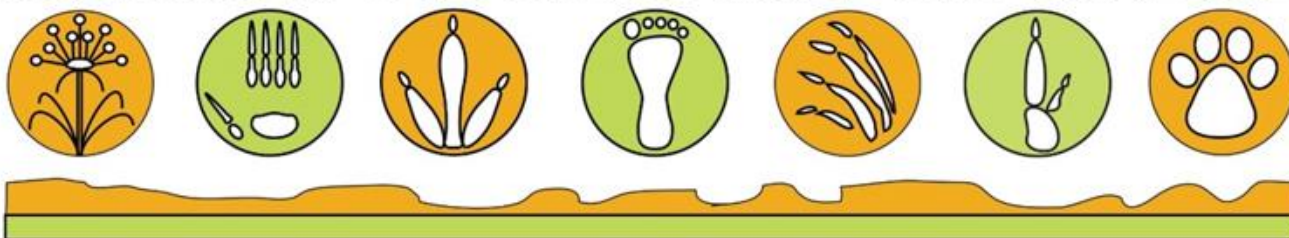


# BARKLY REGIONAL COUNCIL



## OUR VISION

**We strive to be responsive, progressive, sustainable council which respects, listens and empowers the people to be strong.**

### The Way We Will Work

**We will make it happen!**

**We will be engaged and have regular opportunities to listen.**

**We will have strong policy and budgets to ensure our programs and services are progressive and sustainable.**

**Respect is shown in everything we do and we have acceptance of all cultures in the Barkly Region and their practices through a culturally competent Council.**

**We are a responsible Council.**

**We will be a responsive Council.**

**We want to empower local decision making.**

**We want to ensure that our services are sustainable and that our region has a standard consistent level of services.**

**We want to be able to sustain our environment – our communities, our physical places, our people and our organisational culture.**

**We will aggressively pursue additional funding from both levels of government to improve the standard of living of people across the region.**

**We need to be realistic, transparent and accountable.**

## AGENDA

### Audit and Risk Committee

**Monday 25 September 2023**

Barkly Regional Council's Audit and Risk Committee will be held at the Council Chambers, 41 Peko Road, on Monday 25 September 2023 at 11:45 am.

**Russell Anderson**

Acting Chief Executive Officer

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## 1 OPENING AND ATTENDANCE

- 1.1 Committee Members Present
- 1.2 Staff Members And Visitors Present
- 1.3 Apologies
- 1.4 Absent Without Apology
- 1.5 Disclosure of Interest

## 2 ACTIONS FROM PREVIOUS MINUTES

## 3 CONFIRMATION OF COMMITTEE MEETING MINUTES

## 4 REGISTER OF MOTIONS

## 5 UPDATED COMMITTEE WORK PROGRAM REPORTS

## 6 GENERAL BUSINESS

### General Business

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#### 6.1 Committee Chair Selection & Other Matters

**Author** Emmanuel Okumu (Governance Manager)

#### **RECOMMENDATION**

That the Committee:

- a) the Committee members select one of the two independent Chair at the first meeting
- b) the committee agree on how they will handle their Audit & Risk work, including how members will be expected to attend meetings.
- c) the committee look at any other matters as provided for under the committee's terms of reference.

#### **SUMMARY**

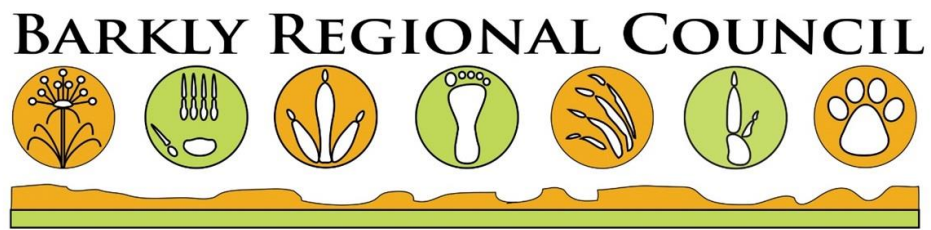
Council is required by way of a resolution to establish and maintain an audit committee. Records show that Audit & Risk Committee was last held meeting in 2018. A new Audit & Risk Committee was established in 2023.

#### **BACKGROUND**

Under Part 5.3 of the Local Government Act 2019, Council is required by way of a resolution to establish and maintain an audit committee.

An audit committee had not been in existence for years.

Council approved a new Audit and Risk Committee Terms of Reference and established a new Audit & Risk Committee in 2023.



# AUDIT & RISK MANAGEMENT COMMITTEE

## TERMS OF REFERENCE

### **Introduction**

As a key component of the governance framework, Barkly Regional has established the Audit and Risk Management Committee ('the Committee'), pursuant to sections 54 and 136 of the *Local Government Act* ('the Act'), regulation 10(3) of the *Local Government (Accounting) Regulations* ('the Regulations') and Department of Local Government and Community Services General Instruction Number 3: Audit Committees ('the General Instruction').

These Terms of Reference provide the framework for the conduct of the Committee and have been endorsed by a resolution of Council.

### **Role and Responsibilities**

Regulation 3 requires Council to create and maintain an audit committee to monitor compliance with proper standards of financial management, the regulations and the Accounting Standards.

The Committee has an advisory role. The Committee is unable to make decisions and does not possess executive powers or associated responsibilities (s55 the Act and the General Instruction). Although Council maintains control and direction of the Committee (s56 the Act), the Committee may determine its own procedures (s57 the Act).

The responsibilities of the Committee are detailed in the Appendix.

### **Committee Membership**

As per the General Instruction, the Committee will comprise a minimum of three members to a maximum of five. To avoid tied decisions, an uneven committee member number is recommended. The Council will elect the Committee Chair. All appointments to the Committee shall be approved by the Council. Members will be appointed to the Committee for a period of two years and may be consecutively reappointed.

Committee membership will be comprised of Council members and appropriately qualified external independent members. In independent member may be a former elected member or employee of the Council. Membership may include the Mayor/Deputy Mayor and other Councilor/s. At least one member of the Audit Committee must be a qualified accountant, having relevant experience and expertise in accounting. All members of the Committee must reside in the Northern Territory.

Other persons may attend meetings of the Committee by invitation. Persons who are regularly invited include:

- Chief Executive Officer
- Members of the Council Executive Team
- External Audit provider
- Governance Manager
- Council Secretary

These persons may take part in the business of and discussions at the meeting but have no voting rights.

### **Committee Meetings**

The Committee will hold meetings at least three times each calendar year. Additional meetings may be conducted as deemed necessary by the Committee or internal or external auditors. The Audit Committee members may meet separately with the external audit provider and/or head of internal audit to discuss issues.

Committee meetings will be conducted in accordance with the Meeting Procedures policy endorsed by Council. In the absence of the Committee Chair from a meeting, the present Committee members at the meeting will select a Chair for that particular meeting.

### **Conflict of Interest**

Committee members and guests must disclose any perceived or potential conflicts of interest at the commencement of each meeting and will then be excused from Committee discussions and deliberations on the issue where the conflict of interest exists.

### **Authority**

Through the Chair of the Committee, Council authorises the Committee to seek any required information from the Chief Executive Officer and/or external parties including legal or other independent professional advice.

### **Secretarial Duties**

The Chief Executive Officer will appoint the Governance Manager to the role of secretary to the Committee. The secretary will develop and distribute committee agendas, papers, minutes, and calendar in accordance with the meeting procedures policy of Council. Draft minutes must be approved by the Chair and posted to the Council website. The minutes will be ratified at the following Committee meeting. The secretary is to present the draft minutes of the Committee meeting at the following meeting of Council.

The Committee Chair is to facilitate the supply of information regarding the Committee to be included in the Annual Report of Council.

### **Voting**

Any matters requiring a decision will be completed by a majority of votes of members present. The casting vote rests with the Chair.

### **Committee Performance Review**

The Committee will review its performance annually at its final scheduled meeting and advise the Council of its findings. This review may be conducted as a self assessment and will be coordinated by the Chair. The assessment may seek input from the Council, Chief Executive Officer, internal auditors and external audit providers. Training needs will be monitored by the Chair.

The review should also evaluate these Terms of Reference, which will then be approved by a resolution of Council.

## **APPENDIX: RESPONSIBILITIES OF THE AUDIT COMMITTEE**

### **External Reporting**

- Consider the currency of adopted accounting policies, principles and procedures to ensure compliance with the financial reporting framework and legislative requirements
- Assess significant estimates and judgements in financial reports and the process used in making those estimates and judgements. Evaluate internal and external auditors the basis for their conclusions on the reasonableness of management's estimates
- Assess management explanations for unusual transactions or significant variances from the results of prior years or in the budget of the current year
- Review management processes for ensuring and monitoring legislative compliance relating to the external reporting of financial and non-financial information
- Assess information from internal and external auditors involving the quality of financial reports including but not limited to actual and potential material audit adjustments, disclosures, statutory compliance and internal control issues
- Liaise with external auditors to determine the validity of the implemented accounting principles and practices, including those proposed for consideration
- Assess the management of non-financial documentation, including both public and internal, to ensure the information does not conflict with the financial statements or other documents
- Consider the security of information internal control systems

### **Related-Party Transactions**

- Review and monitor the propriety of related-party transactions

### **Corporate Governance**

- Assist the Council to ensure appropriate corporate governance is in place
- Review policies relating to conflicts of interest, misconduct and fraud
- Provide oversight and monitoring of the fraud protection plan
- Review and endorse the code of conduct
- Oversee instances of whistleblowing and employee complaints

### **Internal Control and Risk Management**

- Evaluate internal processes for determining and managing key risk areas, including but not limited to:
  - Legislative obligations including industry best practice
  - Accounting estimates and judgements
  - Litigation and claims
  - Fraud and theft
  - Arising business risks
  - Protection of assets
- Consider the risk assessments undertaken to ensure effective risk management systems are in place including regular reporting to Council
- Obtain and assess management reports on any suspected or actual fraud, theft or breaches of laws, and make recommendations
- Assess the effectiveness of the internal control, risk management and performance management systems with management and all audit providers

- Identify areas where change is required to reduce the risk of exposure to fraud or unauthorized transactions
- Measure controls to manage actual or perceived unusual types of transactions posing a determined unacceptable degree of risk
- Meet periodically with key management, internal and external auditors and compliance staff to understand and discuss the control environment
- Review the adequacy of periodical internal financial reports
- Review operational compliance with internal policies, plans and procedures
- Review the statutory delegations of staff members

#### **External Audit**

- Invite the external auditor to attend a meeting of the Committee to review the audit plan, discuss audit results, consider the implications of the findings and discuss control issues
- With the external audit provider, review the scope of the provider, the extent of the audit itself and the identified risk areas, in addition to additional procedures agreed upon
- Ascertain if there have been any significant disagreements with management irrespective of outcome
- Monitor and critique management responsiveness to the findings and recommendations of the external auditor
- Review all correspondence sent by management to ensure the information provided is complete and appropriate
- Provide the opportunity for the Committee to meet annually with the external audit providers without the presence of management
- Review the independence of the external auditor to ensure impartiality
- In order to maintain innovation, remind Council on the rotation of the external audit provider at intervals of approximately each five years or as the need may arise

#### **Internal Audit**

- Make recommendations to Council on the appointment, remuneration and monitoring of the effectiveness and independence of internal audit processes
- Ensure sufficient funds are available to enable the completion of an effective, comprehensive and complete audit
- Communicate in writing the expectation of the Committee to the internal auditor
- Review the charter and resourcing, including qualifications, skills, experience, funding and equipment of the internal auditor
- Review and approve the scope, strategic plan and annual work program of the internal auditor
- Monitor the progress of the internal audit plan and work program whilst considering the implications of the findings on the control environment
- Monitor and assess the responsiveness of management to internal audit findings and recommendations
- Evaluate the process in place for monitoring and assessing the effectiveness of internal audit systems
- Ensure the internal and external audit programs are appropriately coordinated to achieve optimal efficiency and effectiveness whilst avoiding duplication



- Provide the opportunity for the Committee to meet annually with internal audit providers without the presence of management

**Compliance with Standards**

All activities and responsibilities of the Committee are to be in accordance with the published standards of Council, mandated and industry best practice.

Publication Date	
Review frequency	Annually
Review date	
Ordinary Council Meeting Resolution	
Responsible Officer(s)	Chief Executive Officer
Version/Revision Number	Version 2
References	<ul style="list-style-type: none"> <li>• <i>Local Government Act</i></li> <li>• <i>Local Government (Accounting) Regulations</i></li> <li>• Department of Local Government and Community Services General Instruction Number 3: Audit Committees</li> </ul>

Attachment\_6.1.1\_BRC\_Audit\_&\_Risk\_Commi page 6



BARKLY REGIONAL COUNCIL



**2021-2022**

*Annual Report*





**We acknowledge the Traditional Owners of Warumungu, Mudburra, Jingili, Wakaya, Wambaya, Waanyi, Warlpiri, Warlmanpa, Alyawarr, Anmatyerre and Kaytetye Country on which Barkly Regional Council live and work, and recognise their continuing connection to land, waters and culture.**

**We pay our respects to the ancestors and Elders of these lands, past, present and emerging.**

**May we continue to work together to deliver sustainable outcomes through a process based on mutual respect and understanding.**

**WARNING: Aboriginal and Torres Strait Islander Peoples are warned that the following Plan may contain images and names of people who have died.**

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## Message from the Mayor



I am delighted to present to you Barkly Regional Council's 2021-22 Annual Report. It reflects an incredible year of resilience and significant achievements amid the upheavals of a global pandemic, changes in staff and even a whole new council!

This financial year saw some significant changes for Council, with the election of a new governing body, the fourth Barkly Regional Council in August 2021, and the appointment of new CEO, Emma Bradbury, in early 2022.

The final meeting of the third Barkly Regional Council was held on 26 August 2021, marking the end of service for over two thirds of the council. I'd really like to thank the outgoing councillors for their contribution and commitment to the Barkly region.

I was also immensely humbled to be directly elected to the role of Mayor after serving by appointment since the resignation of our previous Mayor Steve Edgington to successfully contest the Territory government elections.

We inducted all councillors, including a massive eight brand new councillors. The election of Clr Dianne Stokes as Deputy Mayor saw our new team come together really strongly, with great representation from two worlds.

Council supported the Electoral Commissioner travelling to remote communities to facilitate voting and increase voter participation, which is an issue we continue to work on across the year. It's so important for everyone to have their vote!

COVID lockdown over the Christmas period following an outbreak in Tennant Creek brought a whole host of challenges, with Council and staff finding solutions to keep the wheels turning.

