



# Barkly Regional Council

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## Annual Regional Plan

2023 - 2024

# Acknowledgement

We acknowledge the Traditional Owners of Warumungu, Mudberra, Jingili, Wakaya, Wambaya, Waanyi, Walpiri, 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.



## Barkly Regional Council

### **Tennant Creek Office**

Location: Peko Road  
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TENNANT CREEK, NT 0861  
Phone: 08 8962 0000  
Email: [reception@barkly.nt.gov.au](mailto:reception@barkly.nt.gov.au)

### **Ali Curung**

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Phone: 0407 606 339

### **Arlparra**

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via ALICE SPRINGS, NT 0872  
Phone: 0459 957 938

### **Elliott**

Postal: C/O Post Office,  
ELLIOTT, NT 0862  
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### **Alpurrurulam**

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### **Ampilatwatja**

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## Mayoral Foreword



**Mayor**  
Jeffrey McLaughlin

As a Council we have managed to endure a wide array of success and challenges.

The Barkly Regional Council is the second largest local government area in Australia, with a larger footprint than the state of Victoria with six main communities and 48 outstations across 14 Indigenous language groups.

Firstly, I need to acknowledge our elected members from across the Barkly: it is my opinion that our elected members have been working very hard to listen to our constituents and putting all of our people first and foremost.

I would like to take this opportunity to thank our former CEO Emma Bradbury who spent 12 months at BRC and to our new Acting CEO Russell Anderson, who has brought a wealth of experience to leading Council in the last few months.

I would also like to thank and acknowledge our outgoing Councillors Hal Ruger, Derek Walker, Noel Hayes and Kumanjayi Plummer. Our community is still in shock and saddened about the sudden passing of our former Deputy Mayor and Councillor Plummer.

The future in the Barkly looks very bright. Council has been working very hard to be the body that listens to those on the ground. We are very proud to introduce a new way of service delivery to remote communities. Our council has introduced new measures to local authorities that empower our own Councillors and Area Managers through local decision making.

We plan to cut red tape and directly support our local communities with procurement and direct autonomy. We have also made it easier to engage and employ locals into Council jobs. This includes workers able to work across the Barkly, as many workers can often be transient due to festivals, sports carnivals, Sorry Business and other remote events throughout the year.

On the horizon, long-term projects such as the Tennant Creek and Ali Curung Youth Centres, Barkly Visitor Centre, Youth Justice Centre all seem to be coming together under the direction of the Barkly Regional Deal Backbone Team.

The Barkly is well and truly on its way into a new boom.

We continue to serve our community and maintain that the Barkly is a great place to live and work.

A handwritten signature in black ink, appearing to read 'Jeffrey McLaughlin'.

Jeffrey McLaughlin  
**Mayor**

## CEO Foreword



**CEO**  
Russell Anderson

The Chief Executive Officer (Interim) of Barkly Regional Council has prepared the development and implementation of the 2023/2024 Regional Plan. This plan addresses and focuses the organisation to provide future services throughout the Region.

A review of council's operations identified the town of Tennant Creek utilised resources often to the detriment of remote communities. To address this issue the Regional Plan establishes a division and workforce for Tennant Creek by utilising current positions.

The Local Authority, office reception, library, waste, animal management, bylaws, pool, gym, Youth Centre, Maryanne Dam and current labour positions attached to the Council depot will form the division of Tennant Creek. To achieve this, the Infrastructure Division will cease to exist and be incorporated in the Operations Division.

The Operations Division will be responsible for the remote community operations including Local Authorities. The Infrastructure positions will allow within the Operation Division, the establishment of a relief Area Manager, a Technical Group including Fleet Management, Contract / Project Manager, Homelands and Administration.

Capital Works is to be managed by the Contract / Project Manager and employing Consultants when and if required. The Area Managers are recruiting their workforce within their communities with the understanding staff can transfer between communities.

The Corporate Services Division and Finance Division have few changes with one exception. The Grants Manager position description needs to include grant monitoring and to ensure written and financial reports are forwarded within timelines, to the funding source.

There are issues that cannot be addressed in this plan. These are recruitment of staff, governance of operations and addressing historic accountability. One of the issues with the recruitment of staff is the outdated Enterprise Agreement. Staff salaries are below those of other Territory Regional Councils. A review of the Enterprise Agreement has commenced and should be finalised in the 2023/2024 year.

A handwritten signature in black ink that reads "Russell Anderson". The signature is fluid and cursive.

Russell Anderson  
**Chief Executive Officer**

# Our Vision & Core 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.





## Council & Committee Meetings

### Ordinary Council Meetings

Council continues to improve and strengthen its governance and planning structures. Through employing best-practice governance, Council ensures its budgets and resources are allocated in a way that provides the greatest benefit to communities and community members.

The Council holds Ordinary Council meetings once a month, with a minimum of 12 meetings a year held in Barkly communities. Council meetings are open for the public to attend with the exception of confidential business. All meeting agendas and minutes are made available on the Council's website: [www.barkly.nt.gov.au](http://www.barkly.nt.gov.au), or can be viewed or purchased at all Council offices.

### Audit and Risk Management Committee

As part of its commitment to best-practice governance for all communities, the Council has an Audit and Risk Management Committee (ARMC). The Committee is committed to ensuring that Local Government provides stable and accountable governance and a strong process of accountability for its internal operations. The ARMC is Council's mechanism for overseeing, monitoring and identifying potential risk across Council's operations.

## Council & Committee Meetings

### Local Authorities

Local Authorities have been in place since 1 July 2014. In the Barkly Region there are seven (7) Local Authorities which include; Ali Curung, Alpururulam, Ampilatwatja, Arlparra, Elliott, Tennant Creek and Wutunugurra.

Local Authorities have a range of roles including;

- Advising Council on service delivery plans for communities or local regions, and have input into Regional Management Plans.
- Advising Council on specific Council community and social projects that impact on their community or region.
- Alerting Council to new and emerging issues affecting communities; and
- Ensuring Council considers the needs of the local community as part of the region.

The Local Authority meet a minimum of four times per year.

Additionally, Local Authorities can organise special meetings for urgent matters that may arise.

Council has established Local Authorities in the following communities:

- Elliott
- Arlpara
- Ali Curung
- Ampilatwatja
- Wutungurra
- Alpururulam
- Tennant Creek.

The Local Authorities have in place a structure that allows third parties to attend meetings and contribute to future or current community projects, making recommendations to, or seek information from, the Local Authority. This supports the Local Authority in being well informed and able to engage effectively with their community.



# Elected Members

## Elected Members

The Barkly Regional Council(Council) has thirteen elected members. The role of a Councillor is to represent their Ward within the Barkly Regional Council region and ensure the good governance of their electoral area. Councillors attend community meetings, Local Authority meetings and meet with community members regarding their concerns on local issues.

Mayoral duties and responsibilities include:

- chairing Council and Committee meetings
- representing Council at Civic receptions and Government functions
- liaising with Government Ministers
- media representation.

The Council has a strong commitment to open and accountable governance. The role and conduct of elected members is established in the Local Government Act 2019. The Act is further reinforced by the Council's Code of Conduct. This document sets out the principles that guide Council's conduct.

Councillors are required to act with integrity when conducting business of local Government by:

- using information appropriately
- representing the interests of all community members
- fulfilling statutory obligations.

# Elected Members

## Elected Members



Mayor Jeffery McLaughlin

### ALYAWARR WARD



Councillor  
Anita Bailey



Councillor  
Jack Chubb



Vacant



Vacant

### PATTA WARD



Deputy Mayor  
Diane Stokes



Councillor  
Greg Marlow



Councillor  
Russell O'Donnell



Two Vacancies

### ALPURRURULAM



Councillor  
Pam Corbett

### KUWARRANGU



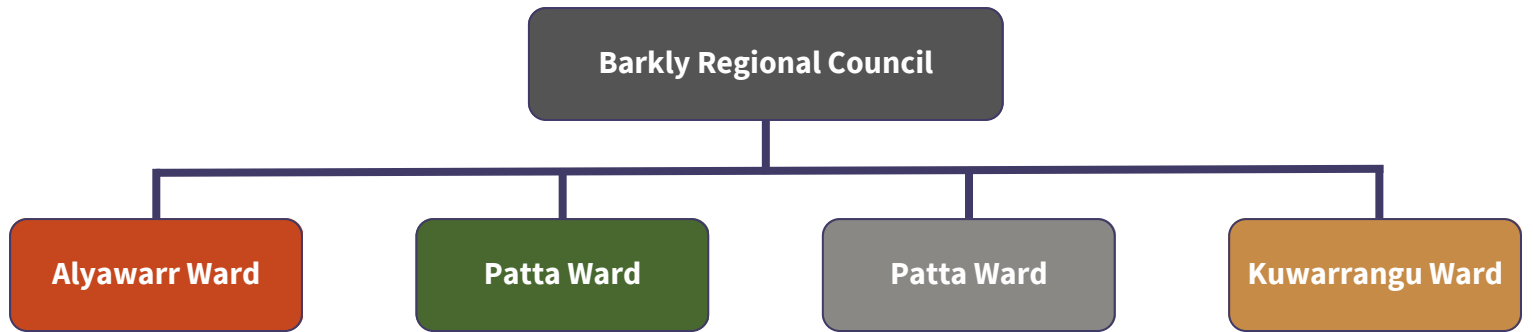
Councillor  
Lennie Barton



Councillor  
Heather Wilson

# Elected Members

## Council Governance Structure



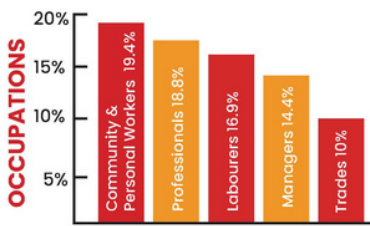
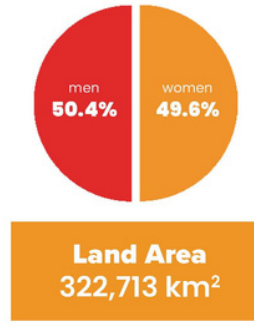
Mayor	Jeffrey McLaughlin
ALYAWARR WARD	Cr Anita Bailey Cr Jack Clubb Cr Vacant Cr Vacant
PATTA WARD	Cr Dianne Stokes Cr Greg Marlow Cr Russell O'Donnell Cr Vacant Cr Vacant
ALPURRURULAM	Cr Pam Corbett
KUWARRANGU	Cr Lennie Barton Cr Heather Wilson



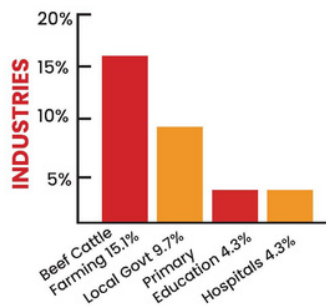
# Key Facts

Statistics from the Australian Bureau of Statistics 2021 Census

## Population



**\$1,474**  
median weekly household income



**\$1,121**  
median Aboriginal/Torres Strait Islander weekly household income

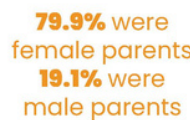
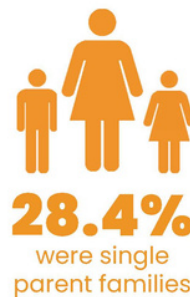
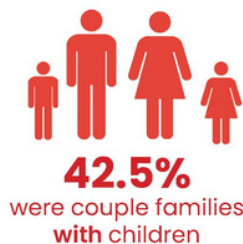
Socio-Economic Indexes for Areas  
**SEIFA RATING**  
**765.0%**

**2,160** Total Labor force in the Barkly Regional Council LGA

## ECONOMY



## FAMILIES

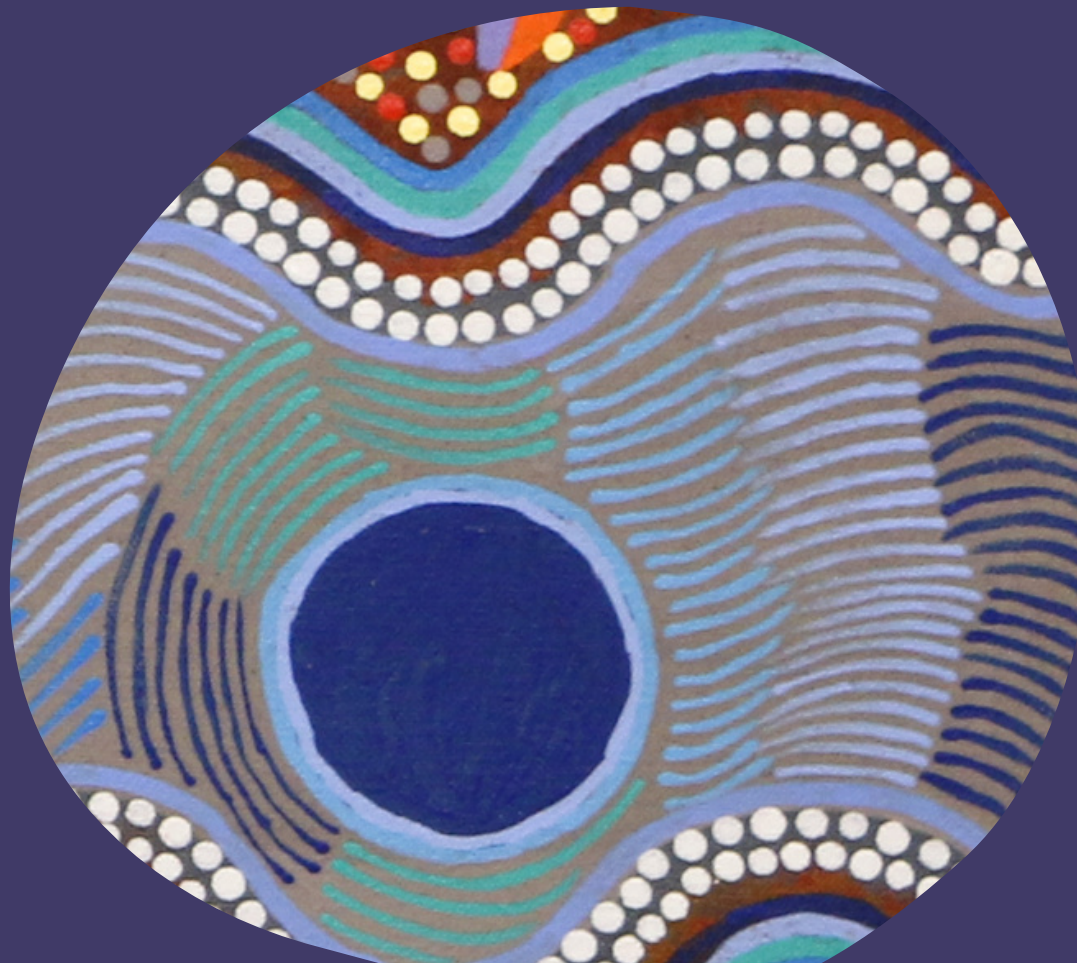


**39.5%** of families with both parents not working

**43.7%** of the population rent  
**34.3%** no dwelling internet

**3.2** Average people per household  
**4.2** Aboriginal/Torres Strait Islander

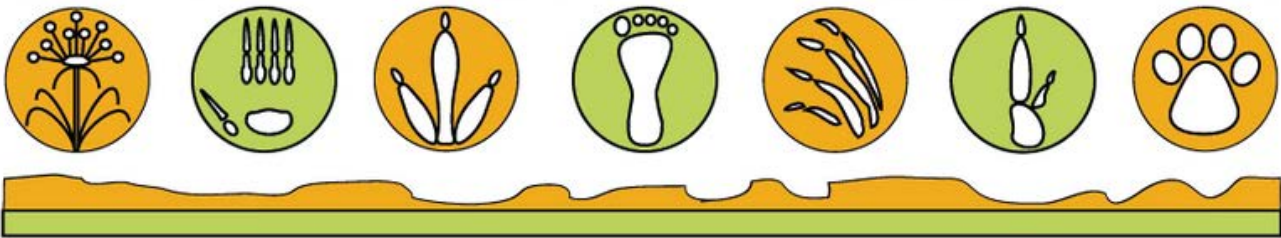
# Strategic Plan



# Strategic Plan

## Strategic Plan and Key Performance Indicators

Our Strategic Plan 2023-2024 is the practical plan that is shaped by seven goals and outlines the activities we will undertake to achieve our goals.



### Goal 1

Services, facilities, and programs

### Goal 2

Council and community infrastructure

### Goal 3

Leadership and governance

### Goal 4

Tourism and economic development

### Goal 5

Culture, Environment and Heritage

### Goal 6

Progressive stakeholder relationships

### Goal 7

Employer of Choice





# Strategic Plan

## Goal 1: Services, Facilities and Programs

Council is a primary provider of community services, facilities and programs across the Barkly region. In planning for future community services and facilities, Council will take into account design principles including ‘crime prevention through environmental design’ and ‘healthy by design’. These principles will also be a consideration in our planning for Council and community infrastructure.

Through its delivery of services, facilities and programs, Council seeks to provide opportunities for our Barkly communities to enhance their wellbeing and build local resilience through community connection.

