

WEST DALY

Regional Council



West Daly
Regional Council
Annual Report
2021-22

Yu kanhi thimneme da ngarra putek neki

Welcome to Country

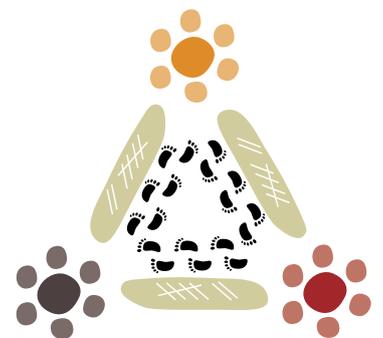
West Daly Regional Council acknowledges the Traditional Owners and custodians of the lands on which we live and work, paying our respect to Elders past, present and in the future.

Our Logo

Our Council's logo was developed from a concept design created by Annunciata Wilson of Peppimenarti. The communities within the West Daly region are represented by the colours of their dance group.

Communication between communities was sent via message sticks to advise of the passing of a loved one or ceremonies. People would walk to where they needed to be and they would count the number of days it would take by marking the message stick.

Peppimenarti is red (Wangga),
Nganmariyanga is yellow (Lirrga),
Wadeye is black (Thanta).



DARWIN

Address: 1/4 Albatross St,
Winnellie NT 0820

Postal Address: GPO Box
36294, Winnellie NT 0821

Telephone: 89778708

Email: info@westdaly.nt.gov.au

WADEYE

Address: Lot 463 Perdjert St,
Wadeye NT 0822

Postal Address: C/ Wadeye
Post Office, Wadeye NT 0822

Telephone: (08) 8977 8702

NGANMARRIYANGA PEPPIMENARTI

Address: Lot 108,
Nganmariyanga NT 0822

Postal Address: CMB 30
Nganmariyanga NT 0822

Telephone: 89778501

Address: Lot 16,
Peppimenarti, NT 0822

Postal Address: PMB 56
Peppimenarti NT 0822

Telephone: 89778608

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Disclaimer:

While care has been taken to ensure the content in this Annual Report is accurate, we cannot guarantee that is completely error free. We also value your feedback on how we present the information in this report. If you wish to share your feedback with us, please send an email to info@westdaly.nt.gov.au

Warning:

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

Mayor and CEO Joint Welcome

Bere mayor's welcome maneneme (*Mayor's welcome*)

Murrinh nukunu thanguu CEO (*Welcome message from CEO*)

We are pleased to present the West Daly Regional Council Annual Report for 2021-22.

West Daly Regional Council respectfully acknowledges the Traditional Owners, and all peoples living in the West Daly region. We are grateful to our Elected Members and Local Authorities for continuing to provide us with ongoing support, cultural oversight, and community guidance in the delivery of services to enhance the diversity and uniqueness of the West Daly community.

We are proud of our achievements over the past twelve months and thank everyone who has worked with us to accomplish them. Our commitment to deliver quality and timely community-focused services has been our highest priority. The West Daly region continues to experience unfortunate socio-economic pressure as well as complex social, cultural and kinship challenges.

Community tension, unrest, violence, and unlawful entries have taken a toll on our people, infrastructure, future development, and the environment. The capacity of Council to deliver services across our communities has been challenging and at times unsafe. The displacement of hundreds of people due to violence and unrest has had major and devastating social impacts, with access to education, infrastructure and community services significantly disrupted. Our region, along with the rest of Australia, was also burdened with the ongoing health impacts and effects of COVID-19.

Our priority throughout this challenging year has been to maintain, deliver, and improve on our core services by applying Council's values of respect, integrity, honesty, openness, and equality. We were also able to deliver humanitarian aid and services to the region in the form of hundreds of aid packs containing staple goods and store vouchers, as well as significantly supporting the efforts of the Department of Health's COVID-19 vaccination program.

Our connection with Homelands continues to strengthen as we deliver more services and projects than previously undertaken. Significant investment has assisted in enhancing infrastructure and social services for Homelands. Completed projects include new hybrid solar systems, water security upgrades, new infrastructure, and increased maintenance schedules. Council values working collaboratively across Homelands, and we thank all tiers of government and the Northern Land Council for their support.

We initiated open and valued engagement with our stakeholders in taking an 'enough is enough' approach to anti-social behaviour and crime in our community. We must continue striving to collaboratively develop long-term and sustainable solutions for the future of our people and the region.