Having been elected to represent council on the LGANT Executive Committee we were pleased to see our advocacy resulting in a greater equity across a number of Rates categories particularly for Mining and Agricultural properties. In fact all of Barkly Regional Council's motions were carried at this year's LGANT AGM.

Addressing the challenges of anti-social behaviour remained a high priority and key focus for our council this year. I and all NT Mayors met with the Chief Minister, Police Minister and other agencies to drive a united approach to this costly and debilitating issue that impacts all of us across the Northern Territory.

Council was proud to host NTG's Community Cabinet Meeting, and while here, Chief Minister Gunner cut the ribbon at the new Tennant Creek Cemetery Chapel. ABC TV's Backroads program came to town, with host Kurt Fearnley spending time with YouthLinx and at the Tennant Creek swimming pool.

In June, I hosted a mock Council meeting with a group of students from Tennant Creek High School. The voice of our young people as advisors to council is such an important part of our future. The leadership our Council provides today creates the future our youth will inherit, so it's important that they have a voice in informing it.

One of my favourite events in Council's calendar is the Citizenship ceremonies which we hold in January, and again at the end of the year.

The election of this new Council provides a point in time for this Council to build on the legacy we have inherited to create a stronger, more robust and sustainable future for our Council and our community.

We are now well progressed in delivering on commitments of the 2022-23 Regional Plan, and look forward to reporting to you again next year.

A handwritten signature in black ink, appearing to read 'Jeffrey McLaughlin', written over a horizontal line.

Jeffrey McLaughlin  
Mayor



## Message from the Chief Executive Officer



Having joined the Barkly Regional Council in March this year I am really pleased to share with you Council's Annual Report for 2021-22. In presenting this report I acknowledge the work of those who have come before me, including the leadership and legacy of previous CEO Steve Moore.

Overall, it has been a year of change and a year of challenges.

I would particularly like to commend the resilience and commitment of our remarkable staff during this time, and thank them for their tireless effort. I am truly proud of the achievements of all our staff during this year.

Working through Covid lockdowns, travel restrictions, food shortages and flooding our staff protected and maintained services to all our communities while closed borders left the organisation without an enduring CEO for over a month.

The teamwork of the Directors and Council at that time forged a strong bond under the guidance of Director of Infrastructure, Santosh Narula, whose untimely passing was a terrible shock to us all.

During the pandemic, waste management and collection was maintained, with breakdowns calling for innovative solutions and an all-in effort to ensure the public health and the amenity of our communities.

More recently, the competition for contractors, trades and materials sorely tested our project delivery goals. In this environment of shortages of staff and supply, I am proud to report that Council continued to deliver strongly on essential services, infrastructure projects and community programs.

YouthLinx, the Remote Sports and Recreation program and our Community Care NDIS and aged care services have all provided high levels of engagement, not only with clients and community participants – but also through collaborative relationships with other service providers across the Barkly.

During this year Local Authorities met when COVID restrictions permitted, and provided a strong voice to Council to ensure that the needs of our remote communities are understood and supported. I am in awe of the work done by our staff on community

– none more so than our Area Managers who by sheer force of will, skill and determination provide leadership and support that is the hallmark of our Council's values.

This has been the second consecutive year that has seen the loss of key personnel, resulting in a significant gap in corporate knowledge and processes. Like so many councils in remote areas, staff attraction and retention is a significant challenge, but one which we are committed to resolving through strong and reliable recruitment, commitment to our values and innovating to our environment.

This year has also seen the commencement of our program to build a stronger financial future, by better understanding our current position, by enhancing our internal controls and processes, and by preparing to capture the opportunities before us.

Without strong and stable foundations supported by the right people and a sound financial position, Council will struggle to deliver the services our community deserves, maintain our assets or grow our economy.

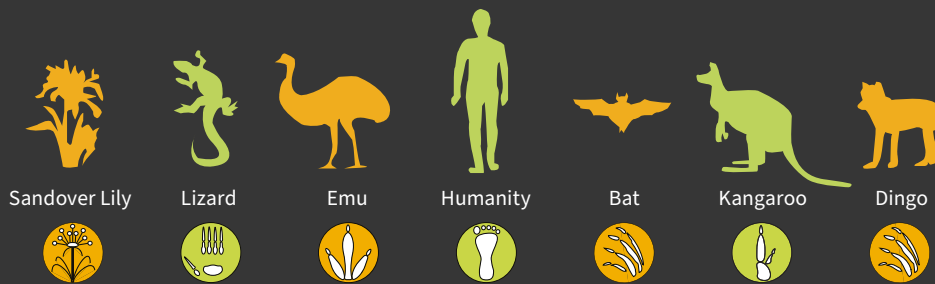
To that end, I would like to acknowledge the remarkable dedication of Mayor Jeff McLaughlin and the leadership of all our Councillors. Rarely have I seen a council so collaborative or singular in its commitment to improvement, and to implementing the changes required to ensure a sustainable future.

The 2021-22 Regional Plan provided a strong foundation for the development of future plans for our Region. This report not only reflects the achievements of the year just gone, but serves also to help shape future planning processes.

In all, this year really was one of tremendous effort, great achievement, demonstrating that within our staff, our Council and our community beats a heart as big as the Barkly.

A handwritten signature in black ink, appearing to be 'E. Bradbury'.

Emma Bradbury  
Chief Executive Officer



The Barkly Regional Council’s logo was created by Barbara Whippy who incorporated logos from the previous smaller community councils.

The base line for the logo is the “McDouall Ranges” north of Tennant Creek, named by John McDouall Stuart on in June, 1860. This was in honour of Colonel James McDouall, of the 2nd Life Guards, Logan and Wigtownshire. Locally they are known as the Honeymoon Ranges so called by the newlyweds camping on their mining leases in the range during the 1930s gold rush.

Above, there is a row of symbols starting with the Sandover Lily which represents the Urapuntja or Utopia region, the Lizard which symbolises Nyinkka, a sacred symbol in Tennant Creek, and Emu which characterises Elliott and the surrounding region.

The footprint in the centre represents humanity – all of the people of the Barkly – with the Bat representing Alpururulam, Kangaroo characterising Ampilatwatja and Dingo a sacred symbol for Ali Curung.

The Tracks of the Barkly logo shows that Barkly Regional Council as represented by the Council laws are listening to the communities and to the people of this vast remote region, not only with their intellects but with their heart.

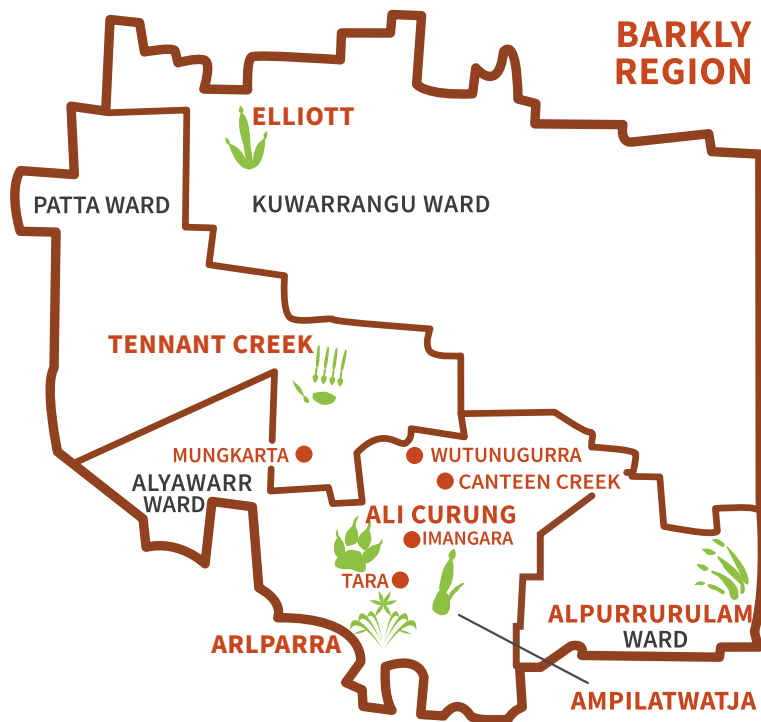


## About our region

Situated in the eastern central region of the Northern Territory, the Barkly Region is the second largest local government area in Australia, and the fourth largest in the world.

The region features two town centres: Tennant Creek and Elliott.

It also includes a number of smaller townships, localities and homelands including: Ali Curung, Alpururulam, Ampilatwatja, Arlparra, Canteen Creek, Mungkata, Murray Downs, Tara and Wutunugurra.



# Barkly Regional Council

Barkly Regional Council is divided into four wards, represented by the Mayor and twelve councillors:

<b>MAYOR</b>	Jeffrey McLaughlin
<b>ALYAWARR WARD</b>	Cr Anita Bailey Cr Jack Clubb Cr Noel Hayes Cr Derek Walker
<b>PATTA WARD</b>	Cr Greg Marlow Cr Russell O'Donnell Cr Ronald Plummer Cr Hal Ruger Cr Dianne Stokes
<b>ALPURRURULAM</b>	Cr Pam Corbett
<b>KUWARRANGU</b>	Cr Lennie Barton Cr Heather Wilson

# Our Councillors



Mayor: Jeffrey McLaughlin

## ALYAWARR WARD



Cr Anita Bailey



Cr Jack Clubb



Cr Noel Hayes



Cr Derek Walker

## PATTA WARD



Cr Greg Marlow



Cr Russell O'Donnell



Cr Ronald Plummer



Cr Hal Ruger



Deputy Mayor: Dianne Stokes

## ALPURRURULAM



Cr Pam Corbett

## KUWARRANGU



Cr Lennie Barton



Cr Heather Wilson

## Local Authorities

Barkly Regional Council is supported at a local level by seven Local Authorities. The Local Authorities, established in Northern Territory legislation, support Council by:

- ✔ involving local communities more closely in issues related to local government
- ✔ ensuring that local communities are given an opportunity to express opinions on local government matters
- ✔ allowing local communities a voice when policies are being developed for the locality, as well as the area and region
- ✔ taking views of local communities to the Regional Council and acting as an advocate on behalf of the local communities
- ✔ contributing to development of this Regional Plan
- ✔ making recommendations in relation to Council's Budget, and expenditure relating to the Local Authority's area.

Each Local Authority includes members and a chairperson, and their meetings are attended by the Mayor, available Ward councillors and Council staff.

Barkly Region Local Authorities have been established in:

- Ali Curung
- Alpururulam
- Ampilatwatja
- Arlparra
- Elliott
- Tennant Creek
- Wutunugurra







# The Organisation of Council

Council's organisation is currently structured under four directorates which report to the Chief Executive Officer.

These directorates are:

- **Infrastructure**
- **Corporate Services**
- **Operations**
- **Community Development**

All Council functions and service delivery are provided through these four directorates.





# Council's Vision & Values

## Our Vision

We strive to be a **responsive, progressive, sustainable** Council which **respects, listens** and **empowers** the people to be strong.

## Core Values

Our values inform how we work and are reflected in our employees and services.

Our values are founded in the service standards, and are lived out through our interactions with each other:



We believe that all people in all communities are equal in dignity and have equal rights



Our employees are committed to working with people and communities in a way that values them, that are non-discriminatory, and that promote social justice



We are committed to the common good. Our employees work with people to ensure that they have access to the resources and services they need to effectively participate in the community



Our employees value the contributions of clients and communities, and foster local community-driven services



Our Reconciliation Action Plan will be used to create greater understanding of how we can best deliver services and support to all communities of the Barkly.





Culture Day

Naidoc Day 2022



# The Barkly Regional Deal

Regional Deals are part of the Australian Government's place-based approach to regional development.

Adapted from the City Deals model, they bring together Commonwealth, State/Territory and Local Government to maximise the comparative advantages of Regions through stronger collaboration, alignment and coordination of investment priorities.

Regional Deals aim to strengthen regional resilience, facilitate collaboration across all parts of the community, invest in local leadership, capability and capacity, and translate regional assets into economic development and investment opportunity.

The Barkly Regional Deal brings together the Australian Government, Northern Territory Government and the Barkly Regional Council in a shared commitment to achieving positive, sustainable outcomes for our region.

During 2021-22, Council's focus was to ...






Australian Government



# The path to implementation

A plan is nothing without a clear path to implementation, and this one is complex.

The implementation of the Deal focuses on a mix of tangible and intangible assets, headline initiatives and enablers.

 <p><b>ECONOMIC DEVELOPMENT</b></p>	<b>HEADLINE INITIATIVES</b>	<p><b>Economic Development</b></p> <p>Regional Workforce Strategy</p> <p>Barkly Business Hub</p> <p>Secure justice facility and accommodation</p>		
	<b>SUPPORTING INITIATIVES</b>	<p>New housing builds</p> <p>Justice Infrastructure</p> <p>Alpurrurulam Aerodrome</p> <p>Economic Growth Strategy</p> <p>Maximising Aboriginal Employment</p> <p>Barkly Mining and Energy Services Hub</p> <p>Weather Radar</p> <p>CDP Improvements</p>		
	 <p><b>SOCIAL DEVELOPMENT</b></p>	<b>HEADLINE INITIATIVES</b>	<p>Government investment and service system reforms</p> <p>Visitor Park</p> <p>Crisis Youth Support</p>	
		<b>SUPPORTING INITIATIVES</b>	<p>Trauma Informed Care</p> <p>Multi-purpose accommodation</p> <p>Student accommodation – boarding ^\$6m</p> <p>Social and affordable housing public private partnership</p> <p>Community Sports</p> <p>Aged and Child Care services</p>	
		 <p><b>CULTURE AND PLACE-MAKING</b></p>	<b>HEADLINE INITIATIVES</b>	<p>Culture and Place-Making</p> <p>Barkly Local Community Projects Fund</p> <p>Local Community Governance</p> <p>Community Mediation</p>
			<b>SUPPORTING INITIATIVES</b>	<p>Update Council Website</p> <p>Arts Centre in Elliott</p> <p>Marketing and Promotion</p>



## *Our goals for 2021-22*

During the 2021-22 financial year, Council identified 7 key goals around which its annual activities were shaped:

- 1. Become the Employer of Choice in the Barkly Region**
- 2. Have a strong, culturally appropriate and respectful relationship with all residents, government agencies and stakeholders within the Barkly Region**
- 3. Improve community infrastructure across the Barkly Region**
- 4. Provide services, facilities and programs to address social inequality and advance the region**
- 5. Develop the Barkly for the benefit of residents and visitors**
- 6. Provide leadership through best practice in governance and financial management**
- 7. Protect and promote the environment, resources and natural heritage of the Barkly**

The following pages provide an update on Council's progress on delivering and achieving these goals.