REF	2023-24 ACTIVITIES	MEASURE	TARGET	RESPONSIBILITY
1.1	Maintain the Tennant Creek parks and gardens	% scheduled maintenance completed	At least 90%	Director Tennant Creek
1.2	Deliver a modern, accessible Library service	Annual number of Library users:		Director Tennant Creek
		Tennant Creek	At least 500 unique users	
		Elliott	At least 200 unique users	
1.3	Provide a safe and family-friendly public swimming pool in Tennant Creek	Annual number of Swimming Pool users	At least 3,000	Director Tennant Creek
1.4	Provide a Youth Centre and attractive activities for young people in Tennant Creek	Annual number of youth participants	17,500 total; At least 400 individual participants;	Director Tennant Creek
		Annual number of community events	4	

# Strategic Plan

REF	2023-24 ACTIVITIES	MEASURE	TARGET	RESPONSIBILITY
1.5	Provide short-term safe accommodation, assisting women and children to safety	% of clients supported with safe accommodation and Safety Plans	100%	Director Community Services
1.6	Raise awareness of domestic, family and sexual violence in the communities of Ali Curung and Elliott	Number of community information sessions and/or activities	At least 10	Director Community Services
1.7	Deliver high quality, culturally safe and compliant aged care services including in AliCurung, Alpururulam, Ampilatwatja, Arlparra and Elliott	Number of Community Care clients receiving a service	At least 40	Director Community Services
1.8	Provide culturally safe support coordination and services to NDIS participants in the Barkly region which comply with the NDIS practice standards	Number of NDIS clients receiving a service	At least 30	Director Community Services
1.9	Deliver a program of sporting activities that reflect the community's preferences	Number of sporting activities delivered;	At least 10	Director Community Services
		Number of participants	At least 100	
1.10	Deliver structured and regular educational, recreational and diversional activities including sports, after-school and school holiday programs in Ali Curung, Alpururulam, Ampilatwatja, Arlparra, Elliott and Epenarra	% of sport and recreation program delivered	At least 90%	Director Community Services

# Strategic Plan

REF	2023-24 ACTIVITIES	MEASURE	TARGET	RESPONSIBILITY
1.11	Deliver a community safety program in Ali Curung, Alpururulam, Ampilatwatja, Arlparra, Elliott, Wutunugurra, Murray Downs, Tara, Mungkarta and Canteen Creek	% of community safety program delivered	At least 90%	Director Community Services
1.12	Supports the Local Authorities and manage and maintain Council run services excluding Tennant Creek	% of scheduled maintenance complete	At least 90%	Director of Operations and Area Services Manager
1.13	Coordinate local response to disruptions in essential services	Outage notification time to Essential Services	Within 2 hours	Director of Operations and Area Services Managers
1.14	Oversee the successful delivery of Barkly Regional Deal projects where Council is the lead provider	% of scheduled projects completed on time	At least 80%	Director of Operations
1.15	Continue to develop and internally publish implementation plans for all Council and grant-funded projects and programs (incorporating service level agreements)	% of project and program plans completed	80% of existing program and projects; 100% of new funded programs and projects	Chief Executive Officer, all Directors and Managers

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## Goal 2: Council and Community Infrastructure

Council has responsibility for building, maintaining, rehabilitating and renewing significant community infrastructure across the region. Through sound asset management practice and community engagement to determine appropriate service levels, in 2023-24 Council will continue to deliver infrastructure that supports the achievement of community outcomes.

REF	2023-24 ACTIVITIES	MEASURE	TARGET	RESPONSIBILITY
2.1	Plan and commence refurbishment of the interior of Council Chambers	Refurbishment completed, subject to budget availability	By June 2023	Director of Operations
2.2	Complete civic hall and office upgrade and additional employee housing (5 x 2-bed units), subject to Building Better Regions Fund grant	Design phase completed	By March 2023	Director of Operations
2.3	Develop a Cemetery Management Plan that addresses issues including service delivery, revegetation, weeds management and cemetery maintenance	Plan completed;	By Dec 2022	Director of Tennant Creek
		Plan implementation commenced	By March 2023	
2.4	Develop and implement a local roads management plan, including a maintenance schedule	% of scheduled maintenance completed	At least 90%	Municipal Roads

# Strategic Plan

REF	2023-24 ACTIVITIES	MEASURE	TARGET	RESPONSIBILITY
2.5	Develop and deliver a schedule of housing maintenance and minor repairs for Council owned and operated assets	% of scheduled maintenance completed;	At least 90%	Director Operations, Area Managers
		% of minor repairs completed within 2 months	100%	
2.6	Establish and implement Council Fleet Management System, and keep the fleet maintained.	% of scheduled fleet maintenance completed	At least 90%	Director of Operations and Fleet Manager



Barkly Regional Council Team

# Strategic Plan

## Goal 3: Leadership and Governance

In 2023-24, Council will work to further entrench a culture of transparency, integrity, health and safety across the organisation. Council has a responsibility to its community to be accountable for what it delivers and how it utilises available resources efficiently and effectively to achieve results.

As our region's civic leader, Council seeks to be transparent, accountable and community-focused.

REF	2023-24 ACTIVITIES	MEASURE	TARGET	RESPONSIBILITY
3.1	Develop with Stakeholders a 2024-25/26 Council Strategic Plan	Strategic Plan adopted	By June 2024	Chief Executive Officer
3.2	Complete the updating of Governance systems and procedures	Monthly reporting to Council and NTG Audit	Report by occurrence	Director of Corporate Services
3.3	Barkly Regional Council will support, attend and actively participate on the Barkly Regional Deal Governance Table	Governance Table meeting participation	At least quarterly	Chief Executive Officer, Director of Finance
3.4	Prepare a Long-Term Financial Plan to ensure Council's ongoing financial sustainability and to provide an evidence base for decision-making	LTFP adopted	By Jan 2024	Director of Finance
3.5	Establish a Strategic Coordination role within the organisational structure, which will have responsibility for developing and overseeing the delivery of Council's strategic planning framework	Strategic Coordinator role established and recruited	By Aug 2022	Chief Executive Officer

# Strategic Plan

REF	2023-24 ACTIVITIES	MEASURE	TARGET	RESPONSIBILITY
3.6	Pursue grant opportunities to enhance Council's revenue through targeted grant applications and efficient grant acquittals	Amount of grant funding received	At least \$10 million	Director of Finance and Grants Manager
3.7	Manage tenders and contracts so that Council's objectives are achieved	% of services procured in line with Council's procurement policy and protocols	100%	Director of Operations and Contracts/Project Manager
3.8	Maintain positive relationships with suppliers through timely processing of invoices	% of invoices paid on time	100%	Director of Finance
3.9	Account for and report on Council's income and expenditure in relation to the adopted annual Budget and Capital Works Program	Actual vs budget performance	Within 10% variance	Director of Finance
3.10	Collect and account for Council's rates revenue	% of rates notices issued; \$ value of rates received	100% \$4 million	Director of Finance
3.11	Develop and maintain a Compliance Register, and ensure Council's compliance with all legislative and governance requirements	% legislative compliance	100%	Director of Corporate Services
3.12	Enhance and maintain an efficient and effective Records Management system across Council	% of records brought up to local government business standard classification	At least 50%	Director of Corporate Services

# Strategic Plan

REF	2023-24 ACTIVITIES	MEASURE	TARGET	RESPONSIBILITY
3.13	Implement scheduled actions of Council's Information & Communication Technology Strategy	% of scheduled ICT actions completed	At least 90%	Director of Corporate Services
3.14	Provide an update to the community on Council's progress and performance in delivering the commitment of this annual plan	Annual report published	By Oct 2022	Director of Corporate Services
3.15	Compile a register of land titles and governance arrangements to inform Council's authority to deliver services in each community	Register completed	By April 2023	Director of Corporate Services
3.16	Update Council's Policy Register and conduct an Audit to confirm currency of operational policies	Audit completed	By April 2023	Director of Corporate Services
3.17	Review Council's service timeframes for responses to complaints and other feedback received by Council (including 'Snap, Send, Solve')	Guarantee of Service developed and endorsed	By June 2023	Director of Corporate Services
3.18	Develop and commence implementation of a Workplace Health & Safety Plan for all Council workplaces across the Barkly region	Plan completed;	By end March 2023;	Director of Corporate Services
		Implementation commenced	By April 2023	



# Strategic Plan

## Goal 4: Tourism & Economic Development

As the Barkly region is identified as a site for external investment which is likely to deliver new opportunities in the coming years, Council will focus on preparing our region to be ready to respond and maximise benefits for our local communities. The future is likely to see additional people coming to the region to live, work and visit, which will require a proactive approach from Council.

REF	2023-24 ACTIVITIES	MEASURE	TARGET	RESPONSIBILITY
4.1	Publish a calendar of community and regional events to promote local activation, participation and visitor attraction across the Barkly in consultation with partner stakeholders	Events calendar published on Council's website;	By Aug 2023	Chief Executive Officer and Media & Communications Officer
		Calendar update frequency	Quarterly	
4.2	Develop and commence implementation of a streetscape enhancement program	Program developed; Implementation commenced	By Jan 2024	Director of Tennant Creek
4.3	Continue advocacy efforts for the completion of the town entrance project including consultation with relevant stakeholders for all of our towns	% of entrance signs installed	100% by June 2023	Chief Executive Officer
4.4	Provide a well-maintained and attractive environment for the community's enjoyment at Lake MaryAnne	% of scheduled maintenance completed	At least 90%	Director of Tennant Creek

## Goal 5: Culture, Environment and Heritage

Council is committed to preserving, protecting and enhancing our regional environment and heritage. We seek to minimise our impact on the environment through environmentally sustainable actions that also consider climate impacts.

Council celebrates its communities' culture and history, and seeks to respect and enhance our region's cultural heritage.

REF	2023-24 ACTIVITIES	MEASURE	TARGET	RESPONSIBILITY
5.1	Publicly advertise for comment on the draft animal management plan	Council consideration and implementation	By Nov 2023	Director of Community Services
5.2	Develop and commence implementation of a Regional Waste Management Strategy	Strategy adopted; Implementation commenced	By June 2024	Director Operations, Waste Management Supervisor
5.3	Complete construction of office block at the waste facility in Tennant Creek	Facility construction completed	By Dec 2023	Director of Tennant Creek
5.4	Provide an Animal Management Service, respond to customer requests and complaints, and provide enforcement of relevant Acts, Regulations and Local Laws	Number of animals assisted;	No target, report by occurrence;	Director of Tennant Creek

# Strategic Plan

## Goal 6: Progressive Stakeholder Relationships

Council seeks to establish and maintain robust relationships with its stakeholders and delivery partners, based on integrity and a shared understanding of purpose and direction.

REF	2023-24 ACTIVITIES	MEASURE	TARGET	RESPONSIBILITY
6.1	Support Local Authorities to build local skills and capability through community planning and effective budget allocations to best address community priorities	Number of LA strategic plans adopted	All 7 by June 2024	Director Operations, Area Managers
6.2	In collaboration with local communities and key stakeholders, develop and oversee delivery of a Regional Community Safety Plan	Strategy adopted	By Sept 2022	Director of Operations
6.3	In collaboration with local communities develop and oversee delivery of a Regional Youth Sport & Recreation Plan	Strategy adopted	By June 2023	Director of Community Development
6.4	Collaborate with other levels of government (“the Three Gs”) and the Backbone to progress delivery of Council’s commitments under the Barkly Regional Deal	% of scheduled actions completed	At least 80%	Chief Executive Officer

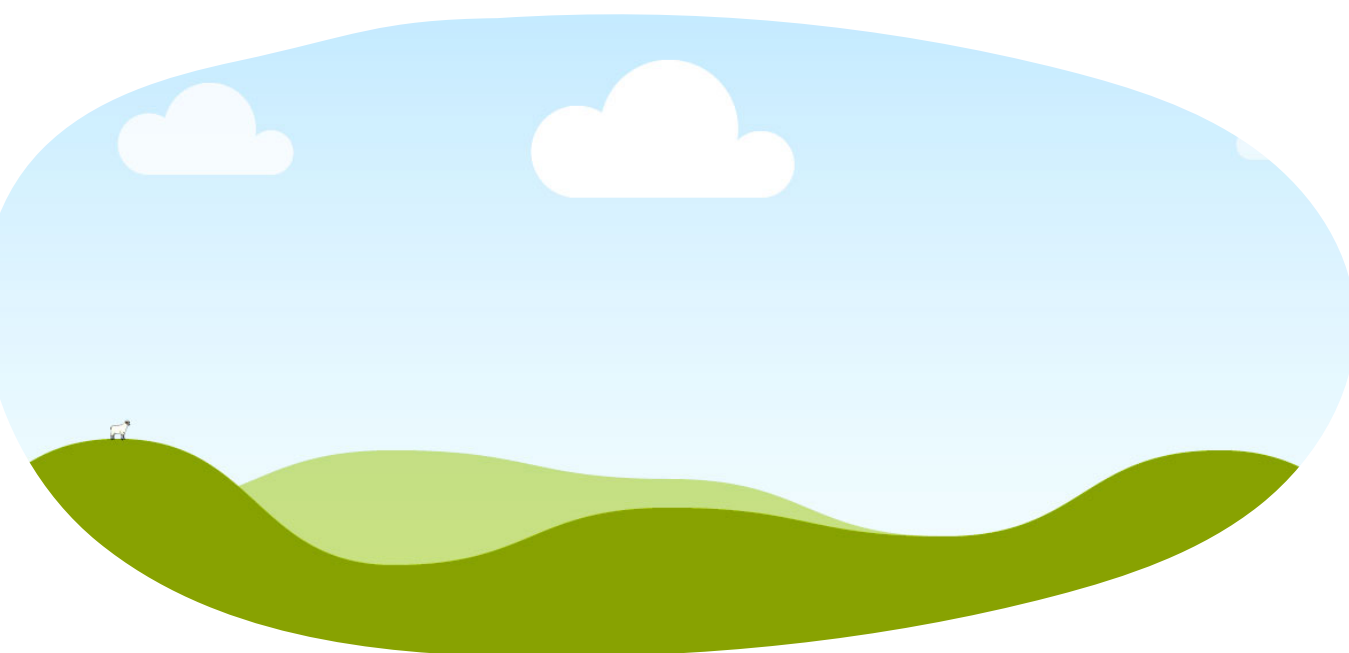
## Goal 7: Progressive Stakeholder Relationships

To ensure Barkly Regional Council is an employer of choice in our region, we will be spending time in 2023- 24 getting back to basics: ensuring we have a workplace culture where our staff feel valued, purposeful, enthusiastic, respected and enjoy coming to work each day.

REF	2023-24 ACTIVITIES	MEASURE	TARGET	RESPONSIBILITY
7.1	Create opportunities to enhance an inclusive workplace culture and employee wellbeing through bringing staff together to communicate and celebrate Council's work	Number of staff gatherings held	At least 10	Chief Executive Officer
7.2	Review and update the Workforce Management Plan with a focus on attracting, recruiting and retaining appropriately skilled staff and boosting opportunities for Barkly residents to be employed	WMP reviewed and updated	By Dec 2023	Director of Corporate Services
7.3	Implement the actions of the Workforce Management Plan with a focus on filling vacant positions	% of FTEs filled	At least 86%	Director of Corporate Services
7.4	Develop a professional development strategy for Council's staff which identifies opportunities	Professional Development Strategy endorsed	By Jan 2024	Director of Corporate Services
7.5	Establish training and development programs for teams and/or individual staff members to match skills development opportunities with staff development needs	% of staff with a training and development plan documented	At least 50% By Jan 2024	Director of Corporate Services

# Strategic Plan

REF	2023-24 ACTIVITIES	MEASURE	TARGET	RESPONSIBILITY
7.6	Refresh Council's staff induction program to ensure all new staff consistently receive the information they need to hit the ground running when they commence at Council	Staff induction program documented; Induction program implementation commenced for new staff	Ongoing and report to Council	Director of Corporate Services



## Sustainable Waste Management Initiatives

Our Strategic Plan 2023-2024 is the practical plan that is shaped by seven goals and outlines the activities we will undertake to achieve our goals.

Barkly Regional Council will continue to review and implement sustainable waste management initiatives and practices in the Barkly Regional Councils Landfill sites.

The management of waste is an essential service provided by Local Governments, and has implications on other important areas of Council's responsibility, for instance:

- Health and safety for residents, tourists and Council staff
- Annual budget
- Long-term financial sustainability
- Respect to the natural and sacred environments, and adherence to the Environmental Protection Act

With this approach it could be seen as a cost effective approach to manage waste for the long term. As long as the areas of responsibilities mention above aren't impacted in any way through the lifecycle of the landfills in the Barkly region.

Barkly Regional Council continues to implement new strategies to improve our landfill sites some initiatives considered through community consultation are:

- Recycling
- Education programs
- Circular Economy

Barkly Regional Council anticipates that the extensions to the Tennant Creek and Elliott Landfills will continue to provide an improved service to community members, which shall not impact the financial and natural environment for the current and future generations.



# Corporate Services



# Corporate Services

## Corporate Services

The Barkly Region is situated in the eastern central region of the Northern Territory, and 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, and also includes a number of smaller townships, localities and homelands including: Ali Curung, Alpurrurulam, Ampilatwatja, Alparra, Canteen Creek, Mungkarta, Murray Downs, Tara and Wutunugurra.

As one of the largest employers, Barkly Regional Council continues to focus on strengthening our region through commitment to employing local people for local jobs.

This is supported by seven Local Authorities, established in the Northern Territory legislation.

The Local Authorities support Council by:

- ✓ Involving communities more closely in issues related to local government
- ✓ Ensuring communities are given an opportunity to express opinions on local matters
- ✓ Allowing communities a voice when policies are being developed for locality as well as the area and region
- ✓ Contributing to the development of this Regional Plan 2023-2024, and
- ✓ Making recommendations in relation to Council's budgets, and expenditure relating to the Local Authority areas.

In recognising that our employees are key in delivering our strategic goals, we are united in our purpose to create communities we can all be proud of.

To foster pride in our work, support our goals and ambitions, we are committed to the safety and wellbeing of everyone.

Our intention is to create a high performing, culturally safe and responsive work environment – which underpins the approach to our work, and the framework to ensure we continue to provide a space that actively supports our people, to support our communities.

Responsive people and culture management will provide a comprehensive framework around all human resource functions, to ensure our people have the tools, training, support and mentoring to be successful.

A key focus for Barkly Regional Councils' newly establishing leadership team, is leading by example – this starts in the workplace promoting and living a safety philosophy.