Through collaborative and transparent governance, we have upheld our legislative integrity and responsibility throughout the year with a new Council, delivery of Council Meetings, and by giving Elected Members and local people the opportunity to raise issues of importance at our Local Authority meetings and other forums.

We continued to strengthen our financial position and management, and had success in gaining grant funding for numerous community projects. We further refined our organisational structure by increasing employment opportunities and achieving higher levels of staff retention. Our people are the very fabric of Council, and their resilience and dedication has enabled Council to successfully deliver services to meet community expectations.

The West Daly Regional Council (WDRC) is a great place to work. We are passionate about our people, and we have the highest number of Indigenous and local employees within the region. Our achievements are directly attributed to them. The employment, support, and development of our people remains a priority now, and into the future.

As we reflect on this significant year in our region's history, Council has worked diligently to establish a balance between delivering core services while developing innovative and exciting ways to improve community wellbeing. With the help of our Elected Members, community leaders and government stakeholders, we enthusiastically look forward to building upon this journey in 2022-2023.

Mayor Ralph Narburup and CEO Matthew Eastham ASM



Our Vision and Values

Our Vision



Deliver quality services to communities and Homelands.



Support development opportunities for the West Daly region, including local jobs for local people.



Improve the quality of life for residents in our region.

Our Values



Respect



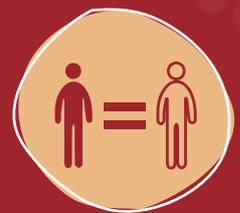
Integrity



Honesty



Openness



Equality

Our Vision And Values



David, Emmanuel and Victor, Wadeye Community Night Patrol team

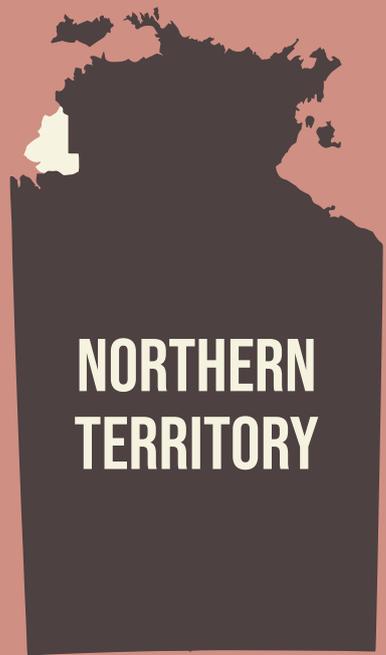
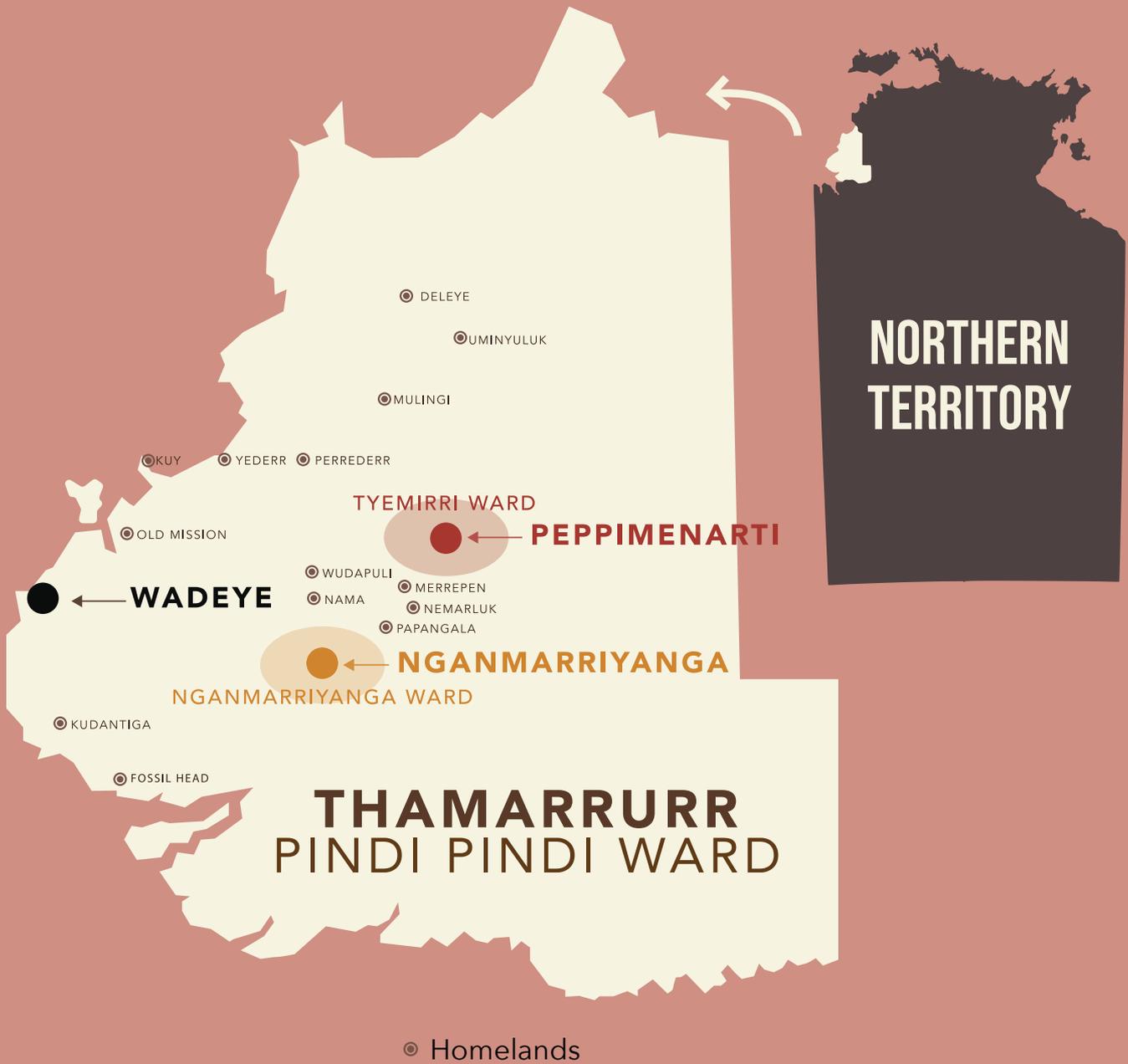
Wadeye



