

ROPER GULF REGIONAL COUNCIL

Annual Report 2022-23



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

The Logo

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

Roper Gulf Regional Council Support Centre

Street Address: 2 Crawford Street, Katherine NT 0850

Postal Address: PO Box 1321, Katherine NT 0851

Phone: 08 8972 9000

Email: info@ropergulf.nt.gov.au

Website: ropergulf.nt.gov.au

ABN: 94 746 956 090

Workshop and Depot

Street Address: 63 Chardon Street, Katherine NT 0850

Postal Address: PO Box 1321, Katherine NT 0851

Council Offices

Location	Phone
Barunga	08 8977 3200
Beswick	08 8977 2200
Borroloola	08 8975 7700
Bulman	08 8975 4189
Jilkminggan	08 8977 3100
Manyallaluk	08 8975 4055
Mataranka	08 8977 2300
Ngukurr	08 8977 4690
Numbulwar	08 8977 2190
Urapunga	08 8977 4690

Acknowledgement of Traditional Owners

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

This Annual Report was adopted by Council at its Ordinary Meeting in Ngukurr on Wednesday 25 October 2023.



CONTENTS

OVERVIEW	7	FINANCIAL REPORT	103
Welcome	8	SUMMARY	00
A message from the Mayor and Chief Executive Officer	9	Chief Executive Officer's Statement	00
Our vision	10	Independent Auditor's Report	00
Highlights	12	Statement of Financial Position	00
Budget summary	14	Statement of Changes in Equity	00
OUR REGION	17	Statement of Cash Flows	00
OUR ORGANISATION	21	Notes to the Financial Statements	00
Organisational Structure	22	APPENDIX – LOCAL GOVERNMENT REPORTING	00
Executive Team	22		
What We Do	24		
Our Staff	26		
Our Stakeholders	31		
Outstations	33		
GOVERNANCE	39		
Governance Structure	40		
Our Councillors	42		
Finance and Infrastructure Committee	46		
Audit and Risk Committee	47		
Local Authorities	48		
THE YEAR IN REVIEW	55		
Strategic Priorities	57		
Challenges	60		
Looking ahead	62		
Community Grants Program	64		
Local Authority Projects	66		
COUNCIL PERFORMANCE	69		
Planning Framework	70		



OVERVIEW

WELCOME

In the spirit of transparency and our commitment to accountable governance, Roper Gulf Regional Council (the Council) is proud to present its Annual Report for 2022-23. This year's report holds a special place in our journey, being the inaugural one aligned with our newly adopted five-year Strategic Plan, established in 2022.

This report is a key tool used by Council to inform our community and stakeholders about our performance during the 2022-23 financial year, including key achievements and challenges. This comprehensive report has been developed in adherence to Part 14.1 of the *Local Government Act 2019*.

Within the pages are the strategic endeavours and significant accomplishments orchestrated by the Council in 2022-23, aligned with each key outcome area of our strategic roadmap for 2022-27. Moreover, it offers a detailed account of our service delivery and financial performance, a true reflection of our commitment to operational excellence.

We would like to acknowledge our dedicated staff whose contributions have been instrumental in bringing this Annual Report to fruition.

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

Thank you for your continued support and partnership in our journey towards a more sustainable, viable and vibrant region.



MESSAGE FROM THE MAYOR AND CHIEF EXECUTIVE OFFICER

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The fiscal year of 2022-2023 was characterised by a remarkable level of activity and achievement for our Council. It was a period in which we redefined our purpose and worked towards consolidating our value proposition by providing exceptional services and infrastructure to our esteemed residents and constituents.

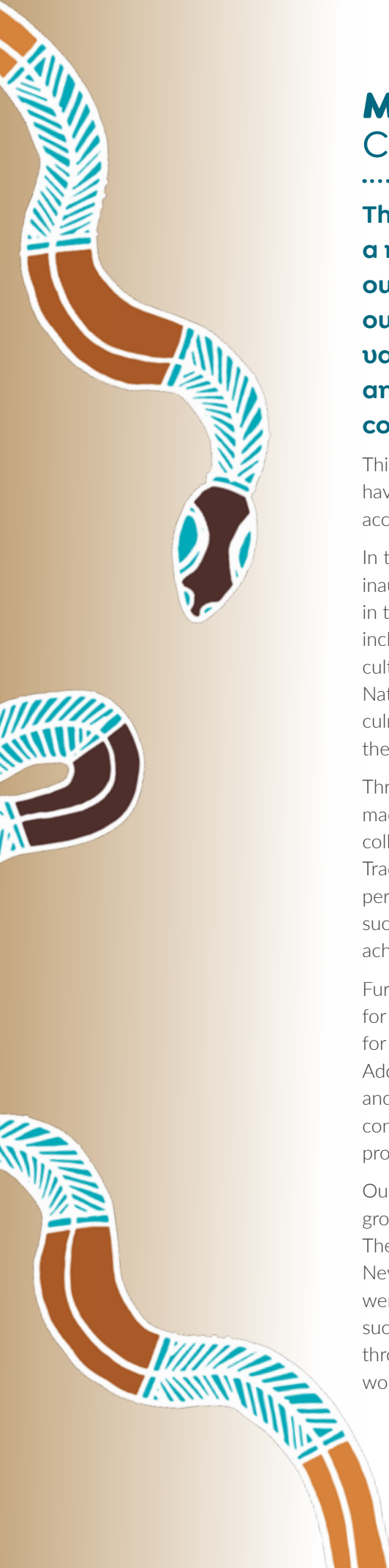
This annual report serves as a testament to the multitude of accomplishments we have attained, spanning from numerous community projects to staff training and accolades.

In the early months of 2023, we proudly celebrated the adoption of our inaugural Reconciliation Action Plan. This pivotal moment played a crucial role in transforming our organisational culture, fostering an environment of respect, inclusivity, and seamless integration while simultaneously honouring our diverse cultural heritage. Subsequently, we took a stand by expressing our support for the National Referendum for the Voice to Parliament. This unwavering commitment culminated in our Council formally passing a resolution in June 2023 to endorse the 'Yes' vote.

Throughout the year, we have recognised that our achievements have been made possible through a collaborative approach. One noteworthy instance of this collaboration was our involvement in the Barunga Festival alongside the Bagala Traditional Owners Group. Our Council played a significant role by providing personnel, resources, and facilities for the event, resulting in an immensely successful gathering attended by nearly 10,000 visitors. The festival's outstanding achievements were recently acknowledged with a prestigious National Award.

Further evidence of our commitment to collaboration was seen in our support for the Yugal Mangi Development Aboriginal Corporation, through partial funding for upgrades to the Ngukurr Town Oval and Sports Clubhouse (\$8.5 million). Additionally, we worked in conjunction with the Northern Territory Government and the McArthur River Mine Community Benefit Trust to commence the construction of the long-awaited Borroloola Cyclone Shelter and Sports Courts project, which received funding of \$9.6 million.

Our Council also demonstrated its unwavering support for various community groups by actively participating in a myriad of events and sports carnivals. These included the Malandarri Festival in Borroloola, the Mataranka Never Never Festival and Rodeo, and the AFL NAIDOC Round. These endeavours were undertaken through working with our communities and ensuring the success of these initiatives. Moreover, we directly contributed over \$70,000 through our community grants program and implemented over \$1 million worth of Local Authority projects.



The development of our new strategic plan led us to contemplate how we can effectively allocate resources and staff for service delivery in each community. As a result, we bolstered our on-ground management presence to enhance our responsiveness, expedite issue resolution, and provide an elevated standard of customer service.

Following an extensive consultation process, our strategic plan has revealed that a significant majority of our residents and constituents look to our Council to “provide a secure future for the kids” through the provision of employment opportunities, community infrastructure, and services. This imperative has become a focal point for our endeavours in the 2022-23 period. We have passionately advocated for regional economic development, improved road networks, enhanced services, and better housing options. However, we acknowledge that our ability to effect change is constrained by the legislative structure and responsibilities imposed upon Local Government in the Northern Territory.

Nonetheless, we remain resolute in our commitment to tirelessly champion the interests of our communities and endeavour to make our Council area an exceptional place to live and work. The past financial year can be encapsulated by our unwavering dedication to “bringing it back to the community”.

We continuously strive to lead by example in all aspects of local government. As we embark on the 2023-24 financial year, we will continue to embrace this ethos, ensuring the delivery of a diverse range of projects. Notably, these include the Barunga Statement Memorial, as well as the implementation of long-awaited ancillary plans such as our Sport and Recreation Masterplan, which will further enrich the lives of our residents and constituents.



Tony Jack

Mayor Roper Gulf Regional Council



Marc Gardner

Chief Executive Officer

OUR VISION

OUR VISION

Sustainable, Viable
and Vibrant

OUR MISSION

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

OUR VALUES

1.

Honesty

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

2.

Equality

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

3.

Accountability

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

4.

Respect

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

5.

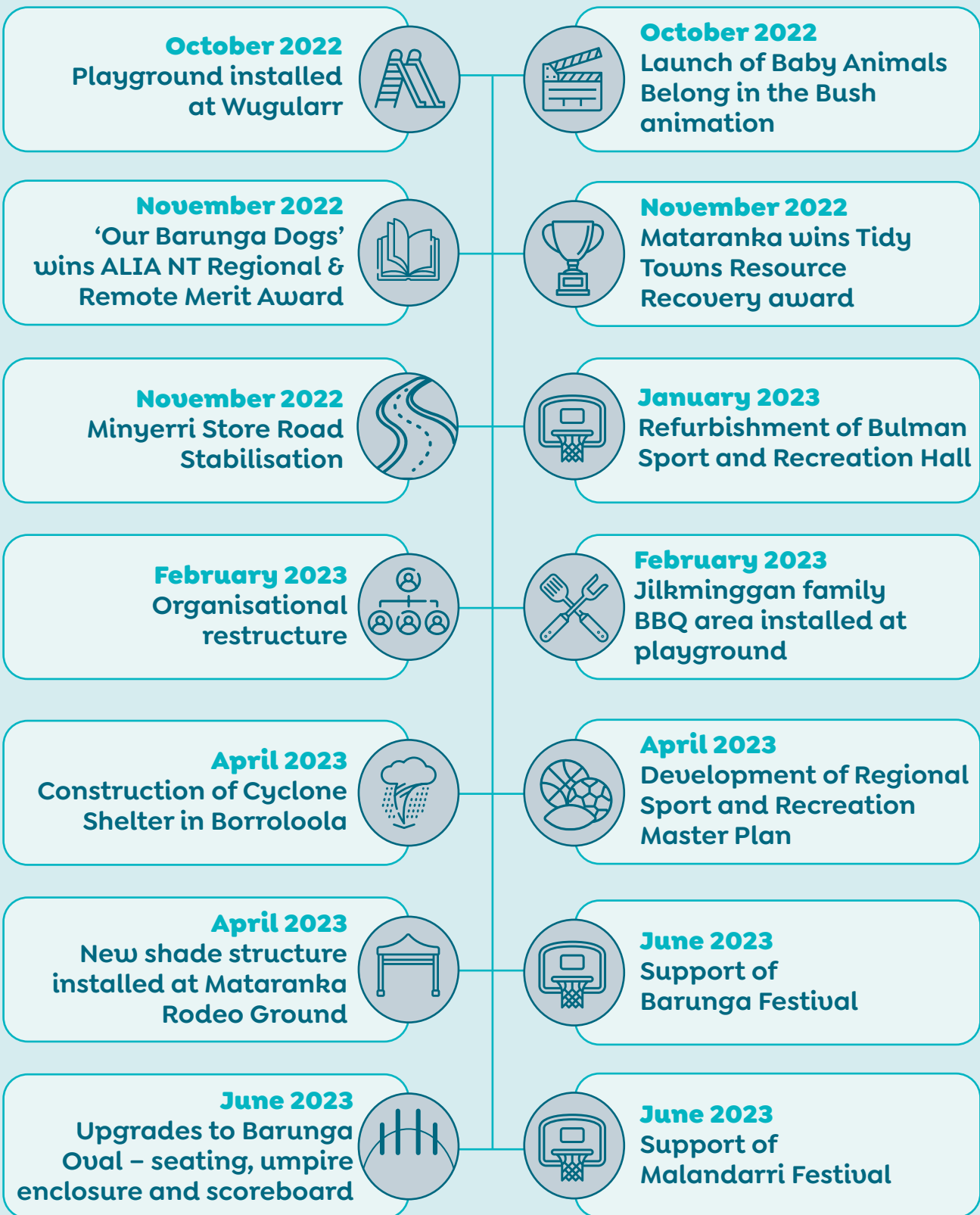
Trust

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



HIGHLIGHTS

Key projects and events delivered in 2022-23





July 2022 NAIDOC Round at Jilkminggan



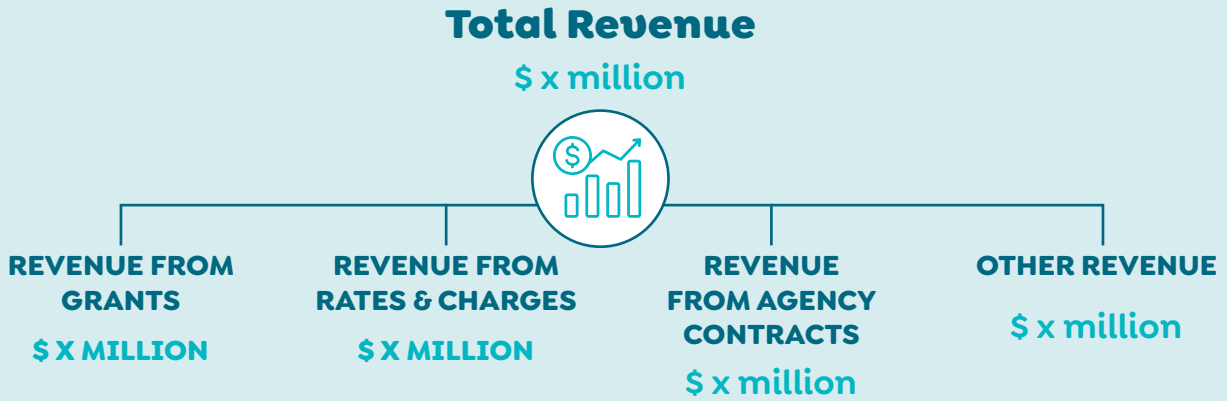
March 2023 Launch of Reconciliation Action Plan