This safety culture is made up of the values and behaviours that we share and show:

- ✓ Commitment to safety
- ✓ Getting involved
- ✓ Encourage participation
- ✓ Making WHS part of our daily business, and
- ✓ Reviewing our performance

Barkly Regional Council strives to develop and maintain a positive safety culture, which everyone owns and promotes through knowledge, leadership, training and mentoring.

New ICT infrastructure and software are being integrated into Councils' organisation to strengthen and support operations, governance and compliance. The transition to new software will see Council move into the cloud platform. This will enable Council to review, develop, and implement improvements, to manage organisation functions, ensuring business continuity.

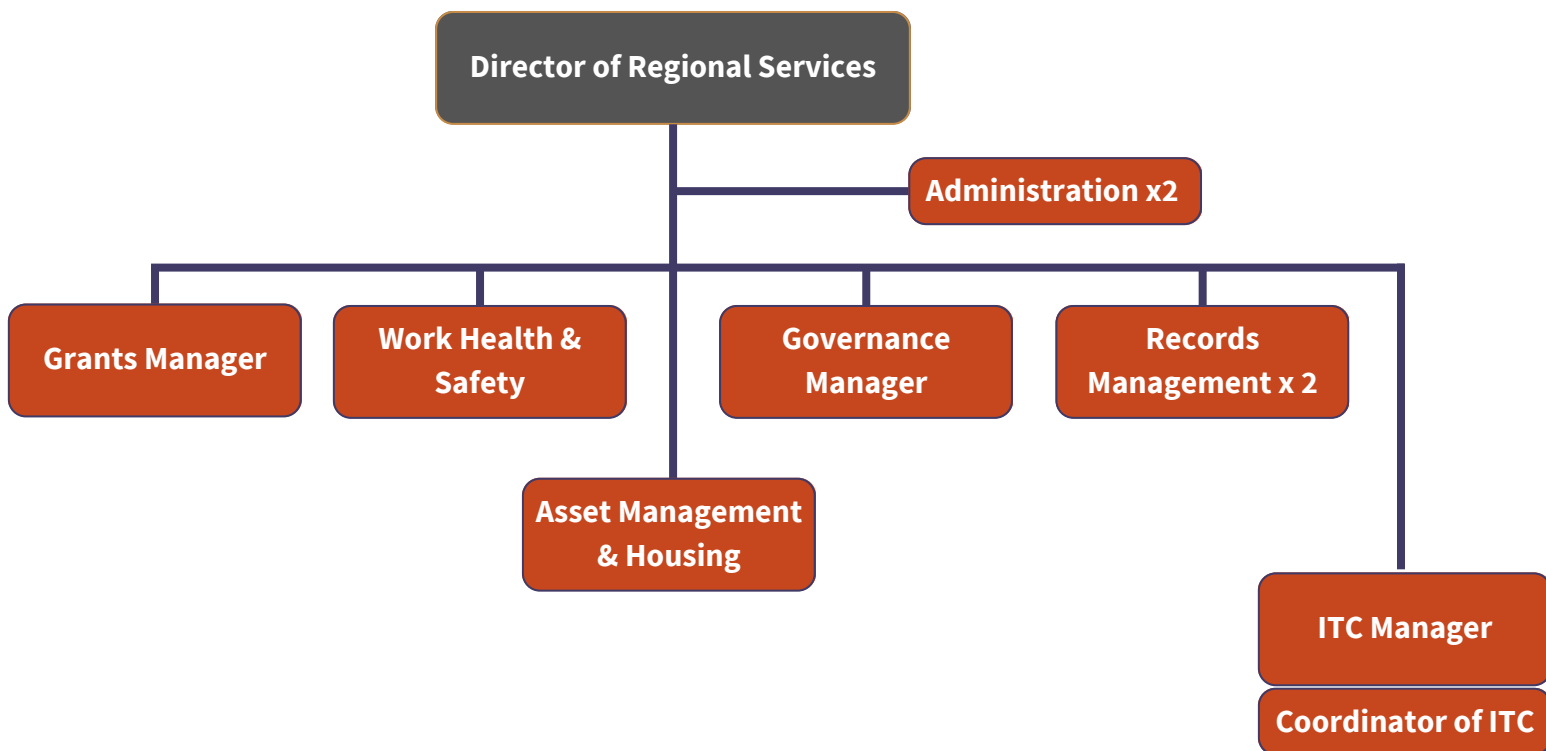
Components of the new software will enable effective management and sustainability of public infrastructure assets such as buildings, recreational facilities, roads, utility grids, bridges and mobile fleet.

Where general process focuses on the later stages of an asset life cycle; specifically maintenance, rehabilitation, and replacement; the adopted asset management software, will specifically provide the tools to organise and implement strategies, with the fundamental goal to preserve and extend the life of long-term infrastructure assets, which are vital components in maintaining the quality of life for our communities and region

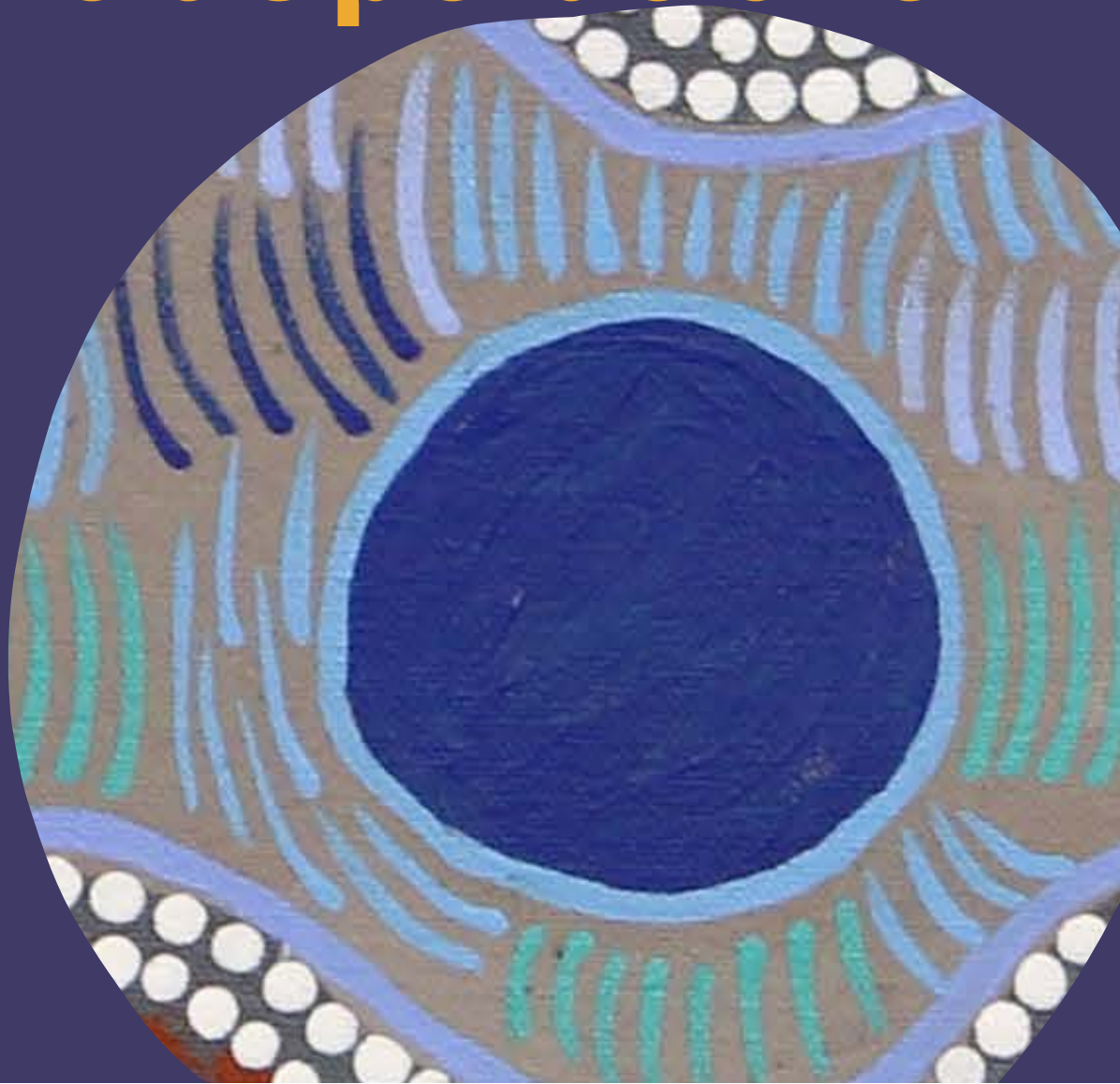


# Corporate Services

## Regional Office Structure

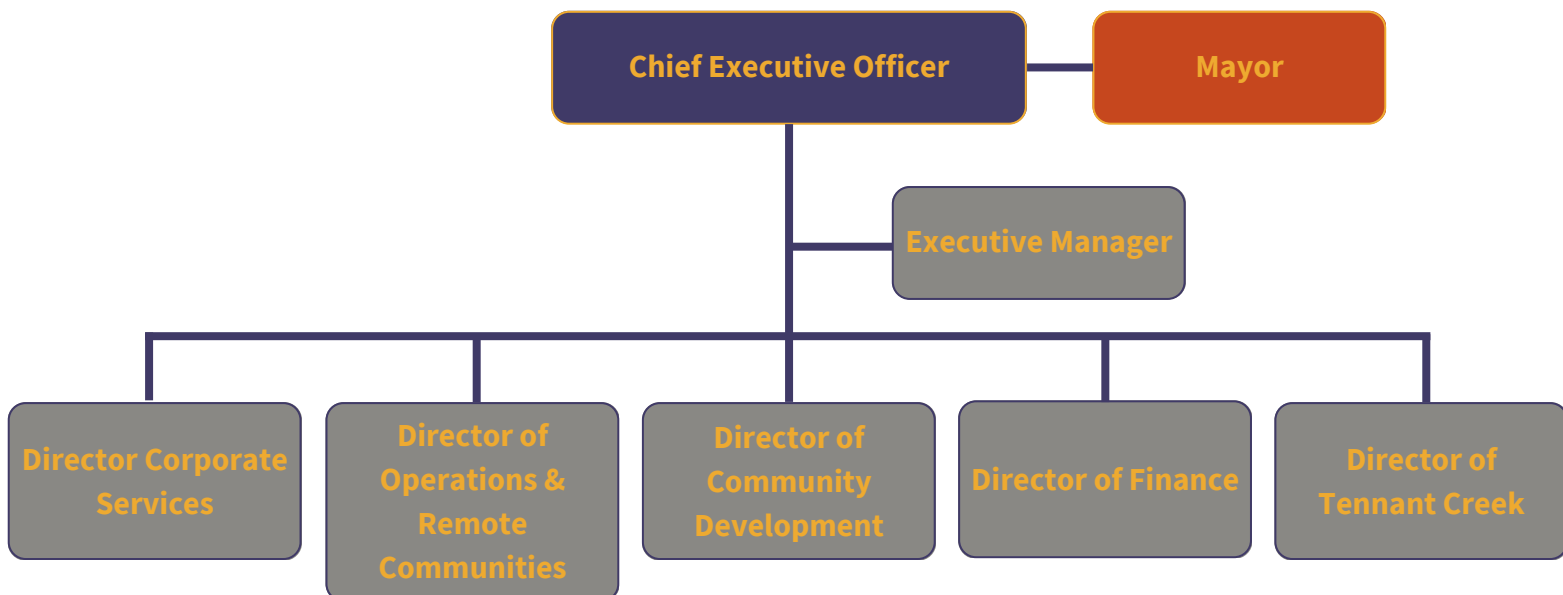


# Council Operations



# Community Development

## Chief Executive Structure



# Council Operations

## Service Delivery Opportunities and Challenges

Council's core functions are delivered in consultation with our communities to ensure the best possible outcomes for constituents. The following service delivery opportunities and challenges have been identified for the 2023-24 financial year:

### Service Delivery Opportunities

- Local Authorities continuing to represent their communities and advise council
- Develop and implement vehicle replacement program
- Continue to improve stakeholder relations
- Identify opportunities to enhance service delivery and financial outcomes through cooperation.
- Continue to provide staff training and development.

### Service Delivery Challenges

- Majority of Council funding is tied constraining flexibility and choice of Council activities
- Council relies heavily on Grants based funding and not rates based funding
- Changes to grant application guidelines
- Uncertainty of funding from Northern territory and Federal government
- Weather interfering with service delivery and community accessibility
- Logistical issues due to large distance between communities
- Sub-standard road conditions
- Changes to funding
- Extensive time required to conduct stakeholder and government agency engagement to meet project delivery requirements.

### Cooperative Arrangements

Council would like to acknowledge its relationship with the following organisations, corporations, businesses, and other stakeholders:

- Council, Committees and Local Authorities
- Community residents and rate payers
- Council employees and contractors
- Aboriginal organisations and corporations
- Regional Councils across Northern Territory
- Northern and Central Land Council
- Local Government Association of the Northern Territory
- Department of Territory Families
- Schools
- Aboriginal controlled Health Organisations
- NTG Clinics
- Developers being individuals, corporations, or companies
- Mining Companies
- Sporting Organisations
- Agricultural and Pastoral Industry
- Tourism and accommodation operators
- Maintenance and Transport Contractors
- Wholesale suppliers of retail products

Council would like to acknowledge its relationship with the following Northern Territory Government and Federal Government Agencies

- Department of the Chief Minister and Cabinet
- Department of Health
- Department of Education
- Department of Infrastructure, Planning and Logistics
- National Indigenous Australians Agency

# Council Operations

## Service Delivery

Service Categories	Ali Curung	Alpurrurulam	Ampilatwatja	Arlparra	Elliott	Tennant Creek	Wutungurra
<b>Municipal services</b>							
Cemetery	✓	✓	✓		✓	✓	
Road Maintenance	✓	✓	✓	✓	✓	✓	✓
Sports Grounds	✓	✓	✓	✓	✓	✓	✓
Parks	✓	✓	✓	✓	✓	✓	
Playgrounds	✓	✓	✓	✓	✓	✓	✓
Waste Collection	✓	✓	✓	✓	✓	✓	✓
Council Infrastructure	✓	✓	✓	✓	✓	✓	✓
<b>Council Engagement</b>							
Local Authority	✓	✓	✓	✓	✓	✓	✓
Liaison and Communication	✓	✓	✓	✓	✓	✓	✓
Customer Service	✓	✓	✓	✓	✓	✓	✓
Library					✓	✓	

# Council Operations

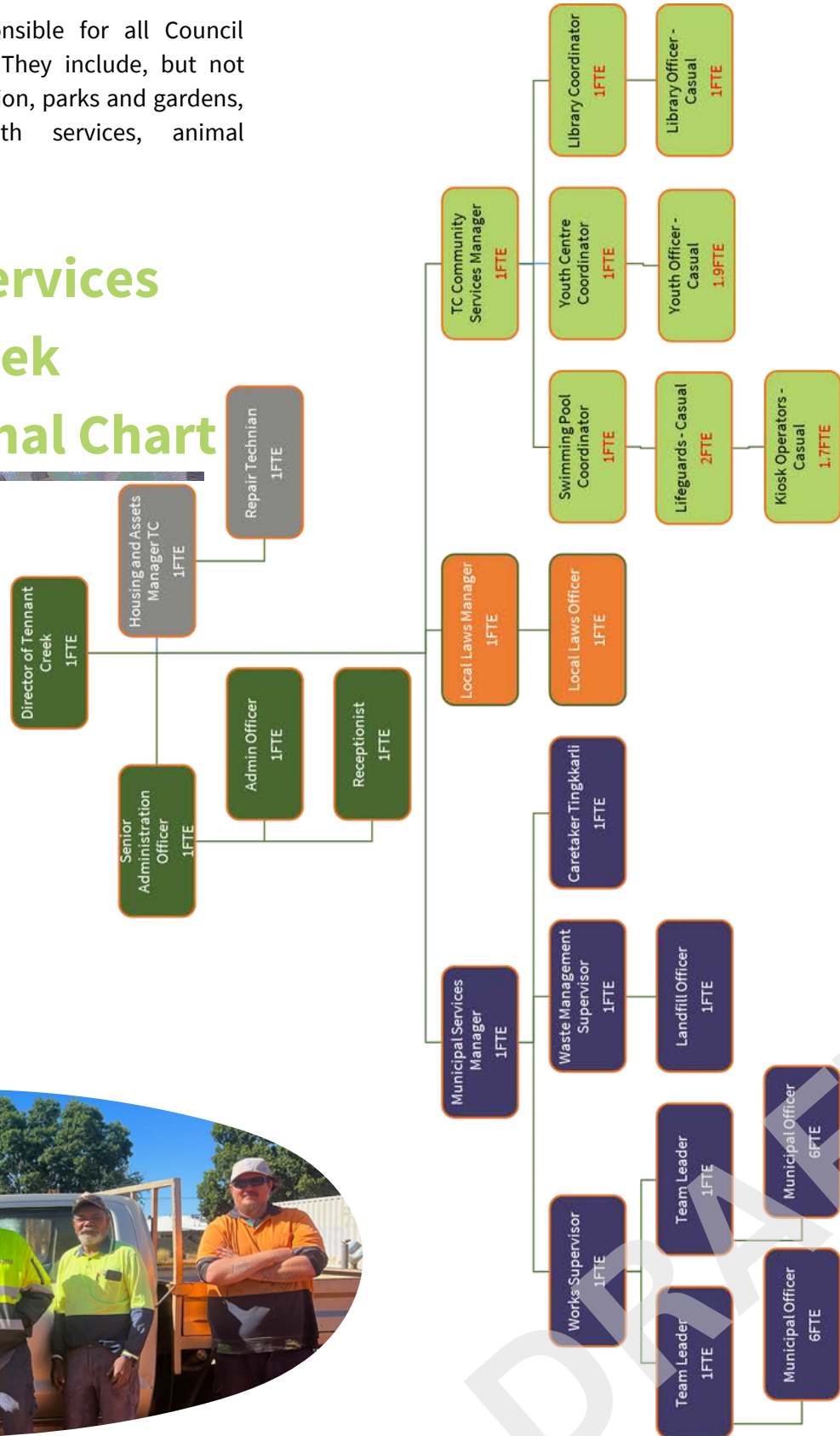
Service Categories	Ali Curung	Alpururulam	Ampilatwatja	Arlparra	Elliott	Tennant Creek	Wutungurra
<b>Administration Support Services</b>							
Asset Management	✓	✓	✓	✓	✓	✓	✓
Governance	✓	✓	✓	✓	✓	✓	✓
Human Resources	✓	✓	✓	✓	✓	✓	✓
Work Health and Safety	✓	✓	✓	✓	✓	✓	✓
Information Technology	✓	✓	✓	✓	✓	✓	✓
Records Management	✓	✓	✓	✓	✓	✓	✓
<b>Other Services</b>							
Airstrip	✓	✓	✓	✓	✓		
Centrelink	✓	✓	✓		✓		✓
Post Office	✓	✓	✓				✓
Street Lights	✓	✓	✓	✓	✓		✓
Town Litter	✓	✓	✓	✓	✓	✓	✓
<b>Outstation Services</b>							
Housing Maintenance Services							
Homeland Extra Allowance							

