.3 Business Resumption Timeline

The timeline post occurrence of any incident follows the steps of:

- Assessment
- Salvage
- Restore Primary Site
- Build New Primary Site; and
- Return to Site

It is important to note that the timing of these steps and actions potentially overlap.

7.4 Business Resumption Checklist

Area	Notes
1. Incident Assessment Incident Details Known Gaps Incident Impact People Site Business	
2. Site Impacts Partial Damage Total Destruction	
3. Restorative Activities Salvage Repair Site New Site	
4. Team Activation Administration Technology	
5. Salvage	

Site Security Debris & Salvage Company Technology Hardware	
6. Salvage Damage Business Unit Impact Duration Cost	
7. New Site Location Size Suitability Cost Availability	
8. Backup Site Monitoring Site Access Technology Resources/Suppliers Staff	
9. Expenditure	
10. Corporate communications Website Updates Regulatory & Public Update	

7.5 Salvage

Salvage is one of the key steps in the resumption process and may occur at the same time as the other strategies.

Purpose	Segregate damaged from undamaged property
Team	<ul style="list-style-type: none"> • Team Leader – GM Corporate Services & Sustainability • Team Members • Security • External vendor • IT representative
Required Information	Floor Plans Planned layout
Vendors	TBA

Tasks	Secure Site Contact external vendor	
Time	Task	Completed
0-4 hrs	Secure Site	
	Contact vendor	
	Activate team	
4-8 hrs		
8-12 hrs		
12-24 hrs		

7.6 Restore Primary Site

The restoration of the primary site is dependent on the extent of the damage sustained. The decision to restore the site will depend upon:

- The integrity of the physical structure given the level of damage sustained
- Whether the security of the site has been compromised
- The cost effectiveness of restoring the site against the creation of a new one

Purpose	To restore all or part of the primary site after the incident	
Team Structure	<ul style="list-style-type: none"> • Team Leader's GM Corporate Services & Sustainability • IT • Team members • Department Managers • External vendors 	
Required Information	<ul style="list-style-type: none"> • Damage assessment • Floor plans • Business impact • Risk assessment • Cost of repair • Cost justification 	
Vendors	TBA	
Time	Task	Completed
0-4 hrs		

4-8 hrs		
8-12 hrs		
12-24 hrs		

7.7 Build New Primary Site

The development of a new site is dependent on the level of damage sustained by the primary site. In the event that a decision is to be made regarding the development of a new site

Purpose	To create a new site, replacing/restore all or part of the primary site after the incident	
Team Structure	Team Leader's GM of Corporate Services & Sustainability IT Team Members Administration Representatives Technology representatives Department managers External vendors	
Required Information	Damage assessment Floor plans Business Impact Risk Assessment Cost of repair Cost justification	
Vendors	TBA	
Time	Task	Completed
0-4 hrs		
4-8 hrs		
8-12 hrs		
12-24 hrs		

7.8 Salvage Checklist

The following is a checklist for managing the salvage operations.

Item Description	Complete
Insurance Company	
Debris/Removal Company	
Assign areas for the salvage team to work	
Time Sheet	
Desk/Separate Work Area	
Water Removal	
Debris Removal	
Separate damaged from undamaged property	
Damage Property Inventory	
Protect undamaged property	
Record Activities	
Replacement equipment and supplies	

7.9 Administration Checklist

The Administration Checklist to be used by the Administration team:

Item Description	Complete
Receive Communication	
Report to site	
Perform complete damage assessment	
Identify equipment and facility damage	
Report on site status	
Estimate of repair time	
List of equipment needs	
Clean up and repair of facility	
Order replacement equipment and supplies	
Oversee and validate facility repair	
Test replacement equipment	
Return to primary site	

7.10 IT Checklist

Item Description	Complete
Damage Assessment	
Recover computer systems and network environment(s)	
Acquire and install replacement desktop computer equipment	
Re-establish data network connections to external sources (branch locations, vendors)	

Arrange for all alternative site telephone installations	
Ensure all system devices and procedures are in place	

Section 8 Special Forms

Initial (First 2 Hours) Assessment Form

(Once the Team leader has completed all initial notification this form will be used to submit initial details of the incident)

Date/Time _____

Assessment Question	Log the Response
What is the nature of the incident (type, location, severity)?	
Are there any staff or resident casualties or fatalities?	
Is the incident currently affecting business operations? If so, which areas?	
Which parts of the site are inaccessible? If so, for how long? (estimate if not known)	
Is there evidence of structural damage at the premises?	
Is there any need to change the site security arrangements?	
If so, which part of the site have been destroyed, damaged or made unusable?	
Are there any potential environmental or community implications?	
Are the IT systems working? If not, which ones?	
Is the telephone system working?	
Are there any key personnel available?	

Have any utilities (electricity or water) been affected?	
What is the estimated expected duration of the incident?	

Initial Damage & Impact Assessment Checklist (Within 24hrs)

(This form is to be used to carry out the initial damage and impact assessment following an incident).

Date/Time: _____

Area	Condition
Structural Assessment	
Buildings (Perform initial damage assessment)	
Roadways	
Fire Detection & Fighting Systems	
Infrastructure Assessment	
Electricity <ul style="list-style-type: none"> Determine if power cut off is required 	
IT <ul style="list-style-type: none"> Is IT network available 	
Communications <ul style="list-style-type: none"> Internet Mobile Network Landline Telephone 	
Water <ul style="list-style-type: none"> Determine if mains supply is available Shut off as necessary 	
Environmental	
Sewerage	
Assess Security Requirements to safeguard people and property	
Other relevant information:	

Extended Impact Assessment Form

(The BCT Manager’s communication and external stakeholders should use this form to help assess more fully the impact on the Council).

Date/Time: _____

Assessment Question	Log the Response
How long is the disruption to business expected to be?	
What areas of the site are affected?	
What is the anticipated recover/restoration time?	
What functions need to be shifted to another site?	
What staff need to be relocated?	
How does the Team need to meet and require updates?	

Incident Log

(Please enter the details of the activity that occurred during the incident. Start with the time the incident occurred; Follow this with all the steps taken during the incident until the incident has ended and operations have returned back-to-usual. Use a close to accurate times as possible

Date/Time: _____

Department: _____

Name: _____

Page ___ of ___

Signature: _____

Issues Management Log

[Please enter the details of any and all issues that occurred during the incident. Provide a 'Description of the Issue' with as much detail as possible e.g. the recovery of the computer applications was delayed for up to 30 minutes; List the 'Source' of the issue e.g. the issue was caused by a faulty cable in the computer room; what 'Actions' were taken to rectify the situation e.g. the cable was disconnected and a replacement cable was patched in]

Date: _____

Department: _____

Name: _____

Page ___ of ___ Pages

Description of Issue	Source	Actions

GENERAL BUSINESS



ITEM NUMBER	12.3
TITLE	Audit Management Letter
REFERENCE	1043179
AUTHOR	Dave HERON, Finance Manager

RECOMMENDATION

That the Audit Committee accepts the Audit Management Letter and requests that the progress of the recommendations is reported at the next Audit Committee meeting.

BACKGROUND

The auditor has provided a draft management letter itemizing issues that they consider weaknesses in the financial management environment and processes of council that were identified during the conduct of the audit for the year ended 30 June 2020. The draft letter is attached into which council's management has provided a response to each of the recommendations. The Auditors will send the official letter to Council for its information.

ISSUES/OPTIONS/SWOT

The issues are raised in the attached letter. Most of the issues have already been addressed and enacted. Those matters still outstanding have the following timeframes for completion:

- | | |
|--|---------------|
| • Project Gateway Planning Process to address project budgeting | March 2021 |
| • Grants Module in Tech 1 to establish a better Grants Register | March 2021 |
| • Financial Calendar to allocate tasks to responsible officers | December 2020 |
| • Allocation of internal costs review for programs to be completed | January 2021 |

FINANCIAL CONSIDERATIONS

Nil

ATTACHMENTS

1   Audit Management Letter_.docx

POSITION DESCRIPTION

STRICTLY PRIVATE & CONFIDENTIAL

The Chief Executive Officer
Phillip Luck
Roper Gulf Regional Council
PO Box 1321
Katherine, NT 0851

5 November 2020

Dear Sir

**MATTERS ARISING FROM THE AUDIT OF ROPER GULF REGIONAL COUNCIL
FOR THE YEAR ENDED 30 JUNE 2020**

We have recently completed our audit of the financial statements for Roper Gulf Regional Council (the "Council") for the year ended 30 June 2020. In accordance with our normal practice, we set out below certain matters concerning the Council's internal control and accounting practices which came to our attention during our work in connection with the audit for the year ended 30 June 2020 and our recommendations for improvements.

You will appreciate that our normal audit procedures are designed primarily to enable us to form an opinion on the financial report as a whole and therefore do not necessarily bring to light at each audit all the weaknesses in internal control or accounting practice which a special investigation might do. The matters raised in this report are only those which came to our attention during the course of our audit and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Recommendations for improvements should be assessed by you for their full commercial impact before they are implemented.

We have prepared this report solely for the use of the Council. As you know, this report forms part of a continuing dialogue between the Council and us and, therefore, it is not intended to include every matter, whether large or small, that has come to our attention. For this reason we believe that it would be inappropriate for this report to be made available to third parties and, if such a third party were to obtain a copy without our prior written consent, we would not accept any responsibility for any reliance that they might place on it.

We would like to take this opportunity to extend our appreciation to management and staff throughout the Council for their assistance and cooperation during the course of our audit.

We shall be pleased to discuss with you any matters mentioned in this report.

Yours faithfully

Cheryl Crase
Partner

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1. Introduction and Scope of Work

We have completed the audit for the year ended 30 June of Roper Gulf Regional Council. The scope of our audit was set out in our audit engagement letter dated 27 February 2020.

During the audit, every effort was made to identify audit, accounting and other issues, which would be of benefit to the Council. In accordance with our normal practice, we write to draw your attention to the internal control, accounting and other matters that came to our attention during our audit for the year ended 30 June 2020.

2. Audit findings for the year ending 30 June 2020

Observation	Implication	Recommendation	Management's comments
Background check procedures for the new employees can be enhanced			
<p>We noted that during the year, the management identified a case of misrepresentation by an employee. It was found that an employee who provided incorrect information related to his qualifications was hired. It was subsequently found out through a tip-off and the employee was sacked during the probation period. We noted based on the discussion with the management that the employee was not in-charge of key assets or handling money.</p>	<p>There is a risk of hiring incorrect people for critical roles which could ultimately lead to potential frauds.</p>	<p>It is recommended that management considers ways to enhance the robustness of the background checks to ensure that any false information is identified in a timely manner.</p>	<p>This is lesson learned by experience and the recruitment process now includes a specific instruction to sight and verify qualifications presented by applicants</p>
Budgets allocation are not prepared for the Capital Grants			
<p>During our review of the budgets related to capital grants we noted that there is insufficient budgeting and feasibility process carried out prior to applying for the capital grant. This has resulted in delays in implementing capital plans due to inaccurate budgeting and lack of required approval to carry out the capital program.</p> <p>Lack of realistic budgets also inhibits the council's ability to track the performance of significant grants.</p>	<p>If budgets are not prepared and allocated at the start it is hard to keep the track of the expenses that are incurred to finish the project. It can also lead to blowing up the budget as there is no allocation done in the first place.</p>	<p>It is recommended that the budgeting process for capital grants should be enhanced to ensure a proper feasibility and costing has been carried out to ensure the project performance is tracked appropriately and in a timely manner. It will also ensure that capital projects are initiated and completed in a timely manner.</p>	<p>A project planning process is being implemented to include gateways that must be achieved before proceeding further. One of these gateways is the proper development of project feasibility costings before proceeding to council's approval and funding applications.</p>
Observation	Implication	Recommendation	Management's comments

Changes to bank details for the existing supplier does not require approval

While performing walk through with the acting management accountant, it was identified that there is no verification/ approval in place for the changes to bank details of the existing supplier upon request by the supplier.

Bank details is the critical information as all the payments to supplier is going to the bank account that is nominated by the supplier and lack of review / control on changes in the critical information may lead to incorrect payment due to error and also enhances the chances of potential fraud.

It is recommended that management implements verification/approval processes in place for changes made to the supplier details.

An approval process is now in place where the Finance Officer seeks signed approval before changing any bank account details. Unfortunately this is not a secure workflow option available in Tech 1.

Finance Lease entered into without Ministerial Approval and Current CEO signoff

It was noted that a large value Telstra Finance Lease was entered into without approval from the relevant ministerial position. Secondly the agreement was signed by the delegate who were not authorised to approve the transaction without informing the current CEO on the matter.

Not following correct delegation approvals can lead to fraudulent transaction being approved by staff members who would otherwise not have been authorised to do so.

It is recommended that stricter controls are implemented to avoid similar incidents in future and ensure awareness to the team of the required approval process. Potential automation of the process may also help in reducing this risk.

Automated controls will be installed once the Project Gateway process is instigated. This may be by using the Tech 1 Works Module or by using another specialist project planning software. This is being led by the CEO.

Once the matter was noted, it was brought to the attention of Department of local government, council members and the audit committee. The council undertook the process to rectify the transaction with Telstra to change the agreement from a lease agreement to an outright purchase agreement. The risk register was updated to include a risk related to such approvals and policies updated to avoid similar instances.

This particular incident involved personnel that are no longer with the council. Since then the financial delegation manual and procurement process has been reinforced to all managers.

Observation

Implication

Recommendation

Management's comments

Grants register can be enhanced

It was identified that grants details including funding, refund, obligations etc. are managed manually in an excel sheet and the Magiq file management system. The Grant register has limited details about the nature, timing of grants, milestones and performance reporting.

Not having a detailed documentation of the grant obligations and timing may lead to missed deadlines and delays in meeting obligations for the funding bodies.

It is recommended that the grants register include more details about the grant performance obligations and milestone payments to help with the oversight and management of grant reporting.

This has been identified as an internal control weakness as well. Councilbiz advised March 2020 that the relevant grants module in Tech 1 would not be compatible for this use. However after recent discussions and similar requests from other councils, this position has changed and configuration of the Grants/Contract Module is Tech 1 is proceeding.

This will automate several processes and have all the relevant information available to all users.

Financial Reporting Process could be enhanced

During our audit, we noted several deficiencies in the financial reporting process e.g. delay in preparation of reconciliations, multiple versions the schedules and error in the key schedules, not all the required schedules being prepared in the timely manner.

Lack of a proper reporting work program may result in accurate periodic reporting.

We recommend that a financial reporting work program be implemented to ensure that the list of financial reporting activities is known, and a timeline be communicated to the team. It will also assist in ensuring the accountability of the people responsible for performing the financial reporting activities.

A financial calendar is being prepared to allocate a process to a council officer and a due date when this is due be it weekly, monthly, quarterly, etc

The specific example sighted occurred when finance staff left without providing any handover which resulted in a period where regularly reconciliations for some accounts were not performed.

These tasks are now being done regularly by suitably trained accountants.

Observation	Implication	Recommendation	Management's comments
<p>Per review of the Cash and Term Deposit Confirmation it was noted that there are signatories who no longer work for the Council. It was also noted that some of the Signatories for Term Deposits had not been updated so the cash could not be transferred to Roper Gulf once the term deposit matured in a timely manner.</p> <p>Current recorded signatories:</p> <ul style="list-style-type: none"> Gregory Arnott (Resigned) Mark Gardner David Heron Phillip Luck Steven Sanderson (Resigned) Sharon Hillen (Resigned) Jasjit Rai (Resigned) 	<p>Having signatories who no longer for the Council increases the risk of unauthorised transaction being posted by ex-employees.</p> <p>Secondly Roper may not have access to a bank account if all signatories have left.</p>	<p>It is recommended that Roper update the record of their signatories in a timely manner as and when there is a change in the Council's personnel with signing authority.</p>	<p>The authorised signatories had not been amended for some time. As most of the Term Deposits were managed by the investment broker, Curve Securities, it was not noticed. These have now been reviewed and changed with council's investment broker and deposit recipients. Regular reviews will be scheduled.</p> <p>Note that Steve Sanderson is still employed.</p>

There are journals posted that do not have adequate segregation of duties

<p>Per review of the journal process it was noted accountants can post journals in grants without review or approval if it doesn't involve a third party.</p>	<p>Not having a segregation of duties which is not in line with best practice around journal entries may lead to manipulation of the accounting records or approval of incorrect entries.</p>	<p>It is recommended that all journals posted in the system have a separate preparer and reviewer.</p>	<p>This is true for the early part of 2019/20. The process was changed towards the end of 2019 is now that the Finance Manager approves all General Journals of any value.</p> <p>A further process will be instigated where the Management Accountant will review and authorise any journals prepared by the Finance Manager.</p>
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Observation	Implication	Recommendation	Management's comments
Evidence for goods & services received			
<p>While performing substantive testing, it was noted that RGRC do not maintain the delivery docket or any sort of confirmation confirming that goods or services received. RGRC just have a project manager approving the invoice</p>	<p>The goods or services that are being paid off might be not received yet. This can lead to overstating expenses and understating the accruals for the item that are not received. This is</p>	<p>The Council could emphasize the importance of obtaining delivery docket or any other form of confirmation to establish that the goods and services related to expense have been availed.</p>	<p>This process is impractical for the council's payment system. The reliance is on the relevant manager confirming the delivery of goods or service.</p> <p>Delivery dockets are often not provided with goods that are often freighted</p>

Observation	Implication	Recommendation	Management's comments
Capital WIP are not classified separately instead being added to the fixed asset group.			
<p>While performing the reconciliation of the Property, Plant and Equipment balance to general ledger it was observed that Capital WIP is not classified separately instead it is clubbed with the fixed asset group.</p>	<p>Since WIP is classified under the fixed asset group it will be hard for accounting team to determine the cost and future economic benefit of the CWIP.</p>	<p>It is recommended that RGRC maintains a separate CWIP account to track the CWIPs correctly and also to track the cost-to-complete for a complete and accurate records for CWIP.</p>	<p>Each asset class has its own account (51##) and its own WIP account (53##) that are reconciled on a monthly basis</p>
PPE Register was not updated during the year			
<p>It was noted during the interim audit that the Property, Plant and Equipment register was not updated and reconciled at each month end. Due to this Roper had to reconcile the entire years Property, Plant and Equipment movement during the final audit procedures.</p>	<p>Due to this they were unable to tie the March interim trial balance back to the Property, Plant and Equipment Register and only able to provide Deloitte with the May reconciled trial balance. This was due to system limitations with the commissioning fixed assets which did not allow backdating.</p>	<p>It is recommended that the council incorporates the Fixed Asset reconciliation process in their month-end reporting procedures so that the fixed assets register is updated and reconciled on monthly basis and any exception can be dealt with in a timely manner.</p>	<p>The Plant, Property & Equipment Register had not been reconciled since the departure of the Finance Manager in November 2019. No handover had been conducted to any of the remaining staff. It was May 2020 by the time the new Financial Accountant was able to reconcile the register up to date. The register is now updated for new additions and disposals on a monthly basis</p>

Observation	Implication	Recommendation	Management's comments
Allocation of expenses to respective grants			
<p>During the review of the grant acquittals, we noted that certain expenses have been allocated to particular grants based on the approved budgets. The Council does not maintain the supporting documents for the actual expenses incurred. These expenses could only be supported by an approved budget for each grant. In the absence of supporting documents related to allocated expenses the correctness of the amount could not be verified.</p>	<p>The council may not be able to track the actual expense incurred on the grant due to lack of documents to support expenses incurred. There is also risk of under / over charging of expenses to a grant.</p>	<p>We recommend that the Council should improve the documentation related to allocated expenses to the grants to ensure that the correct expenses have been allocated to the grants and there are adequate documents to trace the expense allocation.</p>	<p>The internal allocations are not materially inaccurate but many have not been reviewed and updated for many years. The Finance Manager and Management Accountant began a processes of reviewing, correcting and documenting the internal allocations from July 2020. This review has included analysing the rationale behind each charge and eliminating allocations that are deemed unnecessary.</p>

GENERAL BUSINESS

ITEM NUMBER	12.4
TITLE	Self-Assessment of Audit Committee
REFERENCE	1044023
AUTHOR	Marc GARDNER, General Manager Corporate Services and Sustainability

Audit Committee at its meeting on 17 June 2020 resolved that the matter be deferred to the meeting to be held on 18 November 2020.