Our Region



About West Daly



Our Region

The land in which Elected Members, Local Authority Members and residents reside is known as Tharmarrur, which in local Murinh-Patha language means 'coming together to work as one people'. An area of 14,070 square kilometres embracing a fertile and diverse ecosystem. There are three Wards that make up our Council - Thamarrurr/Pindi Pindi, Nganmariyanga and Tyemirri.



About Council



About Council

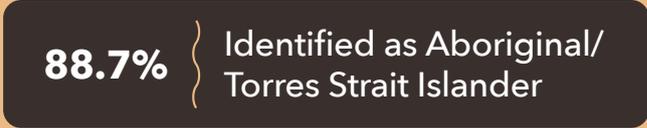
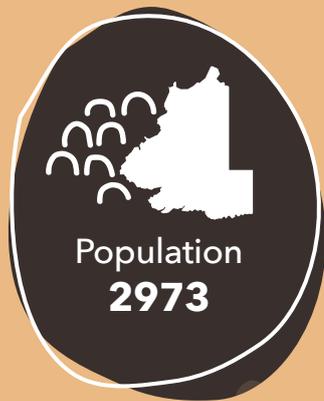
The Wards:



Council's headquarters are located on the main street of Wadeye. It is the main hub from which we undertake the delivery of operational and support services to Wadeye, Peppimenarti, Nganmariyanga and the surrounding areas.

Our Homelands service centre is in Wadeye, delivering a range of municipal, essential, and housing maintenance services to 14 Homelands across the West Daly region. Additional Council offices are located at Nganmariyanga and Peppimenarti, delivering services across these Wards as well as supporting outlying Homelands.

Our Council continues to grow and develop into a strong and sustainable Council. To support this growth and development there is an ongoing administrative, financial and support services need, and this is provided by a dedicated team based at Council's Winnellie office in Darwin.



Total numbers for West Daly region including ATSI and non-ATSI students:



Source: Australian Bureau of Statistics, 2021 Census and Australian Early Development Census.

Administrative Snapshot

Shared Agreements

Council has a wide range of collaborative partnerships and shared agreements in support of community and services.