# Council Operations

## Municipal Services Tennant Creek

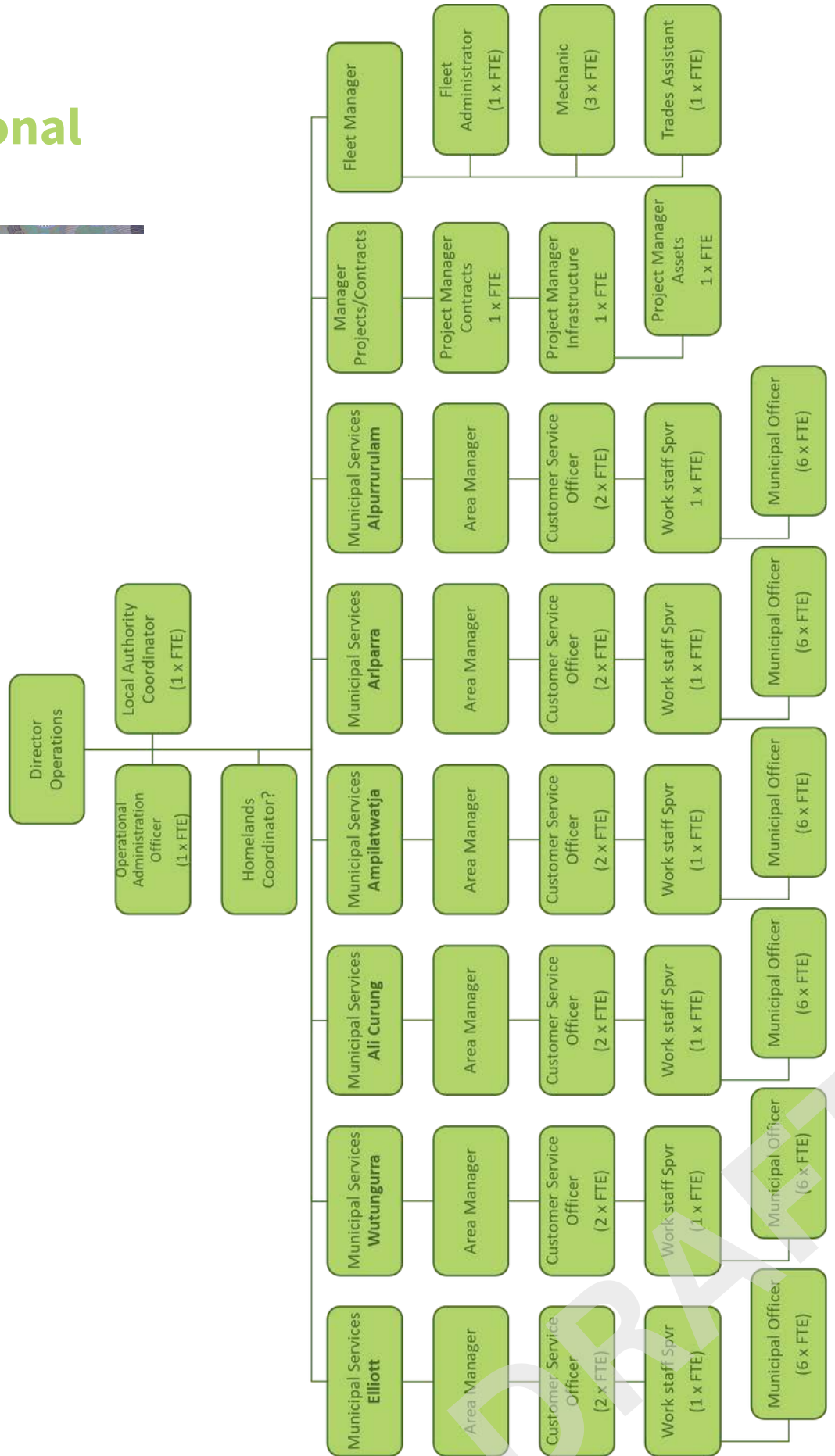
This division will be responsible for all Council services in Tennant Creek. They include, but not complete; front office reception, parks and gardens, waste management, youth services, animal management and by-laws.

## Municipal Services Tennant Creek Organisational Chart



# Council Operations

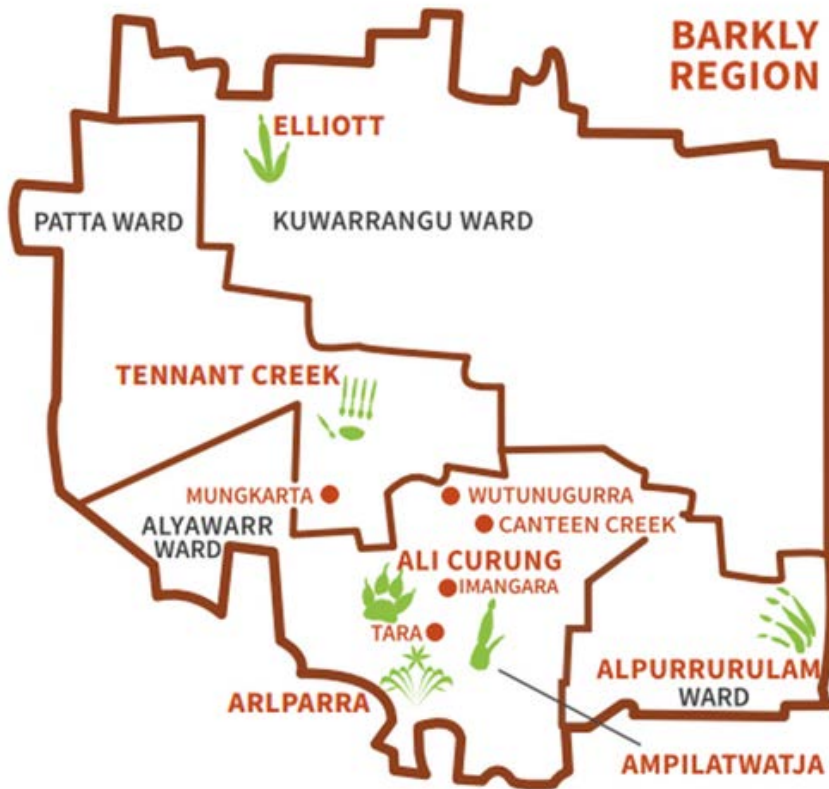
## Operations Organisational Chart





# Council Operations

## Council Map



## Travel Information

### From Tennant Creek to:

- Elliott  
250kms- 2.5hrs
- Alpururulum  
587kms- 7hrs
- Ali Curung  
173km - 2hrs
- Ampilatwatja  
314kms- 4hrs
- Arlparra  
380kms- 4.5hrs
- Wutunugurra  
210kms- 2.5hrs



Barkly MLA Steve Edgington and Barkly Regional Council Media & Communications Officer Tash Adams, Director of Community Development Gillian Molloy, CEO Russell and Anderson and Mayor Jeffrey McLaughlin at the 2023 Local Government Association NT annual Conference in April.

# Community Development

## Active Living & Safe Places

Active Living & Safe Places - Safe Houses/ Regional Youth, Sport & Recreation/ Outside School Hours Care/Active Remote Communities programs

Safe Houses and Regional Youth, Sport & Recreation/ Outside School Hours Care/Active Remote Communities programs provide a safe space for young people to engage in healthy activities that support their development of self-confidence and positive lifestyle choices. Through the delivery of these programs, young people can build a sense of belonging and learn valuable life skills that can help them succeed in school, work, and life. These programs also foster a sense of community and help to reduce social isolation, particularly for women and children who may be at risk of exclusion.

In addition to promoting physical health, youth, sport, and recreation programs can also support the mental health and well-being of women and children. Participation in physical activity has been shown to reduce symptoms of depression and anxiety and improve overall emotional well-being. By providing a safe and supportive environment, these programs can also help to reduce stress and promote resilience, particularly for women and children who may be experiencing difficult life circumstances.

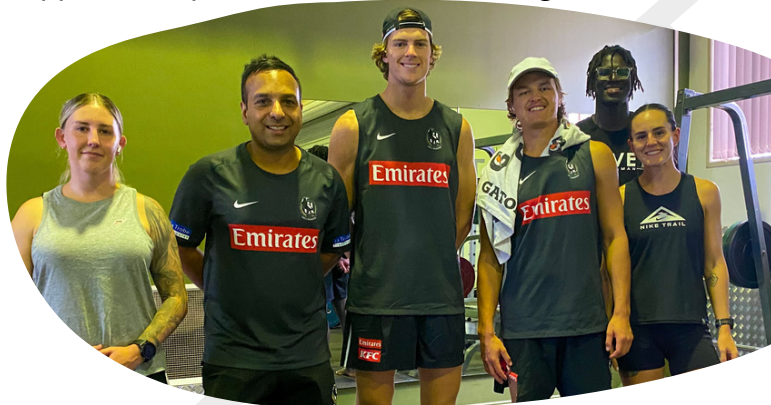
Through funding with Territory Families, Barkly Regional Council is able to provide Crisis Accommodation with 24 hour, 7 day a week access to safe secure crisis accommodation and culturally appropriate support, assistance, advocacy safe places for women and their children escaping domestic violence are particularly important.

These community Safe Houses offer respite, care, and links to services that can help families break the cycle of violence. By providing a safe place for women and children to go when they are at risk of harm, these Safe Houses can help to prevent further violence and provide a pathway to safety and support. In addition to providing physical safety, Safe Houses can also help to address the emotional and psychological impacts of domestic violence by providing counseling, support, and referrals to additional services as needed.

Through our partnership with NIAA & Northern Territory Government we deliver Regional Youth, Sport & Recreation/ Outside School Hours Care/Active Remote Communities programs that provides educational, recreational, and diversionary activities to young Indigenous males and females.

Our ultimate goal is to develop youth leadership and empowerment and counteract the negative effects of boredom, anti-social behaviours, binge drinking, petrol sniffing, and other substance abuse.

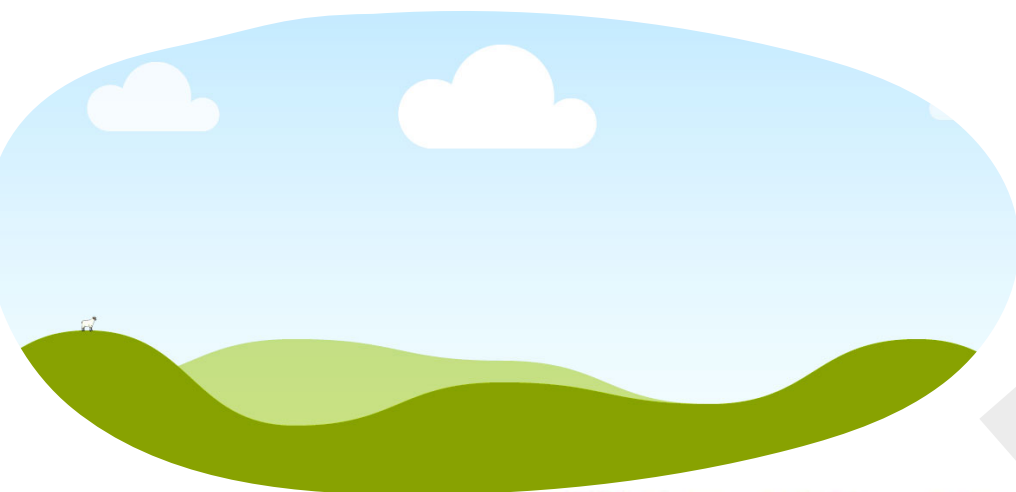
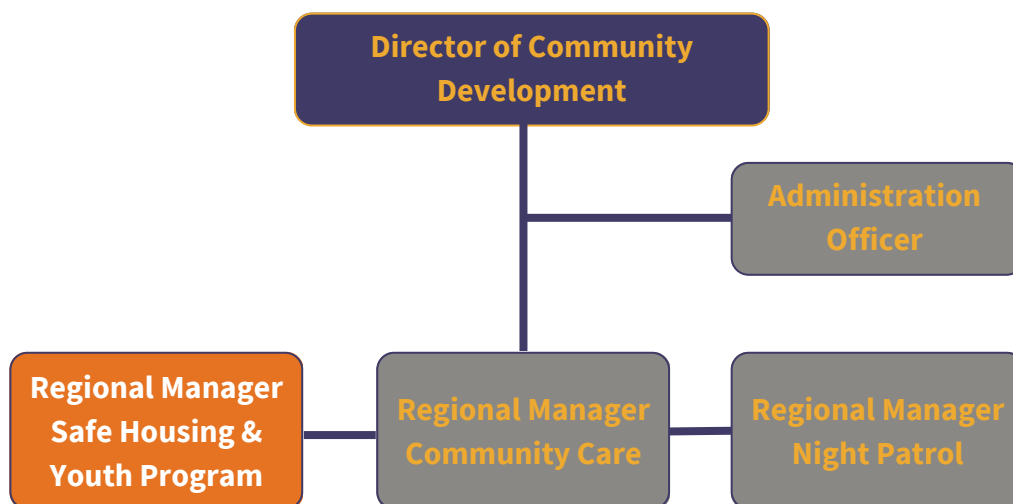
Our YS&R program employs local indigenous people to manage and run the Project activities. Overall, this provides a positive outlet for Indigenous youth in these communities and support their personal and educational growth.



Players and staff from the Collingwood Football Club worked out at the Barkly Regional Council Fitness and Wellness Centre in between visiting schools in the region.

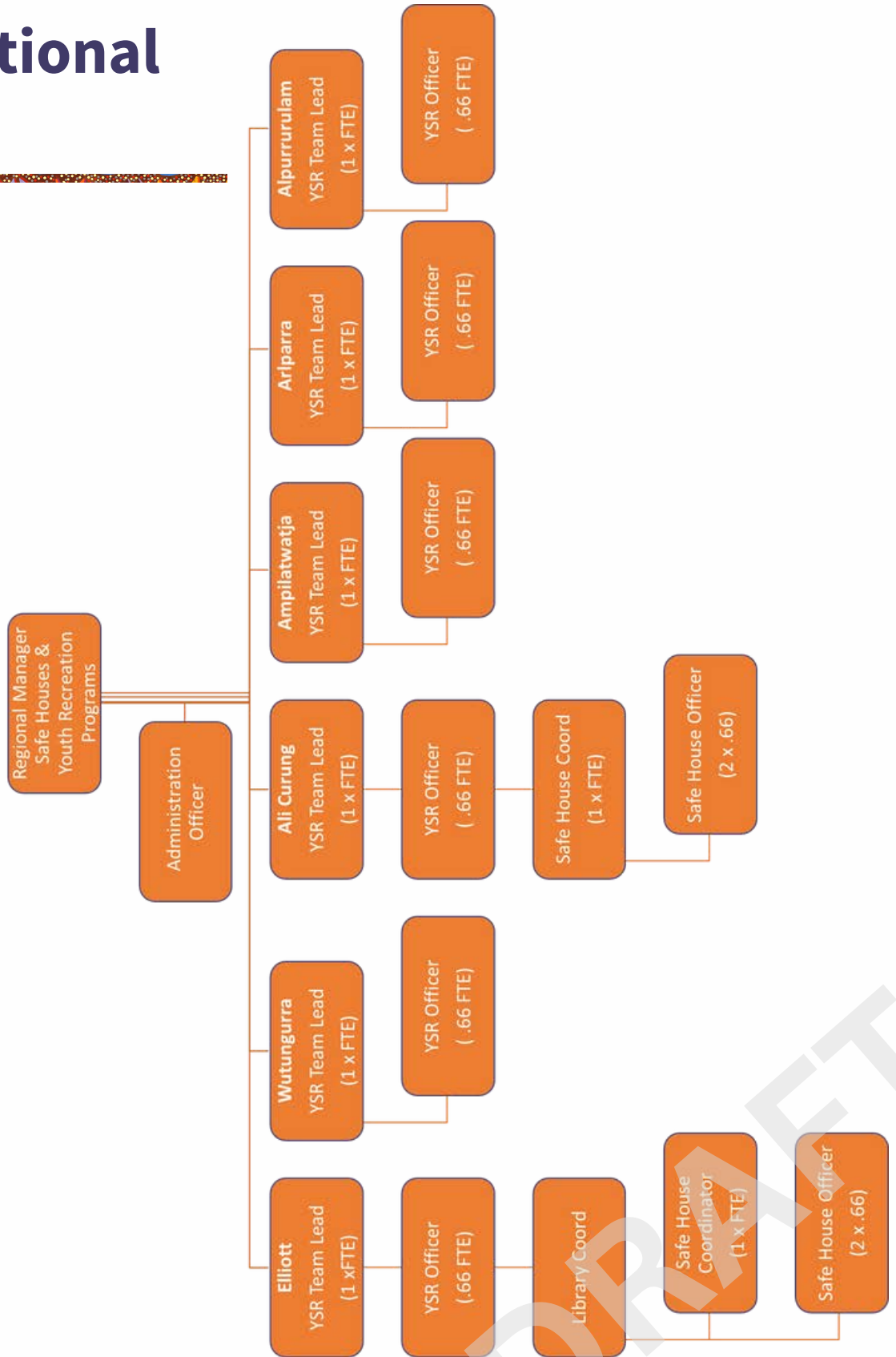
# Community Development

## Community Development Structure



# Community Development

## Active Living & Safe House Organisations Chart



# Community Development

## Aged Care and National Disability Insurance Scheme (NDIS)

At Barkly Regional Council, we are committed to supporting our communities by providing exceptional Aged Care and NDIS services.