## GOAL 1: *Become the Employer of Choice in the Barkly Region*

ACTIVITIES	IMPLEMENTATION
<p><b>Objective 1.1: Reduce staff turnover of full time and permanent part time employees</b></p>	
<p>Staff engagement initiatives                      Recruitment of staff who suit the role                      Annual staff survey                      Bi-annual performance appraisals                      Convert casual staff to permanent</p>	<ul style="list-style-type: none"> <li>• Staff held a range of community-based BBQs and morning teas in Tennant Creek and on community.</li> <li>• Learning and Development initiatives with operational staff around WHS progressed through training workshops in person and online.</li> <li>• Staff appraisal system under review to align with strategic and operational KPIs</li> <li>• Remuneration reviews are in progress</li> <li>• Some of our Community Care workers commenced CERT III training</li> <li>• Council’s COVID response included organising mandatory employee vaccinations to support staff to stay at work and be healthy</li> </ul>



Water Safety Week



ACTIVITIES	IMPLEMENTATION
<p><b>Objective 1.2: Maintain a workforce plan incorporating Training and Development plans</b></p>	
<p>Develop individual training and development plans to align with strategy</p>	<ul style="list-style-type: none"> <li>Community Development meetings were held on community including with Community Development, Safe House, and Night Patrol teams</li> </ul>
<p>Biannual performance appraisals incorporating employee career paths</p>	<ul style="list-style-type: none"> <li>All community-based staff have received induction through their Area Managers</li> </ul>
<p>Identify gaps between current staffing and workforce needs</p>	<ul style="list-style-type: none"> <li>All ESO and Area Managers successfully completed ARO training and certification</li> </ul>
<p>Review Workforce Management Plan</p>	<ul style="list-style-type: none"> <li>A new appraisal program is under development to include individual training plan and identify career development opportunities</li> <li>Youth Sport and Recreation staff are completing certificate training</li> <li>Development of Workforce Management Plan commenced, with initial focus on understanding external and internal environmental risks and opportunities</li> <li>Learning &amp; Development initiatives for Council staff during this financial year included: backhoe and bobcat training, snake handling, 4WD course, weeds management, chemical safety, skid steer and grader</li> <li>End-of-year employee appraisals undertaken to identify goals, training and aspirations for 2022</li> <li>Training completed for community staff in managing aggressive behaviour</li> <li>Training for our Safe House Coordinators in the We Al-li Trauma Informed Care initiative</li> <li>Staff ‘toolbox talks’ included subjects such as COVID vaccination, alcohol &amp; other drugs, remote driving, dehydration, melioidosis awareness and skin/sun protection</li> <li>Continued to deliver the Core Skills Program, funded through the NTG’s Aboriginal Workforce Grant, mentoring Indigenous employees and supporting them with literacy and numeracy, and programs that support employee wellbeing and retention</li> <li>Asbestos Awareness training delivered for 20 staff</li> <li>Community Care training provided to employees on community in Ali Curung, Ampilatwatja and Arlparra</li> <li>Induction of Depot team in the use of SOPs (Safe Operating Procedures)</li> <li>Five Community Safety Program staff supported to obtain their driver’s licence</li> </ul>

ACTIVITIES	IMPLEMENTATION
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**Objective 1.3: Improve staff engagement and morale**

<p>Staff engagement initiatives</p> <p>Organisation-wide acknowledgement of staff who perform above and beyond</p> <p>Quarterly staff briefings</p> <p>Exit interviews for resigning staff</p> <p>Annual staff survey</p>	<ul style="list-style-type: none"> <li>• ‘Recognition of Resilience’ certificates for all staff in recognition of their engagement and delivery during the pandemic</li> <li>• Recognition of Service certificates for staff who have been with council for 5, 10 and 15 years</li> <li>• Quarterly BBQs with staff around communities held to acknowledge staff contribution</li> <li>• Development of a staff intranet portal to support staff to access the information they need to do their jobs</li> <li>• Thank you staff and families barbeque held to conclude this financial year</li> </ul>
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**Objective 1.4: Increase the number of staff recruited from within the Barkly Region**

<p>Recruit school leavers from Barkly high schools at the end of the school year</p> <p>Use CDP and identify CDP workers suitable for permanent employment</p> <p>Use electronic media to advertise staff vacancies</p> <p>Use Tennant Creek Show Day and Careers Day to promote Council to the community</p>	<ul style="list-style-type: none"> <li>• YouthLinx supported some of our local young people to progress to careers in local government through casual employment</li> <li>• Continued Council’s relationship with RISE and Rainbow Gateway to support ongoing employment of local and Indigenous staff into community and operations roles</li> <li>• Established training relationship with CDU in communities to develop free ticketed training for staff in plant, equipment and civil non-accredited training</li> <li>• The development of a Careers Pathway for High School students as part of council’s apprenticeship and traineeship pathways has commenced</li> <li>• ‘Literacy for Life’ student visits held for jobseekers to explore employment opportunities that exist in local government</li> </ul>
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**Objective 1.5: Maintain a vacancy rate below 5%**

<p>Review staff performance and provide feedback</p> <p>Streamline and document recruitment process</p> <p>Identify areas of high turnover and develop a mitigation strategy</p> <p>Maximise use of recruitment software</p>	<ul style="list-style-type: none"> <li>• Monthly reports have been provided to Council including workforce metrics and insights into workforce planning needs</li> <li>• An automated appraisal system has been developed to improve staff delivery of operational and strategic KPIs</li> <li>• Commenced review of current recruitment software to identify opportunities for efficiencies and effective delivery of service to communities</li> </ul>
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## **GOAL 2: *Have a strong, culturally appropriate and respectful relationship with all residents, government agencies and stakeholders within the Barkly Region***

ACTIVITIES	IMPLEMENTATION
<b>Objective 2.1: <i>Ensure effective engagement with Local Authorities</i></b>	
<p>Support LAs to meet as scheduled, and enforce attendance policy</p> <p>Hold a public forum in each community</p> <p>Conduct a resident satisfaction survey in each community</p>	<ul style="list-style-type: none"> <li>• LA meetings are scheduled throughout the year and Council is represented at each meeting</li> <li>• Many LA meetings were cancelled or failed to achieve a quorum during this financial year due to COVID restrictions or related issues</li> <li>• Tennant Creek LA formed and two meetings held</li> </ul>
<b>Objective 2.2: <i>Obtain regular feedback from residents, government agencies and stakeholders</i></b>	
<p>Conduct satisfaction surveys</p> <p>Hold a public forum in each community</p> <p>Hold regular meetings with government agencies and external stakeholders</p>	<ul style="list-style-type: none"> <li>• Regular meetings were held with external stakeholders to identify partnership opportunities</li> <li>• BRD Backbone meetings were held quarterly with key stakeholder partners</li> <li>• Liaison with local, regional and Territory tourism stakeholders to boost tourism in the Barkly</li> <li>• Council participated on the BRD Governance Table</li> <li>• Council participated in the LG2030 Strategy to address shared issues that Regional Councils face, such as income generation through rates and the challenges of recruiting and retaining staff</li> <li>• A satisfaction survey was completed with Arlparra Community Care clients</li> <li>• Council received a community petition relating to animal managements, which will inform the development of a regional Animal Management Plan</li> <li>• The Community Safety Team held a community engagement barbeque at Murray Downs, focussing on the need for community support and identifying community safety priorities</li> </ul>



ACTIVITIES	IMPLEMENTATION
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**Objective 2.3: Ensure staff are trained and able to communicate appropriately in a cross-cultural environment**

Recruit only people suitable for the role	<ul style="list-style-type: none"> <li>Establishing cross-cultural knowledge is collected as part of the interview process</li> </ul>
Maintain a program for councillors and LAs to brief new staff on the area and cultural history	<ul style="list-style-type: none"> <li>A community induction program was created for Council staff</li> </ul>
Widely use the community and cultural induction booklet	<ul style="list-style-type: none"> <li>Area Managers and Community Development Managers ensure staff are familiarised with our cross-cultural community during staff onboarding and induction</li> </ul>
Identify new staff to attend and participate in cross-cultural training	<ul style="list-style-type: none"> <li>Confirmation by Council of LTRISH as approved Cultural Competency training provider</li> </ul>

**Objective 2.4: Develop and internal and external communication strategy**

Hold quarterly staff briefings	<ul style="list-style-type: none"> <li>Council issued regular media releases to share information with the community</li> </ul>
Use social media platforms	<ul style="list-style-type: none"> <li>Council utilised its Facebook page to share important updates</li> </ul>
Keep Council’s website current and relevant	<ul style="list-style-type: none"> <li>Council meeting agendas and minutes, and key corporate documents are published on Council’s website</li> </ul>
Conduct exit interviews for staff who resign	
Conduct annual staff survey	

**Objective 2.5: Maintain a vacancy rate below 5%**

Regularly review staff performance and provide feedback	<ul style="list-style-type: none"> <li>Monthly reports have been provided to Council including workforce metrics and insights into workforce planning needs</li> </ul>
Streamline and document the recruitment process	<ul style="list-style-type: none"> <li>An automated appraisal system has been explored for implementation to improve staff delivery of operational and strategic KPIs. Yet to be fully implemented</li> </ul>
Identify the areas of high turnover and develop a mitigation strategy	<ul style="list-style-type: none"> <li>See also report at Objective 1.5 above</li> </ul>
Maximise the use of recruitment software	
Monthly staff updates	

## GOAL 3: *Improve community infrastructure across the Barkly Region*

ACTIVITIES	IMPLEMENTATION
<b>Objective 3.1: Effectively maintain existing infrastructure to a high standard</b>	
<p>Maintain a Workforce Plan to ensure we have sufficient staff to maintain current infrastructure</p> <p>Maintain a robust reporting system for members of the public to report faults/damage</p> <p>Develop and maintain a ticketing system to identify faulty/damaged property</p>	<ul style="list-style-type: none"> <li>• Implementation of the Snap, Send, Solve ticketing system to assist members of the public to identify and communicate faults and damage, and resolve issues in a timely manner</li> <li>• Monthly reporting on FTE and mapping of key roles to proactively manage gaps</li> <li>• Phase 2 of Tennant Creek road re-sealing program was completed</li> <li>• Pool covers were installed at Tennant Creek pool</li> <li>• Upgrades were completed on fencing at Ali Curung Safe House</li> <li>• Funding was received from NTG to support security upgrades at Elliott and Ali Curung safe houses (including CCTV and intercom systems)</li> </ul>

### **Objective 3.2: Maintain a five-year infrastructure plan**

<p>Complete commenced infrastructure projects</p> <p>Identify priority maintenance needs of existing infrastructure</p> <p>Budget to meet infrastructure requirements</p>	<ul style="list-style-type: none"> <li>• Completed infrastructure projects around community:                             <ul style="list-style-type: none"> <li>- Tennant Creek Youth Centre construction well-progressed</li> <li>- Priority road sealing in Tennant Creek</li> <li>- Chapel at Tennant Creek Cemetery</li> <li>- Playground upgrade at Lake Mary Ann</li> <li>- Skatepark in Alpururulam</li> <li>- Basketball court in Alpururulam</li> <li>- Ablution block in Ampilatwatja</li> <li>- Sport &amp; Recreation Centre refurbishment in Ampilatwatja</li> <li>- Football change rooms in Elliott</li> <li>- BMX track in Wutunugurra</li> </ul> </li> <li>• The Purkiss Reserve upgrade in Tennant Creek remains an ongoing project, with construction partner Department of Planning Infrastructure, Planning and Logistics (DIPL)</li> <li>• The Tennant Creek streetscape upgrade commenced</li> <li>• The five-year Infrastructure Plan was updated, identifying a wish list of infrastructure projects for Council to pursue, including community projects identified in consultation with LAs</li> </ul>
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ACTIVITIES	IMPLEMENTATION
<p><b>Objective 3.3: Develop a mechanism to obtain feedback from the community on infrastructure needs</b></p>	
<p>Conduct a public forum in each community</p> <p>Ensure LAs are meeting as scheduled and infrastructure planning is reviewed twice yearly by LAs</p> <p>Conduct a community survey in each community</p>	<ul style="list-style-type: none"> <li>Minutes from all LA meetings are included in Council Business Papers, and recommendations for advocacy and expenditure are brought to Council for resolution</li> <li>Council attends all LA meetings, providing a conduit directly from each local community to the Council</li> </ul>

<p><b>Objective 3.4: Ensure effective planning to care for new and existing infrastructure</b></p>	
<p>Maintain a Workforce Plan</p> <p>Annual maintenance budgets sufficient to cover basic maintenance needs</p> <p>Update and maintain Asset Management Plan and review annually</p> <p>Complete and implement annual planned maintenance</p>	<ul style="list-style-type: none"> <li>Upgrade to facilities at the Tennant Creek Waste Management facility</li> <li>Wutunugurru BMX track construction completed</li> <li>Alpurrurulam skate park completed</li> <li>Elliott Football oval change rooms constructed</li> <li>Alpurrurulam basketball court completed</li> <li>Wutunugurra Women’s Art Centre completed</li> <li>Lake Mary Ann Dam picnic tables rebuilt</li> <li>Council took ownership of the gym in Tennant Creek</li> <li>Construction of an ablution block in Ampilatwatja completed</li> </ul>



Surgery set up nice rainy day Ampilatwatja.



Healthy dogs waiting for tic and mange treatment.