RECOMMENDATION

That the Audit Committee:

- (a) Notes the report in relation to the self-assessment of the Audit Committee; and
- (b) Determines how self-assessment will be addressed.

BACKGROUND

The following is in response to the invitation set out in the business paper Item 13.2 included in the 17 July Meeting Agenda.

It has been drafted by the Chair of Audit Committee Garry Lambert and has had limited consultation with the other Independent Member Carolyn Eagle. The Independent member is aware of my area of interest via telephone discussion on the matter.

It has had no exposure to elected members on the Committee as the motion (if accepted) seeks input from staff in drafting a suitable position paper for consideration by Council as a whole.

ISSUES/OPTIONS/SWOT**Limitations on 'Own Motion' Investigation powers of the Committee.**

In my view the ACM (Audit Committee Members) ought to have some 'own motion' investigative capacity and to that end I have reviewed the current Terms of Reference (ToR) as set by the RGRC.

The current Terms of Reference have no 'Own Motion' capability.

In effect this means that the Committee is unable to initiate its own investigation into any matter, where after debate in committee it may be reasonably established that inappropriate conduct may be suspected of being undertaken within Council and (presumably) not being addressed by normal Council process.

The current approved ToR as set allow the Council to ask the ACM to investigate (as determined by the Council). This is excellent but could be widened.

As they currently stand the 'own motion' capability of the ACM is very limited or indeed non-existent. I stress this limitation is not a failing of governance and the current terms of reference are competent and effective. Indeed, the use by the ARMCC of any 'own motion' power (if adopted) would be rare I suggest. However, it adds a strong governance element to the operation of Council.

It is my view that improved governance and additional protection is available to the Council by widening the Terms of Reference to include an 'Own Motion' investigation capability. However, any such power necessarily needs to be given limits as to what may be investigated on the self-action (own motion) of the ARMC.

To that ends I propose the following be considered for insertion to section 4 "Authority" of the ToR:

Add to the existing final sentence....

- The Committee can perform or instigate investigations on Councils request ...add
 - (or on its own motion but any such 'own motion' investigation is limited to matters covered by section 10 (3) (a) (i) and (ii) of the Local Government (Accounting) Regulations; specifically;
 - (i) compliance by the council with proper standards of financial management; and
 - (ii) compliance by the council with these regulations and the Accounting Standards
- Any such 'own motion' investigation set out by a motion of the ARMC may be denied and quashed on an appropriate determination of Council.

Options for the ACM

I propose two options for consideration by the ACM to be discussed at the ACM meeting Wednesday 18 November.

- Option 1
Reject the matter at the Committee level
- Option 2
Advance the matter to Roper Gulf Council for consideration and determination.

Option 1

Draft Motion.

That the paper drafted by the Chair of the ARMC in response to

ITEM NUMBER 13.2

TITLED Self-Assessment of Audit Committee

REFERENCE 928775

AUTHOR Marc GARDNER, General Manager Corporate Services and Sustainability of the 17 July ARMC meeting and presented at the ARMC on the 18 November be received and noted.

Option 2

Draft Motion.

1. That the following motion be referred to Roper Gulf Council and that an appropriate business paper be prepared by the CEO for council consideration.
2. That the Terms of Reference of the Audit and Risk Management Committee be varied as set out below.
3. That the Terms of Reference be varied by addition to section 4 of the current terms of reference specifically by addition of extra words in the final sentence

3A

- a. The Committee can perform or instigate investigations on Councils request ...add
- b. (or on its own motion but any such 'own motion' investigation is limited to matters covered by section 10 (3) (a) (i) and (ii) of the Local Government (Accounting) Regulations; specifically;
 - (i) compliance by the council with proper standards of

financial management; and
(ii) compliance by the council with these regulations and the Accounting Standards

3B

That any such ‘own motion’ investigation as determined by the ARMC may be denied and quashed on an appropriate determination of Council.

and

4. *That a future report on the question of ‘Own Motion’ power by the ARMC be referred back to the ARMC once a position has been determined by Council’.*

PREVIOUS BACKGROUND (From previous report to Audit Committee)

The Terms of Reference for the Council’s Audit Committee outlines that it must undertake a ‘self-assessment’ at least annually. Specifically, section 13 states as follows:

13. Committee Performance and Review

The Committee will review its performance on an annual basis and report to Council. The review may be conducted as a self-assessment, and will be coordinated by the Chairperson. The assessment may also seek input from other parties. The review will also include a review of the Terms of Reference for Audit Committee. New members will receive relevant information and briefings on their appointment to assist them to meet their Committee responsibilities.

The term ‘self-assessment’ is not really defined, other than reviewing the terms of reference of the committee.

At the last Audit Committee of Council on the 17 June 2020, this matter was deferred with the following resolution made:

13.2 SELF-ASSESSMENT OF AUDIT COMMITTEE

1/2020 RESOLVED (Garry LAMBERT/Donald GARNER)

CARRIED

That the Audit Committee:

- (a) Receives and notes the report in relation to the Self-Assessment of the Audit Committee; and**
(b) Refers this matter to the next meeting.

It is suggested again that the Committee consider some of the following actions in relation to a self-review:

1. Review the terms of reference for the committee e.g. purpose;
2. Review the representation – numbers and types of members;
3. Review the Committee’s delegated authority;
4. Review decisions that have been made by the Committee; and/or
5. Review member’s attendance.

Previous reviews were undertaken in April 2018 when terms of reference were amended to provide greater clarity around confidentiality and authority to undertake administrative reviews, and also in late 2017 following the last local government elections when a new committee was formulated.

A copy of the terms of reference for the committee is attached for member’s information.

PREVIOUS ISSUES/OPTIONS/SWOT

Committee members have several options in relation to this matter:

1. Do nothing

Consider the attached terms of reference, this report and that no further review is required.

2. Undertake a self-assessment and review at the meeting on the 17 June 2020

Members consider the terms of reference and any other relevant issues on the 17 June 2020 Audit Committee (this meeting) and advise on any changes required to the Terms of Reference or the Committee.


3. Undertake a self-assessment and review at a future Audit Committee meeting

Request the Chief Executive Officer to prepare information and a report to undertake a review of the terms of reference, attendance, purpose and structure of the committee at a future Audit Committee meeting.

FINANCIAL CONSIDERATIONS

Nil.

ATTACHMENTS

1   Terms-of-Refernce-for-Audit-Committee.pdf

Roper Gulf Regional Council Terms of Reference - Audit Committee



Roper Gulf Regional Council Audit Committee Terms of Reference

Roper Gulf Regional Council has established the Audit Committee pursuant to the Regulation 10 (3) of the *Local Government (Accounting) Regulations* to assist the Council in monitoring its compliance with proper standards of financial management, and its compliance with the *Local Government (Accounting) Regulations* and Accounting Standards.

The Audit Committee is an Advisory Committee and does not have executive powers or authority to implement actions in areas which management has responsibility and does not have any delegated financial responsibility. The Audit Committee does not have any management functions and is therefore independent from management.

1. Objectives

The objective of the Audit Committee is to advise Council on, and where delegated, determine upon matters outlined in the roles and responsibilities of the Audit Committee. This includes the provision of independent review and assistance to the Council, Chief Executive Officer and executive management on Council's risk, control and compliance framework, and its financial statement pertaining to its financial management responsibilities.

2. Membership

Members of the Audit Committee are appointed by the Council. The Audit Committee shall consist of five (5) members:

- one (1) Independent Member (Chair)
- one (1) Independent Member
- three (3) Councillors

Appointments of Council Members shall be for a term of two (2) years. Appointees may be reappointed by the Council for a maximum of six (6) consecutive years.

Independent Members of the Audit Committee shall have senior business or financial management/reporting knowledge and expertise, and be conversant with the financial, risk management and governance issues, and have extensive accounting, auditing or legal skills, and other reporting requirement of Local Government.

Appointments of external Independent Members shall be for a term of four (4) years at the commencement of each Council term. Appointees may serve as an Independent Member for the maximum period of two (2) terms.

3. Chairperson

The Council shall appoint any one of the Independent Members as the Chairperson of the Audit Committee for a period of 12 months.

The Chairperson's performance shall be reviewed by the CEO on an annual basis, before the expiry of their term.

The Council shall appoint the Chairperson on a yearly basis via resolution.

The Chairperson of the Audit Committee must be an Independent Member. Elected Members of RGRC are not eligible to Chair the Audit Committee.

Roper Gulf Regional Council Terms of Reference - Audit Committee



4. Authority

The Council authorises the Audit Committee, within the scope of its role and responsibilities, through the Chairperson, to:

- seek any information it requires, subject to their legal obligation to protect information, from any of the Directors and Managers in consultation with the Chief Executive Officer;
- discuss any matters with the external auditor, or other external parties (subject to confidentiality considerations);
- request the attendance of any of the Directors and Managers, including the Chief Executive Officer, at Audit Committee meetings; and
- obtain external legal or other independent professional advice with the agreement of the Chief Executive Officer.

The Committee is directly responsible and accountable to the Council for the exercise of its responsibilities. In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for management of Council rests with the Chief Executive Officer.

The Committee can perform or instigate investigations on Council's request.

5. Roles and Responsibilities

5.1 Financial Reporting

The Audit Committee shall monitor the integrity of the financial statements of the Council, including its annual report, reviewing significant financial reporting issues and judgments which they contain.

The Audit Committee shall review and challenge where necessary:

- (a) the adequacy of processes to ensure integrity of reported financial information and appropriate review and management sign-off, prior to the CEO's and Council's approval of the draft financial statements;
- (b) the consistency of, and any changes to, accounting policies both on a year on year basis;
- (c) the methods used to account for significant or unusual transactions where different approaches are possible;
- (d) whether the Council has followed appropriate accounting standards and made appropriate estimates and judgments, taking into account the views of the external auditor;
- (e) the clarity of disclosure in the Council's financial reports and the context in which statements are made;
- (f) all material information presented with the financial statements, such as the operating and financial review and the corporate governance statement; and
- (g) the processes in place to ensure that the financial information included in the Council's annual report is consistent with the signed financial statements.

5.2 Compliance

The Audit Committee shall:

- review the effectiveness of the system for monitoring the Council's compliance with all applicable laws, regulations and associated government policies pertaining to proper standards of financial management which the Council must comply with;
- review the process for building the capacity of Council to manage financial misconduct risk and its management strategies to enhance resistance to financial misconduct whilst improving Council's financial performance and integrity;
- monitor compliance of Program Funding Agreements, Service Level Agreements, Funding Agreements or any other agreements with any funding bodies or agencies to ensure proper standards of financial management;

Roper Gulf Regional Council Terms of Reference - Audit Committee



- keep informed on the findings of any examinations of financial matters by regulatory agencies, and any auditor (internal or external) observations and monitor management's response to these findings;
- obtain regular updates from management on compliance matters pertaining to financial management and Accounting Standards.

5.3 Internal Control and Risk Management

The Audit Committee may address issues pertaining to the approach, strategies, and activities undertaken by Council to address business, corporate, and financial risk, governance responsibilities and legislative compliance as assigned to it by the Chief Executive Officer or Council.

The Audit Committee may also review issues of a strategic nature as required by the Chief Executive Officer or Council.

5.4 Internal Audit

Review the adequacy of the Council's internal audit function for ensuring compliance with the *Local Government (Accounting) Regulations*, the Australian Accounting Standards, and the proper standards of financial management.

The Committee provide advice on the adequacy of internal audit resources relevant to the Council's identified financial risks and management strategies.

The Committee shall review Council's unaudited financial statements at the end of the financial year; set the audit agenda and Committee's work plan, including meeting dates, for the coming financial year.

5.5 External Audit

The Audit Committee shall assist Council meet its financial management, Accounting Standards, and regulatory obligations by meeting with the External Auditors as required, and discussing findings, review the draft audited financial statements and provide necessary feedback to Council.

The Audit Committee shall also review the effectiveness of the external audit and monitor the implementations of any recommendations authorised by Council or the Chief Executive Officer.

The Audit Committee shall review the Report to the Chief Executive Officer and management's response to the external auditor's findings and recommendations.

5.6 Provision of Information

The CEO will advise the committee members in the event of following:

- loss of significant programs
- material theft
- adverse financial event

5.7 Administrative Review

The Audit Committee shall have an administrative review function (s229 *Local Government Act*) if required, so as to review a Council decision which is designated as reviewable by the *Local Government Act*. Administrative review matters shall be assigned to the Committee as required by the Chief Executive Officer or Council.

6. Meetings

A meeting of the Audit Committee can be call at the request of any two (2) members of the Committee or by the Chair.

Roper Gulf Regional Council Terms of Reference - Audit Committee



The Audit Committee Meetings may be considered confidential subject to the Section 65 (2) of the *Local Government Act* and Regulation 8 of *Local Government (Administration) Regulations*.

Confidentiality of matters deliberated by the Audit Committee is determined by their sensitivity and nature. Confidentiality of matters deliberated by the Committee shall be determined through assessment against the Part 4, Division 2 *Information Act* public interest provisions, together with their probative value and presumption in favour of disclosure not prejudicing the interests of Council (Regulation 8(c)(iv) *Local Government (Administration) Regulations*).

The Audit Committee will hold meetings at least four (4) times in a year. The internal or external auditors may request a meeting if they consider that one is necessary.

Meetings can be held in person, by telephone, or by video conference.

Only members of Audit Committee are entitled to vote in Audit Committee meetings. Unless otherwise required by the Act not to vote, each member must vote on every matter that is before the Committee for decision.

The Chief Executive Officer, Directors and Finance Manager shall be invited to attend each meeting, unless specifically requested not to do so by the chairperson of the Committee.

7. Quorum

A quorum for the Audit Committee is three (3) members and must include the Chair.

8. Proxies

In order to ensure continuity and a useful level of knowledge and experience, Audit Committee members are not permitted to send proxies to the meeting.

9. Administrative Support

The Chief Executive Officer will appoint a Secretary to provide administrative support to the Audit Committee.

10. Reporting

Following each meeting of the Audit Committee, the meeting minutes will be presented to the Council providing information on the meeting and its outcomes and recommendations.

Audit Committee minutes may be designated confidential.

The Chairperson of the Audit Committee shall prepare and provide an annual report on its operations to the Council.

11. Conflict of Interest

In accordance with Section 74(1) of the *Local Government Act*, Committee members will be required to disclose conflicts of interest at the commencement of each meeting.

Where members or invitees at Committee meetings are deemed to have a real or perceived conflict of interest, they will be excused from Committee discussions on the issue where a conflict of interest exists.

12. Meeting Sitting Fee

Independent Members of the Audit Committee will be remunerated at a rate of \$900 per meeting by agreement with the CEO. This payment rate covers preparation for the meeting, meeting attendance, and travel expenses.

Roper Gulf Regional Council Terms of Reference - Audit Committee



On attendance, each Councillor who is an Audit Committee Member will be paid extra meeting allowance for that meeting.

13. Committee Performance and Review

The Committee will review its performance on an annual basis and report to Council.

The review may be conducted as a self-assessment, and will be coordinated by the Chairperson. The assessment may also seek input from other parties.

The review will also include a review of the Terms of Reference for Audit Committee.

New members will receive relevant information and briefings on their appointment to assist them to meet their Committee responsibilities.

14. Legislation referenced in the Terms of Reference

Local Government Act

Local Government (Accounting) Regulations

Local Government (Administration) Regulations

Information Act

15. Document Review

Dates of amendments made by Council resolution:

28 January 2015 OCM	Council endorsed the document
24 June 2015 OCM	Council approved the amendment to the document
14 September 2017 OCM	Council approved the amendment to the document
18 April 2018 OCM	Council approved the amendment to the document

CORPORATE SERVICES AND SUSTAINABILITY DIVISIONAL REPORT



ITEM NUMBER	15.1
TITLE	Financial Reporting to Council & Management
REFERENCE	1031833
AUTHOR	Dave HERON, Finance Manager

RECOMMENDATION

That the Audit Committee accepts the reporting templates for Council and Management.

BACKGROUND

The Council had for many years been receiving monthly financial reports that consisted of 50 pages of numbers representing Income & Expenditure Statements for Council and every community, with little or no commentary. This was repetitive and was not understood by many Councillors thus providing little benefit. This was evidenced by the Finance Department providing a separate PowerPoint presentation of the financial information for the General Manager of Corporate Services to present to Council at meetings without reference to the papers provided for in the agenda.

From July 2020, the Finance Department scrapped the pages and pages of superfluous information and condensed the Monthly Finance Report to Council into a package based around the PowerPoint presentation with additional information as required by the *Local Government Act (2008)* and the *Local Government Regulations*. The resulting reports are more easily understood and immediately relevant to all the Councillors. Since their introduction, the Councillors have requested more information around the communities' financial performance, including graphical and numerical representations, but have commented that they were an improvement. Further improvements will include the more detailed interpretation and explanation of the finances in the body of the head report.

After addressing the Council reports, work began on improving management reporting. Every month a body of reports was prepared and saved into a shared drive on the network for all managers to access, but few did. The ongoing criticism that the reports were static, outdated and difficult to read. Without proper training for non-financial managers, the last criticism was valid. To address this the Finance Department have written new reports that are accessible by manager from the Technology 1 Financial Module and will provided training to read and interpret the financial information.

Among the new report templates:

- Income and Expenditure – sortable by period, location and activity. This allows a snapshot of the managers specific area/s of responsibility using current or prior period data
- Activity Expense Report by Division – sortable by period. This is a report of all activity expenditure to budget highlight areas of concern. This report can also be run with live or prior period data.
- Activity Management Report – Is a more in depth report of the expenditure of an activity including the drilldown into the actual transactions and commitments.
- Other reports have and can be written to suit specific needs of managers.
- At the Manager's Forum on 16 and 17 November, a presentation on Management Reporting included exercises designed to teach managers what to look for and what steps should be taken in response to the information presented in the reports. The Finance Department will continue to work with managers to better manage their areas of financial responsibility.





ISSUES/OPTIONS/SWOT

It is recommended that the Audit Committee provides feedback on the attached reports and/or endorses the content and template structure of the reports.

FINANCIAL CONSIDERATIONS

Nil.

ATTACHMENTS

- 1   Council Finance Report.docx
- 2   Financial Reports - September -20.pdf
- 3   INCOME AND EXPENDITURE REPORT.pdf
- 4   ACTIVITY EXPENSE BY DIVISION.pdf

**CORPORATE SERVICES AND SUSTAINABILITY
DIVISIONAL REPORT**

ITEM NUMBER	0.0
TITLE	Council's Financial Report as at 30.09.2020
REFERENCE	1029477
AUTHOR	Elvisen SOUNDRON, Management Accountant

RECOMMENDATION

That the Council receives and notes the financial reports as at 30 September 2020.