We believe in expanding opportunities within the program and funding arrangements to provide more help and support to those in need.

Our range of services is extensive and includes

- case management
- coordination of support
- meals
- personal care
- social support
- domestic assistance
- transport
- assistance with meal preparation and delivery
- purchase of specialised equipment
- day respite
- lifestyle & transition support

We are proud of the developments within the Disability and Aged Care sector, including the Commonwealth Home Support Program (CHSP), National Aboriginal and Torres Strait Islander Flexible Aged Care Program (NATSIFACP), and the National Disability Insurance Scheme (NDIS).

These programs have a strong focus on enabling and empowering elders and people with

disabilities to live with dignity, independence, and purpose, surrounded by their loved ones within their desired communities.

Our Council is committed to working with existing and new consumers/participants to develop individual plans for consumer choice and independence, ensuring that we address their specific needs and requirements in the best possible way.

Our Community Care programs serve six communities across the region, and we deeply respect the diversity in culture within each community. As such, we ensure that all client-facing roles are staffed by one hundred percent Aboriginal onsite staff, providing training, resources, and support in line with our program guidelines and policies to upskill our local staff.

Our goal is to provide programs that not only improve the quality of life for consumers but also create stronger, more resilient communities as a whole.

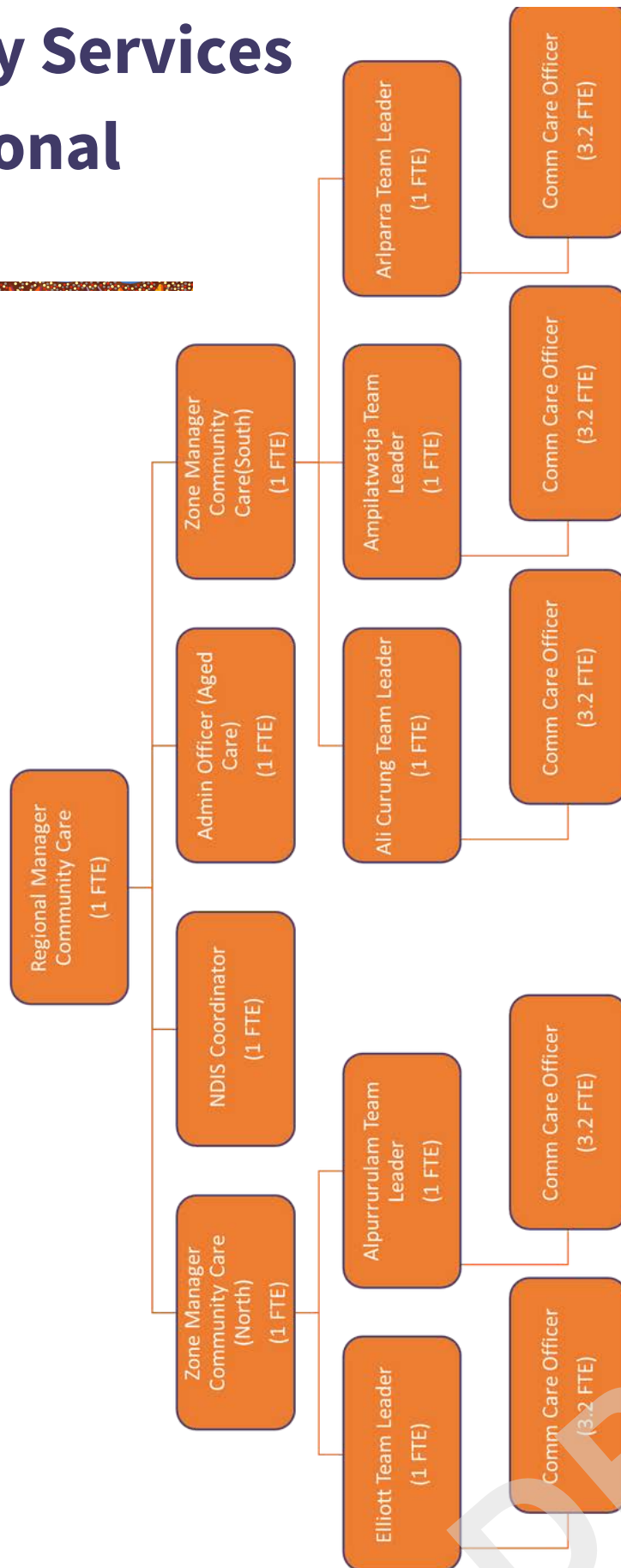
We firmly believe that Community Care is about more than just the services we provide. It's about building relationships, supporting people in need, and creating a sense of belonging within each community. We are proud to play a crucial role in the lives of those we serve, and we are committed to working collaboratively with our communities to ensure we are meeting their evolving needs in the most effective way possible.



Trachoma nurses and girls

# Community Development

## Community Services Organisational Chart



## Community Night Patrol

Barkly Regional Council is supported by NIAA to deliver Community Night Patrols across ten communities, which is designed to provide support to vulnerable individuals in communities.

The program is aimed at diverting vulnerable people from the legal system, transporting them to safe locations, and building relationships with other stakeholders in order to create a safer and stronger community. The NIAA funds the program through to December 2025.

The Community Patrols place a strong emphasis on working with the community and establishing strong partnerships. These partnerships are essential because the Community Patrol is often the first to respond to serious incidents such as family and domestic violence, motor vehicle accidents, and self-harm. Partnerships with organisations such as

The ongoing recruitment of Community Patrol staff is a top priority. This is important not only to ensure minimal gaps in service delivery but also to provide a career and employment pathway for community members.

The program is designed to create a sense of ownership and pride among community members, which is achieved by providing employment opportunities and encouraging active involvement in the program.

The Community Safety Patrols program is a critical initiative aimed at supporting vulnerable individuals on the community. The program places a strong emphasis on partnerships, appropriate training, and flexibility, and aims to provide employment and career pathways for community members. The program is an excellent example of how local governments can work with communities to create safer and stronger communities.

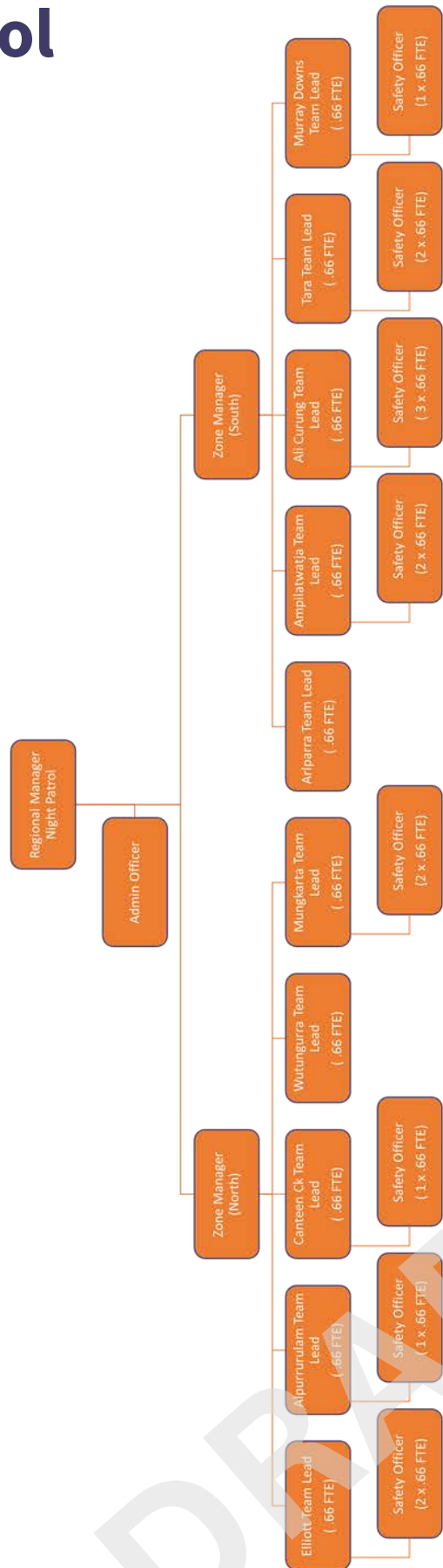
Partnerships to support outcomes:

- Territory Families Safe Houses
- Northern Territory Police
- Local Authorities
- Sport and Recreation



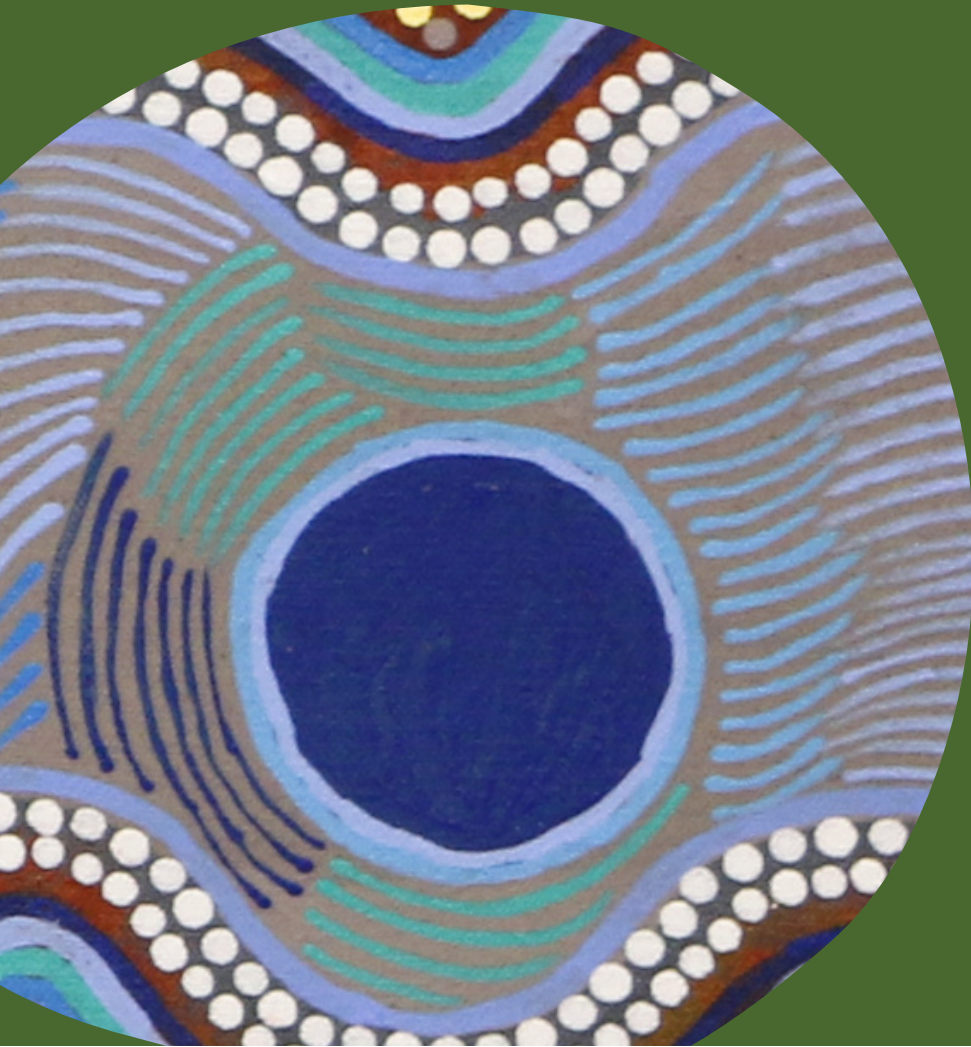
# Community Safety & Wellbeing

## Community Night Patrol Organisational Chart





# Wards & Communities



# Wards & Communities

## Alyawarr Ward

### ALI CURUNG

**Location:** 173.2km, south of Tennant Creek

**Population:** 494

**Languages:** Warlpiri, Warumungu, Kaytetye, Alyawarr and English

**Road access:** Sealed

### LOCAL AUTHORITY

**Chairperson:** Vacant

**Deputy Chairperson:** Vacant

**Members:** Jerry Rice, Peter Corbett, Andrew Tsavaris, Ned Kelly, Cynthia Smith, Lucy Jackson, Cysila Rose, Desmarie Dobbs

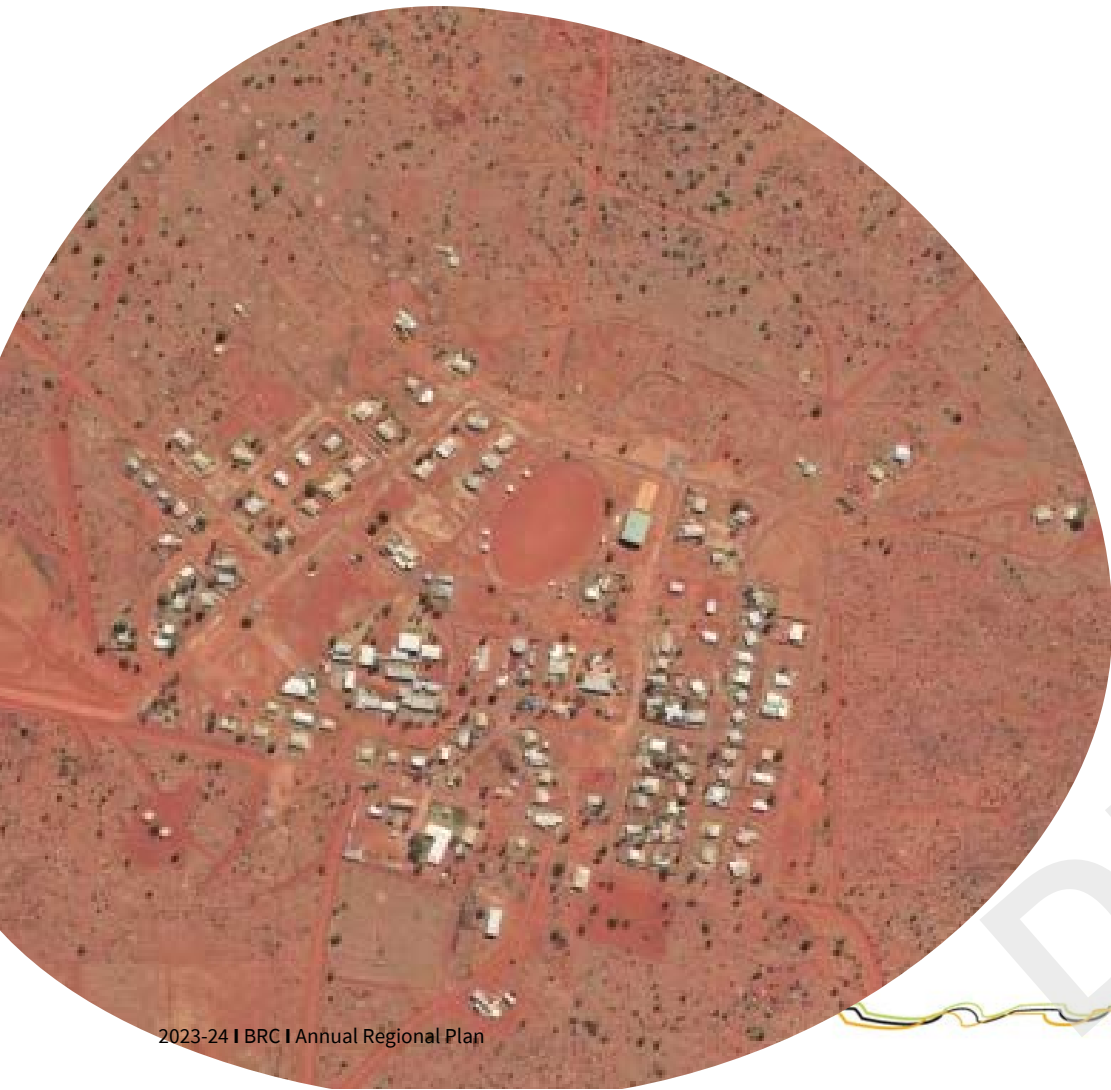
**Elected Member:** Cr Jack Clubb and Cr Anita Bailey

### BRIEF HISTORY

During the late 1950's, small groups of people were relocated from across the Barkly to Warrabri Settlement, the original name for Ali Curung. Kaytetye people from Barrow Creek, Warlpiri people from Bullocky Creek areas and Alyawarr people from Murray Downs and Hatches Creek. Warrabri was established in 1956 under the name 'Warrabri Settlement'.

The community changed its name to Ali Curung in 1978.

Ali Curung is a Kaytetye word meaning country of the dogs or dog dreaming. The ancestral dogs, which travelled near Ali Curung, are believed to have created the landscape in their travels. The dogs that visited this area created the shallow watercourses and flood plains in this region.