- Member of the Local Government Association of the Northern Territory (LGANT), that conducts research and provides advocacy, support and training on various topics and important issues of interest to councils in the Northern Territory
- Staff attendance at LGANT forums, seminars, and online professional development workshops provide opportunities to collaborate with other councils on areas such as waste management and the circular economy, governance, and community safety.
- Improved understanding of governance, through participation and attendance at meetings in collaboration with other councils and stakeholders from the Department of the Chief Minister and Cabinet.
- Member of CouncilBIZ, a local government subsidiary that manages Council's information technology support systems. More information about CouncilBIZ and their annual report can be accessed at councilbiz.nt.gov.au
- Council's CEO served on the Executive Committee of CouncilBIZ, furthering knowledge sharing and the development of opportunities for our region.
- Service delivery to the community as a partner with Centrelink, Australia Post, and the Northern Territory Government: ensuring residents of the West Daly region had access to postal services, library services, remote tenancy services, social welfare and community support.
- Federal Government election promises will become a highly impactful reality as the Peppimenarti Community Hub economic study is completed as well as the introduction of a new transport vehicle for the region.

Local Decision Making

Local Decision Making (LDM) has become the key way that Council listens and engages with Local Authority, community stakeholders and individuals. LDM enables Council to work collaboratively with community and become an active participant and enabler of opportunities that present as part of the overall strategic direction and planning for the area. Creating opportunities to support the development of community led organisations and programs are a key part of Council's role in LDM.

Implementing and developing LDM has meant the rights and interests of all residents within the West Daly region are at the forefront of planning and discussions. Listening and working collaboratively with Aboriginal leadership, led to the establishment of the three Local Authorities across the West Daly region.

Local Authorities have become integral community representative forums that:

- Involve local communities more closely on issues relevant to local government.
- Ensure local communities are given an opportunity to express opinion and ask questions.
- Allow communities a voice in the formulation of policies for their area.
- Enable two-way communication between the wider community and Council.
- Strengthen their members' capacity as leaders.

Council promotes and assists in constructive participation by its local communities in achieving effective local government for the West Daly region. Promoting the social, economic, environmental, and cultural well-being of the residents of our region is a primary focus. LDM ensures those interests are interwoven with all plans and projects.

Council supports and endorses the Emu Point and Mutchirr LDM agreements. These agreements allow the LDM principles to be adopted alongside positive action, which empowers Indigenous culture and community aspirations and leads to decision making.



Our Financial Performance

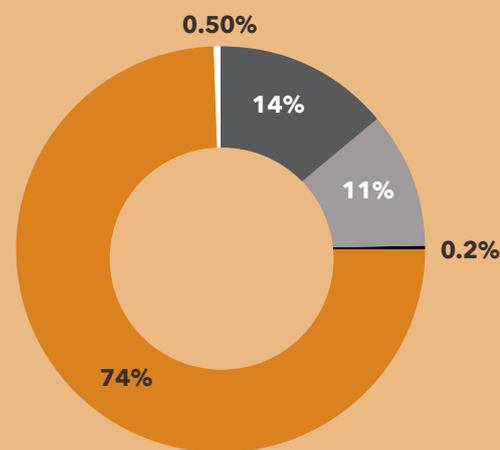
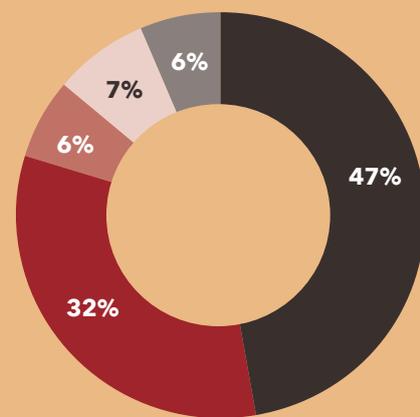
Council continues to rely on Territory and Australian Government grants to fund the majority of our operating and capital expenditure, however 2022 saw an increase in our own-source revenue including a substantial increase in user charges and contract fees. These revenue streams include fees charged by council for additional municipal works, our aerodrome management contracts and landing fees and administrative charges attached to grant funding.

Council increased rates which allowed us to increase our service footprint in the West Daly region and continue to deliver essential Council services.

Graphs below highlight our financial performance over the year.