BACKGROUND

Attached are the Council's financial reports as at 30 September 2020, including:

- Balance Sheet;
- Income and expenditure report by account category;
- Financial Ratio Analysis;
- Cash-at-bank Statement and 12-month graph on cash balances;
- Investment Report;
- Capital Expenditure Report;
- Accounts Receivable Age Analysis report and a summary of Rates outstanding;
- List of paid invoices over \$10,000 during the month of June; and
- Expenditure illustrations for all communities.

The balance sheet has been prepared as per prevailing accounting standards, practice and in compliance with the applicable *Local Government Act 2008*. The Income and Expenditure Report as at the end of September shows a surplus of \$3.37M.

Our bank balance as at 30 September is \$37.46M. Of this total bank balance, \$13M is invested in various interest earning term deposits. The total balance of untied cash is \$16.63M.

ISSUES/OPTIONS/SWOT

As mentioned above these reports are written to meet the minimum requirements for Council. A new reporting structure will be introduced for the EMT to provide a more in depth and critical analysis of the financial position. This will be more detailed and operational than what Council needs or should be involved with.

Interim Figures

The finance department are yet to finalise the financial ledgers for last financial year and consequently the figures for opening balances for the current year are still considered interim. As a result, all figures mentioned in this report are subject to possible changes during the audit process. However, every effort has been made to ensure accurate figures are reported to represent the Council's financial affairs as at date.

Financial impact of the adoption of Accounting Standard 1058

As of the current financial year, we have adopted the Accounting Standard 1058 Income of Not for Profit Entities. The carried forward unspent tied grants from the previous financial year are treated as liabilities since we either have an obligation to make repayments to the relevant departments or are bound by specific performance obligations as per the Grants agreements. As such those cannot be recognized as income and as a result there has been a significant increase in the Current liabilities which lead to a significant decrease in our reported liquidity ratios. In reality very little has changed just the way the liabilities are reported.

Major Variances in Income & Expenses Report For the period 01.07.2020 – 30.09.2020

Operational Income:

Shortfall in Operating Grant Subsidies by \$1,745,596

Due to the adoption of the Accounting Standard 1058, there will be variances as per what was budgeted. For some tied grants, income are only recognised as when expenditures are incurred and the timing will not necessarily match with the budget which is estimated on actual receipt of the funding.

Operational Expenditure:

Underspend in Employee Expenses by \$1,325,531

This underspend is mostly from departments in communities due to staff absences and vacant positions.

Capital Funding:

Shortfall in Capital Grant by \$2,183,533

Due to the adoption of the Accounting Standard 1058, most of the grants in this category will be treated as liabilities due to specific performance obligations. As a result, this is creating a major variance in the financial figures.

Capital Expenditure:

Overall there is an underspend of \$2,008,232 in capital expenditures since most projects are in progress or have yet to commence. The budget for some of these projects was dated in the early months of the financial year in anticipation of expenditure.

Debtors Analysis:

The below summarises the amounts owing to Council for a period over 90 days after any unapplied credits.

Comments	Amount \$
Forklift Hire at Ngukurr*	7,980.00
Overpayment of wages	20.00
Fax charges	57.50
Workshop services	924.51
NDIS Meals preparation and delivery	1,958.85
Freedom of Information Access Application	30.00
TOTAL	10,970.86

* Council resolved to manage this debt at the previous Council meeting.

FINANCIAL CONSIDERATIONS

Nil

ATTACHMENTS

1 Financial Reports - September -20.pdf



Financial Reports

at 30 September 2020

The Balance Sheet – a snapshot of the organisation’s financial status at a given point in time



\$120,725,258

What we own



Assets

\$16,922,590

What we owe



Liabilities

\$103,802,668

= Council’s Wealth



Equity

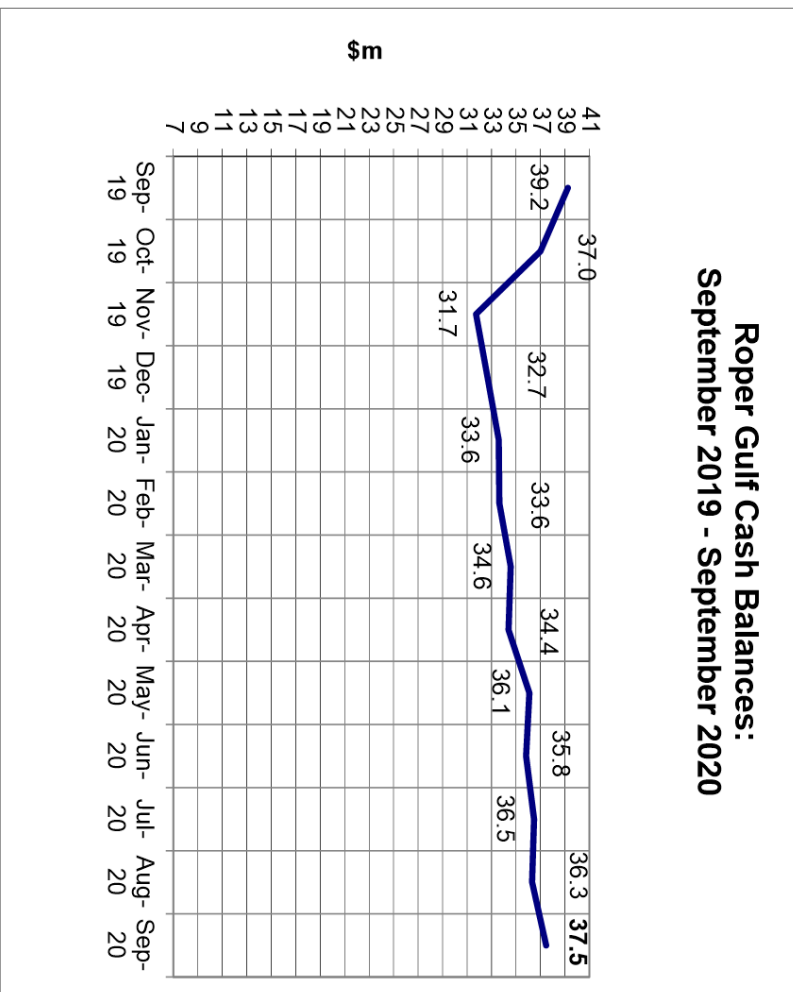
Balance Sheet as at 30 September 2020

ASSETS		LIABILITIES	
Current Assets		Current Liabilities	
Cash	24,460,036	Accounts payable	522,786
Accounts receivable	185,544	Taxes payable	105,512
less doubtful accounts)	-53,810	Accrued Expenses	0
Rates & Waste Charges Receivable	532,067	Provisions (Annual Leave)	1,664,927
Inventory	208,982	Other Current Liabilities (Bonds, Current Lease, Unspent Grants)	8,746,675
Investments	13,000,000	Suspense accounts	0
Other current assets	457,850		
Total Current Assets	38,790,669	Total Current Liabilities	11,039,899
Non-current Assets		Long-term Liabilities	
Land and Buildings	9,638,489	Other long-term liabilities (Long service leave and Long Term lease Operating lease)	5,882,691
less accumulated depreciation and impairment)	47,969,040	Total Long-term Liabilities	5,882,691
less accumulated depreciation and impairment)	-5,644,139		
Fleet, Plant, Infrastructure and Equipment	35,922,144	Total Liabilities	16,922,590
less accumulated depreciation)	-17,382,193		
Furniture and fixtures	350,759	EQUITY	
less accumulated depreciation)	-169,832	Retained earnings	46,699,709
Work in Progress assets	11,250,321	Asset Revaluation Reserves	54,910,530
Other non-current assets	0	Roads Future Fund	2,192,429
Total Non-current Assets	81,934,589	Total Equity	103,802,668
TOTAL ASSETS	120,725,258	TOTAL LIABILITIES & EQUITY	120,725,258

Actual Cash at Bank as at 30 September 2020



Bank:	Closing Balance as at 30 September 2020
Commonwealth - Business 10313307	\$21,698,252.18
Monthly interest earned	\$2,429.30
Commonwealth - Operating 10313294	\$174,711.38
Monthly interest earned	\$0.00
Commonwealth - Trust 103133315	\$1,493.56
Monthly interest earned	\$0.00
Commonwealth - Business online - 10381211	\$2,582,748.97
Monthly interest earned	\$300.82
Term Deposits in Various Banks	\$13,000,000.00
Monthly interest earned	\$0.00
Total Cash at Bank	\$37,457,206.09
LESS:	
Unexpended Tied Grants as at 30 September 2020	\$3,904,374.34
Liabilities	\$16,922,590.00
Total United Cash	\$16,630,241.75
Total Interest Earned for 2020-21 financial year	\$89,781.90



Note: The "Total Cash at Bank" is the actual Money in the Bank at 30 September 2020.

Liquidity ratio Analysis



Effective Ratio :

The effective ratio measures our council’s ability to use its untied assets to generate income.

$$\frac{\text{(Current Assets – Unexpended Tied Grants)}}{\text{Current Liabilities}}$$

An effective ratio of 2:1 means the council has current untied assets of \$2 for every \$1 of current liabilities and is regarded as desirable.

The higher the effective ratio, the better the capacity to meet short term financial Commitments.

Roper Gulf effective ratio = **3 : 1 (3.16)**

We have \$3 available for every \$1 of Liability

Current Ratio = **4 : 1 (3.51)**

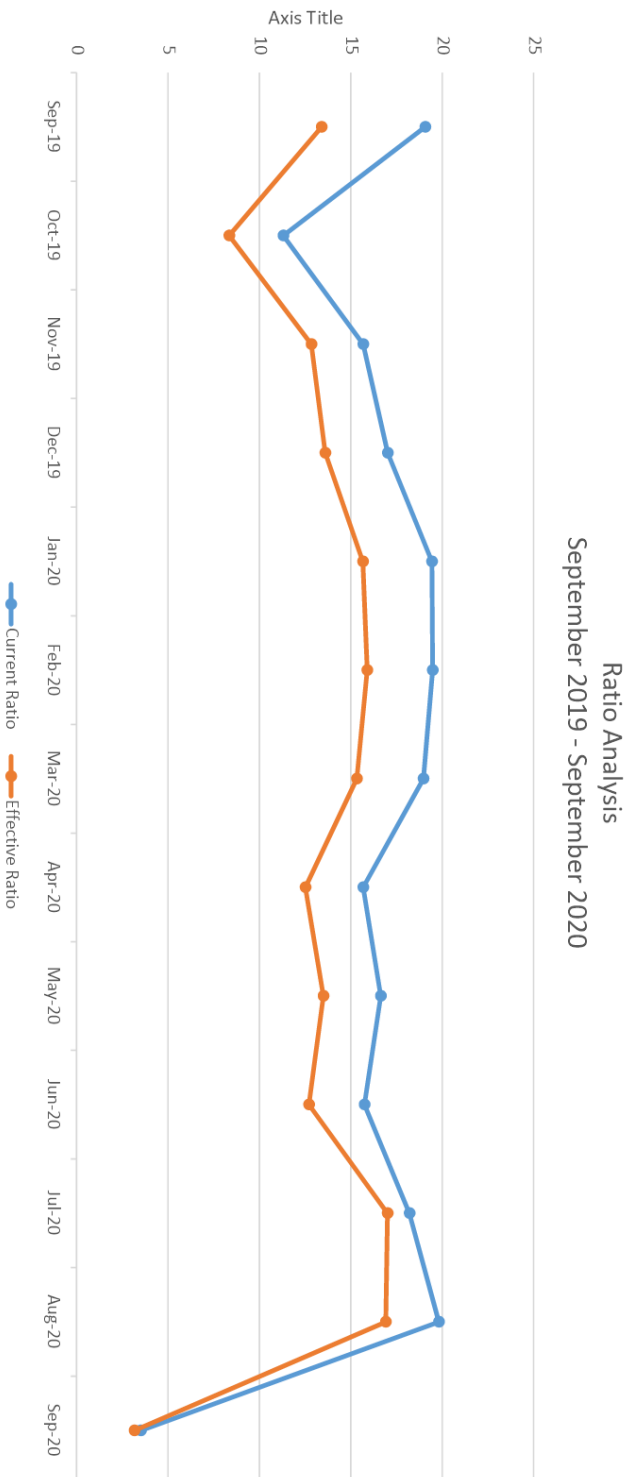
Including all cash and current assets, we have \$4 for every \$1 of Liability





Liquidity Ratio Trend

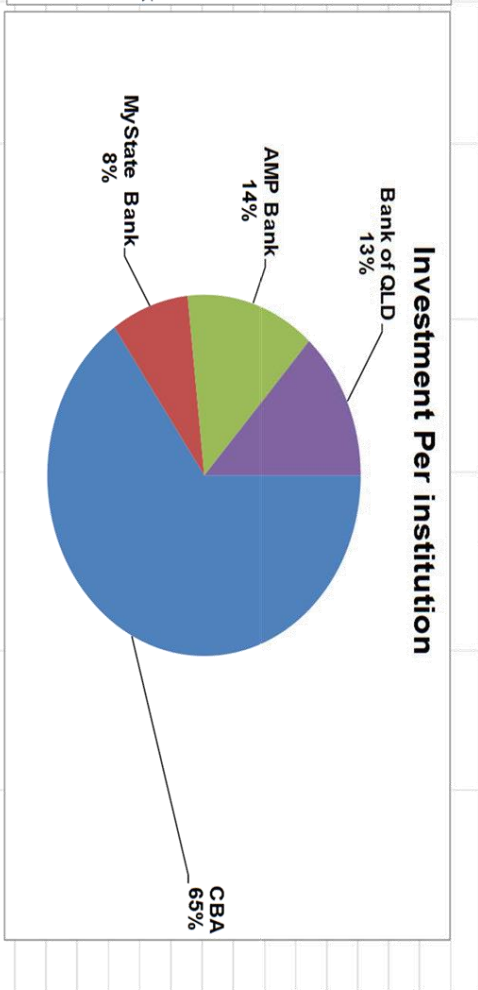
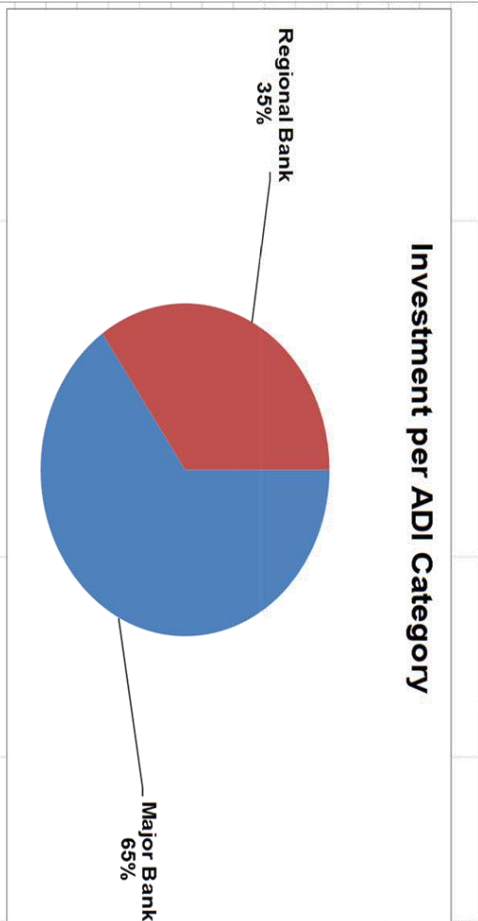
The below graph depicts the progression of the Current and effective ratio for the last twelve months



Investment Report as at 30 September 2020



Classification of ADI's Under policy	Authorised Deposit-taking institution	Amount	% of Exposure	Rating	Lodgement Date	Maturity Date	Interest on Maturity	Interest rate	Within Diversification Limits
Major Bank	Commonwealth Bank - Working capital	\$24,457,206	65.29%	A1+//AA-					
Investments (Deposits)									
Regional Bank	My State Bank	\$3,000,000	8.01%	A2/BBB+	25/09/2020	25/06/2021	\$ 17,950.68	0.80%	✓
Regional Bank	AMP Bank	\$2,000,000	5.34%	A2/BBB+	30/09/2020	1/04/2021	\$ 5,484.93	0.55%	✓
Regional Bank	AMP Bank	\$3,000,000	8.01%	A2/BBB+	15/05/2020	13/11/2020	\$ 24,682.19	1.65%	✓
Regional Bank	Bank of QLD	\$3,000,000	8.01%	A2/BBB+	9/06/2020	8/12/2020	\$ 14,958.90	1.00%	✓
Regional Bank	Bank of QLD	\$2,000,000	5.34%	A2/BBB+	16/06/2020	17/05/2021	\$ 20,191.78	1.10%	✓
Total cash and investments held		\$37,457,206	100.00%					\$ 83,268.48	





Income & Expenditure Statement :

A financial statement that summarizes the income and expenses incurred during a specific period of time

Income	-	Expenditure	=	Surplus/Deficit
14,716,322		11,342,606		3,373,716



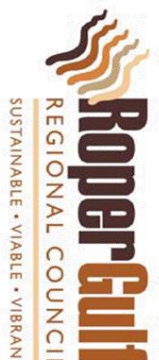
Income & Expenditure Report as at 30 September 2020

	21GLACT	21GLBUD	Variance (\$)	21GLBUD
	Year to Date Actual (\$)	Year to Date Budget (\$)	Variance (\$)	Full Year Budget (\$)
Operating Income				
11 - Income Rates	2,725,626	2,739,997	↘	2,739,997
12 - Income Council Fees and Charges	324,252	266,081	↗	1,068,724
13 - Income Operating Grants Subsidies	8,742,156	10,487,752	↘	20,715,823
14 - Income Investments	89,782	75,000	↗	300,000
16 - Income Reimbursements	5,406	2,500	↗	10,000
17 - Income Agency and Commercial Services	2,337,149	2,905,562	↘	12,562,750
19 - Other Income	99,550	165,142	↘	660,568
Total Operating Income	14,323,920	16,642,034	↘	38,057,862
Total Carried Forwards	0	2,313,550	↘	8,289,540
Operating Expenditure				
21 - Employee Expenses	3,959,523	5,285,054	↘	21,140,216
22 - Contract and Material Expenses	2,212,168	3,316,701	↘	10,643,567
23 - Fleet, Plant & Equipment	285,122	271,631	↗	1,086,522
24 - Asset Expense	1,279,505	1,329,000	↘	5,316,000
25 - Other Operating Expenses	1,560,660	1,070,527	↗	4,282,102
27 - Finance Expenses	3,054	3,035	↗	12,140
Total Operating Expenditure	4,571,354	7,626,935	↘	42,480,547
Operating Surplus/Deficit	5,120,016	9,560,523	↘	3,866,855
Capital Funding				
18 - Income Capital Grants	392,402	2,575,935	↘	3,031,805
Capital Expenditure				
53 - WIP Assets	2,042,574	4,050,807	↘	13,448,080
Net Surplus/Deficit	3,373,716	6,129,766	↘	-6,549,419