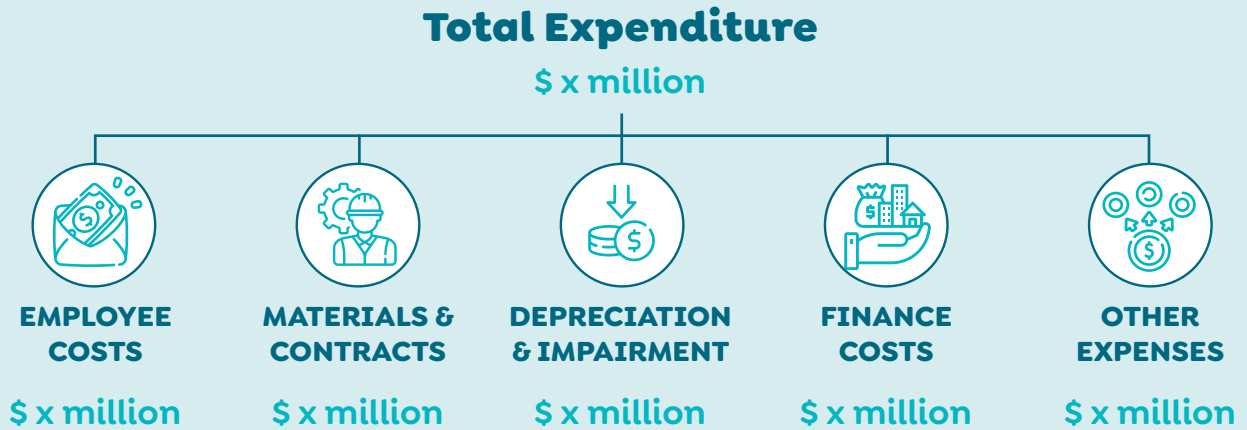
June 2023 Jilkminggan Crèche Playground Shade Structure and Soft fall

BUDGET SUMMARY

Where did our money come from?



Where was the money spent?



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



TOTAL SPENT ON MUNICIPAL SERVICES
\$ x million



TOTAL SPENT ON NIGHT PATROL
\$ x million



TOTAL SPENT ON CDP
\$ x million



TOTAL SPENT ON SPORT & RECREATION
\$ x million



TOTAL SPENT ON AGED CARE SERVICES
\$ x million







OUR REGION

In the heart of Australia lies a majestic expanse where Roper Gulf Regional Council proudly operates, offering an array of essential corporate, community, and infrastructure services. Our dedication extends across a breathtaking 201,000 square kilometres—one of the largest operational footprints in the Northern Territory.

Our regional boundaries span from the Kakadu escarpment in the north to the boundless edges of the Barkly Tablelands in the south. From the rugged eastern fringes of the Stuart Highway to the enchanting Gulf of Carpentaria and the neighbouring Queensland border. Here, nature reveals itself in all its glory—an ecological wonderland adorned with tropical savannahs, arid grasslands and expansive open forests. Iron-rich eroded sandstone, limestone escarpments, and graceful mesas paint the canvas of our landscape.

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

Envision a predominantly rural landscape where small townships, indigenous communities, and remote outstations form the tapestry of our existence. Rural land, a precious canvas, primarily nurtures cattle grazing, echoing with the rhythm of livelihood. Here, mining and tourism add their colours to the palette, enriching the canvas of our diverse economy.

We embrace this distinctive terrain, understanding its pulse, and strive to harmonise our services with the essence of this mesmerising land.



AN OVERVIEW OF THE ROPER GULF REGION:



**GEOGRAPHICAL
AREA**
201,000 KM²
WARDS
5

POPULATION

6,486



MEDIAN AGE
29



TOP LANGUAGES

(used at home other than English):

Kriol
Nunggubuyu
Garrwa
Anindilyakwa
Yanyuwa

ABORIGINAL & TORRES STRAIT ISLANDER POPULATION



4,879
(75.2%)



MAIN RIVERS

Limmen
McArthur
Robinson
Roper
Rose



COMMUNITIES & TOWNSHIPS

14

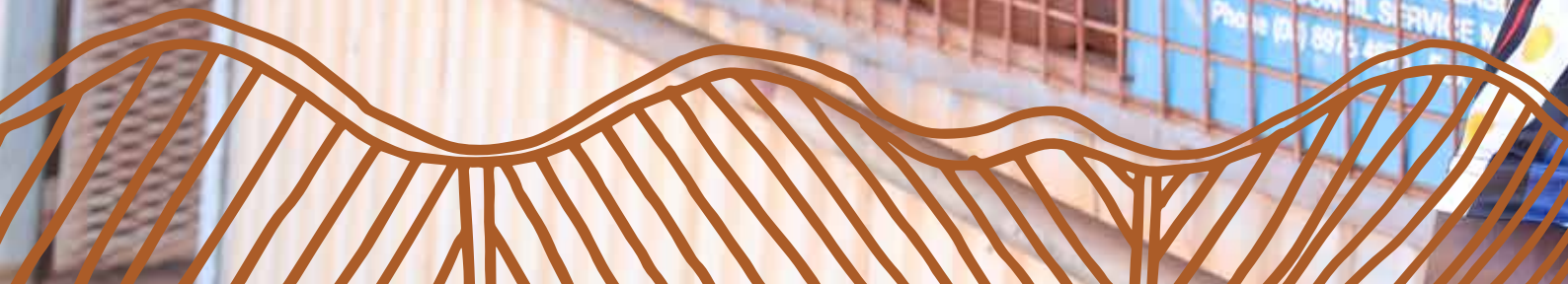
OUTSTATIONS (HOMELANDS)

Badawarrka
Baghetti
Barrapunta
Costello

Jodetluk
(Gorge Camp)
Kewulyi
Mole Hill

Mount Catt
Mulggan
Camp
Nulawan
Werenbun





Roper Gulf Regional Council
COMMUNITY SERVICES

AGED AND DISABILITY CARE FACILITIES

Open Monday to Friday
8.00am - 4.36pm

FOR ALL ENQUIRIES, PLEASE CONTACT
THE COUNCIL SERVICE CENTRE
Phone (08) 9975 4111

OUR ORGANISATION



ORGANISATIONAL STRUCTURE

Roper Gulf Regional Council is responsible for delivering more than 40 services to residents. These services range from upkeep and maintenance of public spaces, waste management, the delivery of antisocial diversion activities, and individual care services. These are community-led services that are critical to the life cycle and function of community.

The Council also provides professional support to service delivery across the region through the provision of administrative, human resources, accounting, information technology, governance and planning services delivered from our Katherine Support Centre and Workshop Depot.

Our organisational structure is designed to support the delivery of the key outcome areas, strategic objectives and goals set out in the Strategic Plan 2022-27.

EXECUTIVE TEAM

The Executive Management Team is made up of the Chief Executive Officer, the General Manager Corporate Services and Sustainability, the General Manager Council Services and Community Engagement and the General Manager Infrastructure Services and Planning, each overseeing the four respective departments of our organisation.

The Executive Management Team is responsible for implementing the decisions of Council. It also provides advice to Council, its Committees and its Local Authorities, is responsible for coordinating the management of the region, is involved in top-level decision-making and monitors compliance, service delivery and major projects.



Chief Executive Officer

Marc Gardner

Marc was appointed as Chief Executive Officer in May 2022. Marc has over 25 years of experience working in Local Government and nearly 10 years' experience working at Roper Gulf Regional Council. During his time at Roper Gulf, Marc has worked in various executive positions, providing an enormous wealth of knowledge to the Council and its staff.

Marc has a background and qualifications in environmental management, community development and corporate services in Queensland and Northern Territory Local Government. This includes obtaining a Master's degree in Business (Finance/Human Resources) and maintains affiliations with a number of professional institutes, including LGCOG (Local Government Chief Officer's Group), Institute of Managers and Leaders (IML), Local Government Professionals Australia (Vice President for their NT Division). He is also the Council representative on CouncilBiz (Board Member, Executive Board Member and Audit Committee Member) and sits on a range of other committees and reference groups including the Big Rivers Region Economic Growth Committee.

Marc's goal as CEO is to lead an organisation that values strategic congruence, focuses on safety, fosters a positive workplace culture, delivers high quality services to its constituents and supports altruistic endeavours.



General Manager Corporate Services and Sustainability Cindy Haddow

Cindy was appointed General Manager Corporate Services and Sustainability in October 2022. Cindy has spent the past 18 years living in Katherine and has worked in senior leadership roles in the Australian Government, Northern Territory Government and the not for profit sector. Cindy is committed to working collaboratively to ensure Council has high quality corporate support to deliver services to communities.

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



General Manager Council Services and Community Engagement David Hurst

David commenced employment with Council in April 2021 and appointed General Manager of Council Services and Community Engagement in October 2022.

David brings 30 years of leadership experience in Local Government, State Government, Aboriginal Corporations and the not for profit sector across Australian Capital Territory, New South Wales, Queensland and the Northern Territory. He has lived and worked in remote Aboriginal communities for 7 years in senior leadership roles.

David has a Bachelor degree in Business and Post Graduate certificate in Case Management. With a passion for community development and organisational capacity building, David's goal is to promote an integrated approach to local employment and economic development through job creation and high quality service delivery.

General Manager Infrastructure Services and Planning Vacant

WHAT WE DO

OFFICE OF THE CEO

- Strategic Management and Planning
- Governance
- Communications
- Advocacy

INFRASTRUCTURE SERVICES

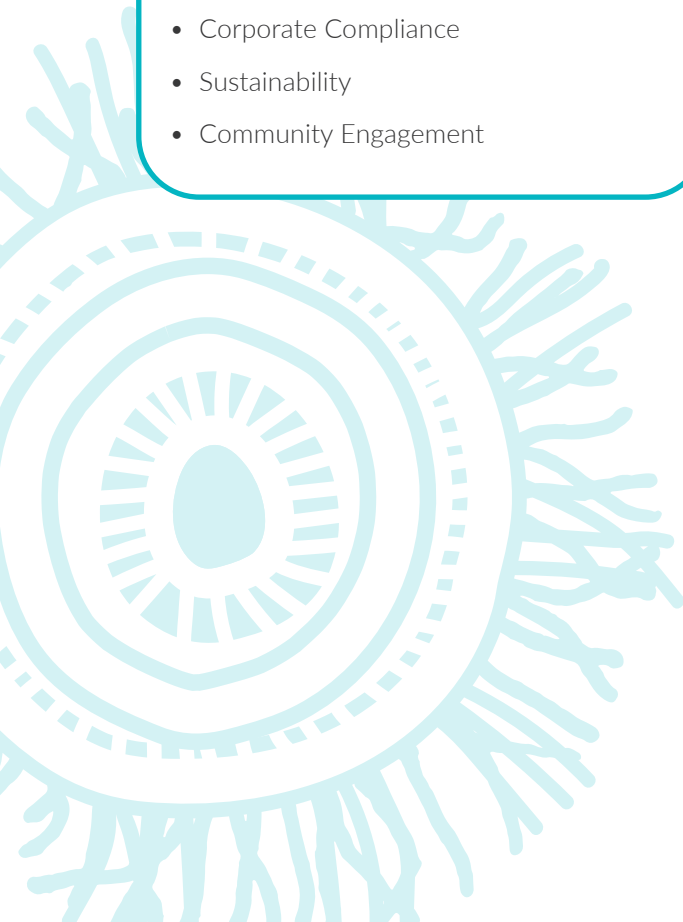
- Contract Management
- Project Management
- Asset Management
- Outstation Services
- Waste Management
- Cemetery Management
- Urban Planning and Design