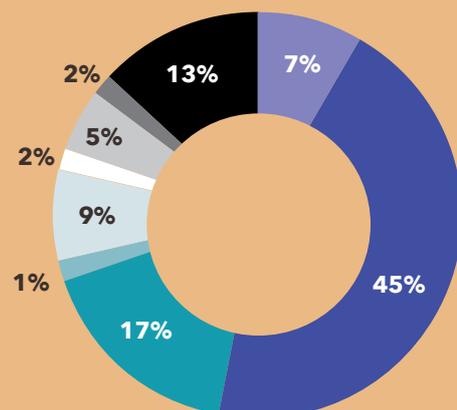
Our Funding - Government Grants

Government grants	
Operating Grants - Australian Government	\$4,758,094
Operating Grants - NT Government	\$3,256,395
Special Purpose Grants - NT Government	\$649,085
Capital Grant - Australian Government	\$742,625
Capital Grants - NT Government	\$641,297
Total	\$10,047,496



Sources of income	
Rates and annual charges	\$1,874,019
User charges and fees	\$1,471,377
Interest income	\$27,146
Government grants	\$10,047,496
Contributions and PPE sales	\$67,385
Total	\$13,487,423

Expenditure	
Depreciation	\$1,084,618
Employee benefits expenses	\$5,607,864
Contractors and materials	\$2,115,749
Consultancy fees	\$186,379
Repairs and maintenance	\$922,201
Mayor and Councillor payments	\$230,550
Insurance	\$610,889
Finance costs	\$222,389
Other expenses	\$1,616,788
Total	\$12,597,427



Compliance

Information Requests

As at 30th June 2022, no public requests for information were received by Council.

Freedom of Information

The *Information Act 2002* and *Privacy Act 1988* (commonwealth) provide processes for responding to requests for information that ensure a balance between public interest and privacy.

As of 30th June 2022, no applications were received by Council.

Local Government Subsidiary

CouncilBIZ is a Local Government Subsidiary of Council and eight regional councils in the Northern Territory. CouncilBIZ published annual report is available on their website.

Regulatory and Administrative Changes

The following changes occurred to delegations, authorisations and legislation:

- Established a Risk Management Framework. We have established and continue to develop our risk management framework, most notably putting in place an Audit and Risk Management Committee terms of reference. In FY23 we will finalise the review and refresh of our Risk Register and Risk Management Policy.
- Implementation and adoption of Burial & Cremations Bill 2022.
- Reviewed and adopted a Governance Framework.
- Completed a policy landscape review.
- Commenced initial activities related to the development of a Strategic Plan.
- Council has completed the transition of all outsourced financial services with the exception of rates management. This is the first time since de-amalgamation that this has occurred.
- Prepared Council to be cloud ready ahead of transition to new Telstra network arrangement.
- During this year we also transitioned to the new *Local Government Act 2019* and completed all transitional matters.



Elected Members visit the Winnellie office



Our Elected Members

Council consists of the Mayor, Deputy Mayor and four Councillors; these Elected Members represent each from Nganmariyanga and Tyemirri Wards, with the remaining four representatives from Thamarrurr/Pindi Pindi Ward.

Local Government elections were held in August 2021 with our councillors committed to their four-year terms, expiring in August 2025.



Ralph Narburup - Mayor
Thamarrurr/Pindi Pindi Ward
Elected: August 2017 & 2021



Wilfred Harris - Deputy Mayor
Thamarrurr/Pindi Pindi Ward
Elected: 2021



John Wilson - Councillor
Tyemirri Ward
Elected: August 2017 & 2021



Terry Sams - Councillor
Nganmariyanga Ward
Elected: August 2017 & 2021



Mark Tunmuck-Smith - Councillor
Thamarrurr/Pindi Pindi Ward
Elected: August 2017 & 2021



Jake Clark - Councillor
Thamarrurr/Pindi Pindi Ward
Elected: 2021

Council Meetings

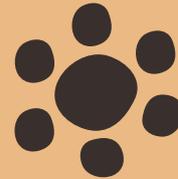
Ordinary Council meetings and Finance Committee of Council meetings are held in alternating months. This provides Council with 12 meetings per year to provide oversight, governance and guidance.

Meetings of the Council are an open and transparent forum where Councillors discuss and make decisions about how the Council conducts business for the benefit of their constituents. All Council meetings are open to the public with the only exclusion being for matters that are classified by Council as confidential.