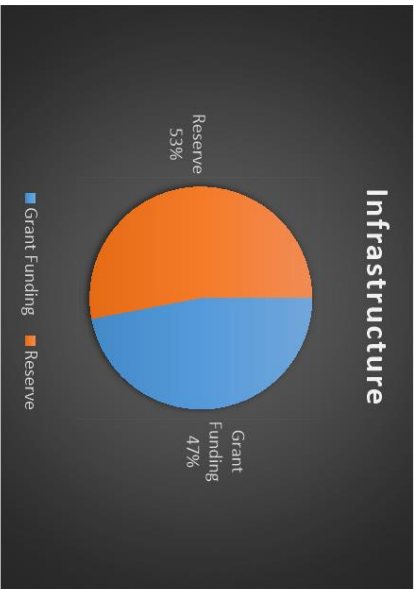
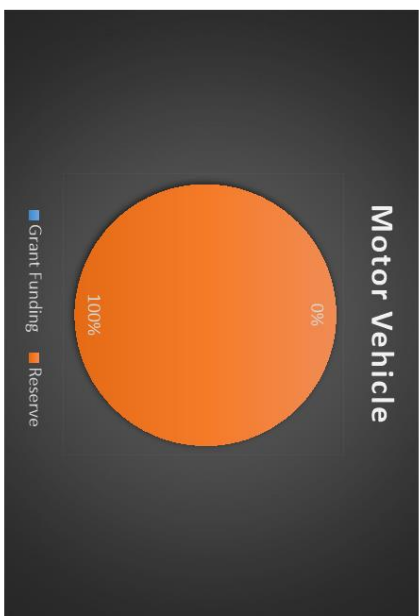
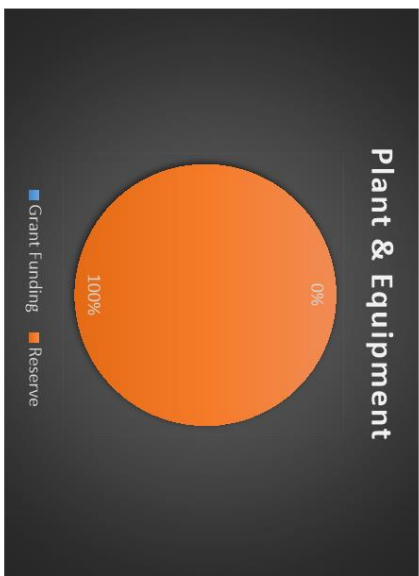
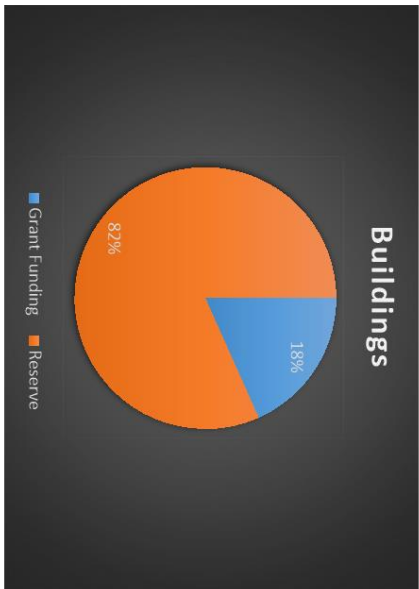
Capital Expenditure as at 30 September 2020



Description	YTD Actual \$	YTD Budget \$	YTD Variances \$	Annual Budget \$
Buildings	46,233	742,330	696,097	2,713,391
Infrastructure	1,253,493	935,460	-318,033	5,364,282
Plant & Equipment	697,081	901,000	203,919	1,932,340
Furniture & Others	-	-	-	-
Motor Vehicles	45,768	1,057,000	1,011,232	1,778,000
Roads	0	415,017	415,017	1,660,067
TOTAL	2,042,575	4,050,807	2,008,232	13,448,080



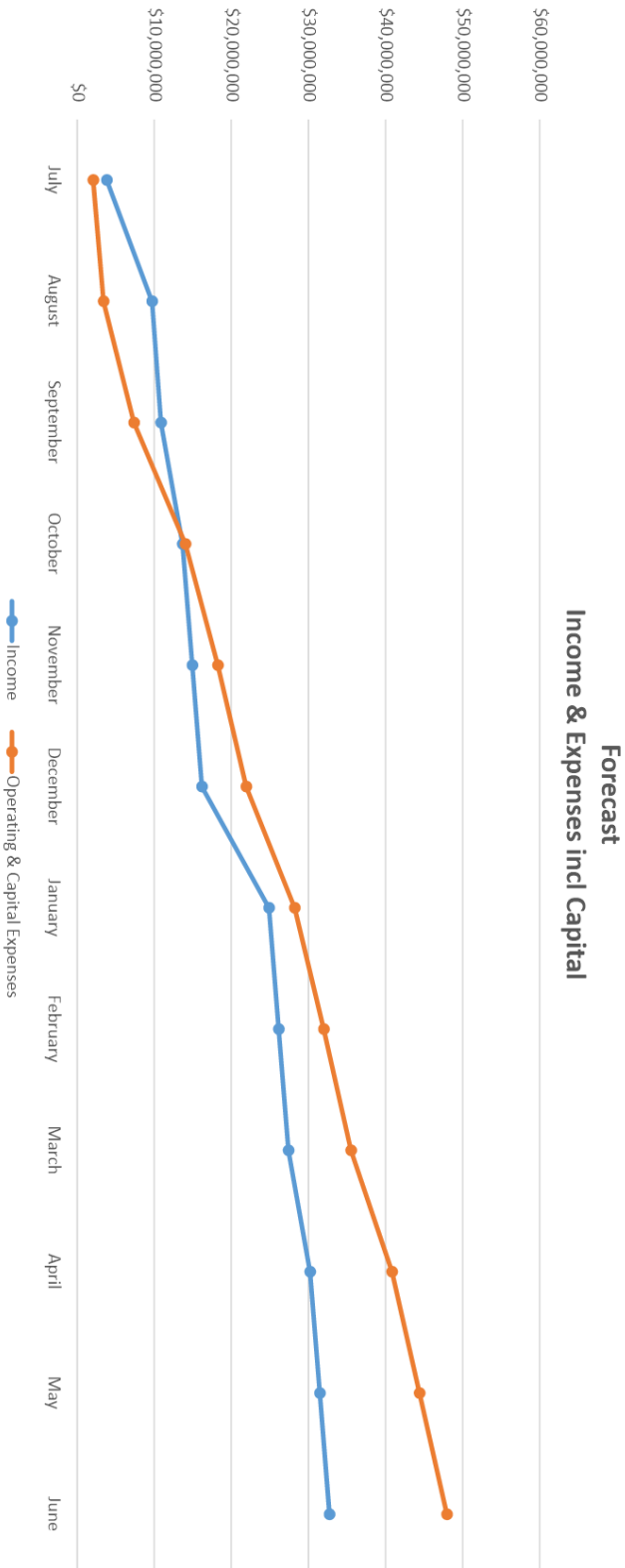
The below graphs depicts the categories of capital expenditure and the percentage used from Council's reserve and Grants



Forecast Income & Expenditure as at 30th September 2020



The below graph depicts the cumulative trend of Forecasted Income, Operating Expenditure and Capital Expenditure from July 2020 till June 2021.



Other Ratio Analysis



▶ Operating Surplus Ratio

- ▶ - Indication of the percentage of council's own source of revenue available to fund proposed capital expenditure and transfer to cash reserves.
- ▶ - The ratio as at 30th of September is at 175%. The basic standard for this ratio is usually between 0 to 15%. The Council is currently at 175% which is highly desirable.

▶ Untied Cash to trade creditors

- ▶ - Indication of the level of Council's unrestricted cash to meet trade creditors and accrued expenses.
- ▶ - The ratio as at 30th of September is at 7:1. It is desirable to have at least a 1:1 ratio and we have untied \$7 for every dollar outstanding for our suppliers and contractors.

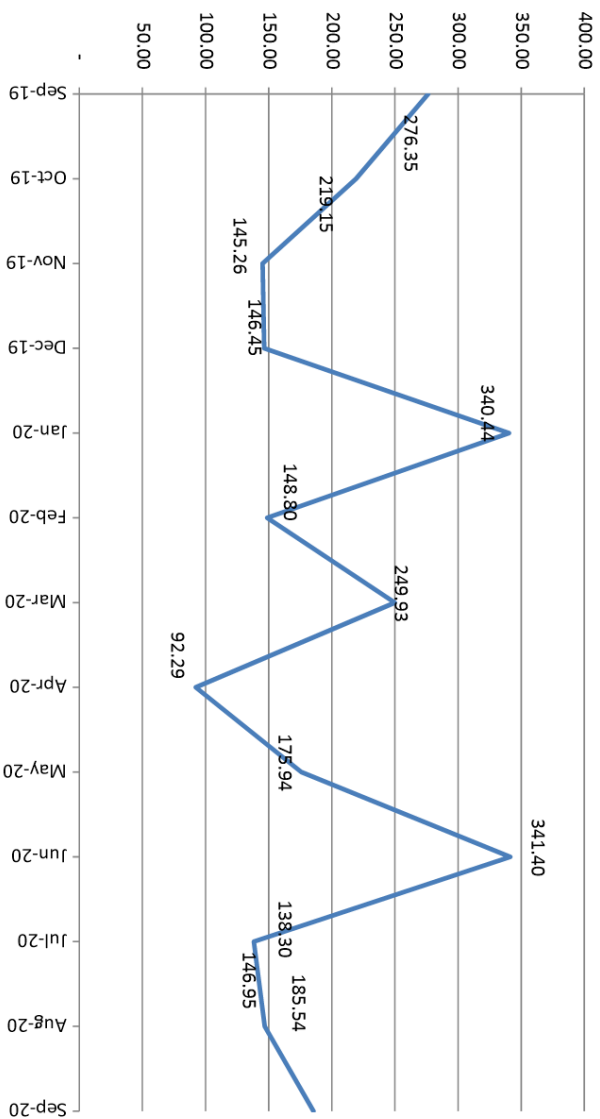
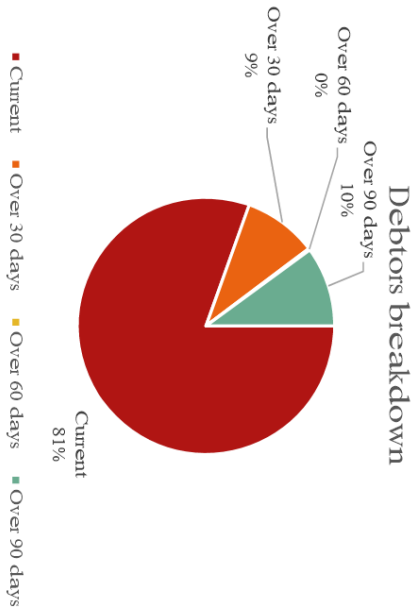
	September 2020	September 2019
Operating Surplus Ratio	175%	30%
Untied cash to trade creditors	7:1 (6.95)	36:1(35.71)



Accounts Receivable

Accounts Receivable represents the money owed by entities to the council on the sale of products or services on credit.

Current	Over 30	Over 60	Over 90	Total
156,172.66	17,992.43	408.18	19,530.86	194,104.13
Balance after accounting for Unapplied Credits				185,544.13



Rates Outstanding as at September 2020



Financial Year	Total Balance (\$)	Percentage of Total owing
2008-09	319.9	0.06%
2009-10	338.6	0.06%
2010-11	447.7	0.08%
2011-12	338.35	0.06%
2012-13	1,064.42	0.20%
2013-14	2,669.50	0.50%
2014-15	14,915.65	2.82%
2015-16	7,910.66	1.50%
2016-17	8,203.81	1.55%
2017-18	11,399.18	2.15%
2018-19	31,761.06	6.00%
2019-20	92,188.19	17.43%
2020-21	357,443.64	67.57%
Total	529,000.66	100.00%

The following table lists invoices over \$10,000 which were processed during the month of September 2020. All amounts have been paid.



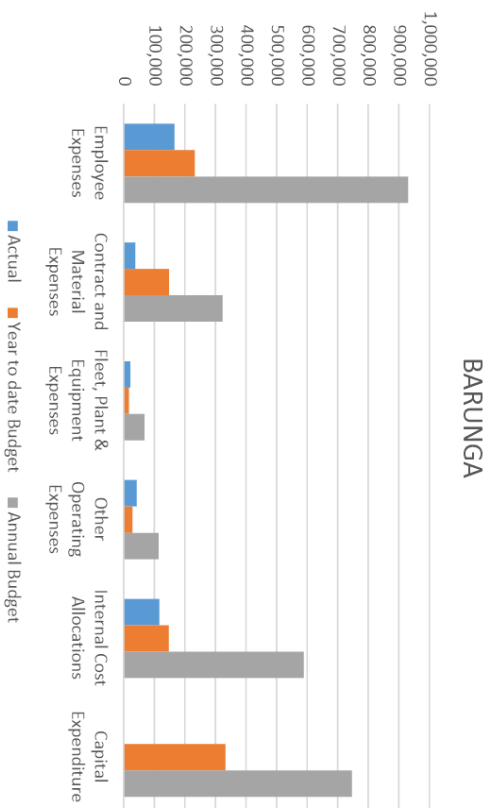
Creditor	Amount \$	Transaction Description
Puma Energy	43,725.56	Bulk Fuel order for Numbulwar
Airpower (NT) Pty Ltd	266,693.00	Purchase of Loaders and mowers for several communities
Katherine Town Council	15,707.78	2 Crawford St Rates
Telstra	312,943.86	Consolidated Account, Service & Equipment and Relocation of services – Rocky Creek
LGANT	72,646.74	Annual Member Subscriptions
Cairns Industries	26,343.90	Heavy duty bin for Borroloola Dump
JLT	821,190.54	Insurance Fees 30/06/20-21
Yugul Mangi Aboriginal Corporation	196,659.75	Ngukurr Freight Hub – Earthworks, Pavements and Drainage works
Mode Design	12,670.63	Borroloola Community Hub design and proposal
Wright Express	22,832.29	Fuel Cards August 2020
Arnhem Land Aboriginal Trust	167,042.21	Land lease for Ngukurr, Numbulwar and Bulman
Beswick Aboriginal Land Trust	78,200.95	Land lease for Barunga and Beswick
Manyallaluk Aboriginal Land Trust	32,677.21	Land lease for Manyallaluk
Practical Safety	18,783.93	Purchase of Goggles, Coverall Face Mask and Gloves
MD Surveys	10,417.24	Survey for lot 779 and lot 391 in Borroloola

Expenditure Report by Community as at 31 September 2020



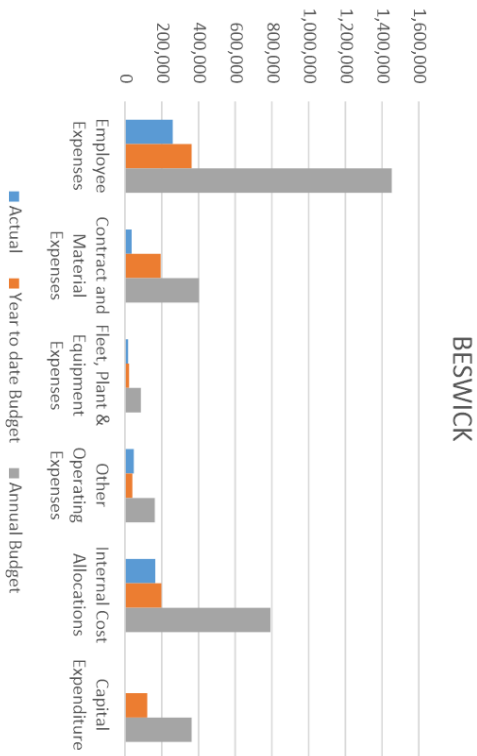
Barunga

Expenditure by Account Category	September-20 Actual	September-20 Budget	Annual Budget
Employee Expenses	165,978	232,641	930,563
Contract and Material Expenses	38,404	148,386	323,663
Fleet, Plant & Equipment Expenses	21,662	16,950	67,800
Other Operating Expenses	43,012	28,637	114,550
Internal Cost Allocations	116,707	147,437	589,747
Capital Expenditure	0	332,878	747,510
Total Expenditure	385,762	906,928	2,773,833



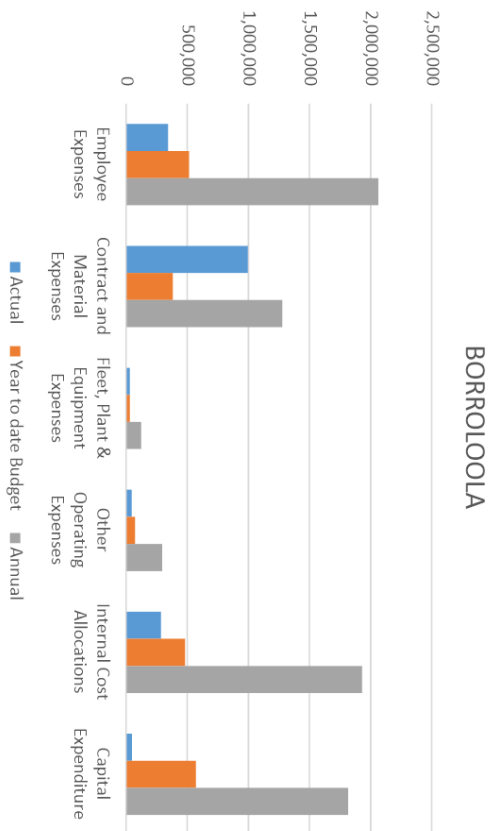
Beswick

<i>Expenditure by Account Category</i>	<i>September-20 Actual</i>	<i>September-20 Budget</i>	<i>Annual Budget</i>
Employee Expenses	260,313	363,070	1,452,279
Contract and Material Expenses	35,789	193,732	403,181
Fleet, Plant & Equipment Expenses	16,732	21,745	86,980
Other Operating Expenses	47,607	40,542	162,169
Internal Cost Allocations	165,453	198,197	792,788
Capital Expenditure	0	120,500	363,000
Total Expenditure	525,895	937,786	3,260,397



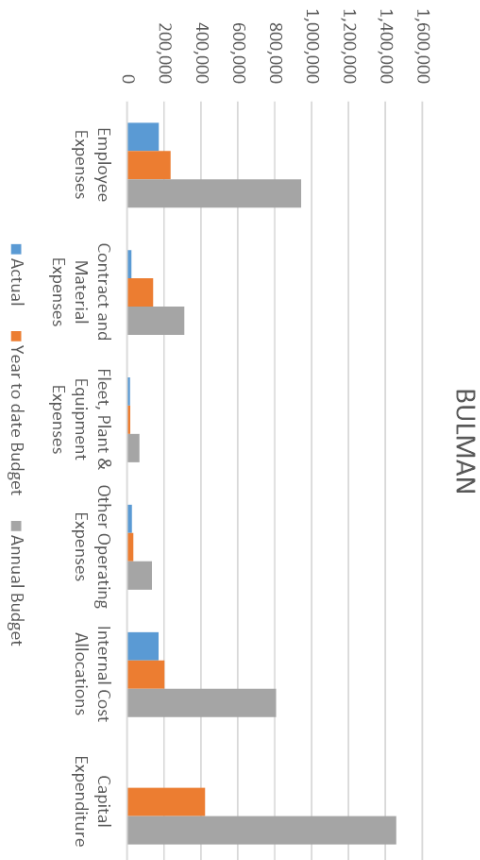
Borroloola

Expenditure by Account Category	September-20 Actual	September-20 Budget	Annual Budget
Employee Expenses	343,706	515,691	2,062,763
Contract and Material Expenses	996,791	381,877	1,278,307
Fleet, Plant & Equipment Expenses	31,121	30,775	123,100
Other Operating Expenses	45,869	73,660	294,639
Internal Cost Allocations	286,640	482,849	1,931,397
Capital Expenditure	49,279	572,000	1,815,610
Total Expenditure	1,753,406	2,056,852	7,505,817