# Wards & Communities

## Ali Curung Project Priorities

BRC - Barkly Regional Council , LA - Local Authority, NTG - Northern Territory Government, PAWA - Power and Water Association

2023-24 Project Priority	Responsibility/ Stakeholders	Strategic Plan
<b>Achievable with Local Authority Project Funding</b>		
Capacity-building for the Local Authority: training about decision-making and governance processes.	LA / BRC	3.1
Put lights up at the basketball court	LA / BRC	1.9
Build new shelters at the ceremony area, with taps.	LA / BRC	
Gas BBQs in the parks and at the dancing ground.	LA / BRC	1.1
<b>Projects requiring grant funding and/or co-funding</b>		
Get a community bus so people can go to sports events, ceremony events, town shopping trips, funerals etc.	Barkly Regional Deal Grants Fund, CLC	
Upgrade the footy oval with grass, water pipes, a new fence, changerooms, stands, toilets	Centrefarm, BRC, LA	1.9
Building three community parks with playgrounds, trees and solar lights: east, middle and west.	Contractors, BRC, LA	1.1
Equipment for the rec hall: a bus, tables and chairs, more sporting equipment.	BRC, LA	1.10
Skate Park	BRC, LA, CLC	1.9
New outdoor movie screen	BRC, LA	1.10
<b>Advocacy</b>		
Find out what is happening with the Youth Centre in Ali Curung and have a say so it is right for this community	Community members, BRC	1.4
More festivals / art gallery activities to support tourism. Anyone is welcome in our community. We want tourists and people to come from other communities too.	Art Centre, BRC,	4.1 4.6 5.6
Mediation and healing work to bring families and parts of the community together	Community members, We Al- li- (Trauma Informed Care initiative under the BRD)	1.8 1.10
Have Elders work with young people and teach them culture, language and new skills	Elders, LA	

# Wards & Communities

## Alyawarr Ward

### AMPILATWATJA

**Location:** Ampilatwatja is situated approximately 14km south-east of Tennant Creek.

**Population:** 418

**Languages:** Alyawarr and English

**Road access:** 100km sealed and 214km dirt.

### LOCAL AUTHORITY

**Chairperson:** Vacant

**Deputy Chairperson:** Ricky Holmes

**Members:** Leslie Morton, Lulu Teece, Cr Anita Bailey, Rosalene Rusty, Lester Peterson, Alwyn Morton

**Elected Member:** Cr Anita Bailey and Cr Jack Clubb

### BRIEF HISTORY

Ampilatwatja is in Alyawarr Country. Freehold title leases were granted by the federal government around 1910 to establish cattle stations on Alyawarr land in an attempt to bring white settlers & development to the centre of Australia. The lands traditional owners were coerced to move from culturally significant sites & also lost rites to hunting grounds to make way for the grazing cattle.

The resultant Ammaroo Station became a gathering place for the Alyawarr people by the sixties & seventies where many worked as drovers & fencers. In 1976 under the Native Titles Act Alyawarr families were granted a small plot at an area known then as Honeymoon Bore, about ten kilometres from Ammaroo Station. This small settlement is what has now developed in to the community of Ampilatwatja.

In the 1990's the traditional owners of the area gained small excisions from the local pastoral lease to continue their life on their land. Ampilatwatja is the cultural heartland of the Alyawarr nation. There are three outstations with the main ones being Irrultja 60km away and Atnwengerrp 40km away.

With few exceptions, all the Aboriginal people living at Ampilatwatja belong to the Alyawarr language group. Their country extends over some 17,000 square km, and through the pastoral properties of Ammaroo, Murray Downs, Elkedra, Derry Downs, Utopia, Lake Nash and Urandangie.



# Wards & Communities

## Ampilatwatja Project Priorities

BRC - Barkly Regional Council , LA - Local Authority, NTG - Northern Territory Government, PAWA - Power and Water Association

2023-24 Project Priority	Responsibility/ Stakeholders	Strategic Plan
<b>Achievable with Local Authority Project Funding</b>		
New bins for the houses	LA/BRC	1.12
Dealing with the cheeky dogs	LA/BRC	1.12
Changerooms for men and women at the softball oval	LA/BRC	1.9
New Laundry / Ablutions Block	LA/BRC	
<b>Projects requiring grant funding and/or co-funding</b>		
Bitumen on the road to Arlparra. There are many accidents there now	NT / Federal Government	2.10
Bitumen on the airstrip	NT / Federal Government	2.12
Setting up a men's centre.	LA / NGOs /Australian Men's Shed Association / Rainbow Gateway / Clinic	1.11
A women's centre and a new single house for the ladies	NT Government (TFHC) / BRC / LA	1.11
Housing repairs: new doors, paint, fans, disability access, door handles, floor coverings, heating, curtains, aircons.	NT Government (TFHC)	
Upgrade the water treatment/sewerage system/sewerage pond	PowerWater	
<b>Advocacy</b>		
More meetings with CLC	LA/CLC	
Setting up a hunting program (like Waltja used to do)	LA / Waltja	
Discussions with the cattle station about accessing land around Ampilatwatja to go hunting and to go out bush	LA / Amaroo Station / WALTJA	
We want to have a say in who gets recruited in our community	LA / Community Stakeholders / BRC	



DRAFT

# Wards & Communities

## Alyawarr Ward

### ARLPARRA

**Location:** 381.8km south-east of Tennant Creek

**Population:** 452

**Languages:** Alyawarr and Anmatyerre and English

**Road access:** Unsealed. During the wet season - December to March - the roads, the connecting Sandover highway and the river are often impassable. 20 km of the road is sealed bitumen from Arlparra north to Urapuntja health centre and the air strip.

### LOCAL AUTHORITY

**Chairperson:** Graham Long

**Deputy Chairperson:** Shirley Kunoth

**Members:** Clayton Daniels, Malcolm Loy, Joyce Jones, Kim Riley, Roscoe Loy, Valda Moreton, Esau Nelson

**Elected Member:** Cr Anita Bailey and Cr Jack Clubb

### BRIEF HISTORY

The homelands movement began in the late 1960s and gained momentum through the 1970s and 1980s. Small Aboriginal groups - often families or other closely related people - left larger communities and relocated on (or closer to) their traditional land. Homelands allow Aboriginal people to gather traditional foods and be close to sacred sites, burial places and dreaming trails. The Utopia homelands are one of the more established homelands in the NT, comprising of 16 dispersed communities. These communities are separated by rough, corrugated dirt roads and in some cases by the dry and sandy river bed of the Sandover River. The most central community is Arlparra, on the eastern perimeter of the Western Desert adjacent to the traditional land of the Eastern Anmatyarre and Alyawarre people.

Named by German settlers in the early 1920s, Utopia was a pastoral lease owned by the Chalmers family. Aboriginal people originally lived close to the main homestead area now known as Three Bores Homeland. The property was sold and became alienated Crown land held on behalf of Aboriginal people. After a lengthy land claim hearing, this land legally became known as the Angarapa Aboriginal Land Trust under the Aboriginal Land Rights (NT) Act 1976. Aboriginal families then moved back to their more traditional areas.



# Wards & Communities

## Alyawarr Ward

### WUTUNGURRA

**Location:** 209.8km south-east of Tennant Creek on the north eastern edge of the Davenport Ranges

**Population:** 166

**Languages:** Alywarr, some Warlpiri, some Kaiditji and English

**Road access:** Mixture of sealed and unsealed. Access to the community is variable, depending on weather conditions.

### LOCAL AUTHORITY

**Chairperson:** Shirley Beasley

**Deputy Chairperson:** Lenny Beasley

**Members:** Mark Peterson, Nathaniel Peterson, Tracy Peterson, Fiona Peterson, Kaye Beasley, Annette Nungala, Basil Morrison, Ezra Casson, Cedric Price

**Elected Member:** Cr Anita Bailey and Cr Jack Clubb

### BRIEF HISTORY

Located on the north-eastern edge of the Davenport Ranges and the eastern side of the Frew River, Wutungurra is set in an arid landscape that is criss-crossed with watercourses, rocky hills, barren outcrops and valleys. When the land receives significant rain it transforms into a vibrant escarpment, set against the hues of trees, rocks and hills. At these times the waterholes connect and spill across the country. Wutungurra itself was named after a large waterhole next to Epenarra homestead, about 2km away. Their dreaming is Rain Dreaming.

Epenarra (Wutunugurra) is a Community Living Area (CLA) sitting on 99ha, which was excised from Epenarra Pastoral Lease in the early 1980's. The Clough family have held the lease since 1952 and enabled a small portion of Epenarra Station to be returned to the traditional custodians as a living area. A handful of the TOs living today still speak of the ration days in the 1960s when many of the families moved back to Hatches Creek where there was a wolfram mine. Wolfram is an ore from which miners get Tungsten, a metal used for hardening the tips of drills among other things. The Aboriginal people went to work with the other tribes. They filled up bags and sent the mineral away on the train to Alice Springs. The largest mine, the Pioneer mine, operated up until 1970.

Julalikari Council Aboriginal Corporation (JCAC) was the service provider for Wutunugurra until February 2009 when the Barkly Regional Council became the primary service provider.



# Wards & Communities

## Wutungurra Project Priorities

BRC - Barkly Regional Council , LA - Local Authority, NTG - Northern Territory Government, PAWA - Power and Water Association

2023-24 Project Priority	Responsibility/ Stakeholders	Strategic Plan
<b>Achievable with Local Authority Project Funding</b>		
Teaching our children language and culture at the school. Setting up a language and culture program.	LA/BRC	
We need water filters at each house because the water quality is bad	LA/BRC	
Plant trees and lawn in the community with irrigation	LA/BRC	
<b>Projects requiring grant funding and/or co-funding</b>		
Tractor for CDP to pick up rubbish. We need a big clean-up of the community.	NT / Federal Government	
Activities for youth expanded Sport and Rec or youth centre that includes computers and access to online learning, maybe a local radio station as well as a pool table to have some fun.	NT / Federal Government	
The airstrip needs to be bitumised so that the RFDS can get here for emergencies. They can't get through in the wet season.	LA / NT Government	
Better maintenance of houses. The water pressure in the houses needs to be fixed.	NT Government (TFHC) / BRC / LA	
Tarring the road to our community.	NT Government (TFHC)	
Upgrade to the church with a kitchen and bathroom so we can cook together. BBQs and benches outside so we can eat together.	LA/BRC/BR Deal	
<b>Advocacy</b>		
Growing local bush tucker in veggie gardens for our community and to sell elsewhere.	LA	
We want a corporation, which would be like the one we had in the 70s when we were well looked after and had services.	LA	
More regular communication from the government and the CLC. We need the government to listen to us.	LA	





# Wards & Communities

## Patta Ward

### TENNANT CREEK

**Location:** 508.6km north of Alice Springs, 988.8km south of Darwin

**Population:** 2995

**Languages:** Warumungu, Warlpiri, Walmanpa, Alyawarr, Kaytetye, Wambaya and Jingili

Road access: Sealed road

### LOCAL AUTHORITY

**Chairperson:** Darrin Whatley

**Deputy Chairperon:** Nathan Mills

**Members:** Anthony Picket, Katie Lynch, Deborah Cain, Heather Burton, Heather Anderson

**Elected Member:** Deputy Mayor Russell O'Donnell, Cr Dianne Seri Stokes, Cr Greg Marlow

### BRIEF HISTORY

Tennant Creek is a remote Northern Territory town shaped by Aboriginal culture, gold mining and pastoralism. The surrounding area is called the Barkly Tablelands, a region characterised by wide grassy plains, endless blue sky and massive cattle stations.

European history in this area began in 1860 when explorer John McDowall Stuart passed this way on his unsuccessful first attempt to cross the continent from south to north. He named a creek to the north of town after John Tennant, a financier of the expedition and a pastoralist from Port Lincoln, South Australia.

Tennant Creek was the site of Australia's last gold rush during the 1930s, and at that time was the third-largest gold producer in the country. The town was located 12 km south of the watercourse as the Overland Telegraph Station had been allocated on an 11 km reserve.



# Wards & Communities

## Alpurrurulam Ward

**Location:** 570.1km, east of Tennant Creek and 17km from the Northern Territory-Queensland border

**Population:** 350 (2021 Census)

**Languages:** Alyawarre

**Road Access:** Sealed and unsealed. During the wet season all road access to the community is cut.

### LOCAL AUTHORITY

**Chair:** Laney Tracker

**Deputy Chair:** Jenny Mahoney

**Members:** David Riley, Jackie Mahoney, Maria Turner, Charlie Larkins, Ben Olschewsky

**Elected member:** Pam Corbett

### BRIEF HISTORY

Alpurrurulam was taken from the traditional name of the lake now known as Lake Nash.

"We ask you to help us with your law. This is our final decision. We don't need more meetings to talk about it. We will not change our minds. We are staying here in our place, Lake Nash."

"You say you cannot help us while we stay here. But your government has the power in the Crown Lands Act to get country for us here, a compulsory acquisition. The King Ranch has a big station here, over 8500 square km. We only need about one square km to stay here, on our long time home."

"This waterhole where we live was Aboriginal place long time before white man came. It was Aboriginal place before it became 'pastoral lease'. It is business country for us. Our law does not change."

Excerpts taken from a letter written by the community to Chief Minister Paul Everingham, 6 December 1982 (Pg 129, We are Staying | The Struggle for Land at Lake Nash | By Pamela Lyon and Michael Parsons)

Alpurrurulam lies on an important source of water in a dry country. Pastoralists called the place Lake Nash, but its Aboriginal name is Ilperrelhelame. In the time of the Dreaming, great beings passed through that country: antyipere - the flying fox, nyemale - the grass rat, who partly formed the river and kwerrenye - the green snake.

Compared to other groups in the Barkly Tablelands, contact with white people came relatively late. Until about 1920, the Alyawarre continued to live traditionally in relative peace, hunting emu and kangaroo and foraging over their country and enjoying a rich ceremonial life. That life was nearly extinguished during that era when Aborigines were randomly shot at or subject to drought, disease and hunger. Despite the cruel and violent past, Lake Nash was considered "good boss country" by Aborigines and many went to work on the station there – a vital part of the cattle industry that later tried to displace them.



# Wards & Communities

## Alpurrurulam Ward

### History

Alpurrurulam was formed out of a discord between Lake Nash Station and the Aboriginal population living on the nearby Georgina River. At the time many of the community members worked at Lake Nash Station but in the early 1980s there were plans to move the community to Bathurst Downs. For the locals this was “poison country”, no good to live on and posed a risk during wet season. They wanted to stay at Alpurrurulam – their home where there was water in the river all year round. In 1982 the community wrote to the then Chief Minister of the Northern Territory Government requesting a parcel of land to call their own near Lake Nash Station. After many legal battles, 10 square km area was excised from the pastoral lease and given back to the community in 1983. Alpurrurulam Land Aboriginal Corporation (ALAC) was then formed to be the land owner (a board of Community Elders) for the land. This is what is now called Alpurrurulam.

### Services

Barkly Regional Council - Alpurrurulam Service Centre and municipal yards, Aged Care, NDIS, Night Patrol, Sport and Recreation, Centrelink, Post Office, Warte Alparayetye community owned store, Rainbow Gateway – CDP, Alpurrurulam Community School (until Year 9), Clinic, Church.

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# Wards & Communities

## Alpurrurulam Project Priorities

AA – Aboriginal Alliance, ABA – Aboriginal Benefits Account, ALA – Alpurrurulam Local Authority, ALAC – Alpurrurulam Land Aboriginal Corporation, BB – Barkly Backbone, BRC – Barkly Regional Council, BRD – Barkly Regional Deal, CLC - Central Land Council, DIPL – Dept Infrastructure Planning & Logistics, NIAA – National Indigenous Australians Agency, NTG – NT Government, NTH – Dept Health, PFES – Police Fire Emergency Services, RG – Rainbow Gateway, TFHC – Territory Families Housing & Communities, WAI - We-Al-li

2023-24 Project Priority	Project Initiator/Coordinator	Responsibility/ Stakeholders	Strategic Plan
<b>Achievable with Local Authority Project Funding</b>			
Better aged-care for our elderly so they can do cultural activities like fishing and painting	ALA, BRC	BRC	G4
Activities for youth Eg bike track/trails, cultural activities	ALA, BRC	BRC	G4
A shade structure for the cemetery, as well as trees and a water tank so we can spend time there in comfort.	ALA, BRC	ALA, BRC	G4, G5
Install bollards to keep cars to the roads and block off dirt tracks within the community	LA, BRC	LA, BRC	G4, G5
<b>Projects requiring grant funding and/or co-funding</b>			
<b>Advocacy</b>			
Mediation and trauma and healing work to be delivered in the community	WAI, BB	School, Community, Community Leaders	G1, G4
Leadership training and workshops for young people	BB, AA	School, Community, Community Leaders	G1, G4
Changes to CDP so that young people are engaged in meaningful training, work and learning, and the community, including housing, is being maintained and looked after	Elected Member	RG, NIAA	G1, G4
Permanent Police Station	Elected Member	PFES, DIPL	G1, G4
Improved Housing & Housing Management	Elected Member	TFHC, DIPL	G1, G4
Women's and Men's Shelters	Elected Member, BB	TFHC, DIPL	G1, G4
Renew/repair community boundary fence to keep animals out	Elected Member	ALAC	G4
Community control and trusting two-way relationships with government and services - Local Decision Making Agreement for Alpurrurulam	Elected Member, BB	NTG, AA	G1, G4
Dialysis – Supervised instead of DIY	Elected Member	NTH	G4
A multi-use community bus for travel school, sports events, funerals, men's & women's activities, in and away from the community	Elected Member, BRD Governance Table, BB	TBA	G4
We want our water to come from the Lake Nash station as it is better quality	Elected Member	PW, NTG, CLC, NIAA, ABA, Lake Nash Station	G4