CORPORATE SERVICES AND SUSTAINABILITY

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

COUNCIL SERVICES AND COMMUNITY ENGAGEMENT

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





OUR STAFF



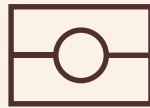
Total: 286



52% (149)
Male

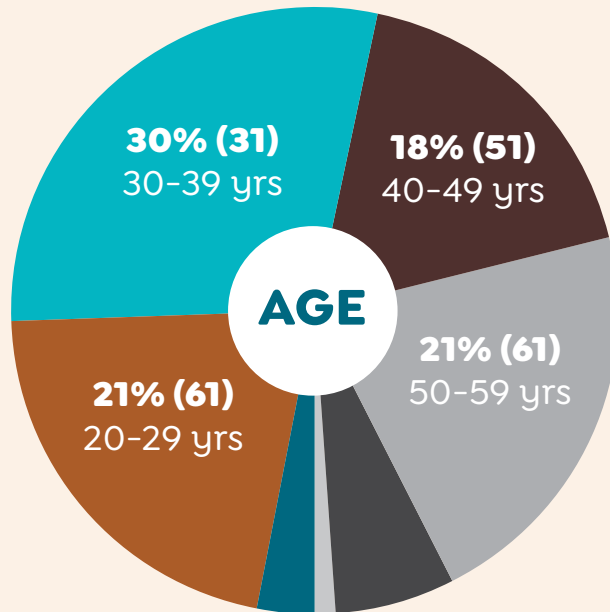


48% (137)
Female

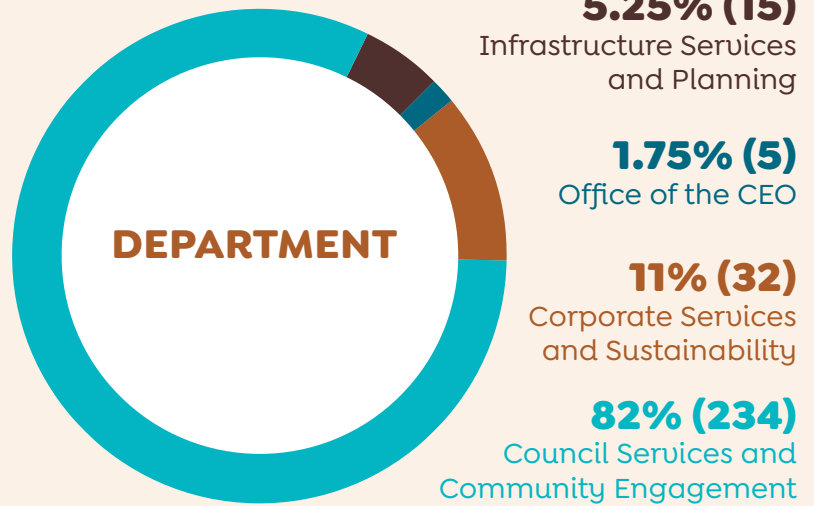
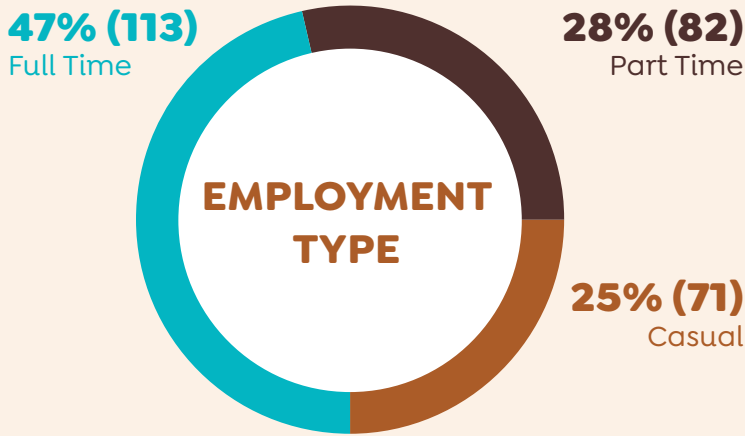


65% (187)
Identify as ATSI

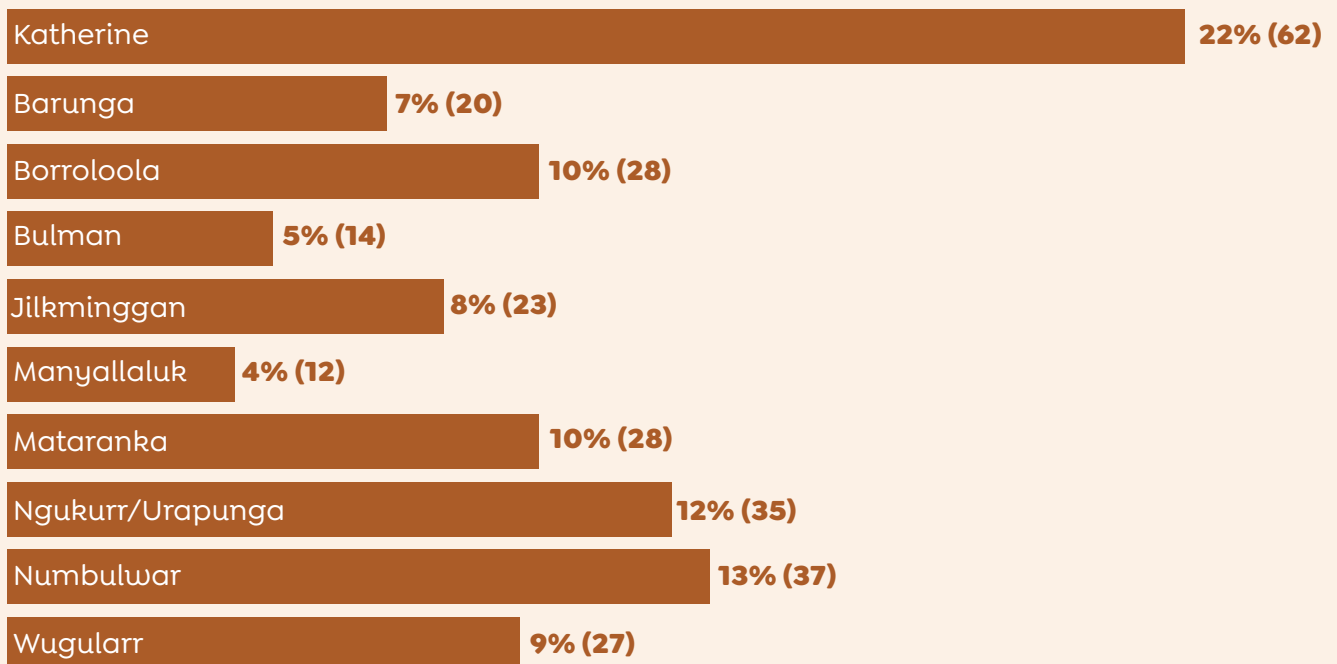
35% (99)
Non-Indigenous staff



3% (9) Under 20 **1% (3)** Over 70 **6% (18)** 60-69 yrs



STAFF BY LOCATION



TRAINING AND DEVELOPMENT OPPORTUNITIES

At Roper Gulf Regional Council, we champion a culture of continuous growth and development, valuing every staff member's journey towards professional advancement within the realm of local government.

Throughout the preceding financial year, we facilitated a number of opportunities for staff to partake in tailored training and development programs, designed to elevate their skill sets and pave the way for rewarding careers. An impressive number of over a hundred staff members seized these opportunities, engaging in a diverse array of training initiatives.

In our commitment to personalised and impactful learning experiences, we prioritise face-to-face training sessions held within the very heart of our communities. This approach not only amplifies the effectiveness of the training but also resonates with our belief in connecting with our staff on a more personal and community-driven level.

We are immensely proud of the dedication and enthusiasm displayed by our team, seizing these learning opportunities to empower their professional journeys.

The training courses delivered in 2022-23 included:

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



In early 2023, Council partnered with the Australian Institute of Management (AIM) to develop the AIM Partner Pack, which offers 22 enrolments in a pre-determined bundle of virtual courses delivered over a six-month period. These virtual courses have proved invaluable to further developing the skillset of our staff, especially those in management positions or with aspirations to become a leader in the organisation.

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

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

APPRENTICESHIPS AND TRAINEESHIPS

As a prominent employer within our region, Roper Gulf Regional Council acknowledges the pivotal role of apprenticeships and traineeships in shaping the future workforce and nurturing talent within our communities. We proudly offer numerous opportunities through the Apprenticeship/Traineeship Scheme, providing a valuable stepping-stone for both entry-level individuals and current staff members aspiring to advance their careers within our organisation.

The scheme seamlessly integrates work with academic study, establishing a supportive pathway to sustainable employment under the expert guidance of our qualified professionals. The qualifications attainable through our apprenticeship and traineeship initiatives span across a broad spectrum, ranging from Australian Qualifications Framework (AQF) AQF Level 3 to AQF Level 6 (Advanced Diploma). This diversity ensures that our programs cater to a wide array of skill sets and ambitions, empowering individuals to reach their potential and contribute meaningfully to the Council's objectives.

Some of the apprenticeships and traineeships available are:

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

There are also accredited and non-accredited training opportunities available to applicable staff including:

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



WORK HEALTH AND SAFETY

Our organisation aspires to set a distinguished standard in the realms of health and safety. Our unwavering commitment revolves around optimising health and safety by efficiently managing all associated risks inherent in our business activities.

Central to our ethos is the profound value we place on the health, safety, and wellbeing of every individual associated with us—our employees, contractors, visitors, and the broader community benefiting from the manifold facilities under our care. We embrace a vision of fostering the highest achievable standard in workplace health and safety management across all spheres of our operations.

We believe that through personal dedication and the involvement of each individual, we can elevate our workplace health and safety standards to unparalleled heights. This steadfast dedication fuels our commitment to providing an environment that is not only safe but also encourages growth, productivity and a sense of security for all.



OUR STAKEHOLDERS

Community and stakeholder engagement is an integral part of our service and allows us to better connect with the people who live and work in the Roper Gulf region and understand their needs and goals.

Stakeholder engagement and consultation was a key part of the development of our Strategic Plan and has been a strategic focus of the past financial year.

Our stakeholders are important to us and we want to continue to build strong and effective relationships by improving engagement, collaboration and knowledge sharing, and also by participating in community events.

	STAKEHOLDER GROUP	WHY THEY ARE IMPORTANT TO US	WHY WE ARE IMPORTANT TO THEM	HOW WE ENGAGE WITH THIS GROUP
EXTERNAL	Constituents (Residents)	Utilise our services, programs and facilities and provide valuable feedback.	Provide high quality services, representation, advocacy, programs and facilities.	<ul style="list-style-type: none"> • Public meetings • Community events • Corporate documents • Website • Social media • Surveys
	Ratepayers	Provide funding to deliver services and infrastructure and provide valuable feedback.	Provide high quality services and infrastructure.	<ul style="list-style-type: none"> • Public meetings • Community events • Corporate documents • Website • Social media • Surveys
	Business owners	Economic development and local employment.	Utilise the products and services and enhance business.	<ul style="list-style-type: none"> • Public meetings • Community events • Website • Social media • Electronic communication
	Visitors	Provide economic benefits and need for local employment.	We provide services, facilities and infrastructure.	<ul style="list-style-type: none"> • Website • Social media • Posters
	Community groups and local associations	Sharing of community knowledge, connections and resources.	Provide support, partnerships and resources.	<ul style="list-style-type: none"> • Public meetings • Community events • Website • Social media • Electronic communication



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

OUTSTATIONS

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

Within the Roper Gulf region, there are approximately 200 people living across the 11 outstations that the Council services, with the largest outstation population being approximately 70 people at Mulggan Camp. These figures are approximate due to the transient nature of these locations and the seasonal variations that occur due to wet weather restricted access.

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

Outstations serviced from Bulman and Katherine:

- Barrapunta
- Baghetti
- Mount Catt

Outstations serviced from Katherine:

- Jodetluk (Gorge Camp)
- Werenbun

Outstations serviced from Mataranka and Katherine:

- Mulggan Camp

Outstations serviced from Ngukurr and Katherine:

- Badawarrka
- Costello
- Kewulyi
- Mole Hill
- Nulawan



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

Municipal and Essential Services

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

Housing Maintenance Services

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

Homelands Capital Program

In 2022-23, the Municipal Essential Services Special Purpose Grant program and the Homelands Extra Allowance combined to form what is called the Homelands Capital Program.

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



OUTSTATIONS PROJECTS

This table shows the ongoing services and projects that were completed or started in the 2022-23 financial year.

OUTSTATION	PROJECTS 2022-23	STATUS
Baghetti	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
	Emergency supply and installation of new power generator	Completed
Barrapunta	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
Mount Catt	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
	Supply and install a new solar hybrid system	Completed
	Drill a new bore and install a water tank	Completed
	Upgrade of septic system at House 3	In progress
Jodetluk (Gorge Camp)	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
	Home extra allowance	Ongoing
	Supply and install solar streetlights	Completed
Werenbun	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
Mulggan Camp	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
	Electrical and plumbing emergency repairs	Completed
Badawarrka	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
	Home extra allowance	Ongoing
	Emergency food drop during severe flooding	Completed
Costello	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
Nulawan	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
Kewulyi	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing
	Home extra allowance	Ongoing
	Supply and install a new solar hybrid system	Completed
	Supply and install a water tank	Completed
	Install compound fence	In progress
Mole Hill	Municipal essential services	Ongoing
	Housing maintenance services	Ongoing



Project Highlight: Housing Upgrade in Kewulyi

In August 2022, Roper Gulf Regional Council's Outstations team secured funding to make House 3 a more habitable residence for a family of six. House 3 started its life as a shed before it was later converted to be a station store and suffered a fire, causing significant damage to the timber structure.

The Outstations team alongside various subcontractors carried out multiple projects under the 'Housing maintenance services' contract including installing a stainless steel kitchen, new gas stove, veranda and an ablution block with a new septic system. The team also made the inside of the house more private and comfortable for the family by installing walls to convert the open area of the shed into three bedrooms and a living area.

There were issues with the ground level outside being higher than the house, causing the bedrooms to flood when it rained. Council secured additional funding through the Northern Territory Government's Homelands Extra Allowance grant and the Outstations team was able to install a new insulated wall with windows, remove the old concrete slab and regrade the ground level so that water flowed away from the house.





“
...the Outstations team
was able to install a
new insulated wall with
windows, remove the old
concrete slab and regrade
the ground level so that
water flowed away from
the house.
”





GOVERNANCE



GOVERNANCE STRUCTURE

Council is a local government body that operates as a result of and in accordance with the *Local Government Act 2019* (the Act) and its statutory instruments. As outlined at Section 4 (1) (a) of the Act, local government is a distinct and essential sphere of government. The system of Local Government is outlined at Chapter 2 of the Act, the constitutive provision for local government bodies in the Northern Territory, which includes Roper Gulf Regional Council.