Bulman

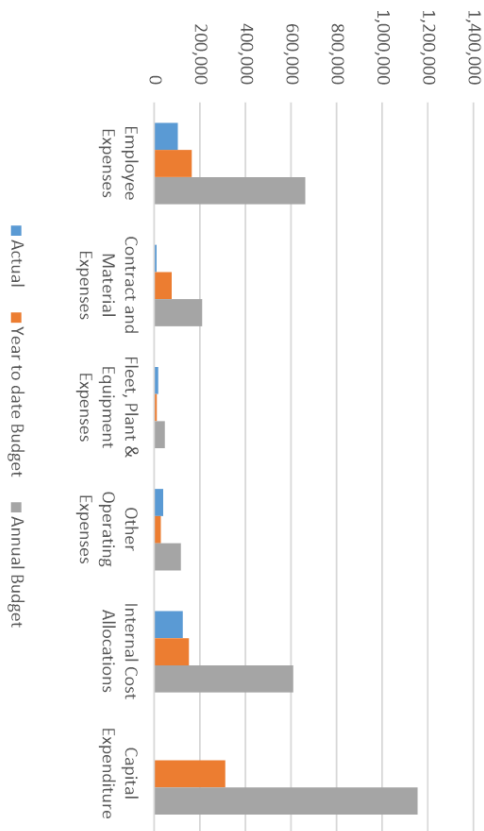
Expenditure by Account Category	September-20 Actual	September-20 Budget	Annual Budget
Employee Expenses	171,356	235,816	943,266
Contract and Material Expenses	22,875	140,656	310,356
Fleet, Plant & Equipment Expenses	15,621	16,638	66,550
Other Operating Expenses	25,987	33,839	135,357
Internal Cost Allocations	170,367	202,067	808,266
Capital Expenditure	0	422,650	1,459,600
Total Expenditure	406,207	1,051,666	3,723,396



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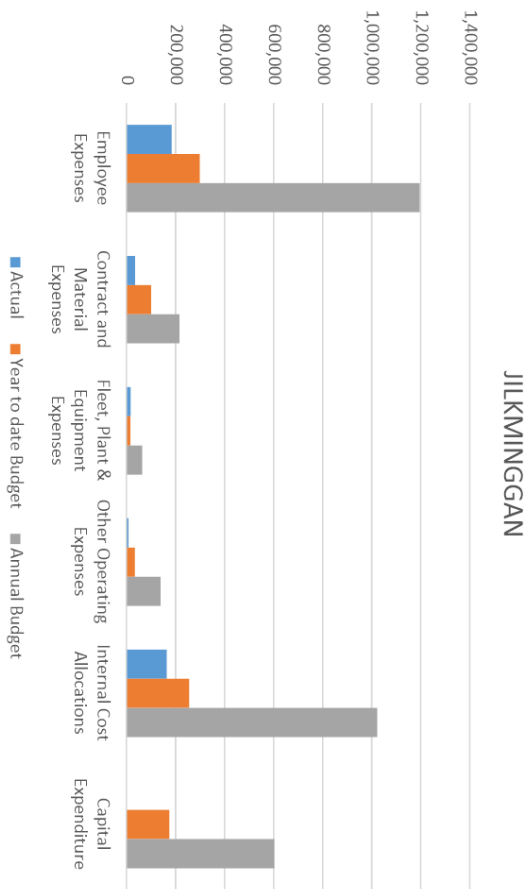
Expenditure by Account Category	September-20 Actual	September-20 Budget	Annual Budget
Employee Expenses	103,865	165,735	662,940
Contract and Material Expenses	10,836	76,948	210,868
Fleet, Plant & Equipment Expenses	17,643	11,675	46,700
Other Operating Expenses	39,309	29,416	117,664
Internal Cost Allocations	125,964	152,573	610,293
Capital Expenditure	0	312,000	1,156,000
Total Expenditure	297,619	748,347	2,804,465

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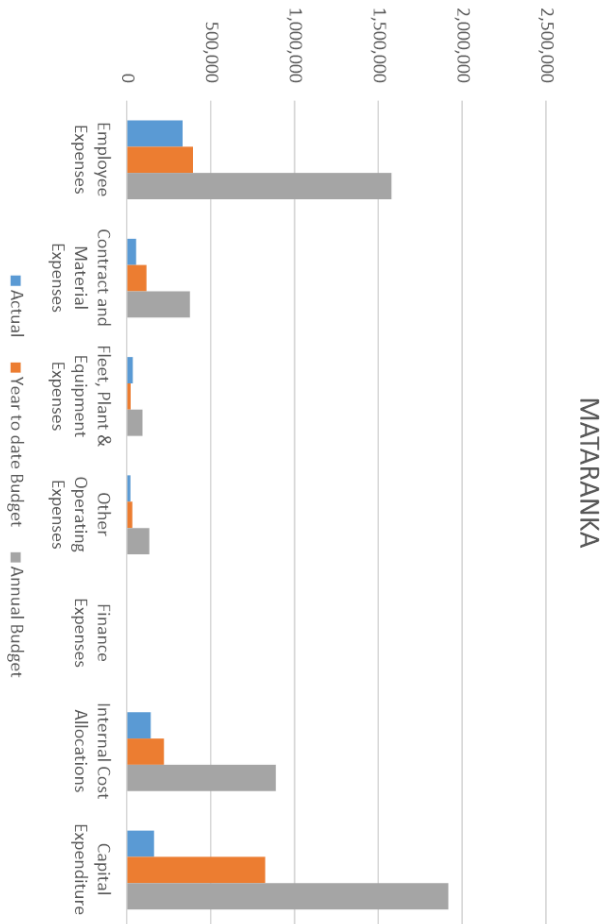
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Expenditure by Account Category	September-20 Actual	September-20 Budget	Annual Budget
Employee Expenses	184,607	298,898	1,195,591
Contract and Material Expenses	35,401	101,257	216,659
Fleet, Plant & Equipment Expenses	17,244	16,063	64,250
Other Operating Expenses	7,936	34,946	139,785
Internal Cost Allocations	164,635	255,580	1,022,319
Capital Expenditure	0	175,000	603,000
Total Expenditure	409,823	881,744	3,241,605



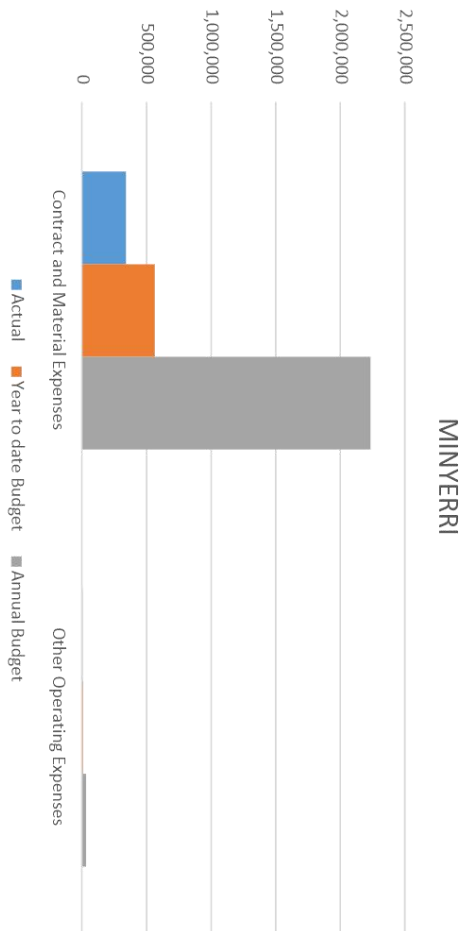
Mataranka

Expenditure by Account Category	September-20 Actual	September-20 Budget	Annual Budget
Employee Expenses	333,368	394,788	1,579,152
Contract and Material Expenses	55,766	117,521	377,010
Fleet, Plant & Equipment Expenses	35,390	23,477	93,910
Other Operating Expenses	22,242	33,765	135,061
Finance Expenses	0	50	200
Internal Cost Allocations	143,322	222,453	889,815
Capital Expenditure	163,175	826,779	1,918,417
Total Expenditure	753,264	1,618,834	4,993,564



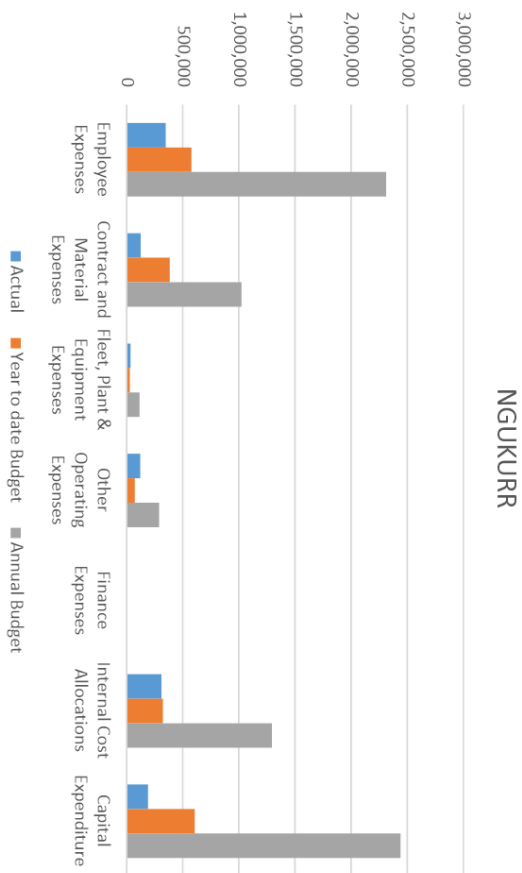
Minyerri

Expenditure by Account Category	September-20 Actual	September-20 Budget	Annual Budget
Contract and Material Expenses	341,382	564,052	2,234,788
Other Operating Expenses	4,769	8,136	32,544
Total Expenditure	346,151	572,188	2,267,332



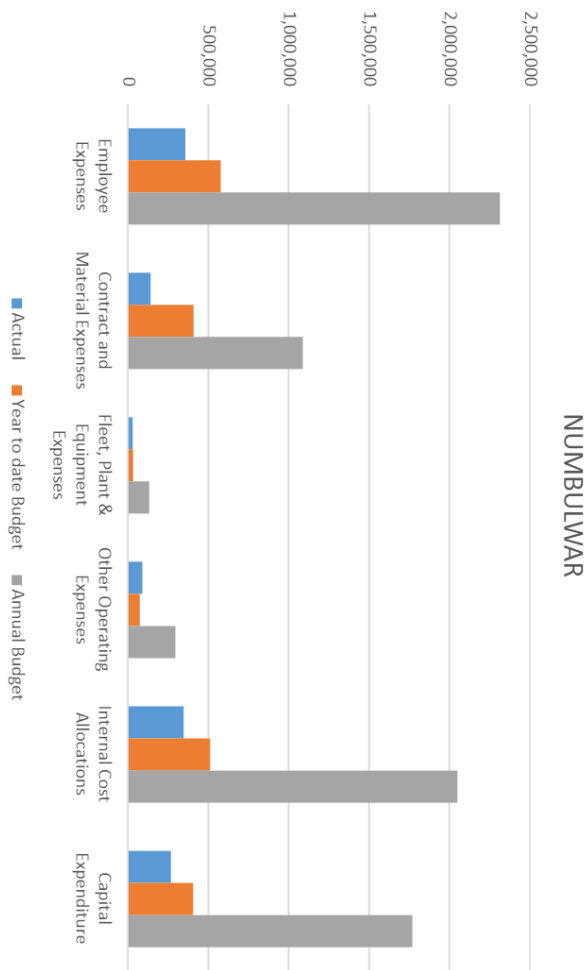
Ngukurr

Expenditure by Account Category	September-20 Actual	September-20 Budget	Annual Budget
Employee Expenses	348,429	578,332	2,313,327
Contract and Material Expenses	126,469	384,366	1,023,379
Fleet, Plant & Equipment Expenses	36,063	29,087	116,348
Other Operating Expenses	122,659	72,473	289,890
Finance Expenses	0	50	200
Internal Cost Allocations	311,552	323,814	1,295,257
Capital Expenditure	189,966	608,000	2,442,184
Total Expenditure	1,135,138	1,996,122	7,480,586



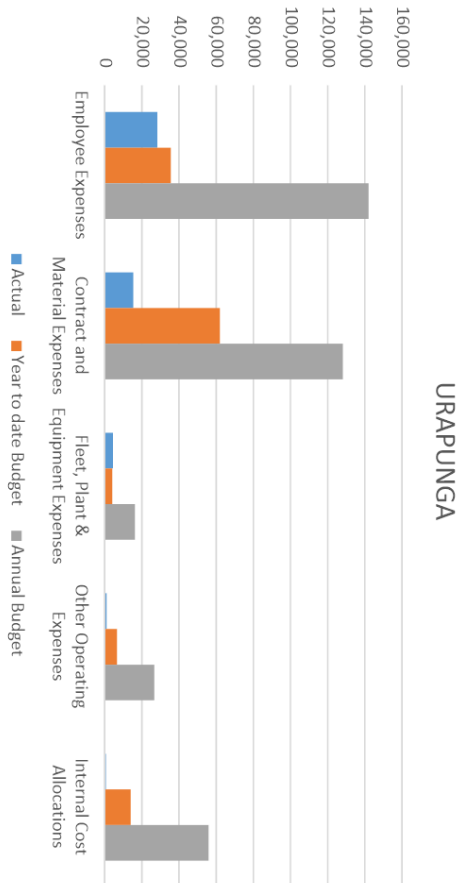
Numbulwar

Expenditure by Account Category	September-20 Actual	September-20 Budget	Annual Budget
Employee Expenses	357,187	578,784	2,315,136
Contract and Material Expenses	142,422	408,799	1,088,925
Fleet, Plant & Equipment Expenses	30,706	33,088	132,350
Other Operating Expenses	90,584	74,062	296,249
Internal Cost Allocations	346,698	512,605	2,050,420
Capital Expenditure	268,365	406,000	1,769,760
Total Expenditure	1,235,961	2,013,338	7,652,840



Urampung

Expenditure by Account Category	September-20 Actual	September-20 Budget	Annual Budget
Employee Expenses	28,374	35,513	142,053
Contract and Material Expenses	15,381	62,050	128,200
Fleet, Plant & Equipment Expenses	4,437	4,075	16,300
Other Operating Expenses	1,091	6,673	26,693
Internal Cost Allocations	667	13,982	55,927
Total Expenditure	49,950	122,293	369,173





Financial Reports

at 30 September 2020



The Balance Sheet – a snapshot of the organisation’s financial status at a given point in time

\$120,725,258

What we own



Assets

\$16,922,590

What we owe



Liabilities

\$103,802,668

= Council’s Wealth



Equity

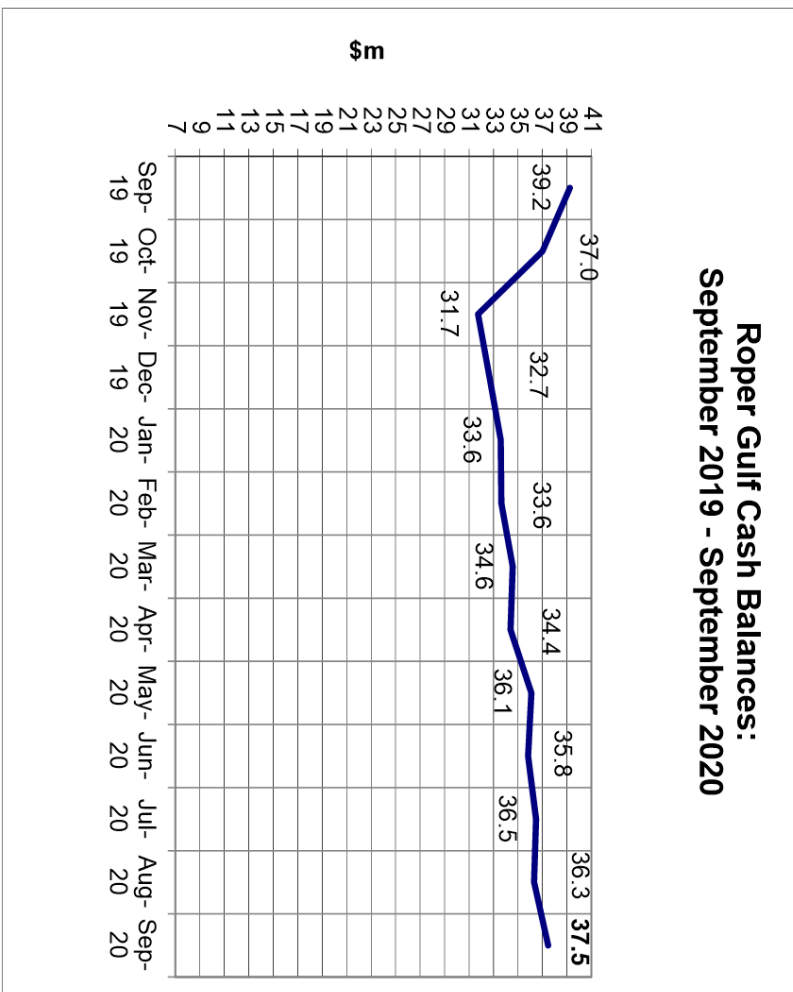
Balance Sheet as at 30 September 2020

ASSETS		LIABILITIES	
Current Assets		Current Liabilities	
Cash	24,460,036	Accounts payable	522,786
Accounts receivable	185,544	Taxes payable	105,512
less doubtful accounts)	-53,810	Accrued Expenses	0
Rates & Waste Charges Receivable	532,067	Provisions (Annual Leave)	1,664,927
Inventory	208,982	Other Current Liabilities (Bonds, Current Lease, Unspent Grants)	8,746,675
Investments	13,000,000	Suspense accounts	0
Other current assets	457,850		
Total Current Assets	38,790,669	Total Current Liabilities	11,039,899
Non-current Assets		Long-term Liabilities	
Land	9,638,489	Other long-term liabilities (Long service leave and Long Term lease Operating lease)	5,882,691
Buildings	47,969,040	Total Long-term Liabilities	5,882,691
less accumulated depreciation and impairment)	-5,644,139		
Fleet, Plant, Infrastructure and Equipment	35,922,144	Total Liabilities	16,922,590
less accumulated depreciation)	-17,382,193		
Furniture and fixtures	350,759	EQUITY	
less accumulated depreciation)	-169,832	Retained earnings	46,699,709
Work in Progress assets	11,250,321	Asset Revaluation Reserves	54,910,530
Other non-current assets	0	Roads Future Fund	2,192,429
Total Non-current Assets	81,934,589	Total Equity	103,802,668
TOTAL ASSETS	120,725,258	TOTAL LIABILITIES & EQUITY	120,725,258



Actual Cash at Bank as at 30 September 2020

Bank:	Closing Balance as at 30 September 2020
Commonweath - Business 10313307	\$21,698,252.18
Monthly interest earned	\$2,429.30
Commonweath - Operating 10313294	\$174,711.38
Monthly interest earned	\$0.00
Commonweath - Trust 103133315	\$1,493.56
Monthly interest earned	\$0.00
Commonweath - Business online - 10381211	\$2,582,748.97
Monthly interest earned	\$300.82
Term Deposits in Various Banks	\$13,000,000.00
Monthly interest earned	\$0.00
Total Cash at Bank	\$37,457,206.09
LESS:	
Unexpended Tied Grants as at 30 September 2020	\$3,904,374.34
Liabilities	\$16,922,590.00
Total United Cash	\$16,630,241.75
Total Interest Earned for 2020-21 financial year	\$89,781.90



Note: The "Total Cash at Bank" is the actual Money in the Bank at 30 September 2020.