## **GOAL 4: Provide services, facilities and programs to address social inequality and advance the region**

ACTIVITIES	IMPLEMENTATION
<b>Objective 4.1: Provide employment opportunities for Barkly residents</b>	
<p>Forward plan to recruit school leavers from Barkly HS at the end of the school year</p> <p>Develop individual training and development plans</p> <p>Continue apprenticeship and traineeship programs</p> <p>Identify new funded programs that fit within Council's strategic objectives to increase employment opportunities.</p>	<ul style="list-style-type: none"> <li>• Local and Indigenous Employment Pathways under development</li> <li>• New appraisal system is under development as requested by staff to include in personal development plan</li> <li>• Engagement of second mechanic apprentice</li> <li>• Working with the NTG to identify Indigenous funding opportunities</li> <li>• Continuing implementation of LLN program</li> <li>• Expansion of Student Aware program to sponsor a student and contribute to education activities</li> </ul>
<b>Objective 4.2: Advocate on behalf of all residents in the Barkly</b>	
<p>Participate in local, Territory and national forums to promote the needs of Barkly residents</p> <p>Maintain positive media coverage of the Barkly</p> <p>Work with government, industry and funding bodies for greater investment in the Barkly</p>	<ul style="list-style-type: none"> <li>• Council's CEO made the keynote address to LGANT's Annual Conference</li> <li>• Council's motions to LGANT all passed in the affirmative</li> <li>• Council continues its representation on the Barkly Regional Deal Governance Table</li> <li>• Council is represented on the Barkly Regional Coordination Committee, which brings together all three levels of government</li> <li>• The Barkly Region hosted the NTG's Community Cabinet</li> <li>• The Mayor and CEO held meetings with the Chief Minister and other Ministers to advocate for Barkly Priorities</li> <li>• Development of Annual Regional Plan 2022-2023</li> <li>• Commencement of the Better Barkly 2050 Strategic Plan</li> <li>• Supported the Barkly Sports Hub to become an Incorporated Association</li> <li>• Council provided advocacy on behalf of Safe House clients to access Bush Court for DVOs during COVID restrictions</li> </ul>

ACTIVITIES	IMPLEMENTATION
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**Objective 4.3: Create and maintain a positive living environment for our communities**

<p>Keep public spaces clean, tidy and well-presented</p> <p>Deliver efficient and effective Municipal Services</p> <p>Participate in the annual Tidy Towns competition</p>	<ul style="list-style-type: none"> <li>• Efficient and effective delivery of Municipal Services, including:                             <ul style="list-style-type: none"> <li>o Scheduled waste collection</li> <li>o Maintenance of public areas</li> <li>o Maintenance of cemeteries</li> <li>o Bitumen and sealed roads maintenance</li> <li>o Graded roads within community living areas</li> <li>o Council support for Tidy Towns, assisting with funding application and visiting communities</li> </ul> </li> <li>• A Safety Audit was conducted by Royal Life Saving of Tennant Creek Pool, and Council addressed issues identified (for example installing retractable hoses to prevent hoses being trip hazards)</li> <li>• Local Laws Rangers activities included dog impounding, dog and cat rehoming, vehicle removals, weeds awareness training in communities, addressing illegal dumping, tree trimming in laneways, working with the vet to desex, vaccinate and microchip dogs, snake removal, and animal welfare activities</li> <li>• Local Law Rangers ran an Animal Adoption campaign to reduce number of animals in the Pound. Also worked with the local vet and AMRRIC to deliver a desexing and animal wellbeing program across the region</li> <li>• Dog health promotion activities were undertaken in response to the Ehrlichiosis Canis (tick) issue</li> <li>• Mosquito monitoring was undertaken</li> <li>• Wet season preparation in the communities was completed including mowing, airstrip maintenance, fire breaks and community clean-ups</li> <li>• Mural painting project in Epenarra as a sign for the Sport &amp; Rec area</li> <li>• Crush and removal from the Elliott waste facility of collected dumped vehicles</li> <li>• Rangers conducted Fire Hazard Audits and followed up property owners to complete hazard reduction or clearing</li> </ul>
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**Objective 4.4: Maintain a five-year infrastructure plan**

<p>Grow the five-year infrastructure plan to be a 10-year plan</p> <p>Effectively maintain new infrastructure required in each community</p> <p>Effectively maintain current infrastructure</p>	<ul style="list-style-type: none"> <li>• The five-year Infrastructure Plan was updated, identifying a wish list of infrastructure projects for Council to pursue, including community projects identified in consultation with LAs</li> <li>• Ongoing consultation with LAs to establish the framework for a longer 10-year infrastructure plan</li> <li>• Ongoing maintenance occurring as required</li> </ul>
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**Objective 4.5: Increase the number of funded programs Council operates across the Barkly**

<p>Identify new funded programs that fit with Council’s strategic objectives</p>	<ul style="list-style-type: none"> <li>• Council successfully pursued a range of grant opportunities to support program delivery, community events and infrastructure projects</li> </ul>
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Barkly Regional Council also delivers a range of services to our local communities. Some of the activities undertaken during the 2021-22 financial year are summarised below:

#### YOUTHLINX

- Community-based school holiday programs, including bush trips, volleyball and bands
- Activities include soccer, basketball and oz tag and discos
- Deadly Heart Trek visit, providing heart checks for young people at YouthLinx and Tennant Creek High School
- School holiday programs included a Family Fun Day and a Halloween Disco Night Party
- School holiday programs included table tennis tournaments, slip and slides, 3v3 basketball and aquatic activities
- School holiday program activities included ball games, slip and slides, card games, music, cooking activities, bush walking, family picnics, including collaboration with Moriarty Foundation
- Commencement of After School Care programs by YouthLinx following closure of the Anyinginyi service
- Tennant Creek swimming pool activities included school swimming carnivals, delivery of Royal Life Saving courses, under 5's swimming lessons and YouthLinx school holiday and after-school programs
- Activities included cooking, movies, indoor games and basketball
- Girls' health and wellbeing day hosted by YouthLinx

#### COMMUNITY CARE

- Programs include bush medicine activities, COVID support, NDIS telehealth therapy services
- Increasing aged care and NDIS participant numbers in Elliott, Arlparra and Ampilatwatja
- Aged Care service made contactless meal deliveries during COVID to support clients while usual activities were on hold
- COVID RAT kits purchased in bulk and distributed throughout the region to all our staff to help ensure a safe and healthy workplace

#### LIBRARIES

- Programs including Games Club, Neighbourhood Watch home security workshop
- Library program included story time/craft time in the school holidays

#### SAFE HOUSE PROGRAM

- Programs including women's community workshop in Elliott
- Safe Houses program ran a popular mothers/carers playgroup in Ali Curung

## YOUTH, SPORTS & RECREATION PROGRAM

- Arlparra youth sports and rec program wen to CAAMA studios and recorded 6 songs and performed them
- Softball, dodgeball and a nutrition program in Epenarra
- Delivered Regional Softball competition in collaboration with Softball NT, with six teams competing
- School holiday programs into the communities, including JMF, gymnastics, building a stage for music performances as part of the music program
- Barkly Sports initiatives include tennis, softball, soccer, darts, yoga and BMX
- Support for the Arlparra sports weekend, with participants from Ali Curung, Ampilatwatja and Murray Downs
- Activities included Elliott basketball teams travelling to Alice Springs to participate in the Southern Cup, school holiday soccer programs (in collaboration with Moriarty Foundation) I Ali Curung and Elliot, the Arlparra sports carnival with football, softball and a Battle of the Bands competition
- Barkly Sports initiatives included participation in a soccer carnival in Katherine, the Rossy Williams cricket carnival, touch footy program and yoga. Ash Barty visit put on hold due to COVID
- Music equipment purchased to support a music focus in Ali Curung, with support from Barkly Regional Arts and Desert Eagles band, including a concert
- With donations from CAYLUS, delivered activity packs and phone credits, with essential PPE and toys/ games for young people in remote communities to keep them occupied during the lock downs
- The Regional Sports Program supported the annual Golden Nugget darts competition with the provision of 16 new dart boards and surrounds
- The Remote Sports & Rec program activities included slip and slide, bush trips, music program, sports, arts and crafts, food drops (including to out stations), gymnastics, painting
- Regional Sports Program activities included soccer, tennis, touch football, yoga, softball and cricket
- Commence operating the TC Fitness & Wellness Centre (the Gym)
- Additional CAYLUS support for activity packs for kids in communities affected by COVID, including marbles, Uno and colouring books, with meal drop-offs by Council staff
- Regional Sports program activities included soccer, tennis, touch football, yoga, softball and cricket
- The Remote Sports & Rec program activities included skateboarding, Easter-themed arts and crafts, softball, music, bush trips, movie night with a barbecue, concert featuring local bands, soccer, slip and slide, football, 5x5 basketball.
- Regional Sports Program focused on getting the gym ready for opening plus delivered soccer, tennis, touch football and yoga activities
- Remote Sports & Rec program conducted school holiday programs that included Ali Curung staff taking kids on bush trips, Elliott team delivering a range of sports programs including basketball competitions, Ampilatwatja activities included Easter egg decoration and an Easter egg hunt, and staff from Arlparra, Elliott and Ali Curung undertaking a Sports & Recreation Certificate through Charles Darwin University
- TC Gym open day held and development of fitness classes
- Regional Sports Program activities included soccer, tennis, yoga, social basketball competition
- Barkly Sports initiatives included netball, league tag, tennis court upgrade, volleyball equipment
- Learn to swim program with Royal Life Saving for under 5 year olds at TC pool

## GOAL 5: *Develop the Barkly for the benefit of residents and visitors*

ACTIVITIES	IMPLEMENTATION
<b>Objective 5.1: Attract new investment into the Barkly</b>	
<p>Lobby Territory and Federal Governments to invest in the Barkly</p> <p>Participate in the BRD Economic Development Working Group</p> <p>Identify new business opportunities through public consultation, including with Government and business</p>	<ul style="list-style-type: none"> <li>• Council participated in Newcastle Water Redevelopment Plan</li> <li>• Meetings and community forums were held with SunCable</li> <li>• Presentation to Council from the Australian Electric Vehicle Association about developing a network of EV charging stations across the Barkly</li> <li>• Development of the annual Regional Plan 2022-2023</li> <li>• Commencement of a Strategic Plan – Better Barkly 2050</li> </ul>
<b>Objective 5.2: Gain additional government spending in the Barkly Region</b>	
<p>Participate in local, Territory and national forums to promote the needs of Barkly residents</p> <p>Maintain positive media coverage of the Barkly</p> <p>Work with government, industry and funding bodies for greater investment in the Barkly</p>	<ul style="list-style-type: none"> <li>• Council hosted a Community Cabinet meeting for the NT Government</li> <li>• Meetings were held with the Chief Minister and other Ministers to advocate for Barkly Priorities</li> <li>• Council secured funding for covers at Tennant Creek swimming pool</li> <li>• Council’s CEO made the keynote address to LGANT Annual Conference about the objectives of the Barkly Regional Deal</li> <li>• Council’s Motions to LGANT all passed in the affirmative</li> <li>• Representation of Council on the Barkly Regional Deal Governance Table</li> <li>• Participation on the Barkly Regional Coordination Committee, bringing together all three levels of government who are working in the Barkly</li> </ul>
<b>Objective 5.3: Increase tourism in the Barkly Region</b>	
<p>Promote the Tourism Master Plan</p> <p>Participate in the Barkly Tourism Action Group</p> <p>Promote the Barkly as a destination through Council’s social media channels</p> <p>Support and promote community events</p>	<ul style="list-style-type: none"> <li>• Council worked with Tourism Central Australia and Tourism NT to promote the Barkly with the wayfinding strategy, and advocated for a Visitor Information Centre to be located on the Stuart Highway</li> </ul>

ACTIVITIES	IMPLEMENTATION
<p><b>Objective 5.4: Have partnerships with organisations based in the Barkly</b></p>	
<p><b>Work with Tourism Central Australia and Tourism NT to promote the Barkly</b></p>	<ul style="list-style-type: none"> <li>• NTG supplied Council with two Wash Water Trailers for use at community events both in Tennant Creek and the communities</li> </ul>
<p><b>Maintain partnerships to make greater use of Council assets</b></p>	<ul style="list-style-type: none"> <li>• Council funded the BRD Backbone Team, which leads the community sports initiative and the BBRF infrastructure program</li> </ul>
<p><b>Partner with local business and BRD Economic Development Working Group to identify new business opportunities for the region</b></p>	<ul style="list-style-type: none"> <li>• NAIDOC celebrations were held in Ali Curung</li> <li>• Water Safety Week was promoted in collaboration with Royal Lifesaving at Tennant Creek pool</li> <li>• A youth COVID vaccination promotion was undertaken in collaboration with NTG and CAYLUS</li> <li>• Community Safety staff assisted with the ‘Safe &amp; Respected Families Fishing Competition’ in Elliott</li> <li>• Ali Curung, Desert Eagles men and Red Dust’s Wayne Glenn worked together to create a song in language to promote COVID vaccination</li> <li>• YouthLinx school holiday program activities included an Easter Brunch Party held in collaboration with other community service providers</li> <li>• The Arlparra Remote Sports &amp; Recreation team collaborated with Barkly Regional Arts to support Utopia’s New Boys band to write some new songs for their first album and deliver a concert</li> <li>• The National Aboriginal Sporting Chance Academy visited Ali Curung</li> <li>• With support from AMRRIC, a regional animal census was undertaken to support the development of the Animal Management Plan, and 124 dogs and 32 cats were desexed during a 3-week animal health program to remote communities</li> <li>• Council hosted Tennant Creek Girl Guides for their end of year awards ceremony</li> <li>• Australia Day event included Citizenship Ceremony and Australia Day Awards, but family day at LMAD cancelled due to COVID risks</li> <li>• Supported the emergency response to a COVID outbreak in Ali Curung as well as delivering PPE to a number of remote communities</li> </ul>

## **GOAL 6: Provide leadership through best practice in governance and financial management**

ACTIVITIES	IMPLEMENTATION
<b>Objective 6.1: 100% compliance with the Local Government Act</b>	
<p>Conduct an annual review and periodic audit to ensure compliance with internal policies and local government legislation</p> <p>Maintain the risk management strategy and policy via the Audit &amp; Risk Committee</p> <p>Conduct annual review of finance policies</p>	<ul style="list-style-type: none"> <li>Completed annual financial audit</li> <li>Identified areas for continuous improvement in the areas of Audit and Risk Management</li> </ul>
<b>Objective 6.2: Zero incidents of fraud and no audit qualifications</b>	
<p>Maintain policies and procedures to ensure they are robust and best practice</p> <p>Continually improve policies and procedures to ensure relevance and identify gaps</p> <p>Maintain an independent Chair for the Audit &amp; Risk Committee to ensure best practice and financial controls are in place</p>	<ul style="list-style-type: none"> <li>An independent audit undertaken of all Council's WHS systems</li> </ul>
<b>Objective 6.3: Elected members are fully aware of their role and their responsibilities</b>	
<p>Conduct governance, meeting procedures and financial awareness training with councillors</p> <p>Induct new councillors and deliver governance training</p> <p>Conduct Local Authority elections</p> <p>Confirm Committees and Sub-Committees councillor membership</p> <p>Keep councillors up to date with legislative changes</p> <p>Maintain an up-to-date LA Handbook and provide training to LA members</p>	<ul style="list-style-type: none"> <li>The newly elected Council was provided with induction training</li> </ul>



ACTIVITIES	IMPLEMENTATION
<p><b>Objective 6.4: Implement integrated planning framework that provides financial sustainability</b></p>	
<p>Complete cash flows and review</p> <p>Complete budget preparation and budget reviews</p> <p>Provide support to the BRD Backbone Team to assist with development of Community Plans</p> <p>Commence ten-year planning for finances, assets, infrastructure, workforce and strategic business plans</p>	<ul style="list-style-type: none"> <li>• Commenced development of a regional Strategic Plan for the Barkly</li> <li>• Development of the Regional Plan for 2022-23 completed</li> </ul>
<p><b>Objective 6.5: Provide sound financial management to protect Council while delivering the maximum services to residents and visitors in the Barkly region</b></p>	
<p>Complete accurate operating, cash flow and capital budgets and reviews</p> <p>Ensure grant funding is expended and acquitted in line with funding agreements</p> <p>Liaise with external stakeholders to promote Council’s interest in shared services to maximise return on financial investment</p> <p>Monitor financial management to facilitate accurate budget management</p>	<ul style="list-style-type: none"> <li>• Established a framework for continuing development of best practice in governance and financial management</li> <li>• Monthly finance reports and budget updates provided to each Council meeting</li> </ul>