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

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

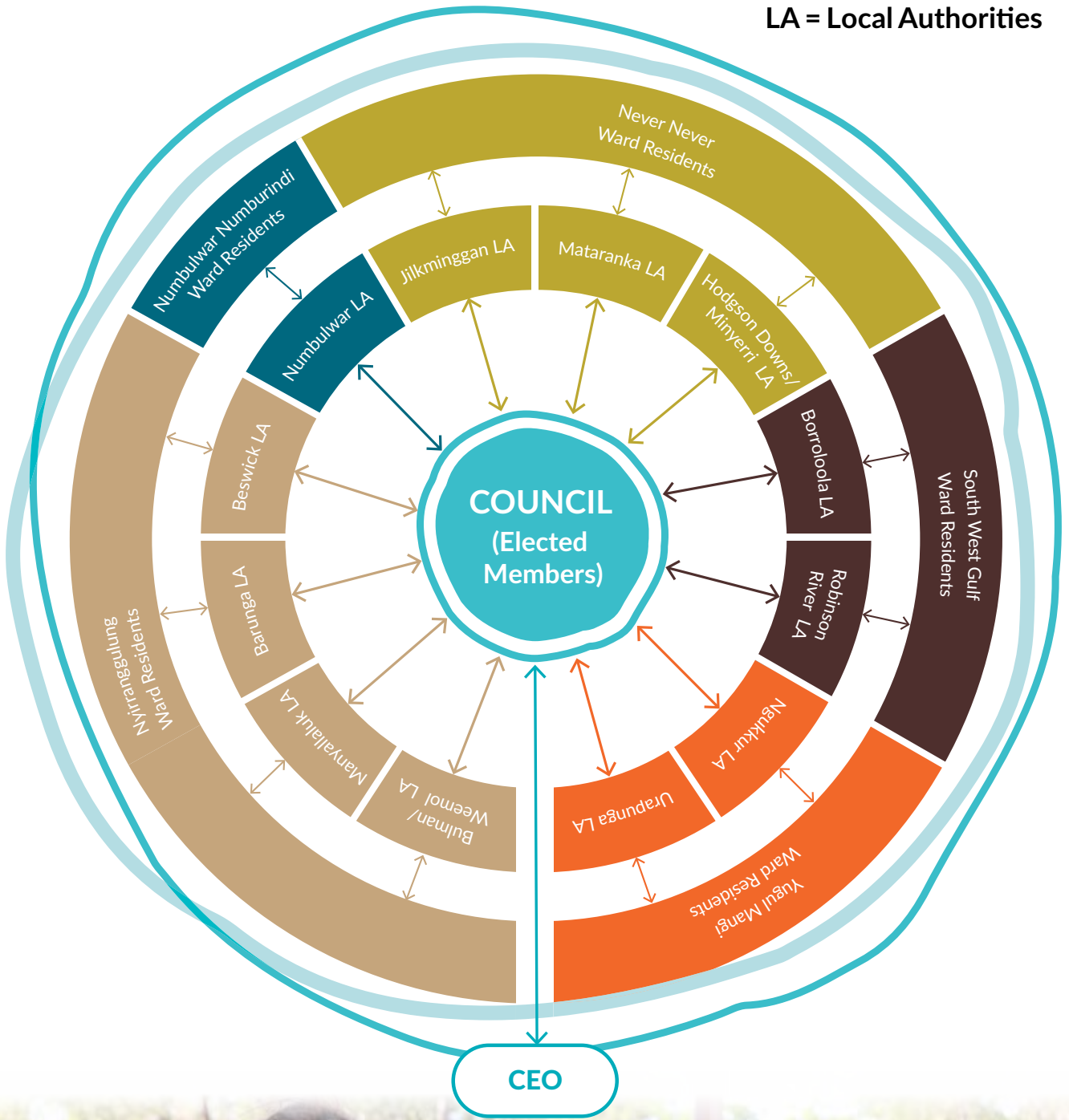
Council itself is comprised of thirteen democratically elected members (Councillors) from across its five wards who are elected for four year terms in local government general elections, in accordance with Chapter 8 of the Act and the *Local Government (Electoral) Regulations 2021* that are overseen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

Council has a Principal Member (Mayor) and a Deputy Principal Member (Deputy Mayor) who are elected from within and by its elected members at its first Ordinary Meeting of Council. For the financial year 2022-23, Council's Mayor and Deputy Mayor were Tony Jack, of the South West Gulf Ward, and Judy MacFarlane of the Never Never Ward respectively. Elected Members are appointed and function within the legislative provisions of the *Local Government Act 2019*, including the Code of Conduct, which is prescribed at Schedule 1 of the Act.

To increase the effectiveness and efficiency of the organisation, the Council aims for open and transparent communication with the community, staff and stakeholders and encourage opportunities for the community to take part in planning and decision-making processes.

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

LA = Local Authorities



OUR COUNCILLORS

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

For the 2022-23 financial year, Council's Mayor and Deputy Mayor were Tony Jack, of the South West Gulf Ward, and Judy MacFarlane of the Never Never Ward respectively. Elected Members are appointed and function within the legislative provisions of the *Local Government Act 2019*.



Mayor
Tony Jack
(South West Gulf Ward)



Deputy Mayor
Judy MacFarlane
(Never Never Ward)

Never Never Ward



Councillor
Annabelle Daylight



Councillor
Patricia Farrell



Councillor
Edwin Nungumajbarr



Councillor
Kathy-Anne Numamurdiridi

Numbulwar-Numburindi Ward

Nyirranggulung Ward



Councillor
Helen Lee



Councillor
Selina Ashley



Councillor
John Dalywater

South West Gulf Ward

Yugul Mangi Ward



Councillor
Samuel Evans



Councillor
Gadrian Hoosan



Councillor
Owen Turner



Councillor
Jana Daniels

**Our vision is clear and action is being taken
to deliver tangible results for the people of
the Roper Gulf region.**

Mayor Tony Jack



COUNCIL MEETING ATTENDANCE

ELECTED MEMBER	24 AUG 22	28 SEP 22	26 OCT 22	14 NOV 22 SPECIAL MEETING
Mayor Jack	✓	✓	✓	✗
(Former Deputy Mayor) Deputy Mayor MacFarlane	✗	✓	✓	✓
Deputy Mayor Helen Lee	✓	✓	✗	✓
Cr Selina Ashley	✗	✓	✗	✗
Cr John Dalywater	✗	✓	✓	✓
Cr Samuel Evans	✓	✓	✓	✓
Cr Gadrian Hoosan	✓	✓	✗	✓
Cr Annabelle Daylight	✓	✓	✗	✗
Cr Patricia Farrell	✓	✗	✓	✓
Cr Owen Turner	✗	✗	✓	✓
Cr Jana Daniels	✗	✗	✗	✗
Cr. Edwin Nunggumajbarr	✓	✗	✓	✗
Cr. Kathy-Anne Numamurdirdi	✓	✗	✓	✓

✓ Attended

✗ Did not attend



ELECTED MEMBER	14 DEC 22	22 FEB 23	27 APR 23	21 JUN 23	% ATTENDANCE 8 MEETINGS HELD
Mayor Jack	✓	✓	✓	✓	88%
(Former Deputy Mayor) Deputy Mayor MacFarlane	✓	✓	✓	✗	75%
Deputy Mayor Helen Lee	✓	✓	✓	✓	88%
Cr Selina Ashley	✗	✗	✓	✗	25%
Cr John Dalywater	✓	✓	✓	✓	88%
Cr Samuel Evans	✓	✓	✓	✗	88%
Cr Gadrian Hoosan	✓	✓	✗	✓	75%
Cr Annabelle Daylight	✗	✓	✗	✓	50%
Cr Patricia Farrell	✓	✗	✓	✓	75%
Cr Owen Turner	✓	✓	✗	✗	50%
Cr Jana Daniels	✓	✗	✗	✓	25%
Cr. Edwin Nungumajbarr	✓	✗	✓	✓	63%
Cr. Kathy-Anne Numamurdirdi	✓	✓	✓	✗	75%

✓ Attended

✗ Did not attend



FINANCE AND INFRASTRUCTURE COMMITTEE

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

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

Members of the Finance and Infrastructure Committee:

- Awais Ur Rehman (Independent Member);
- The Mayor;
- The Deputy Mayor;
- Councillor Samuel Evans;
- Councillor Helen Lee;
- Councillor Owen Turner;
- Councillor Annabelle Daylight; and
- Councillor Edwin Nunggamajbarr

FINANCE AND INFRASTRUCTURE COMMITTEE MEETING ATTENDANCE

MEMBER	27 JUL 22	23 NOV 22	25 JAN 23	22 MAR 23	24 MAY 23	% ATTENDANCE 5 MEETINGS HELD
Awais Ur Rehman	✓	✓	✗	✓	✓	80%
Mayor Tony Jack	✓	✓	✓	✗	✓	80%
Deputy Mayor Judy MacFarlane	✓	✓	✗	✓	✓	80%
Cr. Samuel Evans	✓	✓	✓	✓	✗	80%
Cr. Annabelle Daylight	✓	✗	✓	✓	✗	60%
Cr. Edwin Nunggamajbarr	✓	✓	✓	✓	✓	100%
Cr. Owen Turner	✓	✓	✓	✓	✓	100%
Cr. Helen Lee	✗	✗	✓	✓	✓	60%

✓ Attended

✗ Did not attend

AUDIT AND RISK COMMITTEE

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

Members of the Audit and Risk Committee:

- Ian Swan (Independent Member);
- Carolyn Eagle (Independent Member);
- Claudia Goldsmith (Independent Member);
- Councillor Gadrian Hoosan; and
- Councillor John Dalywater

AUDIT AND RISK COMMITTEE MEETING ATTENDANCE

MEMBER	17 AUG 22	31 OCT 22	12 APR 23	7 JUN 23	% ATTENDANCE 4 MEETINGS HELD
Ian Swan	✓	✓	✓	✗	75%
Carolyn Eagle	✓	✓	✗	✓	75%
Claudia Goldsmith	✓	✓	✓	✓	100%
Cr. John Dalywater	✓	✗	✓	✓	75%
Cr. Gadrian Hoosan	✗	✗	✓	✓	50%
Cr. Patricia Farrell	-	-	✓	✓	100%

✓ Attended

✗ Did not attend

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

LOCAL AUTHORITIES

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

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

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

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

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

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



LOCAL AUTHORITY MEETING ATTENDANCE

Barunga

Member	5 Jul 23	3 Nov 22	10 Jan 23	4 Apr 23	% attendance 4 meetings held
Cr. Helen Lee	✓	✓	✓	✓	100%
Charlane Bulumbara	✓	✗	✓	✓	75%
Neil Brown	✓	✗	✗	✓	50%
Frederick Scrubby	✓	-	-	-	25%
Vita Brinjen	✓	✗	✗	✓	50%
Anne Marie Lee	✗	✓	✓	✓	75%
Danielle Bush	✗	✓	✓	✓	75%
Ambrose Bulumbara	-	-	-	✗	0%

Borrooloola

Member	11 Aug 22	1 Dec 22	9 Feb 23	18 May 23	% attendance 4 meetings held
Mayor Tony Jack	✗	✓	✓	✓	75%
Cr. Samuel Evans	✓	✓	✗	✓	75%
Cr. Gadrian Hoosan	✗	✗	✗	✗	0%
Donald Garner	✓	✗	✓	✓	75%
Trish Elmy	✓	✓	✓	✗	75%
Maria Pyro	✓	✓	✓	✓	100%
Raymond Anderson	✓	✗	✗	✗	25%
Mike Longton	✓	✓	✓	✓	100%
Jonathan Sauer	✓	✓	✓	✓	100%
Rebecca Gentle	✗	✗	✗	✗	0%
Andrew Firley	-	✓	✗	✓	50%
Casey Hucks	-	-	-	✓	25%

✓ Attended

✗ Did not attend

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

Bulman

Member	13 Oct 22	12 Jan 23	% attendance 2 meetings held
Cr. Selina Ashley	✘	✘	0%
Cr. John Dalywater	✔	✔	50%
Annette Miller	✘	✔	50%
Peter Miller	✔	✔	100%
Anthony Kennedy	✘	✘	0%
Aaron Rickson	✘	✘	0%
Charmain Brinjen	✔	✔	100%
Shantelle Miller	✔	✘	50%
Loretta Lindsay	✘	✘	0%
Spencer Martin	✘	✔	50%
Francis Miller	—	✔	50%

Two meetings cancelled due to lack of member attendance.

Jilkmिंगgan

Member	7 Feb 23	2 May 23	% attendance 2 meetings held
Deputy Mayor Judy MacFarlane	✘	✔	50%
Cr. Annabelle Daylight	✔	✔	100%
Cecilia Lake	✔	✔	100%
Phyllis Conway	✘	✘	0%
Lisa McDonald	✔	✔	100%
Shirley Roberts	✔	✔	100%
Wayne Roy	✘	✘	0%
Anne Marie Woods	✔	✔	100%
Timothy Baker	✘	✘	0%
Morgan Cockyell	—	✔	50%

Two meetings cancelled due to lack of member attendance.

✔ Attended

✘ Did not attend

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

Manyallaluk

Member	4 Jul 22	12 Oct 22	3 Apr 23	% attendance 3 meetings held
Cr. Helen Lee	✓	✗	✗	33%
Lloyd Brown	✓	✗	✓	67%
Ben Ulamari	✗	✗	–	0%
Elena Lawrence	✗	✓	✓	67%
Sherese Dooley	✗	✗	–	0%
Eileen Avelum	✗	✓	✓	67%

One meeting cancelled due to lack of member attendance.