Liquidity ratio Analysis



Effective Ratio :

The effective ratio measures our council’s ability to use its untied assets to generate income.

$$\frac{\text{(Current Assets – Unexpended Tied Grants)}}{\text{Current Liabilities}}$$

An effective ratio of 2:1 means the council has current untied assets of \$2 for every \$1 of current liabilities and is regarded as desirable.

The higher the effective ratio, the better the capacity to meet short term financial Commitments.

Roper Gulf effective ratio = **3 : 1 (3.16)**

We have \$3 available for every \$1 of Liability

Current Ratio = **4 : 1 (3.51)**

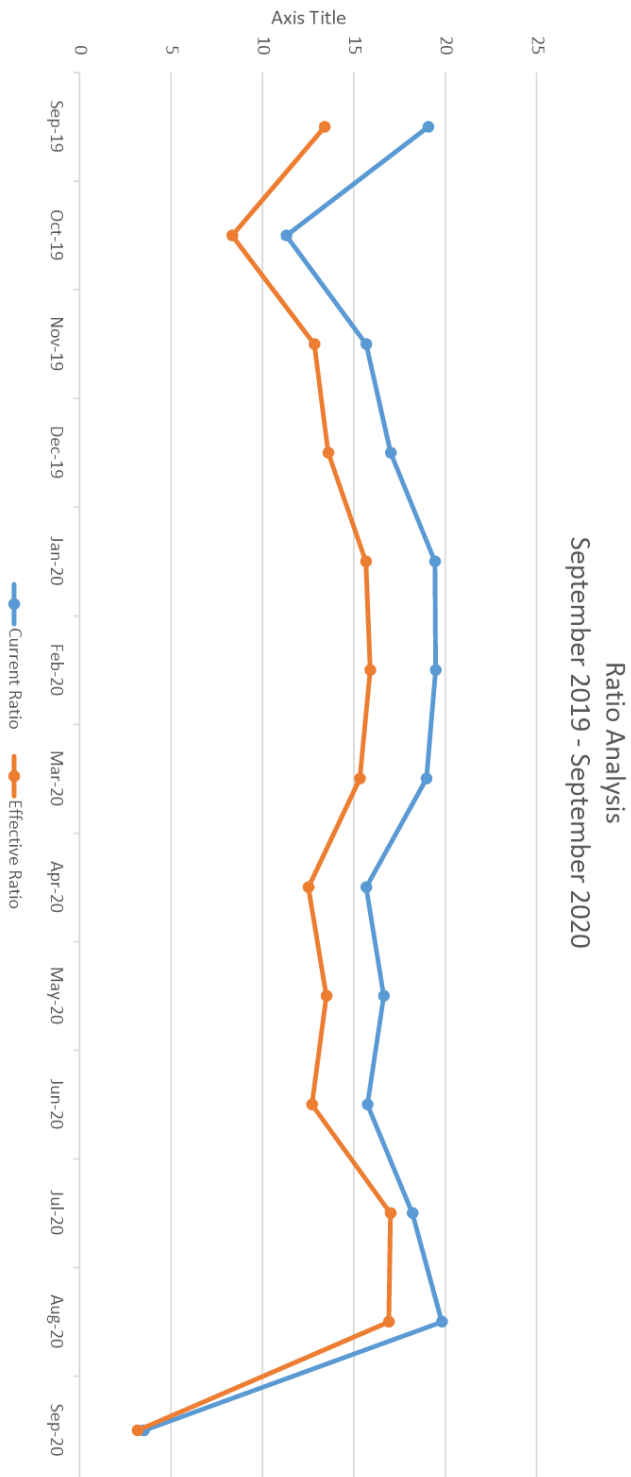
Including all cash and current assets, we have \$4 for every \$1 of Liability





Liquidity Ratio Trend

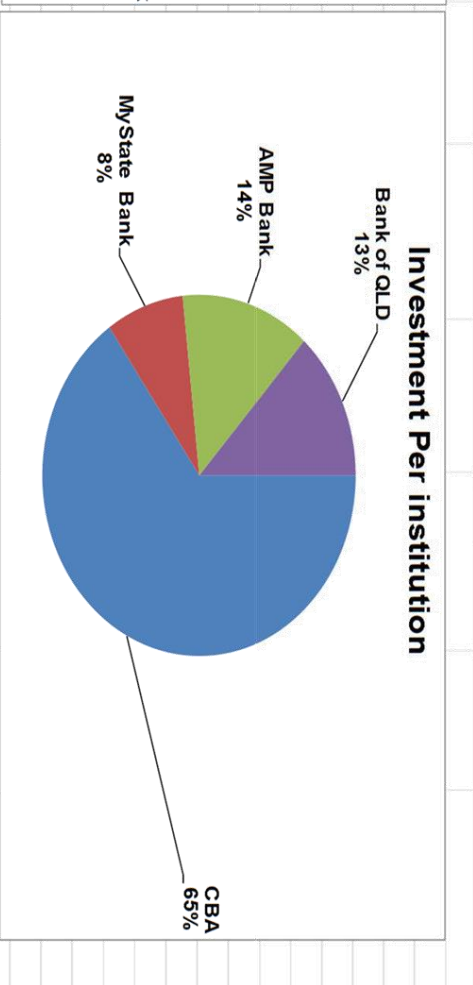
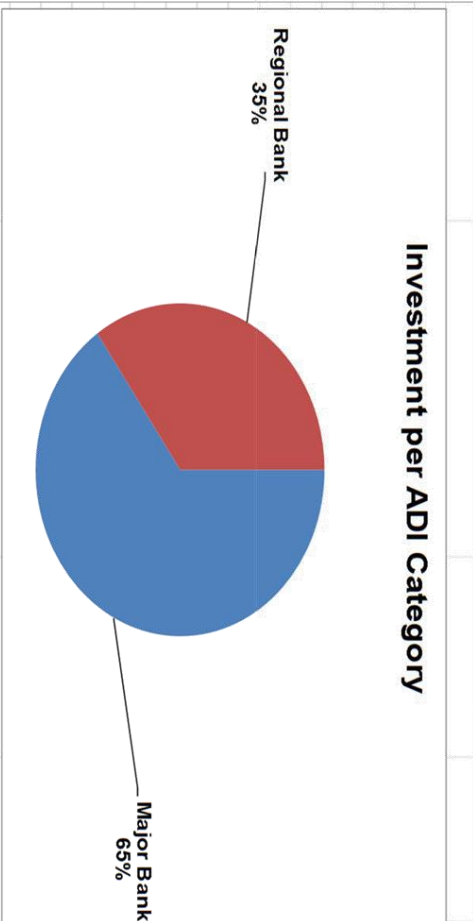
The below graph depicts the progression of the Current and effective ratio for the last twelve months



Investment Report as at 30 September 2020



Classification of ADI's Under policy	Authorised Deposit-taking institution	Amount	% of Exposure	Rating	Lodgement Date	Maturity Date	Interest on Maturity	Interest rate	Within Diversification Limits
Major Bank	Commonwealth Bank - Working capital	\$24,457,206	65.29%	A1+//AA-					
Investments (Deposits)									
Regional Bank	My State Bank	\$3,000,000	8.01%	A2/BBB+	25/09/2020	25/06/2021	\$ 17,950.68	0.80%	✓
Regional Bank	AMP Bank	\$2,000,000	5.34%	A2/BBB+	30/09/2020	1/04/2021	\$ 5,484.93	0.55%	✓
Regional Bank	AMP Bank	\$3,000,000	8.01%	A2/BBB+	15/05/2020	13/11/2020	\$ 24,682.19	1.65%	✓
Regional Bank	Bank of QLD	\$3,000,000	8.01%	A2/BBB+	9/06/2020	8/12/2020	\$ 14,958.90	1.00%	✓
Regional Bank	Bank of QLD	\$2,000,000	5.34%	A2/BBB+	16/06/2020	17/05/2021	\$ 20,191.78	1.10%	✓
Total cash and investments held		\$37,457,206	100.00%					\$ 83,268.48	





Income & Expenditure Statement :

A financial statement that summarizes the income and expenses incurred during a specific period of time

Income	-	Expenditure	=	Surplus/Deficit
14,716,322		11,342,606		3,373,716



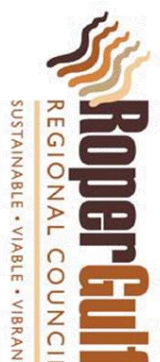
Income & Expenditure Report as at 30 September 2020

	21GLACT	21GLBUD	Variance (\$)	21GLBUD
	Year to Date Actual (\$)	Year to Date Budget (\$)	Variance (\$)	Full Year Budget (\$)
Operating Income				
11 - Income Rates	2,725,626	2,739,997	↘	2,739,997
12 - Income Council Fees and Charges	324,252	266,081	↗	1,068,724
13 - Income Operating Grants Subsidies	8,742,156	10,487,752	↘	20,715,823
14 - Income Investments	89,782	75,000	↗	300,000
16 - Income Reimbursements	5,406	2,500	↗	10,000
17 - Income Agency and Commercial Services	2,337,149	2,905,562	↘	12,562,750
19 - Other Income	99,550	165,142	↘	660,568
Total Operating Income	14,323,920	16,642,034	↘	38,057,862
Total Carried Forwards	0	2,313,550	↘	8,289,540
Operating Expenditure				
21 - Employee Expenses	3,959,523	5,285,054	↘	21,140,216
22 - Contract and Material Expenses	2,212,168	3,316,701	↘	10,643,567
23 - Fleet, Plant & Equipment	285,122	271,631	↗	1,086,522
24 - Asset Expense	1,279,505	1,329,000	↘	5,316,000
25 - Other Operating Expenses	1,560,660	1,070,527	↗	4,282,102
27 - Finance Expenses	3,054	3,035	↗	12,140
Total Operating Expenditure	4,571,354	7,626,935	↘	42,480,547
Operating Surplus/Deficit	5,120,016	9,560,523	↘	3,866,855
Capital Funding				
18 - Income Capital Grants	392,402	2,575,935	↘	3,031,805
Capital Expenditure				
53 - WIP Assets	2,042,574	4,050,807	↘	13,448,080
Net Surplus/Deficit	3,373,716	6,129,766	↘	-6,549,419

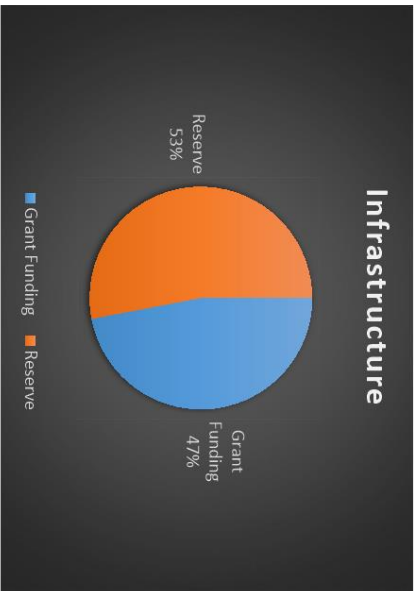
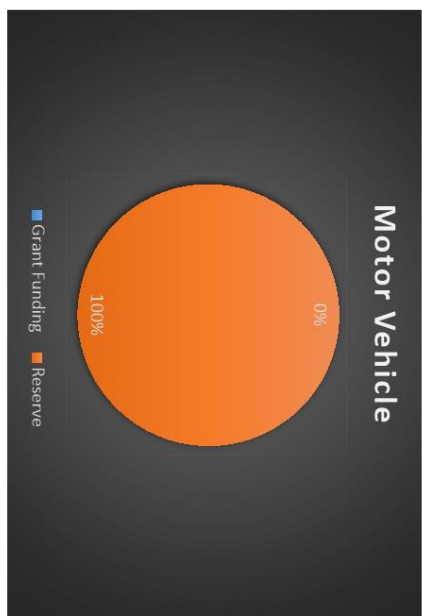
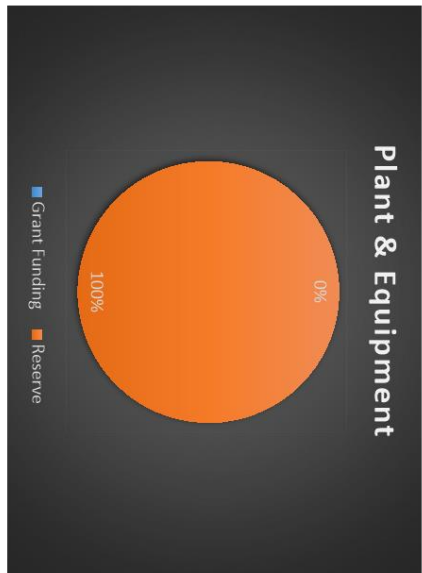
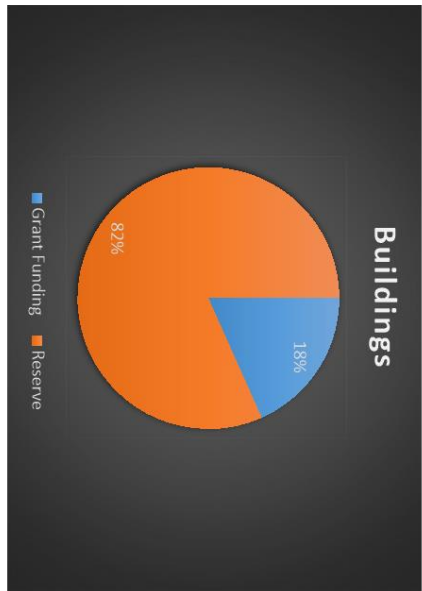
Capital Expenditure as at 30 September 2020



Description	YTD Actual \$	YTD Budget \$	YTD Variances \$	Annual Budget \$
Buildings	46,233	742,330	696,097	2,713,391
Infrastructure	1,253,493	935,460	-318,033	5,364,282
Plant & Equipment	697,081	901,000	203,919	1,932,340
Furniture & Others	-	-	-	-
Motor Vehicles	45,768	1,057,000	1,011,232	1,778,000
Roads	0	415,017	415,017	1,660,067
TOTAL	2,042,575	4,050,807	2,008,232	13,448,080



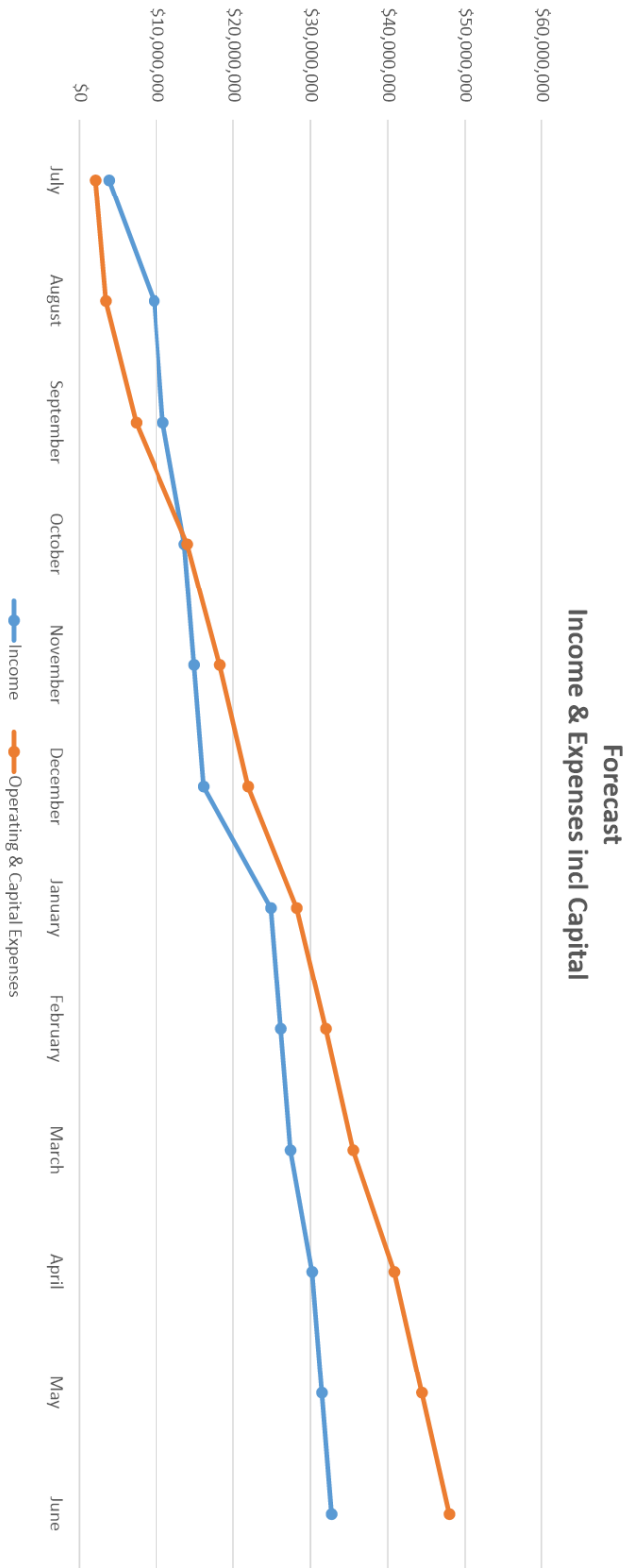
The below graphs depicts the categories of capital expenditure and the percentage used from Council's reserve and Grants



Forecast Income & Expenditure as at 30th September 2020



The below graph depicts the cumulative trend of Forecasted Income, Operating Expenditure and Capital Expenditure from July 2020 till June 2021.



Other Ratio Analysis



▶ Operating Surplus Ratio

- ▶ - Indication of the percentage of council's own source of revenue available to fund proposed capital expenditure and transfer to cash reserves.
- ▶ - The ratio as at 30th of September is at 175%. The basic standard for this ratio is usually between 0 to 15%. The Council is currently at 175% which is highly desirable.

▶ Untied Cash to trade creditors

- ▶ - Indication of the level of Council's unrestricted cash to meet trade creditors and accrued expenses.
- ▶ - The ratio as at 30th of September is at 7:1. It is desirable to have at least a 1:1 ratio and we have untied \$7 for every dollar outstanding for our suppliers and contractors.