First aid training

## GOAL 7: *Protect and promote the environment, resources and natural heritage of the Barkly*

ACTIVITIES	IMPLEMENTATION
<b>Objective 7.1: Reduce illegal dumping in the Barkly</b>	
<p>Undertake rigorous enforcement in response to illegal dumping</p> <p>Work with stakeholders and the NT Environmental Protection Authority to catch and prosecute illegal dumpers</p> <p>Review dump fees</p> <p>Monitor illegal dump sites to catch offenders</p> <p>Maintain and promote the <i>Snap, Send Solve</i> app</p>	<ul style="list-style-type: none"> <li>• <i>Snap, Send Solve</i> app is operational and proactively used by the public</li> <li>• Ongoing consultation is undertaken with relevant authorities to address illegal dumping issues</li> </ul>
<b>Objective 7.2: Improve waste management practices</b>	
<p>Participate in local, Territory and National forums to promote the needs of Barkly residents</p> <p>Expand Tennant Creek landfill</p> <p>Work with Government, industry and funding bodies for greater investment in the Barkly</p>	<ul style="list-style-type: none"> <li>• BRD Backbone Team meetings are held quarterly with key stakeholder partners</li> <li>• Expansion of Tennant Creek landfill site</li> <li>• Investigations underway to enable Council to introduce recycling and sustainability programs</li> </ul>
<b>Objective 7.3: Use the natural resources of the Barkly for the benefit of residents and visitors in the Barkly</b>	
<p>Support appropriate, environmentally friendly mining development proposals within the Barkly</p> <p>Promote the region's natural beauty and cultural heritage</p> <p>Promote and support regular updates of the Tourism NT Masterplan for the Barkly</p> <p>Actively support renewable energy opportunities for the Barkly</p> <p>Commence program to introduce solar power for Council assets</p> <p>Lobby Power &amp; Water Corporation for more solar assets on communities</p>	<ul style="list-style-type: none"> <li>• Liaison with local, regional and Territory tourism stakeholders to boost tourism in the Barkly</li> <li>• Presentation to Council from the Australian Electric Vehicle Association about developing a network of EV charging stations across the Barkly</li> </ul>



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**BARKLY REGIONAL COUNCIL**

**ABN: 32 171 281 456**

**GENERAL PURPOSE FINANCIAL REPORT**

**For the Year Ended 30 June 2022**

**BARKLY REGIONAL COUNCIL**

ABN: 32 171 281 456

**GENERAL PURPOSE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2022**

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**BARKLY REGIONAL COUNCIL**

ABN: 32 171 281 456

**CHIEF EXECUTIVE OFFICER'S CERTIFICATE  
FOR THE YEAR ENDED 30 JUNE 2022**

I, Emma Bradbury, Chief Executive Officer of Barkly Regional Council (Council), certify that to the best of my knowledge, information and belief:

- a. the General Purpose Financial Report has been properly drawn up in accordance with applicable Australian Accounting Standards (including the Australian Accounting Interpretations), the *Local Government Act 2019* and the *Local Government (Accounting) Regulations 2021* so as to present fairly the financial position of Council as at 30 June 2022 and its financial performance for the year ended on that date;
- b. the General Purpose Financial Report is in accordance with the accounting and other records of Council; and
- c. there are reasonable grounds to believe that Council will be able to pay its debts as and when they become due and payable.



---

Emma Bradbury  
Chief Executive officer

Date: 15 November 2022



**BARKLY REGIONAL COUNCIL**

ABN: 32 171 281 456

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 30 JUNE 2022**

	Note	2022 \$'000	2021 \$'000
<b>Revenue</b>			
Rates and annual charges	3A	3,902	3,812
Statutory charges	3B	9	7
User charges and fees	3C	1,156	1,110
Investment income	3D	13	17
Reimbursements	3E	585	797
Other revenue	3F	753	506
Grants, subsidies and contributions	3G	21,237	19,420
<b>Total revenue</b>		<u>27,655</u>	<u>25,669</u>
<b>Expenses</b>			
Employee benefits expense	4A	15,072	14,549
Materials, contracts and other expenses	4B	8,702	9,449
Depreciation and amortisation	4C	2,869	2,929
Finance costs	4D	13	20
Other expenses		68	10
<b>Total expenses</b>		<u>26,724</u>	<u>26,957</u>
<b>Net operating surplus/(deficit) for the year</b>		<u>931</u>	<u>(1,288)</u>
Asset disposal & fair value adjustments	3H	88	(1)
Amounts received specifically for new or upgraded assets	3G	4,839	1,182
Physical resources received free of charge		-	19
		<u>4,927</u>	<u>1,200</u>
<b>Net surplus/(loss) for the year</b>		<u>5,858</u>	<u>(88)</u>
<b>Other Comprehensive income</b>		-	-
<b>Total comprehensive income/(loss) for the year</b>		<u>5,858</u>	<u>(88)</u>

The accompanying notes form part of these financial statements.

**BARKLY REGIONAL COUNCIL**

ABN: 32 171 281 456

**STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2022**

	Note	2022 \$'000	2021 \$'000
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	5	12,429	10,572
Trade and other receivables	6	2,921	1,585
Inventories	7	32	17
<b>Total current assets</b>		<u>15,382</u>	<u>12,174</u>
<b>Non-current assets</b>			
Infrastructure, property, plant and equipment	8	40,852	38,143
<b>Total non-current assets</b>		<u>40,852</u>	<u>38,143</u>
<b>Total assets</b>		<u>56,234</u>	<u>50,317</u>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	9	2,049	1,733
Provisions	10	1,127	1,379
<b>Total current liabilities</b>		<u>3,176</u>	<u>3,112</u>
<b>Non-current liabilities</b>			
Provisions	10	417	417
<b>Total non-current liabilities</b>		<u>417</u>	<u>417</u>
<b>Total liabilities</b>		<u>3,593</u>	<u>3,529</u>
<b>Net Assets</b>		<u>52,641</u>	<u>46,788</u>
<b>EQUITY</b>			
Accumulated surplus		26,169	20,311
Reserves	11	26,472	26,477
<b>Total Council equity</b>		<u>52,641</u>	<u>46,788</u>

The accompanying notes form part of these financial statements.

**BARKLY REGIONAL COUNCIL**

ABN: 32 171 281 456

**STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 30 JUNE 2022**

	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Unexpended Grants Reserve \$'000	Total Equity \$'000
<b>Balance at 1 July 2020</b>	16,399	23,054	7,423	46,876
Deficit for the year	(88)	-	-	(88)
Other comprehensive income for the year:	-	-	-	-
Transfer from asset revaluation reserve	4,000	-	(4,000)	-
<b>Closing Balance at 30 June 2021</b>	20,311	23,054	3,423	46,788
<b>Balance at 1 July 2021</b>	20,311	23,054	3,423	46,788
Surplus for the year	5,858	-	-	5,858
Other comprehensive loss for the year	-	-	-	-
Transfer to unexpended grants reserve	-	-	(5)	(5)
Transfer from asset revaluation reserve	-	-	-	-
<b>Closing Balance at 30 June 2022</b>	<b>26,169</b>	<b>23,054</b>	<b>3,418</b>	<b>52,641</b>

The accompanying notes form part of these financial statements.

**BARKLY REGIONAL COUNCIL**

ABN: 32 171 281 456

**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30 JUNE 2022**

	Note	2022 \$'000	2021 \$'000
<b>Cash flows from operating activities</b>			
<i>Receipts:</i>			
Rates, fees and user charges		3,731	4,933
Investments		13	17
Grants and contributions received for operating purposes		21,237	19,542
Reimbursements		585	797
Other revenues		753	525
<i>Payments:</i>			
Employee costs		(15,324)	(14,628)
Materials, contracts and other expenses		(8,491)	(9,195)
<b>Net cash flows from operating activities</b>	<b>13</b>	<u>2,504</u>	<u>1,991</u>
<b>Cash flows used in investing activities</b>			
<i>Receipts:</i>			
Amounts received specifically for new or upgraded assets		4,839	1,182
Proceeds from sale of property, plant and equipment		134	27
<i>Payments:</i>			
Acquisition of property, plant and equipment		(5,620)	(3,996)
<b>Net cash flows used in investing activities</b>		<u>(647)</u>	<u>(2,787)</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>		1,857	(796)
Cash and cash equivalents at the beginning of the year		<u>10,572</u>	<u>11,368</u>
<b>Cash and cash equivalents at the end of the year</b>	<b>5</b>	<u><u>12,429</u></u>	<u><u>10,572</u></u>

The accompanying notes form part of these financial statements.

**BARKLY REGIONAL COUNCIL**

ABN: 32 171 281 456

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2022**

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**BARKLY REGIONAL COUNCIL**

ABN: 32 171 281 456

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2022****Introduction**

Barkly Regional Council (Council) is incorporated under the *NT Local Government Act 2019* and has its principal place of business at 41 Peko road, Tennant Creek, Northern Territory, Australia. These financial statements include Council's direct operations and all other operations through which Council controls the resources to carry on its functions.

A summary of Council's functions along with their contribution to the operating result is set out in note 2A. In the process of reporting on the local government as a single entity, all transactions and balances between those activities (for example, loans and transfers between activities) have been eliminated.

Trust monies and properties held by Council but subject to the control of other persons have been excluded from these reports. A separate statement of moneys held in the trust fund is available for inspection at the Council office by any person free of charge.

**Note 1: Summary of Significant Accounting Policies****Statement of Compliance**

This financial report is a general purpose financial report that has been prepared in accordance with Australian Accounting Standards and Interpretations, the requirements of the *Northern Territory of Australia Local Government Act 2019*, the *Local Government (Accounting) Regulations, 2021* and other authoritative pronouncements of the Australian Accounting Standards Board.

**Basis of Preparation**

The financial statements, except for the cash flow information, have been prepared on an accrual basis and are based on historical costs, modified where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. The amounts presented in the financial statements have been rounded to the nearest dollar.

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation and disclosure has been made of any material changes to comparatives.

Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise.

**Rounding**

All amounts in the financial statements have been rounded to the nearest thousand dollars (\$'000).

**Accounting Policies****(a) New, Revised or Amending Accounting Standards and Interpretations Adopted**

Council has adopted all of the new, revised or amending Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are mandatory for the current reporting period. Any new, revised or amending Accounting Standards and Interpretations that are not yet mandatory have not been early adopted.

**BARKLY REGIONAL COUNCIL**

ABN: 32 171 281 456

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2022****Note 1: Summary of Significant Accounting Policies (continued)****(b) Revenue**

Council recognises revenue under AASB 1058 Income of not-for-profit entities (AASB 1058) or AASB 15 Revenue from contracts with customers (AASB 15) when appropriate.

In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied (i.e. when it transfers control of a product or service to a customer). Revenue is measured based on the consideration to which Council expects to be entitled in a contract with a customer.

In other cases, AASB 1058 applies when Council enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable Council to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable Council to acquire or construct a recognisable non-financial asset that is to be controlled by Council. In this case, Council recognises the excess as a liability that is recognised over time in profit and loss when (or as) Council satisfies its obligations under the transfer.

**Essential services contracts**

For works undertaken on a fixed price contract basis, revenues are recognised over time using the input method with costs incurred compared to total expected costs used as a measure of progress. When it is probable that total contract costs will exceed total contract revenue, the expected loss is recognised as an expense immediately.

**(c) Cash and Cash Equivalents**

Cash and cash equivalents includes cash on hand, deposits held at-call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Council did not have an overdraft during the year.

**(d) Trade and Other Receivables**

Trade and other receivables include amounts receivable in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

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

All financial instruments are recognised at fair value at the date of recognition. A detailed statement of the accounting policies applied to financial instruments also form part of note 14.

**BARKLY REGIONAL COUNCIL**

ABN: 32 171 281 456

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2022****Note 1: Summary of Significant Accounting Policies (continued)****(e) Infrastructure, Property, Plant and Equipment****Land under roads**

Council has elected not to value or recognise as an asset land under roads acquired prior to 1 July 2008 in accordance with the election available under AASB 1051: *Land under roads*.

Land under roads acquired after 1 July 2008 is initially recognised at cost. Land under roads acquired after 1 July 2008 will be brought to account at fair value at the date of the independent valuation.

**Initial recognition**

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition.

All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use". Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. The costs of non-current assets constructed by Council includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

Capital works still in progress at balance date are recognised at cost as other non-current assets and transferred to infrastructure, property, plant and equipment when completed ready for use.

**Materiality**

Assets with an economic life of more than one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset. In determining (and in annually reviewing) such thresholds, regard is held to the nature of the asset and its estimated service life. Examples of capitalisation thresholds applied during the year are given in note 8. No capitalisation threshold is applied to the acquisition of land or interests in land.

**Subsequent recognition**

All material asset classes are revalued on a regular basis such that the carrying values are not materially different from fair value. For infrastructure and other asset classes where no active market exists, fair value is determined to be the correct replacement cost of an asset less, where applicable, accumulated depreciation calculated based on such cost to reflect the already consumed or expired future economic benefits of the asset. Further detail of existing valuations, methods and valuers are provided at note 8.

**Depreciation of non-current assets**

Other than land, all infrastructure, property, plant and equipment assets recognised are systematically depreciated over their useful lives on a straight-line basis which, in the opinion of Council, best reflects the consumption of the service potential embodied in those assets.

Depreciation methods, useful lives and residual values of classes of assets are reviewed annually.

Major depreciation periods for each class of asset are shown in note 8. Depreciation periods for infrastructure assets have been estimated based on the best information available to Council, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.



**BARKLY REGIONAL COUNCIL**

ABN: 32 171 281 456

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2022****Note 1: Summary of Significant Accounting Policies (continued)****(e) Infrastructure, Property, Plant and Equipment (continued)****Impairment**

Assets that have an indefinite useful life are not subject to depreciation and are reviewed annually for impairment. Assets carried at fair value whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if Council were deprived thereof, are not assessed for impairment.

Other assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount (which is the higher of the present value of future cash outflows or value in use).

Where an asset that has been revalued is subsequently impaired, the impairment is first offset against such amount as stands to the credit of that class of assets in Asset Revaluation Reserve, any excess being recognised as an expense.