# Wards & Communities

## Kuwarrangu Ward

### ELLIOTT

**Location:** 253.6km north of Tennant Creek

**Population:** 339

**Languages:** Mudburra, Jingili, Wombaya and Warumungu, English

**Road access:** Sealed

### LOCAL AUTHORITY

**Chairperson:** Bob Bagnall

**Deputy Chairperson:** Jodie Nish

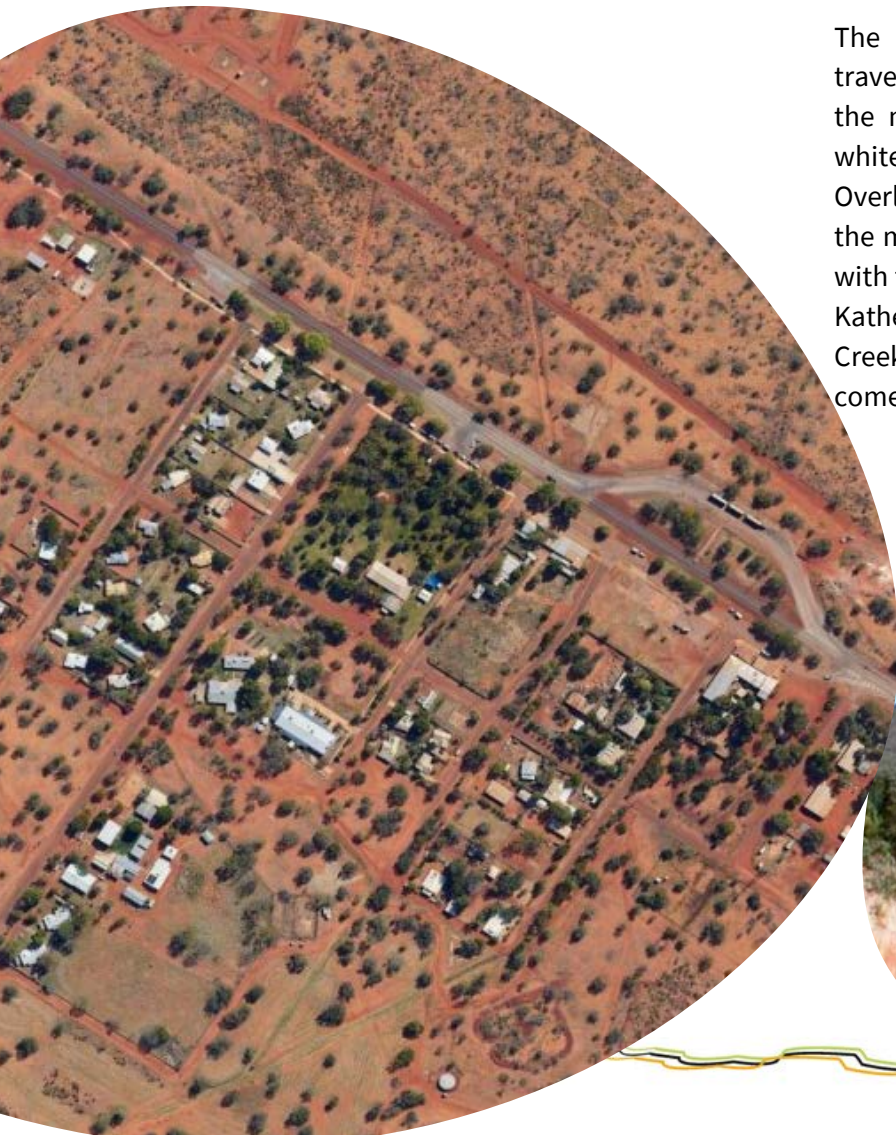
**Members:** Jason Mullan, Christopher Neade, Kevin Gaskin, Kevin Neade, Lora Jackson

**Elected Member:** Cr Lennie Barton, Cr Heather Wilson

### BRIEF HISTORY

The traditional name for the township of Elliott is Kulumindini. It is the country of the Jingili desert people with the Wambaya people to the east and south-east; the Yangman and Mangarrayi to the north; the Mudbura and Gurindji to the west and the Warlpiri, Warlmanpa and Warramungu to the south and south-west. These people all had traditional associations with the Jingili and ceremonial ties to the watered areas around Elliott. The lands around Elliott lie across the important Dreaming tracks of the Emu and the Sun, spirit ancestors who were travelling through country on their way to the southern parts of the Northern Territory. The rocks found in this area are amongst the oldest in central Australia, some over 1900 million years old.

The explorations of John McDouall Stuart who traversed the centre of Australia from south to north in the mid 1880s opened up the Northern Territory to white settlement. Yet, it was the decision to build the Overland Telegraph Line from 1870-1872 which gave the modern Northern Territory a reason to exist. Along with telegraph stations at Alice Springs, Tennant Creek, Katherine and Darwin one was situated at Powell Creek, about 60km south of Elliott. Elliott itself did not come into existence until 1942.



# Wards & Communities

## Kuwarrangu Project Priorities

BRC - Barkly Regional Council , LA - Local Authority, NTG - Northern Territory Government, PAWA - Power and Water Association

2023-24 Project Priority	Responsibility/ Stakeholders	Strategic Plan
<b>Achievable with Local Authority Project Funding</b>		
Identify options for establishing a sobering-up shelter for men and women in the Elliott community	Director Community Development	1.11
Negotiate with Council a kerb and gutter upgrade to Kooringa and Brown Streets	Director Infrastructure	2.3
Purchase, plant and maintain trees and shrubs to replace dead street trees	BRC Area Manager Local Authority	4.8
Identify options for establishing a sobering-up shelter for men and women in the Elliott community	Director Community Development	1.11
<b>Projects requiring grant funding and/or co-funding</b>		
Prepare and implement a cemetery upgrade plan to deliver a chapel, shelter, a tap and a toilet.	Project Manager BRC Area Manager	1.12 2.9
Confirm requirements for the basketball court and explore funding options to pursue an upgrade and shade cover with seating at Gurungu	BRC and LA to determine infrastructure priority and funding source Barkly Regional Deal AUS Projects NT	1.9
Investigate options for providing a bus for multi-use in the community	Director Community Development	
Work with Council to upgrade equipment to support enhanced community amenity	Director Operations Depot Manager, BRC Area Manager	1.10
<b>Advocacy</b>		
Help to promote local cultural tours and community enterprises to support local employment and economic development	BRC Media & Communications Officer Northern Land Council Tourism NT	
Continue to facilitate Deadly Hair Dude visits and invite community nominations for participation in training program	BRC Area Manager	
Advocate for the dedicated renal room at the Clinic to be adequately staffed so that it is available for local people	Local Authority Chair Dept of Health Power & Water Corporation	
Advocate for establishment of and determine location for a Men's Shed in Elliot accessible to all men in the community	LA Chair, Director Operations BRC Area Manager	
Advocate for a peppercorn lease arrangement for Staging Camp area to secure Memorial Area land tenure	Director Corporate DIPL	
Advocate for completion of new staff housing (at 8 Lewis Street) in line with Council's Infrastructure Plan	Director Infrastructure	
Advocate for a sewerage system to be planned and constructed for Elliott	Local Authority Chair BRC Director Infrastructure Power & Water Corporation Northern Land Council	
Advocate to Dept of Infrastructure, Planning & Logistics for Service Road signage to prevent bottlenecks during tourist season.	Local Authority Chair BRC Area Manager, DIPL	

# Budget

## 2023 - 2024



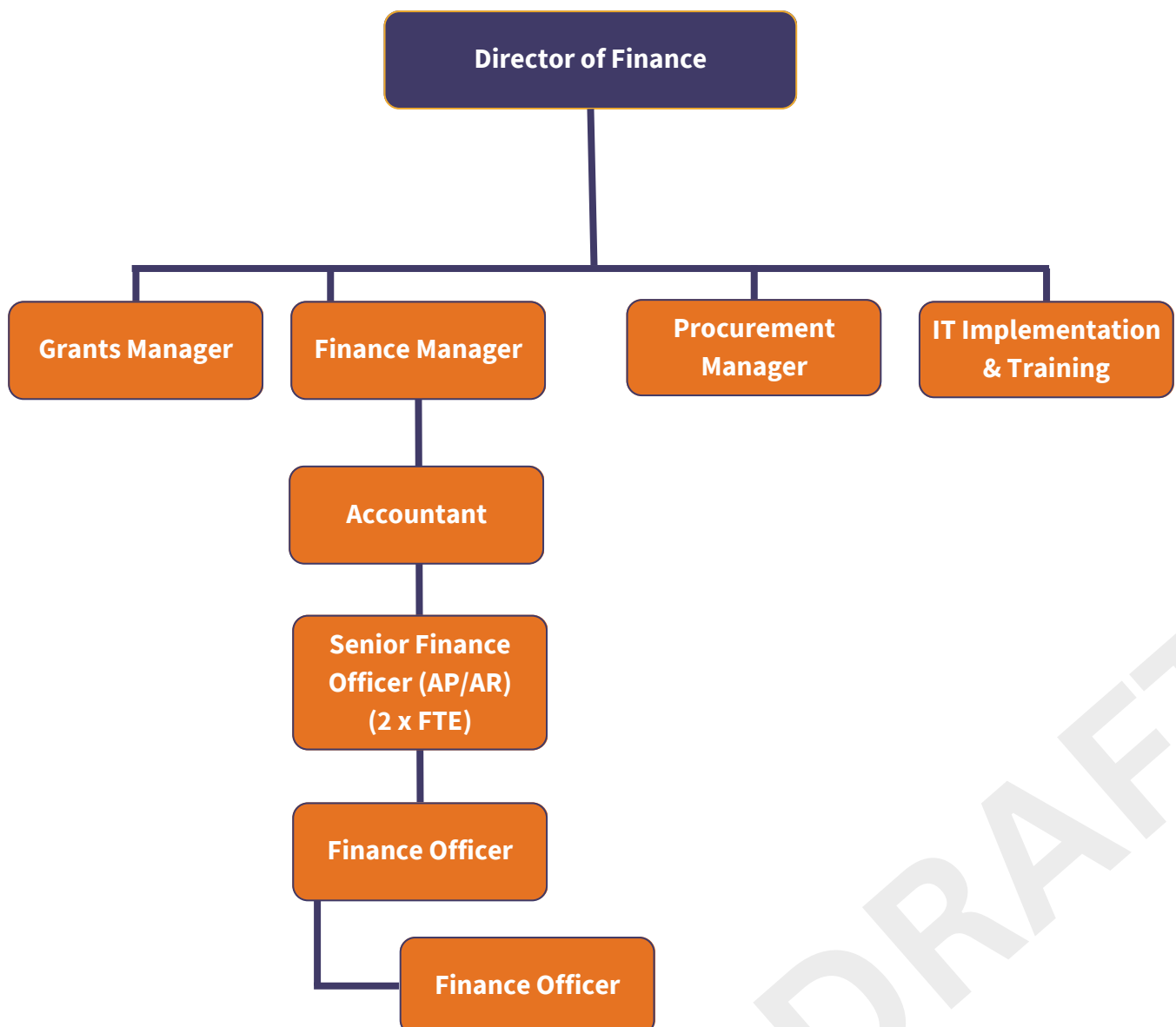
# Barkly Regional Budget

## Finance Structure

The Finance Directorate provides support function responsible for financial management covering:

- Financial reporting – both to internal stakeholders as well as external stakeholders
- Budgetary control – coordinating budgets as well as performance management through budget vs actual analyses
- Manage grant reporting
- Exercise oversight of internal controls to ensure best practices are adhered to enhance integrity of our reporting

Also, Finance Directorate exercise oversight over payroll as well as regulatory compliance around reporting obligations.





# Barkly Regional Budget

## Budget Summary

The budget for 2023-2024 has been completed on a consultative basis and aims to address the needs of the residents of, and visitors to the Barkly region in conjunction with the grant-funded programs under the Barkly Regional Council's direction and control.

The 2023–2024 budget has been prepared using an approach whereby, Council:

- analysed community service requirements and grant funding arrangements.
- determined the resources needed to fulfil those requirements including staffing levels.
- estimated the relevant costs associated with those resources.
- established the highest level of community service provision possible, within the operational constraints of Council's available resources; and
- prepared a budget to achieve this level of service provision efficiently and effectively.

During the 2023–2024 financial year, Barkly Regional Council is expected to receive total operating revenues of \$30.86 million. Of which, 75.83 percent is expected to be sourced from grants, 15.17 percent from general rates and kerbside waste collection fees and charges, 2.18 percent from Government contracts and agency services, 4.13 percent from general services and user charges, and the remaining 2.69 percent from other sources.

Council budgets to levy \$3.53 million in rates and \$1.15 million waste charge revenue. The Rates Declaration 2023–2024 reflects an 8.5percent of increase in Council Rates and kerbside collection charges and fees. Additional detail is provided within the “Rates and Waste Charge” section of the Regional Plan.

An analysis of Council's income streams highlights the reliance of the Barkly region on funding from other levels of government and the limited ability to raise revenue through own source income such as rates and user charges. This is of concern as the council loses its autonomy to make community-based decisions when funding is based at the territory or commonwealth government level.

In expenditure terms, the five largest service delivery program areas for the Council are - Night Patrol, Youth Services, Community & Aged Care Services, Municipal & Area Management Services, and General Council Services. The largest component of operating expenditure is wages, salaries and related employee costs, a total of \$16.36 million or 55.40 percent of total operating costs. This is budgeted to fund 201 full-time equivalent positions across the Barkly region. This makes Council one of the largest employers in the region, and one of the largest employers of Indigenous people in the Barkly Regional Council area.

The increase in costs of employing staff within the remote locations of the Northern Territory is an ongoing issue the council continues to deal with. Additionally, the Council has budgeted \$0.5 million for capital expenditure. The majority of this budget will be used in replacement of heavy vehicles and plant & equipment.

## Budget Assumptions

In establishing the 2023-24 Annual Budget and forecasting the Long-Term Financial Plan the following assumptions have been made about the ongoing operations of Barkly Regional Council.

- Council will continue to deliver services in line with our obligations and project funding. All current services will continue to be provided by the Council. The level of funding received from the Commonwealth and Northern Territory Governments via Federal Assistance Grants and untied funding for operations will be ongoing.

Funding from the Northern Territory Government and Commonwealth Government are unlikely to be increased by CPI.

- Rates income is estimated to increase by 8.50 percent, based on a review of the impact on Council's finances of CPI, the Local Government Cost index. Waste Management (Kerbside) Charges have been reviewed with an aim to ensure all costs are covered and income is estimated to increase by 8.50 percent.
- There are no adverse changes in government policies impacting the Regional Council.
- In ensuring the Council has sufficient working capital for their needs focus has been made in setting the budget to ensure, where possible, full costs are charged to programs undertaken on behalf of external parties. This includes a general administration charge at the rate of 15percent, plus cost recovery for asset renewal.

- Funding from the Northern Territory Government for Local Authority Projects and other grants have been assumed to be ongoing at the same level as the 2022-2023 financial year unless specifically known otherwise.
- Depreciation expenses are not able to be covered from operational income.
- Use of depreciation, grant revenues, and cash reserves to fund capital expenditure.
- Any unaccounted operational surpluses will be transferred to asset replacement reserves at the year-end.
- All operational and capital grant funding is recognised when received.
- Council has no direct control over grants and agency income for future years. The table following details information as to how the costs have been allocated.

## Long Term Financial Plan

- The detailed long-term financial plan is contained within Table 1.
- Barkly Regional Council's Long-Term Financial Plan (LTFP) outlines the parameters used and the assumptions on which they are based. The plan is supported by a series of planning documents, strategies, policies that establish a framework upon which sound financial decisions can be made, and performance can be measured. This ensures Council's long-term financial sustainability while meeting the needs and expectations of the community.
- Long Term Financial Asset Management Plan provides for the maintenance of Council's infrastructure and effective resources and processes are in place to support continuous
- Improvement in asset management planning over time. The long-term financial forecast is utilized to support resource allocation, borrowing and investment decisions and to assess the ongoing financial performance of Council. An integrated approach to managing financial and infrastructure capital ensures that both components are managed effectively.
- The LTFP will be reviewed annually so that the underlying assumptions remain defensible, and the resulting forecasts are reasonable. As circumstances change over time, the plan will be adjusted accordingly.
- The target of the council is to move to a consistent small surplus on average over the long term, whereby depreciation is fully funded to replace assets when they complete their useful life. Major additional assumptions included within the long-term financial plan include:
  - Continuing reduction in corporate overheads over the next four years.
  - Consistent investment into replacement of council assets in accordance with Council's Asset Management plans.
  - 5.0 percent annual increase in CPI effecting costs and grant revenues; and
  - 8.5 percent annual rate increase and charges.

## Infrastructure Development and Maintenance

The following table provides a summary of the budgeted infrastructure development and repairs and maintenance costs for each class of asset.