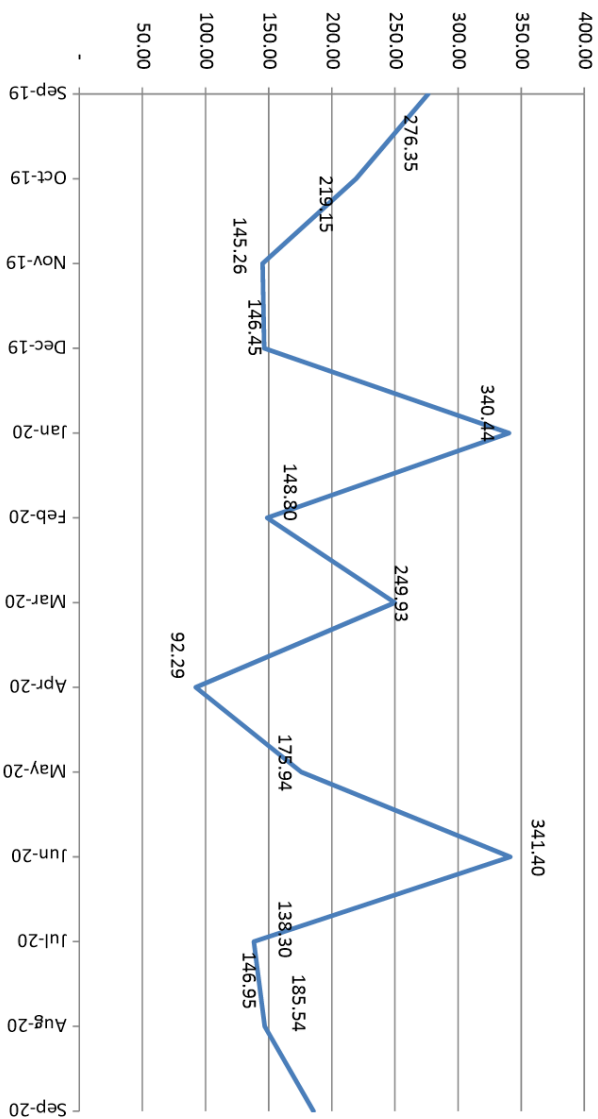
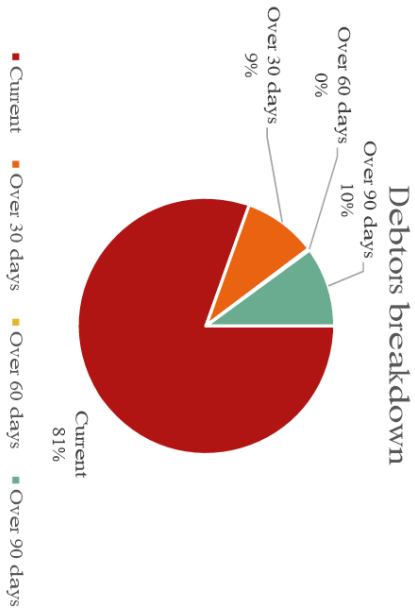
	September 2020	September 2019
Operating Surplus Ratio	175%	30%
Untied cash to trade creditors	7:1 (6.95)	36:1(35.71)



Accounts Receivable

Accounts Receivable represents the money owed by entities to the council on the sale of products or services on credit.

Current	Over 30	Over 60	Over 90	Total
156,172.66	17,992.43	408.18	19,530.86	194,104.13
Balance after accounting for Unapplied Credits				185,544.13



Rates Outstanding as at September 2020



Financial Year	Total Balance (\$)	Percentage of Total owing
2008-09	319.9	0.06%
2009-10	338.6	0.06%
2010-11	447.7	0.08%
2011-12	338.35	0.06%
2012-13	1,064.42	0.20%
2013-14	2,669.50	0.50%
2014-15	14,915.65	2.82%
2015-16	7,910.66	1.50%
2016-17	8,203.81	1.55%
2017-18	11,399.18	2.15%
2018-19	31,761.06	6.00%
2019-20	92,188.19	17.43%
2020-21	357,443.64	67.57%
Total	529,000.66	100.00%

The following table lists invoices over \$10,000 which were processed during the month of September 2020. All amounts have been paid.

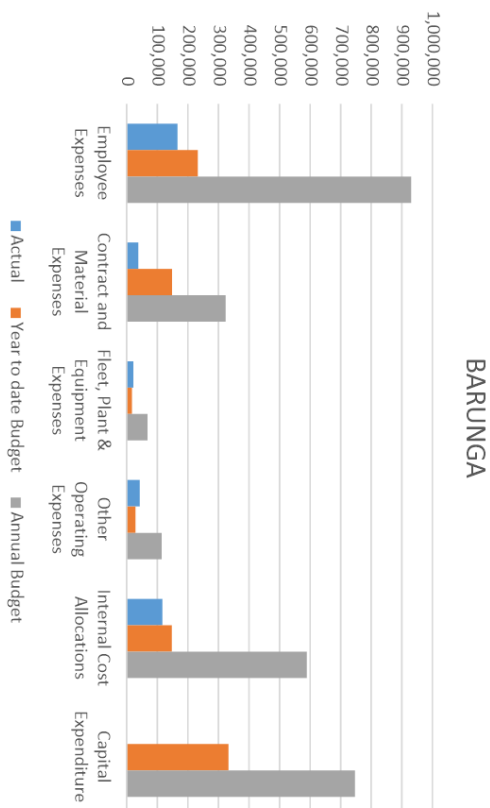


Creditor	Amount \$	Transaction Description
Puma Energy	43,725.56	Bulk Fuel order for Numbulwar
Airpower (NT) Pty Ltd	266,693.00	Purchase of Loaders and mowers for several communities
Katherine Town Council	15,707.78	2 Crawford St Rates
Telstra	312,943.86	Consolidated Account, Service & Equipment and Relocation of services – Rocky Creek
LGANT	72,646.74	Annual Member Subscriptions
Cairns Industries	26,343.90	Heavy duty bin for Borroloola Dump
JLT	821,190.54	Insurance Fees 30/06/20-21
Yugul Mangi Aboriginal Corporation	196,659.75	Ngukurr Freight Hub – Earthworks, Pavements and Drainage works
Mode Design	12,670.63	Borroloola Community Hub design and proposal
Wright Express	22,832.29	Fuel Cards August 2020
Arnhem Land Aboriginal Trust	167,042.21	Land lease for Ngukurr, Numbulwar and Bulman
Beswick Aboriginal Land Trust	78,200.95	Land lease for Barunga and Beswick
Manyallaluk Aboriginal Land Trust	32,677.21	Land lease for Manyallaluk
Practical Safety	18,783.93	Purchase of Goggles, Coverall Face Mask and Gloves
MD Surveys	10,417.24	Survey for lot 779 and lot 391 in Borroloola

Expenditure Report by Community as at 31 September 2020

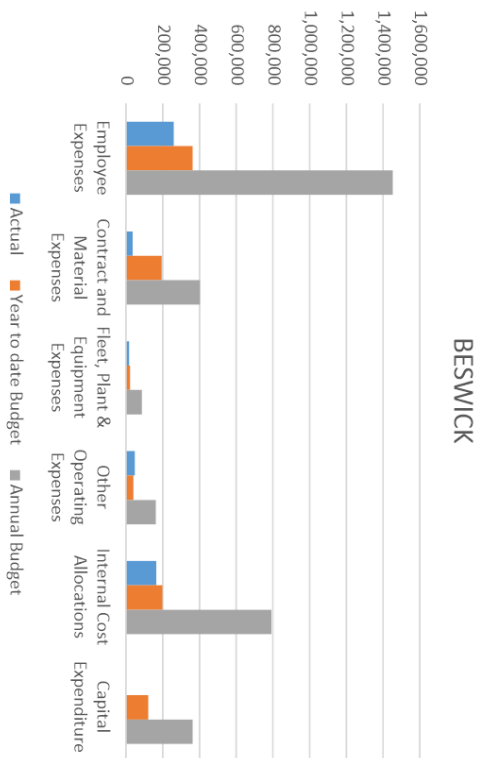
Barunga

Expenditure by Account Category	September-20 Actual	September-20 Budget	Annual Budget
Employee Expenses	165,978	232,641	930,563
Contract and Material Expenses	38,404	148,386	323,663
Fleet, Plant & Equipment Expenses	21,662	16,950	67,800
Other Operating Expenses	43,012	28,637	114,550
Internal Cost Allocations	116,707	147,437	589,747
Capital Expenditure	0	332,878	747,510
Total Expenditure	385,762	906,928	2,773,833



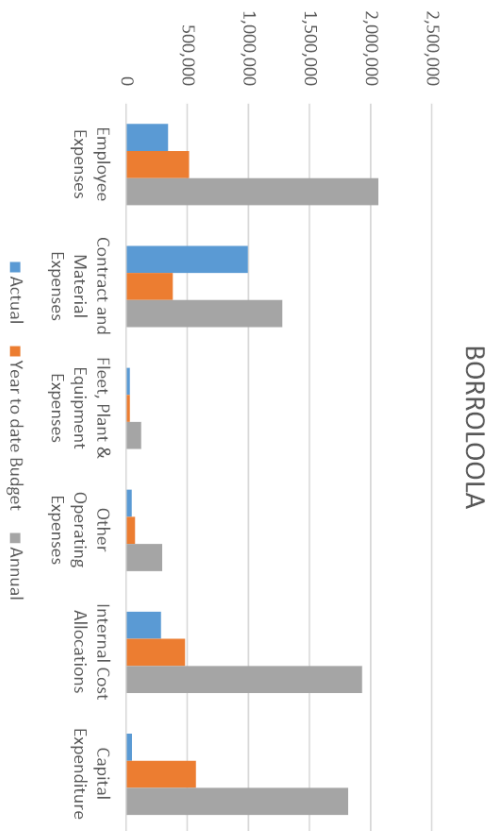
Beswick

<i>Expenditure by Account Category</i>	<i>September-20 Actual</i>	<i>September-20 Budget</i>	<i>Annual Budget</i>
Employee Expenses	260,313	363,070	1,452,279
Contract and Material Expenses	35,789	193,732	403,181
Fleet, Plant & Equipment Expenses	16,732	21,745	86,980
Other Operating Expenses	47,607	40,542	162,169
Internal Cost Allocations	165,453	198,197	792,788
Capital Expenditure	0	120,500	363,000
Total Expenditure	525,895	937,786	3,260,397



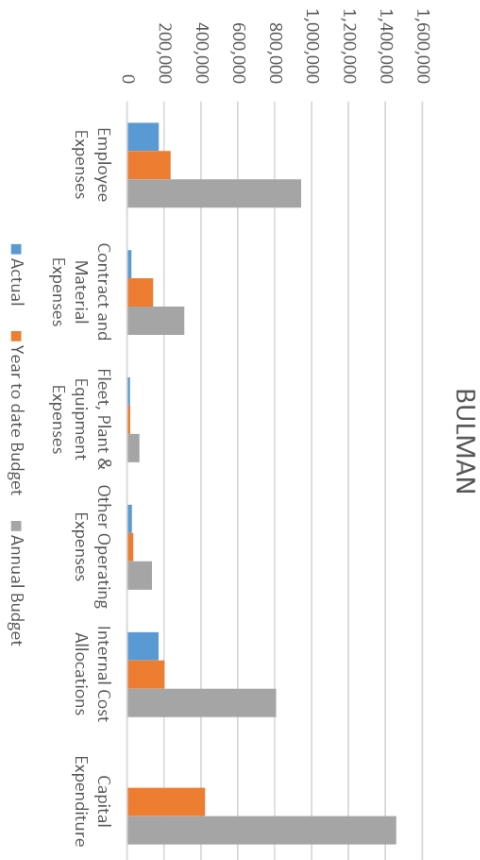
Borroloola

Expenditure by Account Category	September-20 Actual	September-20 Budget	Annual Budget
Employee Expenses	343,706	515,691	2,062,763
Contract and Material Expenses	996,791	381,877	1,278,307
Fleet, Plant & Equipment Expenses	31,121	30,775	123,100
Other Operating Expenses	45,869	73,660	294,639
Internal Cost Allocations	286,640	482,849	1,931,397
Capital Expenditure	49,279	572,000	1,815,610
Total Expenditure	1,753,406	2,056,852	7,505,817



Bulman

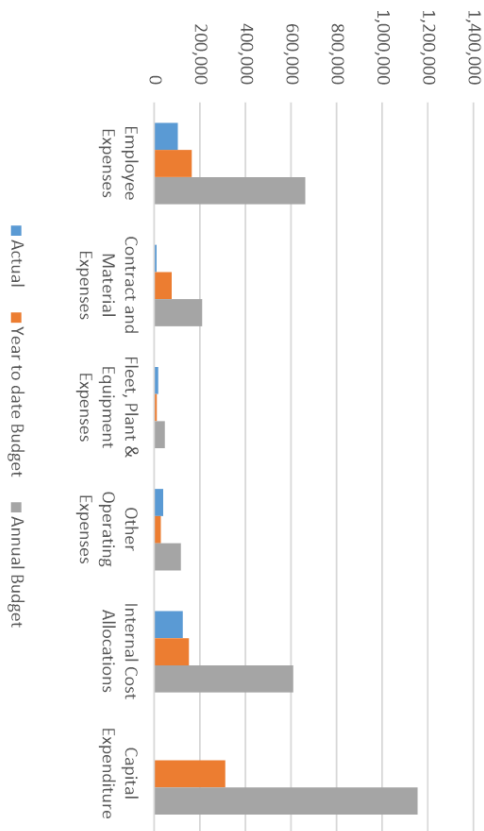
Expenditure by Account Category	September-20 Actual	September-20 Budget	Annual Budget
Employee Expenses	171,356	235,816	943,266
Contract and Material Expenses	22,875	140,656	310,356
Fleet, Plant & Equipment Expenses	15,621	16,638	66,550
Other Operating Expenses	25,987	33,839	135,357
Internal Cost Allocations	170,367	202,067	808,266
Capital Expenditure	0	422,650	1,459,600
Total Expenditure	406,207	1,051,666	3,723,396



Manyallaluk

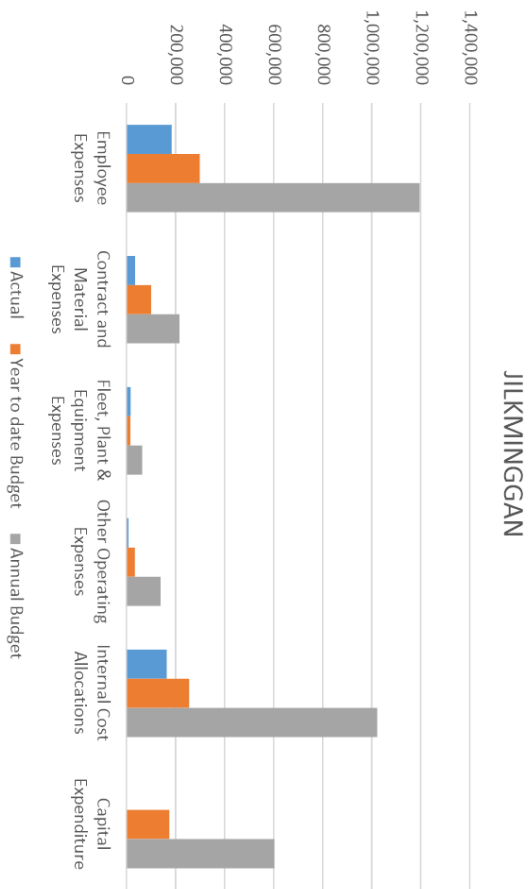
Expenditure by Account Category	September-20 Actual	September-20 Budget	Annual Budget
Employee Expenses	103,865	165,735	662,940
Contract and Material Expenses	10,836	76,948	210,868
Fleet, Plant & Equipment Expenses	17,643	11,675	46,700
Other Operating Expenses	39,309	29,416	117,664
Internal Cost Allocations	125,964	152,573	610,293
Capital Expenditure	0	312,000	1,156,000
Total Expenditure	297,619	748,347	2,804,465

MANVALLALUK



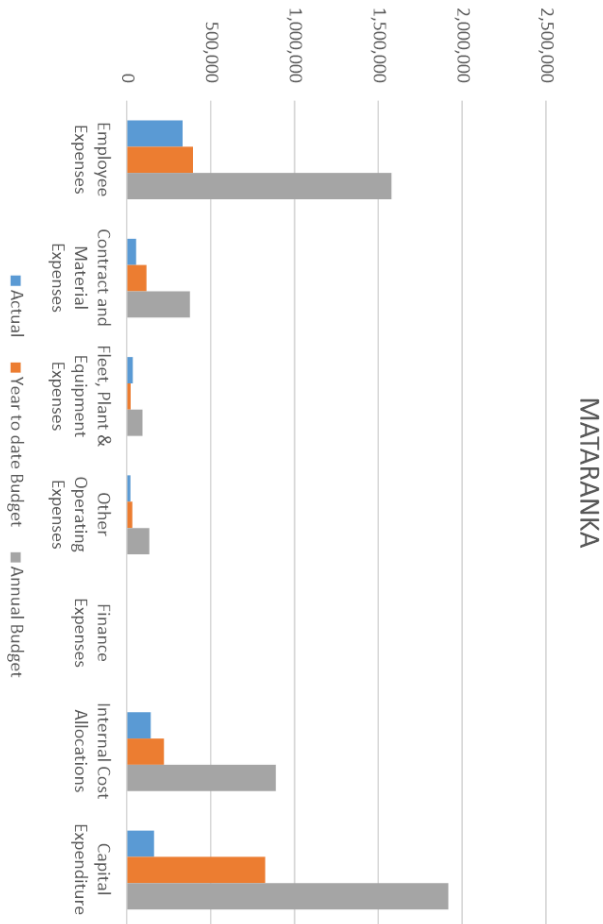
Jilkmिंगगान

Expenditure by Account Category	September-20 Actual	September-20 Budget	Annual Budget
Employee Expenses	184,607	298,898	1,195,591
Contract and Material Expenses	35,401	101,257	216,659
Fleet, Plant & Equipment Expenses	17,244	16,063	64,250
Other Operating Expenses	7,936	34,946	139,785
Internal Cost Allocations	164,635	255,580	1,022,319
Capital Expenditure	0	175,000	603,000
Total Expenditure	409,823	881,744	3,241,605



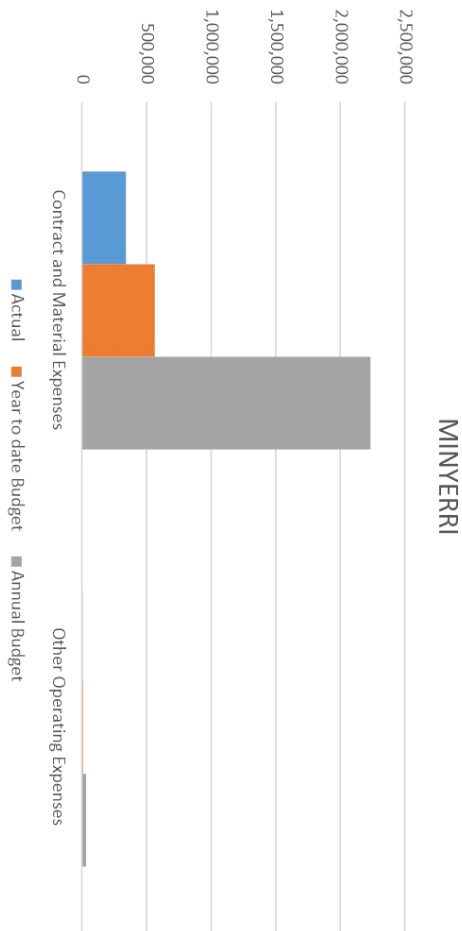
Mataranka

Expenditure by Account Category	September-20 Actual	September-20 Budget	Annual Budget
Employee Expenses	333,368	394,788	1,579,152
Contract and Material Expenses	55,766	117,521	377,010
Fleet, Plant & Equipment Expenses	35,390	23,477	93,910
Other Operating Expenses	22,242	33,765	135,061
Finance Expenses	0	50	200
Internal Cost Allocations	143,322	222,453	889,815
Capital Expenditure	163,175	826,779	1,918,417
Total Expenditure	753,264	1,618,834	4,993,564