**(f) Trade and Other Payables****Goods and services**

Trade payables are amounts due to external parties for the supply of goods and services and are recognised as liabilities when the goods and services are received. Trade payables are normally paid 30 days after the month of invoice. No interest is payable on these amounts.

**Payments received in advance and deposits**

Amounts received from external parties in advance of service delivery, and security deposits held against possible damage to Council assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded.

**(g) Employee Benefits****Salaries, wages and compensated absences**

Liabilities for employees' entitlements to salaries, wages and compensated absences expected to be paid or settled within 12 months of reporting date are accrued at nominal amounts (including payroll based on costs) measured in accordance with AASB 119.

Liabilities for employee benefits not expected to be paid or settled within 12 months are measured as the present value of the estimated future cash outflows (including payroll based on costs) to be made in respect of services provided by employees up to the reporting date. Present values are calculated using government guaranteed securities rates with similar maturity terms.

No accrual is made for personal leave as Council experience indicates that, on average, personal leave taken in each reporting period is less than the entitlement accruing in that period, and this experience is expected to recur in future reporting periods. Council does not make payment for untaken personal leave.

**Superannuation**

Council makes employer superannuation contributions in respect of its employees to a number of complying superannuation funds in accordance with the Superannuation Choice Legislation. No changes in accounting policy have occurred during either the current or previous reporting periods. Details of the accounting policies applied and Council's involvement with the schemes are reported in note 16.

**BARKLY REGIONAL COUNCIL**

ABN: 32 171 281 456

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2022****Note 1: Summary of Significant Accounting Policies (continued)****(h) Leases****Council as lessee**

At inception of a contract, Council assesses if the contract is, or contains, a lease. If there is a lease present, a lease asset and a corresponding lease liability is recognised by Council where Council is a lessee. However all contracts that are classified as short-term leases (lease with remaining lease term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Initially the lease liability is measured at the present value of the lease payments still to be paid at commencement date. The lease payments are discounted at the interest rate implicit in the lease. If this rate cannot be readily determined, Council uses the incremental borrowing rate.

The right-to-use assets comprise the initial measurement of the corresponding lease liability as mentioned above, any lease payments made at or before the commencement date as well as any initial direct costs. The subsequent measurement of the lease assets is at cost less accumulated depreciation and impairment losses.

Lease assets are depreciated over the lease term or useful life of the underlying asset whichever is the shortest. Where a lease transfers ownership of the underlying asset or the cost of the lease asset reflects that Council anticipates to exercise a purchase option, the specific asset is depreciated over the useful life of the underlying asset.

**(i) Financial Instruments****Initial recognition and measurement**

Financial assets and financial liabilities are recognised when Council becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that Council commits itself to either purchase or sell the asset.

Financial instruments (except for trade receivables) are initially measured at fair value plus transaction costs except where the instrument is classified 'at fair value through profit and loss' in which case transaction costs are recognised as expenses in profit or loss immediately.

**Classification and subsequent measurement**

Financial instruments are subsequently measured at fair value, amortised cost using the effective interest method, or cost.

Amortised cost is calculated as the amount at which the financial asset or liability is measured at initial recognition less principal repayments and any reduction for impairment, and adjusted for any cumulative amortisation of the difference between that initial amount and the maturity amount calculated using the effective interest method.

The effective interest method is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that discounts estimated future cash payments or receipts (including fees, transactions costs and other premiums or discounts) over the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying amount with a consequential recognition of income or expense in profit or loss.



**BARKLY REGIONAL COUNCIL**

ABN: 32 171 281 456

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2022****Note 1: Summary of Significant Accounting Policies (Continued)****(i) Financial Instruments (continued)****Impairment**

A financial asset (or a group of financial assets) is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events (a 'loss event') having occurred, which has an impact on the estimated future cash flows of the financial asset(s).

In the case of available-for-sale financial assets, a significant or prolonged decline in the market value of the instrument is considered to constitute a loss event. Impairment losses are recognised in profit or loss immediately. Also any cumulative decline in fair value previously recognised in other comprehensive income is reclassified into profit or loss at this point.

In the case of financial assets carried at amortised cost, loss events may include: indications that the debtors or a group of debtors are experiencing significant financial difficulty, default or delinquency in interest or principal payments; indications that they will enter bankruptcy or other financial reorganisation; and changes in arrears or economic conditions that correlate with defaults.

With the terms of financial assets that would otherwise have been past due or impaired have been renegotiated, Council recognises the impairment for such financial assets by taking into account the original terms as if the terms have not been renegotiated so that the loss events that have occurred are duly considered.

**Derecognition**

Financial assets are derecognised where the contractual right to receipt of cash flows expires or the asset is transferred to another party, whereby Council no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

**(j) Goods and Services Tax**

Revenues, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

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

**(k) Income tax**

No provision for income tax has been raised as Council believes that it is exempt under Sec 50-25 of the Income Tax Assessment Act 1997, being a local governing body.

**BARKLY REGIONAL COUNCIL**

ABN: 32 171 281 456

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2022****Note 1: Summary of Significant Accounting Policies (Continued)****(l) Provisions**

Provisions are recognised when Council has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

**(m) Critical Accounting Estimates and Judgements**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events management believes to be reasonable under the circumstances.

**Key estimates***Useful lives of property, plant and equipment*

As described in Note 1(e), Council reviews the estimated useful lives of property, plant and equipment at the end of each annual reporting period.

*Incremental borrowing rate*

Where the interest rate implicit in a lease cannot be readily determined, an incremental borrowing rate is estimated to discount future lease payments to measure the present value of the lease liability at the lease commencement date. The rate is based on what Council estimates it would have to pay a third party to borrow the funds necessary to obtain an asset of a similar value to the lease asset, with similar terms, security and economic environment.

**Key judgements***Employee benefits*

For the purpose of measurement, AASB 119: Employee Benefits defines obligations for short-term employee benefits as obligations expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service. As Council expects that most employees will use all of their annual leave entitlements in the same year in which they are earned or during the 12-month period that follows the directors believe that obligations for annual leave entitlements satisfy the definition of short-term employee benefits.

**(n) Economic Dependency**

The continued operation of Council is dependent on funding from the Commonwealth and Northern Territory Governments. At the date of this report, Council has no reason to believe the support will not continue.

**BARKLY REGIONAL COUNCIL**

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**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2022**

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**Note 1: Summary of Significant Accounting Policies (Continued)**

**(o) Fair Value of Assets and Liabilities**

Council measures some of its assets and liabilities at fair value on either a recurring or non-recurring basis, depending on the requirements of the applicable Accounting Standard.

Fair value is the price Council would receive to sell an asset or would have to pay to transfer a liability in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market value may be made having regard to the characteristics of the specific asset or liability. The fair value of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

**BARKLY REGIONAL COUNCIL**

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**Note 2A: Functions**

Revenues and expenses have been attached to the following functions. Council believes that it is not practical at this stage to reliably attribute the carrying amounts of fixed assets to the functions.

	General Public Services		Public Order and Safety		Economic Affairs		Environmental Protection	
	Budget 2022 \$'000	Actual 2022 \$'000	Budget 2022 \$'000	Actual 2022 \$'000	Budget 2022 \$'000	Actual 2022 \$'000	Budget 2022 \$'000	Actual 2022 \$'000
<b>Operating Revenue</b>								
Rates and annual charges	3,941	3,902	-	-	-	-	-	-
Statutory and user charges	125	162	5	6	-	-	145	188
Grants	12,938	13,358	3,407	3,517	1,369	1,414	-	-
Investment income	38	13	-	-	-	-	-	-
Reimbursements and other revenues	625	640	1	1	-	-	1	1
<b>Total income</b>	<b>17,667</b>	<b>18,075</b>	<b>3,413</b>	<b>3,524</b>	<b>1,369</b>	<b>1,414</b>	<b>146</b>	<b>189</b>
<b>Expenditure</b>								
Employee costs	5,129	4,686	2,099	1,918	1,283	1,172	-	-
Materials, contracts and other expenses	3,273	3,208	593	581	-	-	311	304
Depreciation	2,326	2,284	-	-	-	-	-	-
Finance charges	18	13	-	-	-	-	-	-
<b>Total expenditure</b>	<b>10,746</b>	<b>10,191</b>	<b>2,692</b>	<b>2,499</b>	<b>1,283</b>	<b>1,172</b>	<b>311</b>	<b>304</b>
<b>Net surplus/(deficit)</b>	<b>6,921</b>	<b>7,884</b>	<b>721</b>	<b>1,025</b>	<b>86</b>	<b>242</b>	<b>(165)</b>	<b>(147)</b>



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## Note 2A: Functions (continued)

Revenues and expenses have been attached to the following functions. Council believes that it is not practical at this stage to reliably attribute the carrying amounts of fixed assets to the functions.

	Housing and Community Amenities		Recreation, Culture and Religion		Social Protection		Total	
	Budget 2022 \$'000	Actual 2022 \$'000	Budget 2022 \$'000	Actual 2022 \$'000	Budget 2022 \$'000	Actual 2022 \$'000	Budget 2022 \$'000	Actual 2022 \$'000
Operating Revenue	-	-	-	-	-	-	3,941	3,902
Rates and annual charges	144	187	62	80	419	542	899	1,165
Statutory and user charges	409	423	3,143	3,245	3,991	4,120	25,257	26,076
Grants	-	-	-	-	-	-	38	13
Investment income	738	755	14	14	15	15	1,393	1,426
Reimbursements and other revenues	-	-	-	-	-	-	-	-
<b>Total income</b>	<b>1,291</b>	<b>1,365</b>	<b>3,219</b>	<b>3,339</b>	<b>4,425</b>	<b>4,677</b>	<b>31,528</b>	<b>32,582</b>
Expenditure								
Employee costs	3,849	3,516	1,843	1,683	2,296	2,098	16,499	15,072
Materials, contracts and other expenses	2,084	2,042	936	917	1,753	1,718	8,949	8,770
Depreciation	596	585	-	-	-	-	2,922	2,869
Finance charges	-	-	-	-	-	-	18	13
<b>Total expenditure</b>	<b>6,529</b>	<b>6,143</b>	<b>2,779</b>	<b>2,600</b>	<b>4,049</b>	<b>3,816</b>	<b>28,388</b>	<b>26,724</b>
<b>Net surplus/(deficit)</b>	<b>(5,238)</b>	<b>(4,778)</b>	<b>440</b>	<b>739</b>	<b>376</b>	<b>861</b>	<b>3,140</b>	<b>5,858</b>
								<b>(88)</b>
								<b>26,957</b>



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**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
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The activities relating to Council functions reported in Note 2A are as follows:

**General Public Services**

Administrative, legal and executive affairs, financial and fiscal affairs and general services.

**Public Order and Safety**

Animal management, environmental health and night patrol.

**Economic Affairs**

Employment creation programs, regional development, support to local businesses, tourism and other economic development.

**Environmental Protection**

Cemeteries, waste management, domestic waste, green waste, recycling, waste disposal facility, other waste management and other environment.

**Housing and Community Amenities**

Community services, council buildings, essential services, infrastructure services, municipal services, parks and gardens, roads, stormwater and drainage, street cleaning, street lighting, streetscaping and visitor accommodation.

**Recreation, Culture and Religion**

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

**Social Protection**

Community and aged care services, NDIS services, safe-house services.

	2022 \$'000	2021 \$'000
<b>Note 3: Revenue and Other Income</b>		
<b>Note 3A Rates and Annual Charges</b>		
General rate income base	2,864	2,850
Less discretionary rebates, remissions and write offs	<u>(2)</u>	<u>(12)</u>
	2,862	2,838
Domestic waste charge income base	1,040	974
<b>Total user charges and fees</b>	<u><u>3,902</u></u>	<u><u>3,812</u></u>
<b>Note 3B Statutory Charges</b>		
Animal registration fees and fines	5	6
Other licences, fees and fines	<u>4</u>	<u>1</u>
<b>Total statutory charges</b>	<u><u>9</u></u>	<u><u>7</u></u>
<b>Note 3C User Charges and Fees</b>		
Cemetary fees	16	26
Client contributions - aged care	251	239
Hall and equipment hire	43	37
NDIS services	177	276
Rental and staff accommodation	424	294
Sales - fuel	1	1
Sales - refuse facilities	162	154
Sales - swimming pool	64	69
Sales - general	<u>18</u>	<u>14</u>
<b>Total user charges and fees</b>	<u><u>1,156</u></u>	<u><u>1,110</u></u>

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**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
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		2022 \$'000	2021 \$'000
<b>Note 3:</b>	<b>Revenue and Other Income (continued)</b>		
<b>Note 3D</b>	<b>Investment Income</b>		
	Australian bank interest	<u>13</u>	<u>17</u>
<b>Note 3E</b>	<b>Reimbursements</b>		
	Essential services	509	501
	Private works	46	171
	Training	15	41
	Other	<u>15</u>	<u>84</u>
	<b>Total reimbursements</b>	<u>585</u>	<u>797</u>
<b>Note 3F</b>	<b>Other revenue</b>		
	Insurance and other recoupments - infrastructure, property plant and equipment	307	-
	Agency income - Australia Post	11	32
	Agency income - Centrelink	421	423
	Donations and contributions	1	13
	Sundry	<u>13</u>	<u>38</u>
	<b>Total other revenue</b>	<u>753</u>	<u>506</u>
<b>Note 3G</b>	<b>Grants, Subsidies and Contributions</b>		
	Amounts received specifically for new or upgraded assets	<u>4,839</u>	<u>1,182</u>
	<i>Other grants, subsidies and contributions</i>		
	Untied - financial assistance grant	7,373	7,408
	Aged, home and community care	2,354	1,612
	Community safety	2,419	3,312
	Community living area and town camps	620	253
	Library and communications	169	188
	Regional deal	2,806	1,613
	Wages subsidies	2,164	2,154
	Youth, sport and recreation	2,138	2,313
	Other	<u>1,194</u>	<u>567</u>
		<u>21,237</u>	<u>19,420</u>
	<b>Total revenue from grants, subsidies and contributions</b>	<u>26,076</u>	<u>20,602</u>
	<b>Sources of grants</b>		
	Commonwealth Government	14,441	9,487
	NT Government	<u>11,635</u>	<u>11,115</u>
		<u>26,076</u>	<u>20,602</u>
	The functions to which these grants relate are shown in Note 2.		
<b>Note 3H</b>	<b>Asset Disposals and Fair Value Adjustments</b>		
	<i>Infrastructure, Property, Plant and Equipment</i>		
	<i>Assets renewed or directly replaced</i>		
	Proceeds from disposal	134	27
	Written down value	<u>46</u>	<u>28</u>
	Gain/(loss) from disposal of plant and equipment	<u>88</u>	<u>(1)</u>
	<b>Gain/(loss) on disposal or revaluation of assets</b>	<u>88</u>	<u>(1)</u>