Mataranka

Member	9 Aug 22	8 Nov 22	7 Feb 23	2 May 23	% attendance 4 meetings held
Deputy Mayor Judy MacFarlane	✓	✓	✗	✓	75%
Sue Edwards	✓	✓	✓	✗	75%
Margaret Minnett	✓	✓	✓	✓	100%
Michael Somers	✓	✓	✓	✓	100%
Rachael Waters	✗	✓	✓	✓	75%
Anthony Heaslip	✓	✓	✓	✓	100%
Desmond Barritt	✓	✓	✓	✓	100%
Alan Chapman	✗	✗	✗	✗	0%

Manyallaluk

Member	4 Jul 22	12 Oct 22	3 Apr 23	% attendance 3 meetings held
Cr. Helen Lee	✓	✗	✗	33%
Lloyd Brown	✓	✗	✓	67%
Ben Ulamari	✗	✗	–	0%
Elena Lawrence	✗	✓	✓	67%
Sherese Dooley	✗	✗	–	0%
Eileen Avelum	✗	✓	✓	67%

One meeting cancelled due to lack of member attendance.

Minyerri (Hodgson Downs)

Member	5 Dec 22	27 Mar 23	% attendance 2 meetings held
Cr. Patricia Farrell	✓	✓	100%
Jones Billy	✓	✓	100%
Beth John	✓	✓	100%
Nerrale Arnold	✓	-	100%
Sonia Roberts	✓	✓	100%
Jonathan Walla	✗	✓	50%
Edna Ills	-	✓	100%

One meeting postponed to July 2023 and one meeting cancelled due to lack of member attendance.

Ngukurr

Member	20 Sep 22	6 Dec 22	28 Mar 23	6 Jun 23	% attendance 4 meetings held
Cr. Owen Turner	✗	✓	✓	✓	75%
Cr. Jana Daniels	✗	✓	✗	✗	25%
Robin Rogers	✓	✗	✗	✗	25%
Tanya Joshua	✓	✓	✓	✓	100%
Craig Rogers	✓	✓	✓	✗	75%
Roxanne Roberts	✓	✓	✗	✓	75%
Marcia Roberts	✗	✗	✗	✗	0%
Michelle Farrell	✗	✓	-	-	50%

Michelle Farrell submit her formal resignation as a Local Authority member on 28 March 2023.

Numbulwar

Member	21 Sep 22	8 Mar 23	% attendance 2 meetings held
Cr. Edwin Nunggumajbarr	✓	✓	100%
Cr. Kathy-Anne Numamurdirdi	✓	✓	100%
Douglas Wunungmurra	✓	✓	100%
Rhonda Simon	✓	✗	50%
Travis Mirniyowan	✓	✗	50%
Roland Nunghirribala	✗	✓	50%
Felicity Rami	✗	✓	50%
David Murrungun	✓	✓	100%

One meeting postponed to July 2023 and one meeting cancelled due to lack of member attendance.

Robinson River

Member	% attendance 0 meetings held
Timothy Simon	0%
Richard Dixon	0%
Shandel Dick	0%
Freddy Jackson	0%
Jasmine Campbell	0%
Susan George	0%
Melissa Noble	0%
Curtis Shadforth	0%
Margaret Shadforth	0%

Four meetings cancelled due to various reasons as noted on Council's website.

Urapunga

Member	20 Sep 22	% attendance 1 meeting held
Cr. Owen Turner	x	0%
Cr. Jana Daniels	x	0%
Dennis Duncan	✓	100%
Edna Nelson	✓	100%
Antonella Pascoe	✓	100%
Elaine Duncan	x	0%
Amanda Jeffs	x	0%
Paul Jeffs	x	0%

Three meetings cancelled due to various reasons as noted on Council's website.

- ✓ Attended
- x Did not attend
- Not a member at the time of meeting or attendance not required



A YEAR IN REVIEW



Our Strategic Priorities



WORKFORCE DEVELOPMENT



COMMUNITY ENGAGEMENT



RECONCILIATION



SPORT AND RECREATION MASTER PLAN



IMPROVED INFRASTRUCTURE

Challenges



**EMPLOYEE
AVAILABILITY**



**PROJECT
MANAGEMENT**



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



**LOCAL GOVERNMENT
MISCONCEPTIONS**

Looking ahead



**COMMUNITY
INFRASTRUCTURE**



**INFORMATION
TECHNOLOGY
IMPROVEMENTS**



**DEVELOPMENT OF
ANCILLARY PLANS**

STRATEGIC PRIORITIES

WORKFORCE DEVELOPMENT

Roper Gulf Regional Council and its staff have experienced a period of ongoing change and instability over previous years. This past year has seen more stability in our Executive Leadership Team and in the implementation of the new Strategic Plan and organisational restructure, and now requires further support with a Workforce Development Plan.

The Workforce Development Plan aims to address issues associated with operating in a large and remote area, improve staff morale, address the special circumstances of Aboriginal and Torres Strait Islander staff, provide performance monitoring tools and facilitate employee attraction, training and retention.

COMMUNITY ENGAGEMENT

Community engagement is two-way information sharing that enables the community to have a say on matters that may affect or interest them. Roper Gulf Regional Council is home to a passionate community with a strong local identity and proud culture and we want to invest time to hear about community needs from the people who live and work here.

Community and stakeholder engagement is an integral part of our service and was a key part of the development of our Strategic Plan. We regularly engage with our community and stakeholders through online platforms (website, social media and email), public meetings, community gatherings, corporate documents, surveys and by attending major events and festivals.

In the past financial year, our Events Committee (re-established in 2022) continued to evolve and increased the Council's capability to support and attend major events, small community events and sport and recreation activities therefore undertaking meaningful community engagement, building stakeholder relationships and demonstrating Council's support and value to the community.

This aligns with the Strategic Plan 2022-27 to increase workforce effectiveness and engagement, aiming to reduce misinformation, increase mutual understanding between Council and the community and increasing support for Council.





RECONCILIATION

With the launch of its first Reconciliation Action Plan (RAP) in March 2023, Roper Gulf Regional Council has demonstrated its commitment to an inclusive workplace and integrating the strong local culture of our region in every day work operations and activities.

The RAP is a strategic document with a framework of practical actions that will drive our organisation's contribution to reconciliation and strengthen the relationships between Aboriginal and Torres Strait Islander people and non-Indigenous people for the benefit of all Australians. The RAP has turned the Council's good intentions into tangible actions that can be monitored to ensure are taking the right steps towards reconciliation.

The development of the RAP aims to increase awareness/acknowledgement of Indigenous culture and history of the region as outlined in the Strategic Plan 2022-27. Alongside reconciliation, the RAP aims to deepen the Council's relationship and mutual respect between staff, communities, traditional owners and key stakeholders and increase workforce awareness of cultural protocols and sensitivities.

Since the implementation of the RAP, Roper Gulf Regional Council has:

- Coordinated National Reconciliation Week events and activities;
- Continued its support for the Barunga Festival;
- Continued its support for the Malandarri Festival;
- Strengthened partnerships with AFL NT, Big Rivers Football League and the Arnhem Crows Football Club to support and facilitate NAIDOC Round 2023;
- Formed partnerships with new stakeholders such as MacFarlane and Mataranka Primary Schools to promote and support reconciliation;
- Conducted a Workforce Development (Human Resource) review, which has provided strategic direction and scope for more progressive changes in relation to reconciliation actions and;
- Engaged with local community education centres and organisations to investigate opportunities for partnerships, placements and resources that increase work opportunities for local Aboriginal and Torres Strait Islander people (including school leavers).

SPORT AND RECREATION MASTER PLAN

The community consultation for the development of the Strategic Plan 2022-27 highlighted the importance that Roper Gulf residents place on sport and recreation and that the availability of sport and recreation activities and facilities directly influences the liveability of the region. To meet the needs of its constituents, Council requires a proactive approach to developing and maintaining sport and recreation facilities in each community.

In early 2023, Council engaged a highly qualified consultant, who has specialist recreation knowledge and experience, to develop a Sport and Recreation Master Plan. The Plan will provide clear strategic and operational guidance for the provision of services and investment in sport and recreation facilities for the short (1-3 years), medium (4-7 years), and long (8-10 years) term. Consultation for the Master Plan occurred from April 2023 to June 2023 in each community.

The development of the Sport and Recreation Master Plan aims to increase liveability in the region and decrease youth disengagement, while also addressing the current and future challenges to meet sport and recreation requirements in each community.

It will provide a road map of the steps that our Council needs to take to reach a destination where each community has the appropriate facilities and the capacity to meet the needs of its residents now and in the future. The Sport and Recreation Master Plan will be finalised and implemented in the 2023-24 financial year.

IMPROVED INFRASTRUCTURE

The Strategic Plan 2022-27 has provided a clear guideline for the Council to map out priority projects, which were highlighted in the community consultation process. Our aim is to support building and maintaining community infrastructure that positively contributes to resident needs and aspirations, and the Council is proud to have delivered a number of community and local authority projects in the 2022-23 financial year, including:

- Playground installation in Wugularr
- Rehabilitation of the pavement at Nulawan Road in Ngukurr
- Stabilisation of the Store Road in Minyerri
- Road upgrades on Anyula Street in Borroloola
- Internal refurbishment of Sport and Recreation Hall in Bulman
- Installation of a family BBQ area in Jilkminggan
- Shade structure installed at the Rodeo Ground in Mataranka
- Upgrades to the AFL oval in Barunga
- Supply and installation of a shade structure and softfall at Jilkminggan Crèche
- Upgrades to the access road from Bulman to Weemol

CHALLENGES

EMPLOYEE AVAILABILITY

The 2022-23 financial year presented challenges for the Human Resources function of Council. The nationwide shortage of skilled workers has made it difficult to attract and retain suitable skilled workers to the Council. The attraction and retention of skilled employees in remote communities is critical for them to be self-sufficient and therefore sustainable however, the remoteness of our region makes it difficult to do so.

Consequently, the organisation has faced long periods where key positions were vacant. This led to staff taking on additional or higher duties on top of their already busy workload. Council is actively looking at contemporary and innovative strategies to develop our local workforce and to maximise the attraction and retention of staff.

CHALLENGES IN REMOTE PROJECT DELIVERY

The geographical location of our region presents a distinct set of hurdles, impacting the seamless execution of projects. Council staff, contractors and suppliers face a multitude of unique challenges inherent to these remote settings. These hurdles, ranging from limited access to essential resources and potential miscommunication between sites to navigating intricate cultural sensitivities, often pose a significant risk to the project's quality, timeliness and overall cost-effectiveness. The vast physical distance between the project site and site managers further compounds these obstacles.

Inwardly, our Council faces the reality of managing projects in these remote areas, contending with limitations stemming from employee availability and turnover. At times, these internal dynamics have strained our project management systems and processes, inadvertently causing administrative delays.

NO CONTROL OF LAND USE, SOCIAL AND TOWN PLANNING

In the unique context of the Northern Territory, the jurisdiction over town and land use planning primarily rests with the Northern Territory Government, bypassing local government organisations. This setup has unearthed critical shortcomings, exposing significant gaps in effective planning, land availability, and the provision of social housing. The repercussions of these deficiencies are palpable, echoing through communities and manifesting as pressing social, health, and educational challenges—particularly pronounced in Indigenous communities across the Northern Territory.

As a regional council, we find ourselves hamstrung by these limitations, unable to effectively steer economic development for the holistic betterment of our communities. A lack of planning controls severely inhibits our ability to proactively address issues related to land availability and housing needs. It is our strong conviction that decentralising control over land use and town planning to local government entities within the Northern Territory would empower local authorities to respond swiftly and effectively, ensuring adequate accommodation for all residents and catalysing community growth.

PUBLIC PERCEPTION OF COUNCIL

Before the amalgamations reshaped our landscape in 2008, Community Government Councils held an integral role as the exclusive service providers for their respective locations. However, the tide has since shifted, ushering in a diverse array of service providers within our region. This newfound landscape includes not only the Council but also esteemed entities such as Aboriginal Corporations, various Northern Territory Government departments, trusted contractors, and local businesses, among others.

Yet, despite this vibrant and multi-faceted network of service providers, a persistent perception remains within the community—the Council is sometimes still perceived as the singular entity responsible for all services. This misconception has given rise to challenges within our organisational realm. Our dedicated staff grapple with managing this misperception, contending with issues ranging from dealing with negative public perception and vexatious complaints to mitigating morale dips among the team. We strive to clarify that the Council is not the exclusive source of solutions for community issues, encouraging a holistic understanding of our shared community responsibilities.



LOOKING AHEAD

DEVELOPMENT OF ANCILLARY PLANS:

A number of long-awaited initiatives are in development as a result of the Strategic Plan 2022-27 in addition to other targeted community consultation undertaken last year. These ancillary plans integrate with the Strategic Plan and have a similar but more specific role in setting out how Council will work to meet the needs of its community. The strategic directions, priorities and actions outlined in each ancillary plan will provide the basis for decisions about how we will use our resources and assets to achieve our overall vision of being sustainable, viable and vibrant.

The purpose of the ancillary plans is to provide support to the primary activities and services being delivered on the ground and direct how future growth and change will be managed.