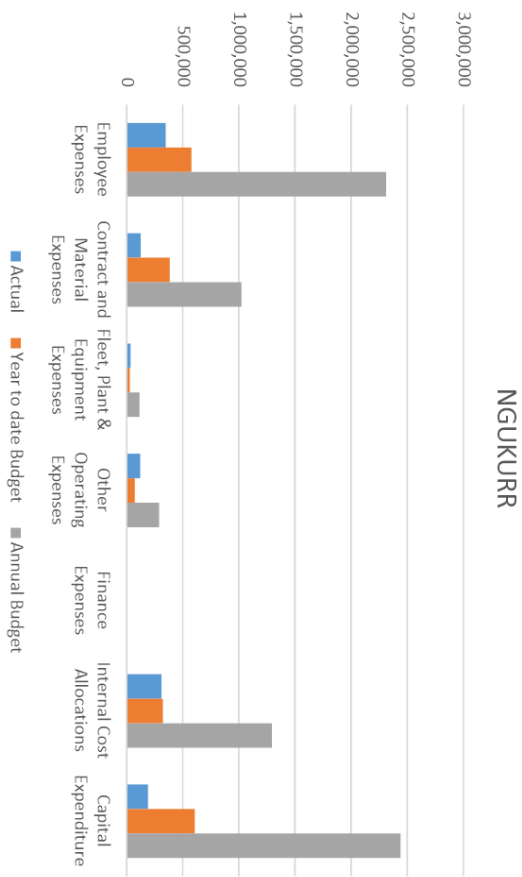
Minyerri

Expenditure by Account Category	September-20 Actual	September-20 Budget	Annual Budget
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Total Expenditure	346,151	572,188	2,267,332



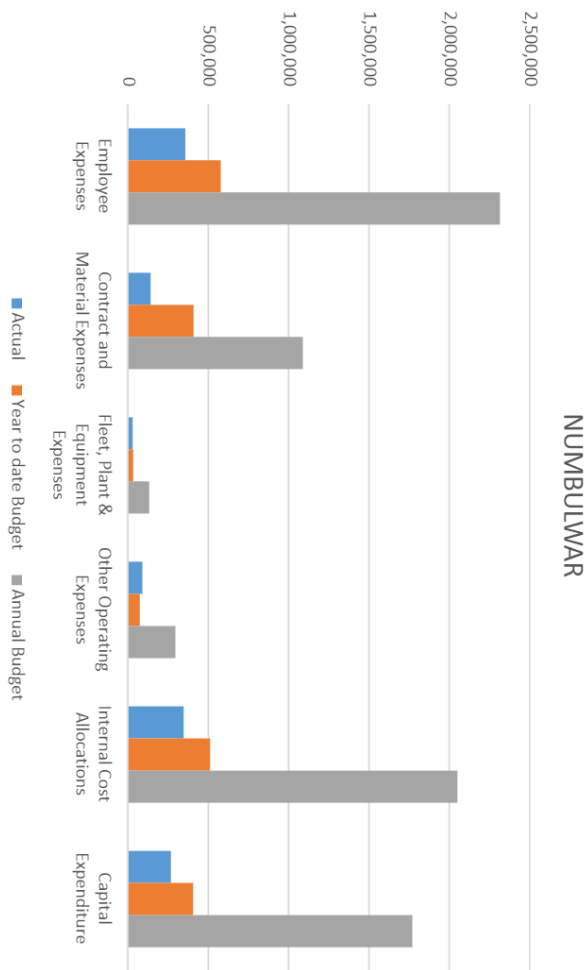
Ngukurr

Expenditure by Account Category	September-20 Actual	September-20 Budget	Annual Budget
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Contract and Material Expenses	126,469	384,366	1,023,379
Fleet, Plant & Equipment Expenses	36,063	29,087	116,348
Other Operating Expenses	122,659	72,473	289,890
Finance Expenses	0	50	200
Internal Cost Allocations	311,552	323,814	1,295,257
Capital Expenditure	189,966	608,000	2,442,184
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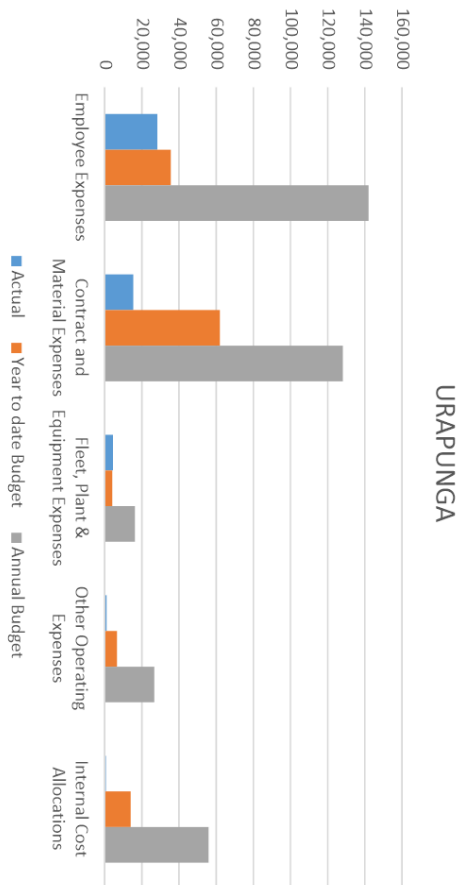
Numbulwar

Expenditure by Account Category	September-20 Actual	September-20 Budget	Annual Budget
Employee Expenses	357,187	578,784	2,315,136
Contract and Material Expenses	142,422	408,799	1,088,925
Fleet, Plant & Equipment Expenses	30,706	33,088	132,350
Other Operating Expenses	90,584	74,062	296,249
Internal Cost Allocations	346,698	512,605	2,050,420
Capital Expenditure	268,365	406,000	1,769,760
Total Expenditure	1,235,961	2,013,338	7,652,840



Urampung

Expenditure by Account Category	September-20 Actual	September-20 Budget	Annual Budget
Employee Expenses	28,374	35,513	142,053
Contract and Material Expenses	15,381	62,050	128,200
Fleet, Plant & Equipment Expenses	4,437	4,075	16,300
Other Operating Expenses	1,091	6,673	26,693
Internal Cost Allocations	667	13,982	55,927
Total Expenditure	49,950	122,293	369,173



Income & Expenditure Report

31 October 2020

Financial Management

Support Centre

Account Number	Natural Account	YTD_Actual	YTD_Budget	Variance	Budget
1726	Rental & Accommodation Fees Income	-1,000.00	0.00	-1,000.00	0.00
	Income Sub Total	-1,000.00	0.00	-1,000.00	0.00
2111	Salaries and wages	155,924.53	184,293.44	-28,368.91	552,880.32
2113	Allowances	690.00	333.32	356.68	999.96
2116	Salary Exp SGC Superannuation	15,165.59	18,419.64	-3,254.05	55,258.92
2121	Long Service Leave Employee Expense	4,768.49	5,816.72	-1,048.23	17,450.16
2122	Annual Leave Employee Expense	22,908.04	29,083.64	-6,175.60	87,250.92
2133	Salary Performance Bonus & Gift	0.00	3.32	-3.32	10.00
2134	Workers Comp premium	7,254.13	4,847.28	2,406.85	14,541.84
2211	Consulting Fee Exp	0.00	1,000.00	-1,000.00	3,000.00
2244	Freight and Delivery Expenses	0.00	16.68	-16.68	50.00
2251	Material Exp General	40.91	166.68	-125.77	500.00
2258	Material Exp Asset Purchases < \$5,000	0.00	333.32	-333.32	1,000.00
2261	Electricity Exp	-24.28	0.00	-24.28	0.00
2273	Food, Catering & Cleaning Supplies	0.00	166.68	-166.68	500.00
2512	Legal Fee Exp	0.00	333.32	-333.32	1,000.00
2517	Network Communication Exp (ISDN, ADSL)	368.19	480.00	-111.81	1,440.00
2518	Mobile Telephone Exp	75.45	0.00	75.45	0.00
2519	Office Telephone Fax Exp	122.87	0.00	122.87	0.00
2521	Advertising Exp	0.00	333.32	-333.32	1,000.00
2522	ID/Ochre Card & Police Checks	72.00	166.68	-94.68	500.00
2530	Outdoor Recreation Activity Expenses	0.00	166.68	-166.68	500.00
2531	Training Course Fee Exp	1,201.25	1,666.68	-465.43	5,000.04
2532	Conference or Seminar Course Fee Exp	0.00	1,000.00	-1,000.00	3,000.00
2534	Accommodation Exp	352.93	1,000.00	-647.07	3,000.00

2535	Airfare and Travel Fare Expense	425.46	333.32	92.14	1,000.00
2537	Travel Allowance Expenses	740.95	1,666.68	-925.73	5,000.00
2538	Employee relocation	0.00	666.68	-666.68	2,000.00
2545	Rent Expense	3,520.00	0.00	3,520.00	0.00
2552	Printing and Stationery	78.43	166.68	-88.25	500.00
2554	Computer Consumables	0.00	33.32	-33.32	100.00
2555	Meeting Catering	86.36	166.68	-80.32	500.00
2557	Council Uniforms	57.80	350.00	-292.20	1,050.00
2596	Membership or Subscription Exp	0.00	1,000.00	-1,000.00	3,000.00
2711	Bank Fees and Charges	25.00	16.68	8.32	50.00
	Expenditure Sub Total	213,854.10	254,027.44	-40,173.34	762,082.16
3131	Computing Subscription Cost Alloc	6,125.01	8,166.68	-2,041.67	24,500.04
3197	AUTO - Internal Department Allocation	20,106.90	30,430.32	-10,323.42	91,291.00
3198	Internal Vehicle Hire Charges	0.00	166.68	-166.68	500.00
3199	Manual - Internal Department Allocations	0.00	720.68	-720.68	2,162.00
	Allocations Sub Total	26,231.91	39,484.36	-13,252.45	118,453.04
	Capital Sub Total	0.00	0.00	0.00	0.00
	Deficit/(Surplus)	239,086.01	293,511.80	-54,425.79	880,535.20

Activity Expense Report

30 September 2020

Activity	Activity Description	YTD_Actual	YTD_Budget	Variance	Full_Budget	Commitments
	CEO					
101	Chief Executive	91,739.96	104,320.98	-12,581.02	417,283.80	821.82
130	Executive Management	117,448.66	184,874.55	-67,425.89	739,497.92	4,109.66
131	Council and Elected Members	122,192.00	189,827.49	-67,635.49	759,309.72	19,571.54
132	Local Authority	10,825.12	34,819.38	-23,994.26	139,277.84	1,985.51
133	Local Elections	809.10	3,999.99	-3,190.89	16,000.00	0.00
134	Community Grants	22,825.00	16,250.01	6,574.99	65,000.00	0.00
169	Civic Events	0.00	3,149.94	-3,149.94	12,600.00	0.00
170	Australia Day	0.00	1,550.04	-1,550.04	6,200.00	36.36
171	Naldoc Week	0.00	2,299.92	-2,299.92	9,200.00	0.00
	Sub Total	365,839.84	541,092.30	-175,252.46	2,164,369.28	26,524.89
	CORPORATE SERVICES & SUSTAINABILITY					
102	Corporate Services & Sustainability Divisid	71,265.68	78,476.85	-7,211.17	313,907.08	1,568.34
105	Financial Management	211,290.98	220,133.85	-8,842.87	880,535.20	1,427.27
106	General Council Operations	-523,760.52	-618,946.27	95,185.75	-2,475,784.97	17,317.07
107	Human Resources	266,720.01	288,503.58	-21,783.57	1,154,014.43	3,395.69
108	IT services	51,274.29	50,333.02	941.27	201,332.28	209,473.75
114	Work Health and Safety	50,846.98	53,801.13	-2,954.15	215,205.20	3,527.54
118	Corporate Information Department	66,768.24	68,775.39	-2,007.15	275,101.36	0.00
313	CDP Central Administration	70,517.16	-16,686.33	87,203.49	-66,745.40	85.47
314	Service Fee - CDP	1,056,157.45	1,608,392.40	-552,234.95	6,595,569.63	18,001.06
318	Outcome Payments - CDP	0.00	32,812.50	-32,812.50	131,250.00	0.00
	Sub Total	1,321,080.27	1,765,596.12	-444,515.85	7,224,384.81	254,796.19
	INFRASTRUCTURE SERVICES & PLANNING					

103	Infrastructure Services & Planning Division	17,237.35	105,959.10	-88,721.75	423,836.48	1,804.96
109	Asset Department	-48,276.93	37,540.50	-85,817.43	250,161.99	21,871.80
110	Assets Management - Fixed Assets	1,758,837.09	842,133.22	916,703.87	4,970,883.70	549,761.60
113	Project Management	126,518.35	183,731.37	-57,213.02	734,925.60	837.30
115	Asset Management - Mobile Fleet & Equipment	738,760.56	1,789,756.62	-1,050,996.06	3,037,366.40	7,273.87
138	Local Authority Project	116,079.60	986,744.87	-870,665.27	2,089,695.57	104,200.00
161	Waste management	282,494.43	274,879.53	7,614.90	1,099,518.82	7,573.77
162	Cemeteries Management	4,077.95	16,749.99	-12,672.04	67,000.00	2,862.86
164	Local Emergency Management	50,582.72	33,953.16	16,629.56	135,812.72	9,647.11
165	Recycling Station	1,589.21	2,350.08	-760.87	9,400.24	473.35
172	Numbulwar Fuel	138,961.17	105,037.50	33,923.67	420,150.00	3,590.00
199	Road Construction and Upgrade	669.40	415,016.76	-414,347.36	1,660,067.00	51,510.00
200	Local roads maintenance	123,281.48	347,795.89	-224,514.41	1,091,183.00	83,104.56
201	Street lighting	5,233.04	36,750.03	-31,516.99	147,000.08	0.00
202	Staff Housing	9,727.73	69,155.07	-59,427.34	276,619.60	0.00
220	Territory Housing Repairs and Maintenance	255,568.95	265,850.01	-10,281.06	1,063,400.04	9,236.80
221	Territory Housing Tenancy Management	102,284.38	142,820.79	-40,536.41	571,283.14	1,127.27
240	Commercial Operations admin	-28,288.22	-586.26	-27,701.96	-2,345.05	115.71
241	Airstrip maintenance Contracts	86,824.94	96,112.65	-9,287.71	384,450.04	1,956.36
242	Litter Collection and Slashing External Cor	15,747.48	15,797.46	-49.98	63,189.96	0.00
244	Power Water contract	151,629.77	231,042.06	-79,412.29	924,168.02	388.37
245	Visitor Accommodation and External Facilities	106,350.86	151,120.59	-44,769.73	604,481.76	0.00
246	Commercial Australia Post	17,592.42	18,633.27	-1,040.85	74,533.20	0.00
275	Mechanical Workshop	129,557.97	33,867.90	95,690.07	135,471.59	21,358.91
320	Outstation Services Admin	-3,328.68	25,261.11	-28,589.79	101,044.70	827.18
322	Outstations Housing Maintenance	37,949.02	50,539.23	-12,590.21	202,157.47	220.70
323	Outstations municipal services	137,460.82	143,832.48	-6,371.66	575,330.24	3,192.66
324	Outstations Capital Infrastructure	8,878.82	26,956.74	-18,077.92	107,827.00	0.00
325	HEA (Homelands Extra Allowance)	19,620.33	57,968.28	-38,347.95	231,873.00	0.00
425	SPG - Borroloola Rocky Creek Upgrade	858,283.46	0.00	858,283.46	0.00	0.00
430	AAI - Community Harmony Area (Playground)	0.00	0.00	0.00	0.00	17,980.00
431	SPG - Vitalisation of Rittarangu Town	8,177.90	0.00	8,177.90	0.00	0.00
432	Mataranka Show Ground Upgrade - Cape	4,047.00	0.00	4,047.00	0.00	0.00

464	NT Govt Special Purpose Grants	1,620.52	125,000.01	-123,379.49	500,000.00	451,440.00
485	Ngukurr Freight Hub	188,963.00	500,000.00	-311,037.00	1,319,148.17	405,780.42
490	Numbulwar Waste Management Facility	268,364.55	0.00	268,364.55	195,723.57	0.00
491	BBRF - Borroolola Government Business H	11,518.75	0.00	11,518.75	0.00	97,975.00
495	BBRF - Mataranka Regional Community H	8,472.00	217,329.75	-208,857.75	434,659.50	0.00
496	Aged Care Regional Rural & Remote Infra	3,356.90	235,000.00	-231,643.10	500,000.00	26,327.27
497	SPG - Ablution Block (Toilets)	0.00	0.00	0.00	96,000.00	0.00
	Sub Total	5,716,426.09	7,584,099.76	-1,867,673.67	24,496,017.55	1,882,437.83

	COMMUNITY SERVICES & ENGAGEMENT					
104	Community Services & Engagement Divis	72,684.84	102,734.13	-30,049.29	410,936.16	408.00
111	Council Services General	757,566.73	1,065,850.47	-308,283.74	4,263,400.55	26,592.44
160	Municipal Services	836,051.52	1,234,341.87	-398,290.35	4,937,368.00	60,722.70
166	Rural Transaction Centre	6,716.50	4,474.98	2,241.52	17,900.00	236.36
340	Community Services admin	-43,807.63	-32,989.53	-10,818.10	-131,958.17	908.92
341	Commonwealth Aged Care Package	74,571.08	103,716.99	-29,145.91	414,867.76	30,140.05
342	Indigenous Aged Care Employment	127,540.44	173,209.47	-45,669.03	692,837.93	390.28
344	Commonwealth Home Support Program	223,602.13	365,026.26	-141,424.13	1,460,104.05	39,688.04
346	Indigenous Broadcasting	40,164.27	57,699.99	-17,535.72	230,800.31	0.00
347	Creche	277,109.81	317,501.94	-40,392.13	1,270,007.24	13,915.70
348	Library	46,865.95	51,126.51	-4,260.56	204,505.83	39.55
349	School Nutrition Program	40,599.22	65,749.29	-25,150.07	262,996.85	7,974.54
350	Centrelink	167,096.41	185,437.08	-18,340.67	741,748.44	0.00
355	National Disability Insurance Scheme	26,963.07	64,588.44	-37,625.37	258,353.95	5,936.05
381	Animal Control	66,766.08	94,119.72	-27,353.64	376,478.57	2,527.69
400	Community Safety Admin and Managemen	-43,339.69	-18,765.21	-24,574.48	-75,060.92	445.40
401	Night Patrol	675,800.17	819,224.07	-143,423.90	3,276,895.28	7,017.28
403	Outside School Hours Care	30,500.50	61,232.70	-30,732.20	244,930.88	1,281.82
404	Indigenous Sports and Rec Program	153,281.18	191,627.43	-38,346.25	766,508.84	7,361.66
407	Remote Sports Program	51,453.99	62,047.05	-10,593.06	248,188.00	166.36
409	Sport and Rec Facilities	24,542.65	26,912.97	-2,370.32	107,651.84	0.00
414	Drug and Volatile Substances	13,321.41	14,761.98	-1,440.57	59,048.00	909.09

415	Indigenous Youth Reconnect	216,691.38	282,272.40	-65,581.02	1,129,089.84	2,135.67
416	Youth Vibe Grant	0.00	2,977.17	-2,977.17	11,909.01	0.00
433	Remote Sport Program Stimulus Package	0.00	0.00	0.00	0.00	6,883.18
550	Swimming Pool	176,635.37	216,086.73	-39,451.36	864,347.24	2,256.34
	Sub Total	4,019,377.38	5,510,964.90	-1,491,587.52	22,043,855.48	217,937.12
	Total	11,422,723.58	15,401,753.08	-3,979,029.50	55,928,627.12	2,381,696.03