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**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
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	Note	2022 \$'000	2021 \$'000
<b>Note 4: Expenses</b>			
<b>Note 4A</b>	<b>Employee Benefits Expense</b>		
	Salaries and wages	11,139	11,183
	Leave and other entitlements	1,778	1,350
	Superannuation contributions	16 1,205	1,160
	Workers compensation insurance	445	405
	Other	505	451
	<b>Total employee benefits expense</b>	<b>15,072</b>	<b>14,549</b>
	Total number of full time equivalent employees at the end of the reporting period	154	136
<b>Note 4B</b>	<b>Materials, Contracts and Other Expenses</b>		
	Audit fees - audit	36	36
	Elected members' expenses	406	391
	Lease expenses - short term	810	657
	Prescribed expenses	1,252	1,084
	<i>Other materials, contracts and expenses</i>		
	Contractors	241	172
	Communication	474	467
	Plant and motor vehicle repairs and running costs	853	890
	Repairs and maintenance	608	1,805
	Legal fees	10	26
	Materials - other	1,419	724
	Minor equipment	717	784
	Insurance	624	531
	Professional services	515	691
	Groceries	395	373
	Utilities	946	1,242
	Annual software license fees	444	443
	Grants returned	90	154
	Sundry	114	63
		<b>7,450</b>	<b>8,365</b>
	<b>Total materials, contracts and other expenses</b>	<b>8,702</b>	<b>9,449</b>
<b>Note 4C</b>	<b>Depreciation and amortisation</b>		
	<i>Depreciation</i>		
	Buildings - structures and site improvements	1,584	1,803
	Infrastructure	417	321
	Plant and equipment	868	805
	<b>Total depreciation and amortisation</b>	<b>8 2,869</b>	<b>2,929</b>
<b>Note 4D</b>	<b>Finance cost</b>		
	Bank charges	13	20
<b>Note 5: Cash and Cash Equivalents</b>			
	Cash on hand and at bank	9,292	7,436
	Deposits at call	3,137	3,136
	<b>Total cash and cash equivalents</b>	<b>12,429</b>	<b>10,572</b>

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	2022 \$'000	2021 \$'000
<b>Note 6: Trade and Other Receivables</b>		
Rates - general and other	928	927
Accrued revenues	27	6
Trade receivables - general	231	234
Other levels of government	71	139
Prepayments	58	281
Other receivables	1,595	-
Aged care facility deposits	32	19
	<u>2,942</u>	<u>1,606</u>
Provision for impairment	(21)	(21)
<b>Total current trade and other receivables</b>	<u><u>2,921</u></u>	<u><u>1,585</u></u>

No collateral has been pledged for any of the current or non-current trade and other receivable balances.

**(a) Impairment of receivables**

Council applies the simplified approach to providing for expected credit losses prescribed by AASB 9, which permits the use of the lifetime expected loss provision for all accounts receivable.

**Credit Risk**

Council has no significant concentration of credit risk with respect to any single counterparty or group of counterparties. The class of assets described as 'trade and other receivables' is considered to be the main source of credit risk related to Council.

The following table details Council's trade and other receivables exposure to credit risk (prior to collateral and other credit enhancements) with ageing analysis and impairment provided thereon. Amounts are considered as

Movements in the allowance for expected credit losses are as follows:

Opening balance	21	21
Increase in provision	-	-
Closing balance	<u>21</u>	<u>21</u>

Council does not hold any financial assets with terms that have been renegotiated, but which would otherwise be past due or impaired.

The other classes of receivables do not contain impaired assets.

<b>Note 7: Inventories</b>		
Stores and materials	<u>32</u>	<u>17</u>



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	2022 \$'000	2021 \$'000
<b>Note 8: Property, Plant and Equipment</b>		
Land, at fair value	3,377	3,377
Land, at cost	29	29
	<u>3,406</u>	<u>3,406</u>
Buildings, structures and site improvements, at fair value	53,598	53,598
Buildings, at cost	3,317	1,703
Less: Accumulated depreciation	<u>(43,586)</u>	<u>(42,003)</u>
	13,329	13,298
Infrastructure, at fair value	6,166	6,166
Infrastructure, at cost	3,427	2,379
Less: Accumulated depreciation	<u>(3,996)</u>	<u>(3,577)</u>
	5,597	4,968
Plant and equipment, at fair value	5,850	6,042
Plant and equipment, at cost	5,336	4,989
Less: Accumulated depreciation	<u>(7,059)</u>	<u>(6,342)</u>
	4,127	4,689
Capital work in progress	<u>14,393</u>	<u>11,782</u>
Total property, plant and equipment	<u>40,852</u>	<u>38,143</u>
Total gross property, plant and equipment	95,493	90,065
Total accumulated depreciation	<u>(54,641)</u>	<u>(51,922)</u>
<b>Total property, plant and equipment</b>	<u>40,852</u>	<u>38,143</u>

**Asset Revaluations**

Property, plant and equipment was independently valued at 30 June 2017 by AssetVal Pty Ltd.



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**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2022****Note 8: Property, Plant and Equipment (continued)**

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

	Land \$'000	Buildings, structures and site improvements \$'000	Infrastructure \$'000	Plant and equipment \$'000	Capital work in progress \$'000	Total \$'000
Balance at 1 July 2021	3,406	13,298	4,968	4,689	11,782	38,143
Additions, at cost	-	1,614	1,048	347	2,611	5,620
Depreciation	-	(1,583)	(419)	(868)	-	(2,870)
Disposals	-	-	-	(41)	-	(41)
<b>Carrying amount at 30 June 2022</b>	<b>3,406</b>	<b>13,329</b>	<b>5,597</b>	<b>4,127</b>	<b>14,393</b>	<b>40,852</b>

**Valuation of assets****General valuation principals***Accounting procedure:*

Upon revaluation, the current new replacement cost and accumulated depreciation are re-stated such that the difference represents the fair value of the asset determined in accordance with AASB 13 *Fair value measurements*: accumulated depreciation is taken to be the difference between current new replacement cost and fair value. In the case of land, fair value is taken to be the current replacement cost.

**Highest and best use:**

For land which Council has an unfettered right to sell, the "highest and best use" recognises the possibility of the demolition or substantial modification of some, or all the existing buildings and structures affixed to the land.

Much of the land under Council's care and control is crown land or has been declared as community land under the provisions of the Local Government Act 1999. Other types of restrictions also exist.

For land subject to these restrictions, the highest and best use is taken to be the "highest and best use" available to Council, with a rebuttable presumption that the current use is the "highest and best use". The reason for the current use of a large proportion of Council's assets being other than the "highest and best use" relates to Council's principal role as the provider of services to the community, rather than the use of those assets for the generation of revenue.

For buildings and other structures on and in the land, including infrastructure, "highest and best use" is determined in accordance with the land on and in which they are situated.

**Fair value hierarchy level 2 valuations:**

Certain land, and the buildings and structures thereon, are shown above as being based on fair value hierarchy level 2 valuation inputs. They are based on prices for similar assets in an active market, with directly or indirectly observable adjustments for specific advantages or disadvantages attaching to the particular asset.

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**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
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Valuations of crown land, community land and land subject to other restrictions on use or disposal, shown above as being based on fair value hierarchy level 3 valuation inputs, are based on prices for similar assets in an active market, but include adjustments for specific advantages or disadvantages attaching to the particular asset that are not directly or indirectly observable in that market, or the number and/or amount of observable adjustments of which are so great that the valuation is more fairly described as being based on level 3 valuation inputs.

**Fair value hierarchy level 3 valuations of buildings, infrastructure and other assets:**

There is no known market for these assets, and they are valued at depreciated current replacement cost. This method involves:

The determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience of this or similar councils, or on industry construction guides where these are more appropriate.

The calculation of the depreciation that would have accumulated since original construction using current estimates of residual value and useful life under the prime cost depreciation method adopted by Council.

This method has significant inherent uncertainties, relying on estimates of quantities of materials and labour, residual values and useful lives, and the possibility of changes in prices for materials and labour, and the potential for development of more efficient construction techniques.

**Capitalisation thresholds**

Capitalisation thresholds used by Council for all assets is \$5,000. No capitalisation threshold is applied to the acquisition of land or interests in land.

**Estimated useful lives:**

Useful lives are estimated for each individual asset. In estimating useful lives, regard is had to technical and commercial obsolescence, as well as legal and other limitations on continued use. The range of useful lives for a representative range of assets is shown below, although individual assets may have an estimated total useful life of greater or lesser amount:

<b>Plant, furniture and equipment</b>	
Office furniture and equipment	5 years
Light vehicles	3 to 7 years
Heavy vehicles	8 to 12 years
Other plant and equipment	5 years
<b>Building and other structures</b>	
Buildings - masonry	40 years
Buildings - other construction	15 to 40 years
<b>Infrastructure</b>	
Pool and waterpark infrastructure	15 to 30 years
Telecommunications infrastructure	5 to 7 years
Water pumping and bore infrastructure	5 years

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**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
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The requirements of AASB 13 *Fair value measurement* has been applied to all valuations undertaken since 1 July 2013 as shown by the valuation dates by individual asset classes below.

**Land under roads**

Council is of the opinion that it is not possible to attribute a value sufficiently reliable to qualify for recognition, and therefore land under roads has not been recognised in these reports. Land acquired for road purposes during the year is initially recognised at cost, but transferred to fair value at reporting date, effectively writing off the expenditure.

**Land and land improvements**

Freehold land and land over which Council has control, but does not have title, is recognised on the cost basis. No capitalisation threshold is applied to the acquisition of land or interests in land.

Land improvements, including bulk earthworks with an assessed unlimited useful life, are derived from a valuation at 30 June 2017 at current replacement cost. Additions are recognised at cost.

These assets were valued at 30 June 2017 by Mr Timothy Ashton, Certified Practising Valuer - AAPI Registration #67108, of AssetVal Pty Ltd.

**Buildings and other structures**

Buildings and other structures were valued at 30 June 2017 by Mr Timothy Ashton, Certified Practising Valuer - AAPI Registration #67108, of AssetVal Pty Ltd.

**Road transport infrastructure**

Road transport infrastructure assets were valued at 30 June 2017 by Mr Stuart D Forbes, ASA, Consultant Plant, Equipment and Infrastructure Valuer - AAPI Registration #95281, of AssetVal Pty Ltd. Pursuant to advice from the Department of Community and Local Government Services these assets have not been recorded in the financial statements of Council. Transport Infrastructure valuations have been reported at note 20 for information purposes only.

**Other Infrastructure**

Pool and waterpark infrastructure, telecommunications infrastructure and water pumping and bore infrastructure were valued as at 30 June 2017 by Mr Stuart D Forbes ASA, Consultant Plant, Equipment and Infrastructure Valuer - AAPI Registration #95281, of AssetVal Pty Ltd.

**Plant, furniture and equipment**

These assets are recognised on the cost basis.

**All other assets**

These assets are recognised on the cost basis. Library books and other lending materials are capitalised in bulk and written out when fully depreciated.



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	2022 \$'000	2021 \$'000
<b>Note 9: Trade and Other Payables</b>		
Trade and other payables	1,474	1,384
Accrued expenses	229	166
Payments received in advance	346	183
<b>Total trade and other payables</b>	<u>2,049</u>	<u>1,733</u>

Settlement of trade creditors is generally net 30 days.

**a. Financial liabilities at amortised cost classified as trade and other payables**

Trade and other payables:		
- total current	2,049	1,733
- total non-current	-	-
	<u>2,049</u>	<u>1,733</u>
Less payments received in advance	(346)	(183)
<b>Financial liabilities as trade and other payables</b>	<u>1,703</u>	<u>1,550</u>

No interest is payable on outstanding payables.

<b>Note 10: Provisions</b>		
<i>Current</i>		
Employee benefits - annual leave entitlements	1,127	1,379
<b>Total current provisions</b>	<u>1,127</u>	<u>1,379</u>
<i>Non-Current</i>		
Employee benefits - long service leave entitlements	417	417
<b>Total provisions</b>	<u>1,544</u>	<u>1,796</u>

<b>Note 11: Reserves</b>		
<b>Movement in reserves</b>		
<i>Asset revaluation reserves</i>		
<i>Land</i>		
Balance at beginning of reporting year	3,010	3,010
Transfer to accumulated surplus on disposal of revalued assets	-	-
Revaluation decrement for buildings and improvements	-	-
Balance at end of the reporting year	<u>3,010</u>	<u>3,010</u>
<i>Buildings and infrastructure</i>		
Balance at beginning of reporting year	19,104	19,104
Transfer to accumulated surplus on disposal of revalued assets	-	-
Revaluation decrement for buildings and improvements	-	-
Balance at end of the reporting year	<u>19,104</u>	<u>19,104</u>
<i>Plant and equipment</i>		
Balance at beginning of reporting year	940	940
Transfer to accumulated surplus on disposal of revalued assets	-	-
Revaluation decrement for buildings and improvements	-	-
Balance at end of the reporting year	<u>940</u>	<u>940</u>
<b>Total asset revaluation reserves</b>	<u>23,054</u>	<u>23,054</u>

The asset revaluation reserves are used to record increments and decrements arising from changes in fair value of non-current assets (less any subsequent impairment losses, where applicable).

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	2022 \$'000	2021 \$'000
<b>Note 11: Reserves (continued)</b>		
<i>Unexpended grants reserve</i>		
Balance at beginning of reporting year	3,423	7,423
Transfer from reserve	<u>(5)</u>	<u>(4,000)</u>
<b>Balance at end of the reporting year</b>	<u>3,418</u>	<u>3,423</u>
Unspent grant funds are recognised as revenue under AASB 1058: Income for Not-for-profit entities as Council generally has no incomplete specific performance obligation and has therefore earned the revenue. These funds are recorded in the unspent grants reserve and are shown within equity. Grants with an outstanding specific performance obligation are treated as a liability.		
Total reserves	<u>26,472</u>	<u>26,477</u>

**Note 12: Assets Subject to Restrictions**

The uses of the following assets are restricted, wholly, or partially, by legislation or other externally imposed requirements. The assets are required to be utilised for the purposes for which control was transferred to council, or for which the revenues were originally obtained.