The ancillary plans and strategies being developed include:

- Sport and Recreation Master Plan
- Human Resources Strategy and Workforce Development Plan
- Aged Care and Disability Strategy
- Waste Management Strategy

COMMUNITY INFRASTRUCTURE

In the heart of our commitment to the empowerment and betterment of remote Aboriginal communities, the Council wholeheartedly dedicates itself to enhancing essential community infrastructure where it is needed most. We recognise that robust infrastructure is the bedrock of thriving communities, promoting holistic growth, improved quality of life, and sustainable development. Guided by this vision, we consistently prioritise identifying areas requiring infrastructure augmentation and strive to bridge any existing gaps.

To fortify our efforts, we actively pursue grants from various sources to fund these crucial projects. Collaborative partnerships and funding are fundamental to driving impactful change in these communities. These grants not only fuel the initiatives but also affirm our dedication to advocating for equitable opportunities and a brighter future for all. Through this steadfast focus on grant acquisition and resourceful allocation, we aim to catalyse progress and bring about enduring positive transformations in remote Aboriginal communities.



INFORMATION TECHNOLOGY IMPROVEMENTS

In 2023-24, the Information Technology (IT) department intends to propel the Council deeper into the digital frontier through substantial system upgrades and enhancements. At the forefront of this endeavour is a significant ongoing project in collaboration with our subsidiary company, CouncilBIZ to integrate Microsoft Office 365 into our infrastructure for day-to-day operation.

Simultaneously, our pursuit of community empowerment continues through steadfast network enhancements. The drive towards providing high-speed connectivity sees us on the cusp of achieving this vision, with only two locations yet to experience the efficiency of Starlink or Fibre Optic connections. Recent achievements in extending Starlink connectivity to Numbulwar, Ngukurr, and Wugularr communities reflect our dedication to bridging the digital divide.

A hardware refresh is also on the horizon, with all 'End of Life' (EOL) machines to be replaced with new, faster units to improve user experience and increase productivity. New systems for multiple departments will also be integrated with current systems to allow for a seamless day-to-day operation. The Council is looking to establish a committee to oversee this integration, with representation from each department to ensure all resources are utilised efficiently and effectively.

To support the aforementioned upgrades to Council's Information Technology, Council has approved a new Information Technology Manager position. This pivotal position ensures that all our technological aspirations align with the strategic vision of the IT department. Beyond the wires and circuits, these advancements underscore the transformative potential of modern technology, even in our remote location.

Community network upgrades will also continue with only two remaining locations not yet running high speed Starlink or Fibre Optic connections. Recent additions to Council's pool of Starlink users were Numbulwar, Ngukurr and Wugularr communities.



COMMUNITY GRANTS PROGRAM

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

Our Community Grants Program provided over \$70,000 worth of funding for community projects and initiatives across the region in 2022-23. The successful recipients were:

ROUND ONE

APPLICANT	PROJECT	AMOUNT
Borroloola Old Police Station Museum National Trust of Australia (NT)	Purchase of lawnmower	\$4,600
Mataranka Fishing Sporting and Recreation	Host a two day fishing competition	\$3,000
Numbulwar Numburindi Arts	Special Exhibition Opportunity in Godinymayin Yijard	\$5,000
Borroloola School	Purchase ICT equipment to assist and improve the students' ICT skills	\$5,000
Borroloola School	Purchase of sports equipment	\$5,000
Urapunga School	Library rejuvenation/refurbishment	\$5,000
Jilkminggan School	Families attending Jilkminggan FaFT will travel to Darwin for 3 nights for a mini camp	\$5,000
Mataranka School FaFT (Families as First Teachers)	Families attending Mataranka FaFT will travel to Darwin for 3 nights for a mini camp	\$5,000
Wanta Aboriginal Corporation	Training and help to build employment pathways for the students of Ngukurr	\$5,000
Total		\$42,600

ROUND TWO

APPLICANT	PROJECT	AMOUNT
Mataranka Fishing Sporting and Recreation Club (MFSRC)	MFSRC May Fishing Competition	\$5,000
Mataranka School	Year 5/6 School Camp to Sydney	\$5,000
Moriarty Foundation	School of Sport Northern Territory Competition	\$5,000
Ngukurr Language Centre Aboriginal Corporation	Professional Development and Language Camps	\$5,000
Numbulwar Numburindi Arts	Discarded Beauty: A Fusion of Weaving and Painting with reclaimed materials	\$2,500
AFL NT Barunga Auskick Centre	Barunga Auskick Centre	\$5,000
Borroloola Amateur Race Club (BARC)	BARC arena upgrades	\$5,000
Total		\$32,500

Image: Joseph Smith, Resource Recovery Coordinator and Councillor Samuel Evans with Eddie Webber, Janette Leather and Ted Firkin from the Old Borroloola Police Station Museum who used the grant funding to purchase a new lawnmower.



LOCAL AUTHORITY PROJECTS

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

In 2022-23, the following Local Authority projects were completed:

LOCATION	COMPLETED PROJECTS 2022-23
Barunga	<ul style="list-style-type: none"> • Basketball court line marking • Soft fall installed at playground • Repairs to AFL scoreboard • Outdoor seating and glass cabinets installed at the library
Borrooloola	
Bulman	<ul style="list-style-type: none"> • Upgrades to Sport and Recreation Hall
Jilkminggan	<ul style="list-style-type: none"> • Family area built at Sport and Recreation ground • Soft fall installed at playground
Manyallaluk	
Mataranka	<ul style="list-style-type: none"> • Shelter installed over the top of the Railway Section Car • Ramp access installed at Never Never Museum
Minyerri	<ul style="list-style-type: none"> • Road upgrades (stabilisation)
Ngukurr	
Numbulwar	
Robinson River	
Urapunga	
Wugularr	<ul style="list-style-type: none"> • Solid shade structure installed over the playground • Seating and lighting installed at the playground





Left: Neil Doctor from the Mataranka Community Development Program in front of the new ramp at the Never Never Museum.

Image: The Mataranka Community Development Program team standing at the new shelter installed over the top of the Railway Section Car.



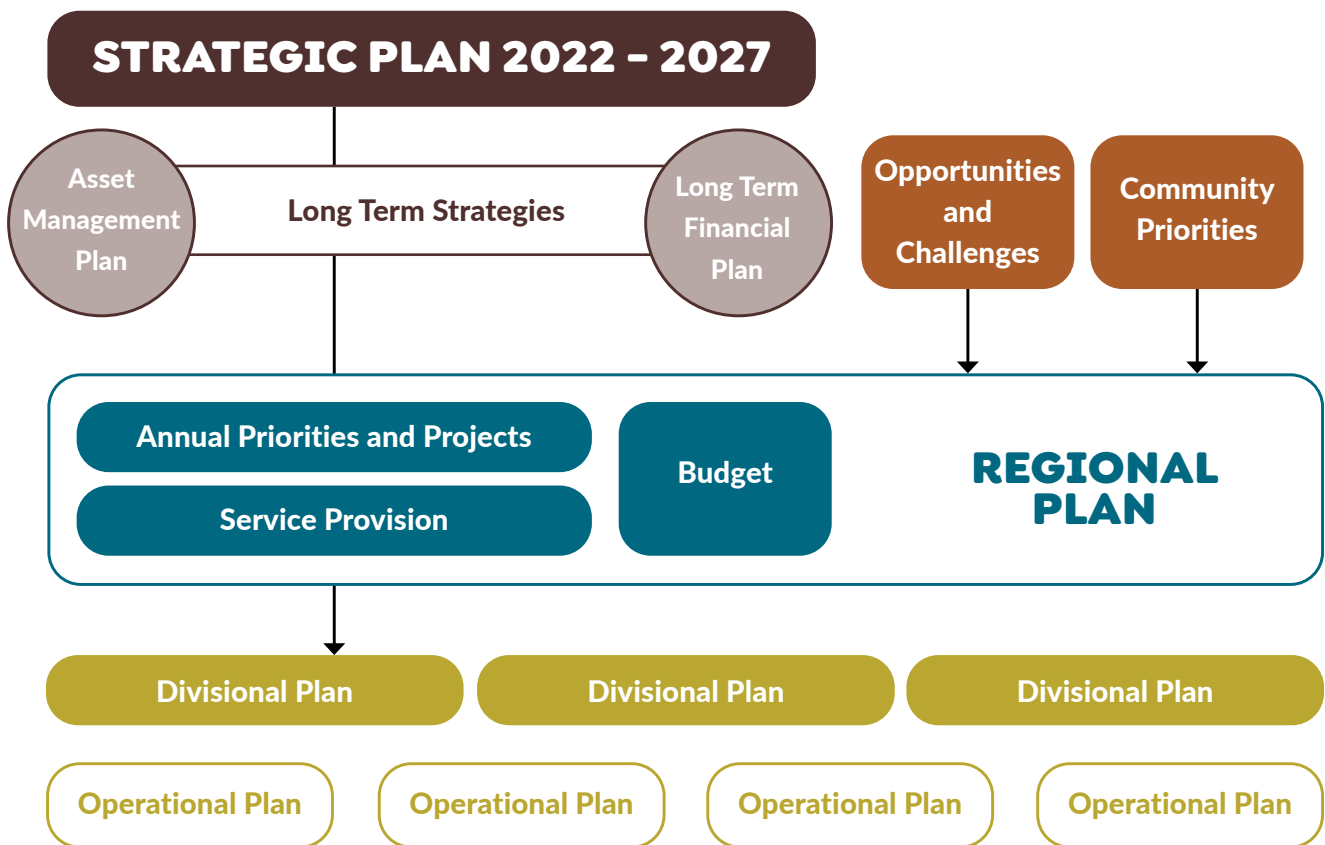
COUNCIL PERFORMANCE



PLANNING FRAMEWORK

Our strategic planning pathway provides a comprehensive overview of how the Council actively engages with its stakeholders to shape plans for service delivery and investments in community infrastructure. This structured approach outlines how the Council's resources and services are strategically aligned with identified community needs, ensuring a seamless and integrated planning process. It also ensures that financial and capital resources are optimally allocated to support strategic decision-making and effectively coordinate our operations and activities.

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



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

The Annual Report is used by Council to inform our communities and stakeholders about our performance during the 2022-23 financial year including our key achievements, challenges, organisation structures, service delivery outcomes and financial performance.

The deliverables outlined in the Regional Plan 2022-23 are extracted from the Strategic Plan and align behind five key outcome areas:



The following tables assess our performance against our strategic goals, objectives and key performance indicators for the 2022-23 financial year.



WELLBEING

Goal: Contribute to the wellbeing of residents individually and communities as a whole; by fostering increased participation in community activities, education, healthy lifestyles, and a safe living environment.

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

KEY PERFORMANCE INDICATORS	STATUS	COMMENTS
<ul style="list-style-type: none"> 5 year analysis of incidents prepared. 	In progress	Available data is currently being collated and a report will be provided once compilation and analysis is complete.
<ul style="list-style-type: none"> Report submitted to Council and considered. 	Not started	As above.
<ul style="list-style-type: none"> Agreement on collaboration in place. 	Ongoing	<p>Council collaborates with Police at the strategic level by way of membership of the Big Rivers Coordination Committee (BRCC).</p> <p>Council collaborates with Police at the local level by way of membership on Local Emergency Management Committees (LEMC).</p> <p>Council has several Memorandae of Understanding (MOU) with Police at the local level.</p>
<ul style="list-style-type: none"> Program for collaboration in place. 	Not started	Will commence on completion of MOU.
<ul style="list-style-type: none"> Progress reports submitted to Council. 	Not started	Will commence on completion of MOU.
<ul style="list-style-type: none"> Number of audits undertaken. 	Not started	<p>Surveys for community feedback conducted in each location bi-annually. Community safety meetings also held on an ad-hoc basis with attendance from community members and other stakeholders.</p> <p>Aged care has a specific audit schedule to meet the Aged care standards agency criteria.</p>
<ul style="list-style-type: none"> Rectification actions/strategies/works undertaken. 	Not started	Actions taken if required following each community safety meeting and on an ad-hoc basis as required. Also adjust delivery as required following bi-annual community feedback.
<ul style="list-style-type: none"> Site responsive solutions. 	Not started	<p>Blackspots in community have been identified through Solar Lights audit.</p> <p>Solar Lights currently being installed.</p>



WELLBEING

Goal: Contribute to the wellbeing of residents individually and communities as a whole; by fostering increased participation in community activities, education, healthy lifestyles, and a safe living environment.

<p>Increase public safety (cont.)</p>	<p>Continue night patrols.</p>
<p>Increase participation in healthy activities.</p>	<p>Consult with communities on safe house needs and advocate to fill identified needs.</p> <p>Audit sport and recreation facilities and identify gaps.</p>

<ul style="list-style-type: none"> Number of night patrols. 	Ongoing	Recruitment for Barunga Night Patrol underway. Operational in all other communities. A total of 37,824 hours were worked by 42 Night Patrol staff across the region. Each community was allocated 3,640 hours of active patrol during this period; please note that this is the number of patrol hours for the team, not the combined number of rostered hours for each individual team member.
<ul style="list-style-type: none"> Trend reports on incidents. 	Ongoing	A total of 1,144 incidents occurred and 6,120 individuals were interacted with. All of these incidents were alcohol related.
<ul style="list-style-type: none"> Safe house requirements defined. 	Not started	Consultations have commenced in Numbulwar and at the direction of council Minister Ubio has been advised of the need for a Safe house in Numbulwar
<ul style="list-style-type: none"> Number of new, revised, improved facilities in place. 	Not started	Ongoing. As above. Council has been advised and have directed advocacy action.
<ul style="list-style-type: none"> Audit completed. 	In progress	Tenders for a Sport & Recreation Master Plan have been commenced. Discussions are currently underway to determine potential funding support options for the Plan's development. Work on the Plan will commence when funding has been finalised and a supplier appointed. Estimated Time of Completion: December 2023
<ul style="list-style-type: none"> Gaps defined and reviewed by Council. 	In progress	Gap analysis will commence once the final Plan has been delivered.