2023_2024	\$'000	\$'000	\$'000
ASSET CLASS	RENEWALS /REPLACEMENT	MAINTENANCE	TOTAL
Buildings	-	-	-
Infrastructure	-	-	-
Plant & Equipment	\$ 500.00	-	\$ 500.00
<b>Total Fcst FA Spend</b>	<b>\$ 500.00</b>	<b>-</b>	<b>\$ 500.00</b>



## Whole of Council and Long Term Financial Plan Budgets

Income and Expense Statement	Financial Year 2021-2022	Financial Year 2022-2023	Financial Year 2023-2024	Financial Year 2024-2025	Financial Year 2025-2026
Rates and Waste Charges	\$ 3,911.00	\$ 4,106.55	\$ 4,682.12	\$ 4,916.23	\$ 5,162.04
Statutory Charges	\$ 12.00	\$ 12.60	\$ 13.23	\$ 13.89	\$ 14.59
User Charges	\$ 1,156.00	\$ 1,213.80	\$ 1,274.49	\$ 1,338.21	\$ 1,405.13
Grants, subsidies and contributions	\$ 21,225.00	\$ 22,286.25	\$ 23,400.56	\$ 24,570.59	\$ 25,799.12
Investment Income	\$ 13.00	\$ 13.65	\$ 14.33	\$ 15.05	\$ 15.80
Reimbursements	\$ 585.00	\$ 614.25	\$ 644.96	\$ 677.21	\$ 711.07
Other Income	\$ 753.00	\$ 790.65	\$ 830.18	\$ 871.69	\$ 915.28
<b>Total Income</b>	<b>\$ 27,655.00</b>	<b>\$ 29,037.75</b>	<b>\$ 30,859.88</b>	<b>\$ 32,402.87</b>	<b>\$ 34,023.02</b>
<b>Operating Expenses</b>					
Employee Costs	\$ 14,818.00	\$ 15,558.90	\$ 16,336.85	\$ 17,153.69	\$ 18,011.37
Materials, Contracts & Other Expenses	\$ 8,120.00	\$ 8,526.00	\$ 8,952.30	\$ 9,399.92	\$ 9,869.91
Elected Member Allowances	\$ 315.00	\$ 330.75	\$ 385.88	\$ 405.17	\$ 425.43
Elected Member Expenses	\$ 330.00	\$ 346.50	\$ 363.83	\$ 382.02	\$ 401.12
Council Committee & LA Allowances	\$ 101.00	\$ 106.05	\$ 111.35	\$ 116.92	\$ 122.77
Council Committee & LA Expenses	\$ 15.00	\$ 15.75	\$ 16.54	\$ 17.36	\$ 18.23
Depreciation, Amortisation & Impairment	\$ 3,010.00	\$ 3,160.50	\$ 3,318.53	\$ 3,484.45	\$ 3,658.67
Finance Costs	\$ 15.00	\$ 15.75	\$ 16.54	\$ 17.36	\$ 18.23
<b>Total Expenses</b>	<b>\$ 26,724.00</b>	<b>\$ 28,060.20</b>	<b>\$ 29,501.80</b>	<b>\$ 30,976.89</b>	<b>\$ 32,525.74</b>
<b>Net Budgeted Surplus/ Deficit</b>	<b>\$ 931.00</b>	<b>\$ 977.55</b>	<b>\$ 1,358.08</b>	<b>\$ 1,425.98</b>	<b>\$ 1,497.28</b>

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# Financials

## Capital Expenditure and Funding Budget

Capital Expenditure (\$' 000)	Financial Year 2022-2023	Financial Year 2023-2024	Financial Year 2024-2025	Financial Year 2025-2026
Land and Buildings	\$ -	\$ -	\$ -	\$ -
Infrastructure	\$ 1,006.00	\$ -	\$ -	\$ -
Vehicles, Plant & Equipment	\$ 790.00	\$ 500.00	\$ -	\$ -
Other Assets	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Expenditure (\$'000)</b>	<b>\$ 1,796.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Total Capital Expenditure Funded By:				
Operating Income (Capital Based)	\$ 460.00	\$ 500.00	\$ -	\$ -
Capital Grants	\$ 2,812.00	\$ -	\$ -	\$ -
<b>Total Capital Expenditure Funded By:</b>	<b>\$ 3,272.00</b>	<b>\$ 500.00</b>	<b>\$ -</b>	<b>\$ -</b>

## Pinned Major Capital Works Budget Projects/Items Over \$150,000

Asset Class	By Capital Projects/Item*	Actual accumulated expenditure at the end of the prior financial year \$	Current Financial Year Budget \$	Outer Financial Year 1 \$	Outer Financial Year 2 \$	Outer Financial Year 3 \$	> Outer Financial Year 3 \$	Total Capital Project Estimated Cost	Expected project completion date
Infrastructure								\$ -	
Infrastructure								\$ -	
Land & Buildings								\$ -	
Plant & Machinery								\$ -	
Plant & Machinery								\$ -	
<b>Total</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
* Items listed are examples only									

# Financials

## Budget for Each Local Authority Area

Income and Expense Statement	Regional Office (\$'000)	Tennant Creek (\$'000)	Elliott (\$'000)	Ali Curung (\$'000)	Ampilatwatja (\$'000)	Alpurrurulam (\$'000)	Wutungurra (\$'000)	Arlpara (\$'000)	Total (\$'000)
Rates and Waste Charges	\$ 4,682.12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,682.12
Statutory Charges	\$ 13.23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13.23
User Charges	\$ 5.84	\$ 672.26	\$ 110.88	\$ 123.71	\$ 106.21	\$ 141.50	\$ 10.50	\$ 105.04	\$ 1,275.94
Grants, subsidies and contributions	\$ 15,657.68	\$ 1,552.84	\$ 1,467.60	\$ 1,224.65	\$ 1,447.71	\$ 806.96	\$ 250.05	\$ 993.08	\$ 23,400.56
Investment Income	\$ 14.33	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14.33
Reimbursements	\$ -	\$ 42.37	\$ 129.93	\$ 189.25	\$ 117.69	\$ 84.27	\$ -	\$ 80.97	\$ 644.49
Other Income	\$ 369.19	\$ -	\$ 91.81	\$ 91.81	\$ 276.40	\$ -	\$ -	\$ -	\$ 829.21
<b>Total Income</b>	<b>\$ 20,742.38</b>	<b>\$ 2,267.47</b>	<b>\$ 1,800.21</b>	<b>\$ 1,629.43</b>	<b>\$ 1,948.01</b>	<b>\$ 1,032.73</b>	<b>\$ 260.55</b>	<b>\$ 1,179.09</b>	<b>\$ 30,859.88</b>
<b>Operating Expenses</b>									
Employee Costs	\$ 6,175.33	\$ 2,745.58	\$ 1,713.88	\$ 1,724.77	\$ 748.52	\$ 1,961.60	\$ 628.72	\$ 637.63	\$ 16,336.04
Materials, Contracts & Other Expenses	\$ 3,913.95	\$ 2,364.30	\$ 840.62	\$ 600.70	\$ 398.38	\$ 393.01	\$ 160.81	\$ 280.21	\$ 8,951.96
Elected Member Allowances	\$ -	\$ 213.37	\$ 38.59	\$ 38.59	\$ 19.29	\$ 57.88	\$ -	\$ 19.29	\$ 387.01
Elected Member Expenses	\$ 238.76	\$ 1.14	\$ 34.11	\$ 31.83	\$ 39.79	\$ 6.82	\$ -	\$ 11.37	\$ 363.83
Council Committee & LA Allowances	\$ -	\$ 15.91	\$ 18.18	\$ 14.77	\$ 12.50	\$ 45.45	\$ -	\$ 4.55	\$ 111.35
Council Committee & LA Expenses	\$ -	\$ -	\$ 3.31	\$ 3.31	\$ 3.31	\$ 3.31	\$ -	\$ 3.31	\$ 16.54
Depreciation, Amortisation & Impairment	\$ 1,186.81	\$ 307.78	\$ 403.17	\$ 397.50	\$ 282.79	\$ 442.92	\$ 176.03	\$ 121.52	\$ 3,318.53
Finance Costs	\$ 8.82	\$ 3.31	\$ 2.21	\$ 2.21	\$ -	\$ -	\$ -	\$ -	\$ 16.54
<b>Total Expenses</b>	<b>\$ 11,523.66</b>	<b>\$ 5,651.38</b>	<b>\$ 3,054.07</b>	<b>\$ 2,813.68</b>	<b>\$ 1,504.59</b>	<b>\$ 2,910.99</b>	<b>\$ 965.56</b>	<b>\$ 1,077.88</b>	<b>\$ 29,501.80</b>
<b>Net Budgeted Surplus/ Deficit</b>	<b>\$ 9,218.72</b>	<b>\$ -3,383.91</b>	<b>\$ -1,253.85</b>	<b>\$ 1,184.25</b>	<b>\$ 443.42</b>	<b>\$ -1,878.26</b>	<b>\$ -705.01</b>	<b>\$ 101.22</b>	<b>\$ 1,358.08</b>



# Assumptions

## Budget Assumptions

At the Special Council meeting held on 24 April 2023 the Council endorsed the Financial Management Reporting Policy FIN04, which established the operational framework and process for preparation of the 2023-24 Regional Council Plan.

The 2023-2024 budget was developed using the following steps:

- Establishment of Council service objectives and acceptable service levels in accordance with Councils Regional Planning framework.
  - Finalization of organization structure and calculation of total salaries and wages expenditure.
  - Council's organization structure was reviewed and confirmed with the Executive, Area Managers and other Budget holders based on required service levels for the 2023-2024 financial year. Both long service leave and annual leave accruals have been included to ensure full costing of services.
  - Salaries and wages are budgeted at full employment at 46 weeks work and the accrual of 6 weeks annual leave. This does require vacancies for leave to be covered using current staffing levels.
  - BRC is currently negotiating a replacement to 2019 Enterprise Bargaining Agreement ("EBA") currently in force. Wage adjustments will be known once the new EBA becomes effective. Until then, current wages remain effective.
  - Determination of grant funds
  - With a large number of funding arrangements due for renegotiation, the majority of ongoing funding has been budgeted at current levels with a no increase unless information has been received to the contrary.

- Calculation of service costs and allocation of costs through established cost drivers
- Compared to previous years indirect costs (not overheads or administration) will be calculated and allocated to their relevant programs utilizing a more robust system of direct allocation and internal charging to establish a baseline for the true cost of Council service provision. The table following details information as to how the costs have been allocated.

Internal Cost Item	Calculation of Cost	Cost Driver for Allocation	Weakness
Staff Housing	Utilities, maintenance, rent depreciations, offsetting staff contributions.	Direct allocation of costs to staff in staff housing.	Depreciation estimates only. Allocated across all salaries and wages irrelevant of whether staff are in staff housing.
Technology	Phone, internet, IT, Salaries and wages, SharePoint, etc, depreciation, total cost of IT department.	Direct allocation of costs.	
Motor Vehicle	Running costs including fuel, depreciation, mechanics workshop.	Direct allocation of costs on an identified vehicle basis. internal allocation to cost centres on a cost recovery basis.	Communication of change of vehicles. Administratively intensive process.
Plant	Running costs including fuel, depreciation, mechanics workshop.	Direct allocation of costs on an identified plant basis. internal allocation to cost centres on a cost recovery basis.	Communication of plant utilisation. Administratively intensive process.
Building	Utilities, maintenance, rent, depreciation, waste levy	Direct allocation of costs on an identified building basis. internal allocation to cost centres on a cost recovery basis.	Administratively intensive process.
Training	Total cost of learnings and development department	Salaries and wages	
Grand Admin Fee	Set percentage as per grant agreement or 15% when not stipulated	Grant income	Inconsistent across grant agreements.



# Assumptions

## Budget Initiatives

The 2023-2024 budget will deliver a conservative number of new initiatives to Council. With only a small capital budget for the year, we have had to be cautious with our new capital items. Council will continue to update our vehicle fleet with new plant and equipment and heavy motor vehicles for the financial year 2023-2024.

Council will continue to look for funding to complete additional projects from our five-year infrastructure plan.

## Rating Policy

### RATES

1. That Pursuant to Section 227 of the Local Government Act 2019 ('the Act'), the Council adopts the Unimproved Capital Value as the basis of the assessed value of allotments within the Barkly Regional Council Area ("the Council Area").
2. The Rating Policy applies the principles of administrative simplicity, policy consistency and equality. As allowed for in the Local Government Act 2019, Council will use the unimproved capital value (UCV) to calculate rates for the allotments within the Council Area. The NT Valuer-General sets the UCV of land. The relevant Northern Territory Government minister sets rates for mining tenements and pastoral leases.
3. That Pursuant to Section 237 of the Act Council declares that the amount it intends to raise for general purposes by way of rates is \$3.53 million by the application of a combination of the following fixed charges and differential valuation-based charges with minimum charges being payable.

### GENERAL RATEABLE LAND

Pursuant to Section 226(1) of the NT Local Government Act 2019, Council adopts:

1. Differential valuation-based rates for the township of Tennant Creek fixed for different zones.
2. Differential valuation-based rates for the township of Elliott fixed for different zones.
3. Differential fixed charge for other allotments within the Council area fixed for different zones.

With respect to every allotment of rateable land within that part of the Council Area, comprising the towns of Tennant Creek and Elliott the general rate is a valuation-based charge where the basis of assessed value is the unimproved capital value (UCV) of the land subject to rates. For allotments in other parts of the Council area, the general rate is a fixed charge.

### CONDITIONALLY RATEABLE LAND

Under the Local Government Act 2019 (the Act), land held under a pastoral lease or occupied under a mining tenement in the Northern Territory is conditionally rateable (Section 219). The Minister for Local Government is responsible for setting the level of conditional rates and the local government council in whose area the pastoral lease or mining tenement is located collects the rates each year. The Minister for Local Government must set the level of conditional rates at least two months before the commencement of the financial year in which the rates are to be collected. In 2022 the Minister for Local Government decided to increase conditional rates by 36 per cent for each of the 2022 23, 2023 24, and 2024 25 years. This will result in a total increase of approximately 150 percent over the three years.

Conditional rates are the subject of a Gazette Notice. A copy of the Gazette notice is also available on the Council website.

# Assumptions

## PASTORAL LEASES

Assessed value is as defined at Section 227 of the Local Government Act 2019.

Rates are calculated by using the unimproved capital value multiplied by 0.000566. The minimum rate for these properties is \$696.28.

## ACTIVE MINING LEASES

Assessed value is as defined at Section 227 of the Local Government Act 2019.

Rates are calculated by using the unimproved capital value multiplied by 0.006427. The minimum rate for these properties is \$1,647.93.

## WASTE MANAGEMENT CHARGES

In relation to Council's function of sanitation and waste management, Council, pursuant to Section 239 of the Local Government Act 2019, hereby makes the following charges and service fees:-

Council imposes charges and service fees in respect of the garbage collection service for Tennant Creek, Elliott, Newcastle Waters, and allotments in the communities and surrounding living areas of Ali Curung, Alpurrurulam, Ampilatwatja, Arlparra and Wutunugurra. Where a business uses a waste management facility operated by the Regional Council and/or receives waste collection services from the Regional Council, waste charges will apply. Similarly, all allotments will be liable for waste management fee regardless of whether the service provided is utilised or not.

**(a)** Each allotment in Tennant Creek, Elliott, and Newcastle Waters:

Where a waste collection service is provided using a 240-litre capacity receptacle, or where Council is willing and able to provide:

- each weekly kerbside services
  - Waste Management Charge \$ 455.00 per annum.
- each additional weekly kerbside service
  - Waste Management Fee \$ 455.00 per annum.

**(b)** Each allotment in the communities and surrounding living areas of Ali Curung, Alpurrurulam,

Ampilatwatja, Arlparra and Wutunugurra:

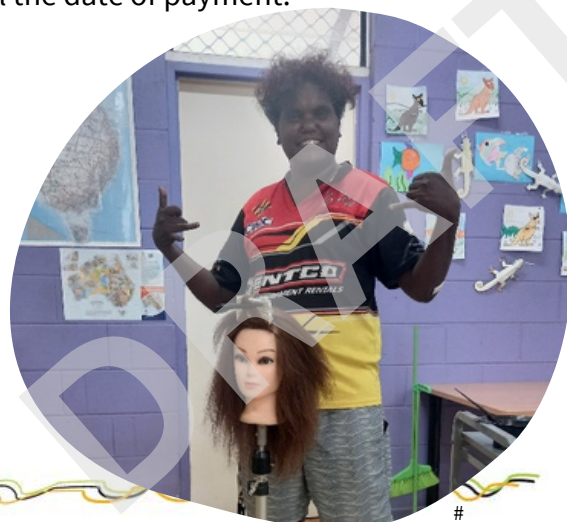
Where a waste collection service is provided using a 240-litre capacity receptacle, or where Council is willing and able to provide:

- each weekly kerbside services
  - Waste Management Charge \$1,312.00 per annum
- each additional weekly kerbside service
  - Waste Management Fee \$590.00 per annum

The amount of Council proposes to raise by way of waste management charges is \$1.15 million.

## PENALTY FOR LATE PAYMENT

That, pursuant to Section 245 of the Local Government, Council determines that the relevant interest rate which accrues on overdue rates will be 15 percent per annum, calculated on a daily basis until the date of payment.



# Assumptions

## PAYMENT DATES

That the Council determines that the Rates and Charges declared under this declaration are all due and payable in four (4) approximately equal instalments on the following dates:

- First Instalment - 30 September 2023;
- Second Instalment - 30 November 2023;
- Third Instalment - 31 January 2024; and
- Fourth Instalment - 31 March 2024.

## SOCIAL AND ECONOMIC IMPACTS OF RATING POLICY

The Council's current income is derived from four basic sources:

- Income from rates and statutory charges;
- Local Government Operational Grants;
- Grants provided by other Agencies to undertake specific funded programs (such as Aged Care); and
- Commercial income, which is generated from commercially let contracts.

In determining the rating regime for this year, the Council has considered a number of factors, including:

- The Council's statutory and legislative obligations.
- The service level expectations of the communities, residents, and ratepayers
- The funding environment and the overall reduction in income from grant and own source income.
- The asset management and asset renewal obligations of the Council
- The Council's priorities concerning local employment and maintenance of community-based employment and training opportunities.
- How current and future rating practices will affect the Council's financial sustainability.
- How existing services (particularly waste management and animal management) can be funded from existing revenue sources.
- The impact of the leasing arrangements for Aboriginal owned land on the Council's existing budget.

In determining the rating regime for 2023–2024, the Council has considered its source of “own source income” as discussed in the “Analysis of Budget”.



# Acknowledgements

## Artwork Acknowledgements

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COVER IMAGE: “The Keep”

By Jimmy Rubunja – Epenarra Artists

Story: “The swamp and two birds”

INSIDE IMAGE: “Bushfire along the Creek”

By Mary James – Kulumindini Artists

Story: “You got the creek there and the bushfires. Fire and water. The little dots are embers.”

## Photo Acknowledgements

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Watermarked photos provided by Efsta Konidaris Photography



# BARKLY REGIONAL COUNCIL