	Notes		
<b>Cash and Financial Assets</b>			
Unexpended amounts received in relation to funded programs	11	<u>3,418</u>	<u>3,423</u>
<i>The following liabilities, included in note 9, may be discharged from restricted assets in the first instance.</i>			
Payables	9	1,703	1,550
Provisions	10	<u>1,544</u>	<u>1,796</u>
		<u>3,247</u>	<u>3,346</u>

**Note 13: Reconciliation to Statement of Cash Flows**

For the purposes of the Cash Flow Statement, cash and cash equivalents includes cash on hand and at call deposits with other financial institutions. Term deposits with a maturity period of 89 days or less are also included. Cash at the end of the financial year is shown in the statement of cash flows is reconciled to the related items in the statement of financial position as follows:

<b>(a) Reconciliation of cash</b>			
Cash on hand and at bank		9,292	7,436
Short term deposits		<u>3,137</u>	<u>3,136</u>
<b>Balance as per Statement of Cash Flows</b>		<u>12,429</u>	<u>10,572</u>



**BARKLY REGIONAL COUNCIL**

ABN: 32 171 281 456

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2022**

	2022 \$'000	2021 \$'000
<b>Note 13: Reconciliation to Statement of Cash Flows (continued)</b>		
<b>(b) Reconciliation of Cash Flow from Operating Activities with Current Year Surplus/(Deficit)</b>		
Current year surplus/(deficit)	5,858	(88)
<i>Non-cash flows:</i>		
Gain/(loss) from disposal of property, plant and equipment	(88)	(1)
Depreciation and amortisation	2,869	2,939
Grants for capital acquisitions treated as Investing Activity	(4,839)	(1,182)
<i>Changes in assets and liabilities:</i>		
<i>(Increase) / Decrease in assets:</i>		
Trade and other receivables	(1,336)	(164)
Inventories	(15)	4
<i>Increase/(decrease) in liabilities:</i>		
Trade and other payables	307	399
Employee provisions	(252)	84
<b>Net cash from operating activities</b>	<u><u>2,504</u></u>	<u><u>1,991</u></u>
<b>(c) Financing arrangements</b>		
Unrestricted access was available at balance date to the following lines of credit:		
Corporate credit cards	<u><u>50</u></u>	<u><u>50</u></u>

**Note 14: Financial Risk Management****Accounting policies - recognised financial instruments***Bank, deposits at call, short term deposits*

**Accounting policy:** initially recognised at fair value and subsequently measured at amortised cost, interest is recognised when earned.

**Terms and conditions:** Deposits are returning fixed interest rates between 0.01% and .05% (2021: 0.01% and 0.05%). Short term deposits have an average maturity of 30 days and average interest rates of 0.05% (2021: 30 days, 0.05%).

**Carrying amount:** approximates fair value due to the short term maturity.

*Receivables - rates and associated charges*

**Accounting policy:** initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

**Terms and conditions:** Secured over the subject land, arrears attract interest of 10% (2021: 10%). Although Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within Council's boundaries in the State.

**Carrying amount:** approximates fair value (after deduction of any allowance).

*Receivables - fees and other charges*

**Accounting policy:** initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

**Terms and conditions:** Unsecured, and do not bear interest. Although Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within Council's boundaries.

**Carrying amount:** approximates fair value (after deduction of any allowance).

**BARKLY REGIONAL COUNCIL**

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**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2022****Note 14: Financial Risk Management (continued)***Receivables - other levels of government*

**Accounting policy:** initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

**Terms and conditions:** Amounts due have been calculated in accordance with the terms and conditions of the respective programs following advice of approvals, and do not bear interest. All amounts are due by departments and agencies of state and commonwealth governments.

**Carrying amount:** approximates fair value.

*Receivables - retirement home*

**Accounting policy:** initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method.

**Terms and conditions:** Amounts due have been calculated in accordance with the terms and conditions of the respective legislation.

**Carrying amount:** approximates fair value (after deduction of any allowance).

*Liabilities - creditors and accruals*

**Accounting policy:** Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to Council.

**Terms and conditions:** Liabilities are normally settled on 30 day terms.

**Carrying amount:** approximates fair value.

**(a) Accounting Classification**

Council's financial instruments consist mainly of deposits with banks, short term investments, trade and other receivables, trade and other payables and lease liabilities.

The following table shows the allocation of carrying amounts for each category of financial instruments, measured in accordance with AASB 9 as detailed in the accounting policies to these financial statements, are as follows:

		Held-to- Maturity	Other financial assets	Other financial liabilities
		\$'000	\$'000	\$'000
<b>30 June 2022</b>				
<b>Financial assets measured at amortised cost:</b>	<b>Note</b>			
Cash and cash equivalents	5	-	12,429	-
Trade and other receivables	6	-	2,921	-
<b>Financial liabilities measured at amortised cost:</b>				
Trade and other payables	9a	-	-	1,703
<b>Total financial liabilities</b>		-	15,350	1,703

**BARKLY REGIONAL COUNCIL**

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**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2022****Note 14: Financial Risk Management (continued)**

		Held-to- Maturity	Other financial assets	Other financial liabilities
		\$'000	\$'000	\$'000
<b>30 June 2021</b>				
<b>Financial assets measured at amortised cost:</b>				
	<b>Note</b>			
Cash and cash equivalents	5	-	10,572	-
Trade and other receivables	6	-	1,585	-
<b>Financial liabilities measured at amortised cost:</b>				
Trade and other payables	9a	-	-	1,550
<b>Total financial liabilities</b>		<u>-</u>	<u>12,157</u>	<u>1,550</u>

**Fair values**

Unless otherwise stated, all carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of Council.

Council does not have any derivative instruments as at 30 June 2022 (2021: \$Nil).

**(b) Financial Risk Management**

Council has exposure to the following risks arising from financial instruments:

- i. Credit risk;
- ii. Liquidity risk; and
- iii. Market risk

**Risk management framework**

Council has overall responsibility for the establishment and oversight of Council's risk management framework. Council's risk management policies are established to identify and analyse the risks faced by Council, to set appropriate risk limits and controls and to monitor risks and adherence to limits.

**(i) Credit risk**

Credit risk is the risk of financial loss to Council if a counterparty to a financial instrument fails to meet its contractual obligations and arises principally from Council's receivables from rate payers.

Council's maximum exposure to credit risk at reporting date in relation to each class of recognised financial assets is the carrying amount of those assets as disclosed in the Statement of Financial Position and the accompanying notes to the financial statements.

Council's main concentration of credit risk is with Westpac and ANZ Banks as Council's bank accounts are held with these banking institutions.

The maximum credit risk on the financial assets of Council is the carrying amount of trade and other receivables net of any allowances for doubtful debts. Council believes that it does not have any significant credit risk exposure to any other counter party or group of counter parties as Council actively manages credit risk by following up outstanding debtors.

There are no material amounts of collateral held as security as at 30 June 2022 (2021: \$Nil).



**BARKLY REGIONAL COUNCIL**

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**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2022****Note 14: Financial Risk Management (continued)****(ii) Liquidity risk**

Liquidity risk is the risk that Council will not be able to meet its obligations as and when they fall due. Council manages its liquidity risk by monitoring actual expenditure to ensure it is maintaining sufficient cash reserves.

**(iii) Market risk**

Market risk is the risk that changes in market prices - such as foreign exchange rates, interest rates and equity prices will affect Council's income or the values of its holdings of financial instruments.

Council does not have any exposure in relation to changes in foreign exchange rates and equity prices. Council is however, exposed to interest rate risk in relation to cash and cash equivalents and short term investments (term deposits). Council partly manages this by entering into fixed-rate instruments.

**Exposure to interest rate risk**

The interest rate profile of Council's interest-bearing financial instruments is as follows:

	Note	2022 \$'000	2021 \$'000
Fixed rate instruments (held-to-maturity investments)	5	3,137	3,136
Variable rate instruments (cash and cash equivalents, excluding cash on hand)	5	9,292	7,436
		<u>12,429</u>	<u>10,572</u>

**Fair value sensitivity analysis for fixed-rate instruments**

Council does not account for any fixed-rate financial asset or financial liabilities at fair value through profit or loss. Therefore, a change in interest rates as the reporting date would not affect profit or loss.

**Cash flow sensitivity analysis for variable-rate instruments**

A reasonably possible change in 100 basis points in interest rates at the reporting date would have increased (decreased) profit or loss by the amounts shown below. The analysis assumes that all other variables remain constant.

	100bp Increase	100bp Decrease
<b>30 June 2022</b>		
Variable rate instruments	93	(93)
<b>30 June 2021</b>		
Variable rate instruments	74	(74)

**Note 15: Financial Indicators**

These Financial Indicators have been calculated in accordance with information paper 9 -Local Government Financial Indicators prepared as part of the Local Government Association Financial Sustainability Program.

	2022	2021
<b>(a) Operating Surplus Ratio</b>	3%	-5%
<u>Operating Surplus</u>		
<u>Total Operating Revenue</u>		

This ratio expresses the operating surplus as a percentage of total operating revenue.

**BARKLY REGIONAL COUNCIL**

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**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2022**

	2022	2021
<b>Note 15: Financial Indicators (continued)</b>		
(b) <b>Current ratio</b>	3.77%	2.01%
<u>Current assets - externally restricted assets</u> Current liabilities		
(c) <b>Rate coverage percentage</b>	14.11%	14.85%
<u>Rate revenues</u> Total revenues		
(d) <b>Rates and annual charges outstanding percentage</b>	63.04%	60.41%
<u>Rates and annual charges outstanding</u> Rates and annual charges collectible		

**Note 16: Superannuation**

Council contributes in respect of its employees to superannuation schemes selected by employees under the "choice of fund" legislation. All such schemes are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme.

**Accumulation only members**

Accumulation only members receive both employer and employee contributions on a progressive basis. Employer contributions are based on a fixed percentage of 10% (2021: 9.5%) of ordinary time earnings in accordance with superannuation guarantee legislation. No further liability accrues to Council as the superannuation benefits accruing to employees are represented by their share of the net assets of the fund.

The amount of the superannuation contributions made by Council during the year ended 30 June 2022 was \$1,205,000 (2021: \$1,160,000).

**Note 17: Contingent Assets and Contingent Liabilities**

Council insures against all known insurable risks using a range of insurance policies, each of which is subject to a deductible "insurance excess", the amount of which varies according to the class of insurance.

Council has not identified any potential claims that may have existed at reporting date.

Council receives significant income from a number of grant funding providers. If grant monies are not expended in accordance with the funding agreements, there is a potential for funding to be withdrawn and a requirement that these funds be repaid to the relevant funding body.



**BARKLY REGIONAL COUNCIL**

ABN: 32 171 281 456

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2022****Note 18: Events After the Reporting Period**

No matter or circumstance has arisen since 30 June 2022 that has significantly affected, or may significantly affect Council's operations, the results of those operations or Council's state of affairs in future financial years.

**Note 19: Related Party Transactions****(a) Key Management Personnel**

The key management personnel of Council include the Mayor, Councillors, the CEO and certain prescribed officers. The total compensation is:

	2022* \$'000	2021 \$'000
Key management personnel compensation	1,093	956

\* Short term benefits provided to the CEOs in 2022 totalled \$224,569. There were no long term benefits.

**Other Related Party Transactions**

KMP and relatives of KMPs own retail businesses from which various supplies were purchased as required either for cash or on 30-day account. Purchases from these individual businesses are made in accordance with approved Council purchasing policy and the requirements of the *NT Local Government Act 2019*.

One close family member of KMP is employed by Council in accordance with the terms of the Award, and as recorded in the public register of salaries maintained in accordance with section 105 of the *NT Local Government Act 2019*.

**Note 20: Road Transport Infrastructure**

Road transport infrastructure assets were valued as of 30 June 2017 by Mr Stuart D Forbes ASA, Consultant Plant, Equipment and Infrastructure Valuer - AAPI Registration #95281, of AssetVal Pty Ltd. Pursuant to advice from the Department of Community and Local Government service these assets have not been recorded in the financial statements of Council.

Road transport infrastructure valuations are detailed below:

	Replacement cost \$	Fair Value \$
1. Roads	48,635,452	28,240,488
2. Culverts	966,171	598,693
3. Footpaths	1,909,586	1,295,494
4. Kerbs and gutters	7,702,433	4,577,502
5. Point Generic	406,649	207,861
6. LGANT managed roads	20,019,524	12,422,084
	<u>79,639,815</u>	<u>47,342,122</u>

An annual depreciation charge on road transport infrastructure totalling \$2,477,906 (2021: \$2,477,906) has not been recorded in the statement of profit or loss and other comprehensive income for the year ended 30 June 2022.



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**INDEPENDENT AUDITOR'S REPORT**

**TO THE MAYOR AND COUNCIL MEMBERS OF BARKLY REGIONAL COUNCIL**

**Report on the Audit of the Financial Report**

**Opinion**

We have audited the financial report of Barkly Regional Council (Council), which comprises the statement of financial position as at 30 June 2022, the statement of profit or loss and other comprehensive income, the statement of working capital, the statement of changes in equity, the statement of cash flows for the year then ended, the notes to the financial report including a summary of significant accounting policies and the Chief Executive Officer's certificate.

In our opinion, the financial report of Barkly Regional Council has been prepared in accordance with the *Local Government Act 2019* and the *Local Government (Accounting) Regulations 2021*, including:

- (i) giving a true and fair view of Council's financial position as at 30 June 2022 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 2019* and the *Local Government (Accounting) Regulations 2021*.

***Basis for Opinion***

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of Council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

***Basis of accounting and restriction on distribution***

Without modifying our opinion, we draw attention to Note 1 to the financial statements which describes the basis of accounting and the significant accounting policies. The financial report has been prepared to assist Council to meet the reporting requirement of the *Local Government Act, 2019* and the *Local Government (Accounting) Regulations 2021*. As a result, the financial report may not be suitable for another purpose.

***Responsibilities of the Chief Executive Officer for the Financial Report***

The Chief Executive Officer of Council is responsible for the preparation and fair presentation of the financial report in accordance with the Australian Accounting Standards, the *Local Government Act, 2019* and the *Local Government (Accounting) Regulations 2021* and for such internal control as the Chief Executive Officer determines is necessary to enable the preparation and fair presentation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Chief Executive Officer is responsible for assessing Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Mayor and Council Members intend to either liquidate Council or to cease operations, or have no realistic alternative but to do so.

The Chief Executive Officer is also responsible for overseeing Council's financial reporting process.



**INDEPENDENT AUDITOR'S REPORT**

**TO THE MAYOR AND COUNCIL MEMBERS OF BARKLY REGIONAL COUNCIL**

**Report on the Audit of the Financial Report (continued)**

***Auditor's Responsibilities for the Audit of the Financial Report***

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at: [http://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf).

This description forms part of our auditor's report.

**LOWRYS ACCOUNTANTS**

A handwritten signature in black ink, appearing to read "Colin James", written over a horizontal line.

Colin James, FCA  
**Registered Company Auditor**

Darwin  
Date: 15 November 2022





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## 7 CLOSE OF MEETING