WELLBEING

Goal: Contribute to the wellbeing of residents individually and communities as a whole; by fostering increased participation in community activities, education, healthy lifestyles, and a safe living environment.

<p>Increase participation in healthy activities (cont.)</p>	<p>Develop a sport & recreation strategy in consultation with communities.</p>
<p>Improve Council service delivery.</p>	<p>Engage with adjoining Councils to determine feasibility/practicality of shared service delivery.</p> <hr/> <p>Ongoing feedback reporting on performance through Local Authority meetings.</p> <hr/> <p>Establish Service Delivery Standards, with associated policies and procedures.</p>

<ul style="list-style-type: none"> • Strategy completed Year 1. 	In progress	<p>Tenders for a Sport & Recreation Master Plan have been commenced. Discussions are currently underway to determine potential funding support options for the Plan's development. Work on the Plan will commence when funding has been finalised and a supplier appointed.</p> <p>Estimated Time of Completion: December 2023</p>
<ul style="list-style-type: none"> • Funding sought from NT Government. 	Not started	Funding support will be sought once the final Plan has been delivered and outcomes for each community location identified.
<ul style="list-style-type: none"> • Agreed projects included in capital works program. 	Not started	This will be determined following the delivery of the final Plan.
<ul style="list-style-type: none"> • Scope, number and type of agreements. 	Ongoing	<p>Sharing IT Services (CouncilBiz) and Strategic Waste Management (2 Agreements/arrangement)</p> <p>Currently investigate forming a Big Rivers ROC (Regional Organisation of Councils) and forming terms of reference.</p>
<ul style="list-style-type: none"> • Number of feedback reports. 	Ongoing	Implemented in Q3.
<ul style="list-style-type: none"> • Ratings of services over time. 	Ongoing	Implemented in Q3.
<ul style="list-style-type: none"> • Number of feedback reports. 	Ongoing	Community consultation takes place every 6 months for Night Patrol and Sport & Recreation
<ul style="list-style-type: none"> • Ratings of services over time. 	Ongoing	Community consultation takes place every 6 months for Night Patrol and Sport & Recreation
<ul style="list-style-type: none"> • Service delivery standards established and utilised. 	In progress	Have not commenced service ratings
<ul style="list-style-type: none"> • Reports on contractor performance. 	Ongoing	<p>Contractor performance is consistently monitored with feedback from community defining further use of contractor in the youth space.</p> <p>Site visit reports conducted bi annually and we have recorded good results</p>
<ul style="list-style-type: none"> • Community feedback reports. 	Ongoing	<p>Community consultation takes place every 6 months for Night Patrol and Sport & Recreation.</p> <p>Community satisfaction surveys are conducted bi-annually with next due in Q3. Prior results demonstrated a greater than 80% satisfaction rate.</p>



WELLBEING

Goal: Contribute to the wellbeing of residents individually and communities as a whole; by fostering increased participation in community activities, education, healthy lifestyles, and a safe living environment.

<p>Increase engagement with young people.</p>	<p>Develop and implement a Community Services (Social Needs) Strategy.</p>
	<p>Invite school staff, police and other relevant organisations to Local Authority meetings to discuss local youth issues.</p>
	<p>Invite youth representatives of local sporting and recreational groups to present views to Local Authority meetings.</p>
	<p>Presentations to schools on jobs /career paths available in Council.</p>
<p>Increase access to educational resources.</p>	<p>Review libraries in the context of increasing their utilisation as learning/drop in centres.</p>

<ul style="list-style-type: none"> • Social Services needs reviewed and reported on. 	Not started	
<ul style="list-style-type: none"> • Social Services Strategy developed and implemented. 	Not started	We now have a 5 year strategic plan in progress with the SDAP team.
<ul style="list-style-type: none"> • Number of actions successfully implemented under the Strategy. 	Not started	
<ul style="list-style-type: none"> • Frequency and number of agencies attending. 	Ongoing	Stakeholder invitations to Local Authority meetings are standard practice, with stakeholder attendance occurring at over 75% of held Local Authority meetings.
<ul style="list-style-type: none"> • Reports on views of effectiveness. 	Ongoing	Reported at every Ordinary Meeting of Council as a standing agenda item (Ward Reports).
<ul style="list-style-type: none"> • Frequency and number of presentations. 	In progress	Conducted in Q3.
<ul style="list-style-type: none"> • Description of resolutions affected. 	In progress	Reported in Q3.
<ul style="list-style-type: none"> • Number of presentations. 	7	Presentations occur at every Council engagement event (e.g. public festival), and 2 'Career Expo' events undertaken.
<ul style="list-style-type: none"> • School feedback reports. 	Ongoing	Council engages with local schools on a regular basis, including inviting school staff and students to locally held Council meetings and Local Authority meetings. Furthermore, Council provided ~\$20,000 in grants and Local Authority Funding for direct benefit to local schools.
<ul style="list-style-type: none"> • Strategy for library utilisation in place. 	In progress	Minor facilities upgrades undertaken and completed at the Mataranka and Barunga libraries during reporting period.



ENVIRONMENT

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

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

KEY PERFORMANCE INDICATORS	STATUS	COMMENTS
<ul style="list-style-type: none"> Green Strategy reviewed and updated. 	Under Review	The Green Plan revision requires budget allocation by Council, Budget Revision 2 – 2023.
<ul style="list-style-type: none"> All strategies in this area of focus brought together under this platform. 	Under Development	The Green Plan revision requires budget allocation by Council, Budget Revision 2 – 2023.
<ul style="list-style-type: none"> Achievement of actions adopted in the overarching Strategy. 	Under Development	The Green Plan revision requires budget allocation by Council, Budget Revision 2 – 2023.
<ul style="list-style-type: none"> Implementation reports. 	Ongoing	<p>Participated in Big Rivers Waste Audit to determine waste streams/volumes able to substantiate the construction of a MRF.</p> <p>Audits conducted at Beswick and Mataranka.</p> <p>Forms part of the Waste Management Strategy which has been awarded to an external consultant. Strategy expected Q4 2023.</p>
<ul style="list-style-type: none"> Mapping completed. 	Mapping incomplete	Forms part of the Waste Management Strategy which has been awarded to an external consultant. Strategy expected Q4 2023.
<ul style="list-style-type: none"> Recycling options report completed. 	Under Development	<p>Currently recycling Mineral Oil, Cooking Oil, Steel etc.</p> <p>Forms part of the Waste Management Strategy which has been awarded to an external consultant. Strategy expected Q4 2023.</p>
<ul style="list-style-type: none"> Amount and type of recycling implemented and trends. 	Ongoing	Currently, unable to implement total recycling as volumes and streams make it unviable.



ENVIRONMENT

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

<p>Improve effectiveness and efficiency of waste management (continued).</p>	<p>Develop a container deposit scheme.</p>
	<p>Establish methods for collection and disposal of derelict vehicles.</p>
	<p>Deliver waste management education program for communities.</p>
<p>Increase community resilience to environmental impacts.</p>	<p>Develop storm water management plan.</p>

<ul style="list-style-type: none"> • Scheme implemented. 	Developed. Currently licensed to operate out of Mataranka, Borrooloola and Jilkminggan.	Mataranka won the Tidy Towns Recycling Awards for 2022
<ul style="list-style-type: none"> • Trend reports of containers returned. 	Ongoing	Report is submitted to EPA, quarterly and yearly.
<ul style="list-style-type: none"> • Methodology established and adopted by Council. 	Methodology under development	Currently council work with residents to remove cars from yards and store at WMF
<ul style="list-style-type: none"> • Trend reports on number of derelict vehicles recovered. 	Report scope and format under development	Forms part of the Waste Management Strategy which has been awarded to an external consultant. Strategy expected Q4 2023.
<ul style="list-style-type: none"> • Program sourced and/or developed. 	Not started	Forms part of the Waste Management Strategy which has been awarded to an external consultant. Strategy expected Q4 2023.
<ul style="list-style-type: none"> • Number of programs delivered. 	Not started	Forms part of the Waste Management Strategy which has been awarded to an external consultant. Strategy expected Q4 2023.
<ul style="list-style-type: none"> • Time series photographs of communities. 	Not started	Currently being developed for Ngukurr and Minyerri.
<ul style="list-style-type: none"> • Plan in place. 	Under Development	10 Year Capital Works Plan commenced.
<ul style="list-style-type: none"> • Extent of capital works undertaken. 	Under Review	Forms part of the Waste Management Strategy which has been awarded to an external consultant. Strategy expected Q4 2023
<ul style="list-style-type: none"> • Wet Season impact reports. 	Under Review	This falls within the remit of the Council Services Division in collaboration with NTG.



ENVIRONMENT

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

<p>Increase community resilience to environmental impacts (continued).</p>	<p>Council participation in disaster management preparation response and recovery initiatives.</p>
<p>Improve community visual amenity.</p>	<p>Implement parks development, street scaping, street greening and way finding plans.</p>
<p>Improve animal health and control over pets.</p>	<p>Engage community members in animal health and responsible pet ownership programs.</p>

<ul style="list-style-type: none"> • Response reports. 	<p>Ongoing</p>	<p>Local Disaster preparation completed during quarter per community. No reports to Council due to no natural disaster events.</p> <p>One report to Finance and Infrastructure Committee (Jan 23) in relation to Numbulwar Cyclone Shelter)</p> <p>Lobbying government to update Community Disaster Management Plans and the roll out of cyclone shelters.</p>
<ul style="list-style-type: none"> • Number of new initiatives developed. 	<p>Under development</p>	<p>Will work in collaboration with Tidy Towns</p>
<ul style="list-style-type: none"> • Program sourced or developed. 	<p>5 Presentations</p>	<p>Baby animals animation completed</p> <p>Science week Borroloola delivered</p> <p>Teeny Tiny World of Heebie Jeebies</p> <p>Natsieh Conference- poster presentation</p> <p>VNCA Conference-co presentation with AMRRIC</p> <p>JEV public meeting</p>
<p>Program Delivery/Visits</p>	<p>40 Nurse Visits 20 Vet Visits</p>	<p>Community Program delivery</p>



ENVIRONMENT

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

<p>Improve animal health and control over pets (continued).</p>	<p>Engage community members in animal health and responsible pet ownership programs (continued).</p>
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<ul style="list-style-type: none"> Number of sessions and attendees. 	<p>Baby Animals:</p> <p><i>Nov 22</i> TV broadcast- unknown viewers</p> <p><i>Dec 22</i> Bulman Caring for Country - 20 students</p> <p><i>Aug 22</i> 5 classes total 60</p> <p><i>Sep 22</i> 300 conference attendees</p> <p><i>Nov 22</i> 18 attendees</p> <p><i>March 23</i> Manayallaluk Enrlichia prevalence study 44 dogs</p> <p><i>April 23</i> National Pet day photoshoot 12 participants</p> <p><i>April 23</i> 300- attendees</p> <p><i>June 23</i> Barunga Festival Deadliest Dog comp- 50 attendees at event</p>	<p>Baby Animals Animation</p> <p>Sam Phelan delivers at school</p> <p>Science week Borroloola delivered Teeny Tiny World of Heebie Jeebies</p> <p>Natsieh conference poster pres</p> <p>JEV public health meeting Numbulwar</p> <p>DVM student study- sampling and analysis</p> <p>Sport and rec collaboration School holiday program Manyallaluk and Beswick</p> <p>VNCA National Conference</p> <p>Barunga Festival Deadly Dog competition</p>
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ENVIRONMENT

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

Improve animal health and control over pets (continued).	Engage community members in animal health and responsible pet ownership programs (continued).
	Continue implementation and enforcement of animal control By-laws.



<ul style="list-style-type: none"> • Veterinarian reports on animal health trends 	<p>No veterinarian reports</p>	<p>CBT reports x 3 delivered Annual operational report by program manager Feb 23</p>
<ul style="list-style-type: none"> • Number and type of breaches and trend reports over time. 	<p>No By-Law interventions</p>	<p>10 interventions outside of bylaws. Conversations with owners, desexing of cheeky dogs x 3 and euthanasia x 2</p>





INFRASTRUCTURE

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

STRATEGIC FOCUS	DELIVERABLES 2022-23
<p>Improve liveability of each community.</p>	<p>Develop a ten-year capital works program.</p>
	<p>Finalise main street/precinct master planning in communities and towns.</p>
	<p>Develop and implement a roads re-seal plan.</p>
	<p>Develop a Cemetery strategy.</p>
	<p>Develop and implement an asset management plan</p>
<p>Manage community development expectations.</p>	<p>First test proposals for community projects through an evidence based business case.</p>

KEY PERFORMANCE INDICATORS	STATUS	COMMENTS
<ul style="list-style-type: none"> Plan finalised Year 1. 	Under Development	<p>Asset Management System software scoped.</p> <p>Asset Management Plan being developed.</p>
<ul style="list-style-type: none"> Two communities/town completed each year. 	In progress	
<ul style="list-style-type: none"> Number of 'Shovel Ready' plans finalised and included in capital works program. 	Did not occur	Nil.
<ul style="list-style-type: none"> Plan completed. 	In progress	
<ul style="list-style-type: none"> Number of projects completed. 	In progress	3 Projects approved by Council.
<ul style="list-style-type: none"> Strategy completed Year 1. 	Not started	Awaiting finalisation of the revised <i>Burial and Cremation Act 2022</i>
<ul style="list-style-type: none"> Number and type of works completed. 	Not started	Awaiting finalisation of the revised <i>Burial and Cremation Act 2022</i>
<ul style="list-style-type: none"> Plan Finalised Year 1. 	In progress	
<ul style="list-style-type: none"> Best practice asset management implemented. 	In progress	Asset data has been collected to be able to prepare the plan in NAMS+ Asset Management Software.
<ul style="list-style-type: none"> Number of business cases completed. 	In progress	6 Gate 1 proposals presented.
<ul style="list-style-type: none"> Number of projects demonstrated as viable/sustainable. 	In progress	83% viable.



ECONOMIC DEVELOPMENT

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

STRATEGIC FOCUS	DELIVERABLES 2022-23
<p>Strengthen resources to deliver economic development services.</p>	<p>Develop the scope and nature of the role the RGRC should play.</p>
<p>Build local partnerships.</p>	<p>Engage and/or partner with Aboriginal Corporations to secure joint contracts for infrastructure projects or service delivery.</p>
<p>Stimulate building and construction industry.</p>	<p>Build staff housing in communities where tenure permits.</p>
<p>Continue to Lobby for the release of Crown Land.</p>	<p>Support LGANT policy in relation to development of Crown Land for economic growth</p>
<p>Lobby for Aboriginal Land Release via legislation (under Section 19 of the Aboriginal Land Rights (Northern Territory) Act 1976 (Cth))</p>	<p>Ongoing engagement and negotiation with the Northern Land Council (NLC), NT Government and Traditional Owners.</p>

KEY PERFORMANCE INDICATORS	STATUS	COMMENTS
<ul style="list-style-type: none"> Proposed role defined and agreed by Council. 	Under development	To be completed.
<ul style="list-style-type: none"> Number, type and depth of Partnerships formed with Aboriginal Corporations. 	In progress	Report presented to Council working with Yugul Mangi Development Aboriginal Corporation (YMDAC) with stage and basketball court project at Ngukurr during quarter.
<ul style="list-style-type: none"> Number of dwellings built. 	Did not occur	0
<ul style="list-style-type: none"> Crown land released. 	Ongoing	<p>Continued advocacy by way of formal submissions to the Australian Local Government Association (ALGA) (Cth) and Local Government Association of the Northern Territory (LGANT).</p> <p>Formal advocacy by way of ministerial correspondence to Territory and Commonwealth ministers.</p> <p>Regularly tabled at Council Meetings, and at the Borroloola and Mataranka Local Authority Meetings</p>
<ul style="list-style-type: none"> Extent of Aboriginal Land Released via Section 19 <i>Aboriginal Land Rights (Northern Territory) Act 1976 (Cth)</i> 	Ongoing	Reported at end of year.



ECONOMIC DEVELOPMENT

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

<p>Build tourism industry opportunities.</p>	<p>Continue to develop relationship with Tourism Top End and Tourism NT.</p>
	<p>Prioritise maintaining thoroughfares and central public facilities in communities.</p>



<ul style="list-style-type: none"> • Tourism Top End membership. 	<p>Ongoing</p>	<p>Ongoing membership and participation.</p>
<ul style="list-style-type: none"> • Engagement on Big Rivers Tourism Destination Management Plan "Project Implementation Team". 	<p>Ongoing</p>	<p>Ongoing membership and participation. Council regularly applies for available grants for the development and maintenance of tourism amenities.</p>
<ul style="list-style-type: none"> • Tourism Facilities incorporated into main street master planning. 	<p>Under development</p>	<p>Public toilet facilities in planning for three communities during 22/23 FY.</p>





GOVERNANCE

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

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

KEY PERFORMANCE INDICATORS	STATUS	COMMENTS
<ul style="list-style-type: none"> Workforce Development Plan finalised. 	In progress	<p>Consultants have been engaged by Council to assist in the formulation of a HR Strategy.</p> <p>Recruitment and Retention consultants conducted site visits during November and December and will presented their recommendations to the Senior Leadership team by the end of January 2023. Council has also engaged a consultant for the development of a Workforce Engagement Plan. More site visits throughout the region will occur early in 2023.</p>
<ul style="list-style-type: none"> Number of policies revised. 	In progress	<p>Ongoing process. Policy revision has occurred in preparation for March 2023 Compliance review.</p> <p>A schedule of policy review is currently in development.</p>
<ul style="list-style-type: none"> Number of Operations manuals revised. 	Under development	Schedule to be developed.
<ul style="list-style-type: none"> % of staff who undertake Cultural Awareness Training. 	In progress	<p>Ongoing.</p> <p>HR, in consultation with the Aboriginal Community Liaison Officers, are in the process of tailoring an over-arching Cultural Awareness training package followed by the development of Community specific cultural orientations for new staff members.</p>
<ul style="list-style-type: none"> Job vacancy rate decreases. 	In progress	Difficult to measure via quantitative data. Anecdotal evidence arising out of staff feedback suggests a decrease in the overall vacancy rate.
<ul style="list-style-type: none"> Staff retention rate increases. 	In progress	Difficult to measure via quantitative data. Anecdotal evidence arising out of staff feedback suggests a increase in the overall retention rate.
<ul style="list-style-type: none"> Employee Communications Strategy approved and implemented. 	In progress	Being drafted.
<ul style="list-style-type: none"> Periodic feedback reports. 	Ongoing	Reported in Q3.
<ul style="list-style-type: none"> Community Communications Strategy implemented. 	Under development	Being scoped and drafted.
<ul style="list-style-type: none"> Periodic feedback reports. 	Ongoing	Reported in Q3.



GOVERNANCE

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

<p>Optimise performance in key outcome areas.</p>	<p>Align organisation structure and human resources behind Key Outcome Areas.</p>
	<p>Workshops with Council staff on Strategic Plan, key outcome areas and strategic focus.</p>
	<p>Align Council staff reporting behind key outcome areas, Strategic focus and KPIs.</p>
<p>Increase awareness / acknowledgement of Indigenous culture and history of the region.</p>	<p>Develop and implement a Reconciliation Action Plan.</p>
	<p>Provide cross-cultural training for new staff members plus periodic follow up sessions.</p>

<ul style="list-style-type: none"> • Organisation structure reviewed and re-designed. 	In progress	<p>The newly created positions of Council Services Manager and Operations Manager were advertised during November and December. Interviews were conducted with successful candidates being identified. All new starters commenced in February 2023.</p> <p>Further positions identified in the organisational review and being on boarded in the current quarter and were finalised in Q3.</p> <p>Ongoing process.</p>
<ul style="list-style-type: none"> • Organisational chart developed. 	Completed	Organisational chart developed.
<ul style="list-style-type: none"> • Position descriptions, specifications and lines of reporting reviewed. 	Completed	Position descriptions, specifications, and lines of reporting developed and implemented.
<ul style="list-style-type: none"> • Number of workshops undertaken. 	Ongoing	2 workshops undertaken.
<ul style="list-style-type: none"> • Feedback reports. 	Ongoing	<p>3 pulse surveys and 2 bi-annual staff surveys undertaken.</p> <p>Results reported to Council at Ordinary Meeting.</p>
<ul style="list-style-type: none"> • Follow up actions taken. 	Completed	Completed.
<ul style="list-style-type: none"> • Reporting aligned and incorporated into monthly Council Agendas. 	Completed	Completed.
<ul style="list-style-type: none"> • Action Plan finalised, communicated and implemented. 	Completed	Completed.
<ul style="list-style-type: none"> • Cross-cultural training delivered. 	In progress	<p>HR, in consultation with the Aboriginal Community Liaison Officer, are in the process of tailoring an over-arching Cultural Awareness training package followed by the development of Community specific cultural orientations for new staff members.</p>



GOVERNANCE

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

<p>Optimise impacts, outcomes and effectiveness of Council relationships.</p>	<p>Engage with Police, Health professionals, Aboriginal Corporations and others as relevant through Local Council meetings.</p>
<p>Continue to meet or exceed compliance with formal governance standards and requirements.</p>	<p>Implement internal Audit Plan v Legislative and Policy Compliance.</p>
	<p>Develop and implement an Information Technology Strategy.</p>
<p>Continuously build on elected Councillors' knowledge and capacities.</p>	<p>Engage with LGANT governance training program.</p>

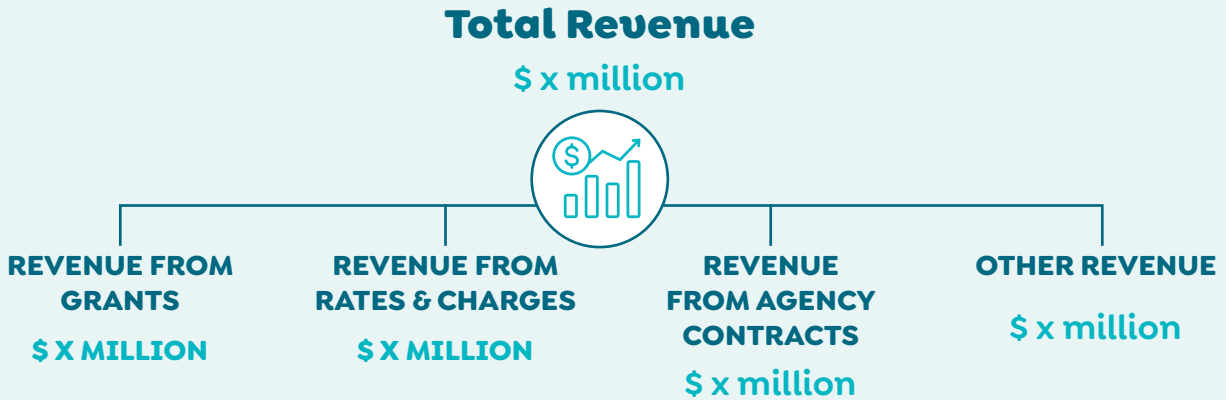
<ul style="list-style-type: none"> Number of agencies and number of meetings attended. 	Ongoing process	Stakeholder engagement is a regular undertaking at Council meetings, with local stakeholders being notified of, and invited to attend meetings in local communities.
<ul style="list-style-type: none"> Collaborative actions / programs implemented. 		Not measured.
<ul style="list-style-type: none"> Increases in broad based feedback to Council. 	In progress	Ongoing process
<ul style="list-style-type: none"> Internal audit plan completed. 	In progress	Internal audit plan developed in preparation for compliance review in March 2023. Further internal audit activities to commence with recruitment of Grants Manager and expansion of Finance Manager role.
<ul style="list-style-type: none"> Audit Committee satisfied compliance obligations are met. 	In progress, ongoing	Audit and Risk Committee awaiting final report pertaining to the Compliance Audit as undertaken by the Department of Chief Minister and Cabinet in March 2023.
<ul style="list-style-type: none"> Information Technology Strategy developed. 	In progress	Operational plan has been updated to correctly reflect current works and development in the IT Business Activity. With updates to ongoing projects, and addition of new upcoming works in Communities and Katherine.
<ul style="list-style-type: none"> Implementation plan for IT strategy in place, including budget allocations. 	In progress	Implementation plan developed previous quarter came into effect this quarter with the hardware refresh. Implementation plan was followed with exception to the installation of the Yaelink phones and docking stations. This was due to the links in communities not being ready for Yaelinks, and the docking stations not arriving until beginning of December. New implementation plan in place to return to offices where hardware is still required. Project to be complete in FY 2023-24.
<ul style="list-style-type: none"> Number of Elected Members who undergo training. 	In progress	Most Councillors trained, two councillors requires completion of module 1 and two others require completion of module 2 of mandatory Councillor training at time of reporting.



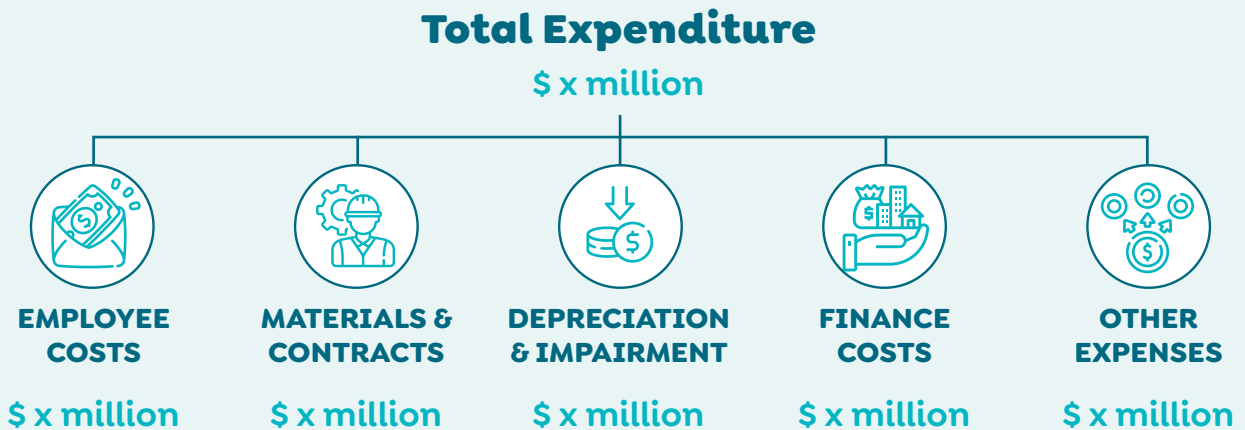
FINANCIAL REPORT

SUMMARY

Where did our money come from?



Where was the money spent?



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



TOTAL SPENT ON MUNICIPAL SERVICES
\$ x million



TOTAL SPENT ON NIGHT PATROL
\$ x million



TOTAL SPENT ON CDP
\$ x million



TOTAL SPENT ON SPORT & RECREATION
\$ x million



TOTAL SPENT ON AGED CARE SERVICES
\$ x million