Councillors' Attendance

Membership of our Council comprises of Elected Members who are legislatively required to attend every Council meeting and must not (without approval of Council) be absent for more than two consecutive meetings.

Throughout 2021-22, there were multiple changes to the different positions' Elected Members were elected to.



Dates	Mayor Ralph Narburup	Deputy Mayor Wilfred Harris	Cr Mark Tunmuck-Smith	Cr Jake Clark	Cr Terry Sams	Cr John Wilson
Ordinary Council Meetings						
22 July 21	Apology	Not elected	Present	Not elected	Deputy Mayor	Mayor
25 Aug 21	Councillor	Not elected	Present	Not elected	Apology	Mayor
29 Sept 21	Present	Present	Present	Present	Not elected	Not elected
23 Nov 21	Present	Present	Present	Present	Not elected	Elected as Councillor
20 Jan 22	Present	Present	Present	Present	Not elected	Apology
17 Mar 22	Elected as Mayor	Present	Present	Present	Re-elected as Councillor	Present
19 May 22	Present	Present	Present	Present	Present	Present
Eligible to attend	7	5	7	5	4	6
Attended	6 85%	5 100%	7 100%	5 100%	3 75%	5 83%
Special Council Meetings						
09 Nov 21	Present	Present	Present	Present	Not elected	Present
10 Feb 22	Present	Present	Present	Present	Not elected	Apology
10 May 22	Present	Present	Present	Present	Apology	Present
27 May 22	Present	Apology	Present	Apology	Present	Present
23 June 22	Present	Apology	Present	Apology	Present	Present
Eligible to attend	5	5	5	5	3	5
Attended	5 100%	3 60%	5 100%	3 60%	2 66%	4 80%
Total	83%	80%	100%	80%	71%	81%

Joe Parry was elected (or announced elected by the AEC) during the Northern Territory Local Government Elections on 28 August 2021 and became Mayor via Council vote on 29 September 2021. A subsequent challenge via NTCAT determined on 8 October 2021 that he was not duly elected. During his unofficial tenure, Joe Parry attended one Ordinary Council Meeting on 29 September 2021. On this day (as above) 4 Elected Members were also present meaning quorum was reached and decisions made on this day remaining official.

Joe Parry then resigned from Council post the NTCAT determination. Council continued all services during this period.

Councillors' Allowances

In accordance with the *Local Government Act 2019*, Councillors are entitled to receive allowances as part of undertaking their duties.

Councillor	Electoral Allowance	Base Allowance	Professional Development & Travel Allowance	Total
Ralph Narburup ¹	\$36,494	\$10,475	\$1,009	\$47,978
Wilfred Harris ²	\$33,019	\$7,453	\$6,978	\$47,450
Mark Tunmuck-Smith	\$13,510	\$4,944	\$6,308	\$24,762
Jake Clark	\$10,392	\$3,803	\$1,477	\$15,672
Terry Sams	\$10,916	\$2,890	\$1,596	\$15,402
John Wilson ³	\$25,555	\$7,719	\$7,144	\$40,418
Jo Parry ⁴	\$4,334	\$1,141	-	\$5,475
Wally Minjin	\$2,858	\$1,046	\$126	\$4,031
Mark Martin	\$2,858	\$1,046	-	\$3,904

¹ Elected as Mayor 10 February 2022.

² Acting Mayor from 26 October 2021 to 10 February 2022.

³ Previous Mayor to 28 August 2021.

⁴ Voted as Mayor on 29 September, resigned from Council 8 October 2021.

Council Committees

Finance Committee

Held: 27 October and 15 December in 2021, 16 February, 28 April and 15 June in 2022

Chair: Mayor

Members: Deputy Mayor, Appointed Elected Member, Chief Executive Officer - Ex-Officio, Chief Finance Officer - Ex-Officio and Governance and Quality Assurance Officer (Secretariat)

The committee has been established pursuant to *section 19 of the Local Government (General) Regulations*.

The committee:

- Assists Council by undertaking its financial functions in the period that the Council does not hold an Ordinary Council Meeting.
- Examines and makes appropriate recommendations on any matters that have a significant financial impact on the Council.
- Exercises any general authority delegated by Council.
- Considers any matters referred by the Chief Executive Officer or the Council.

Audit and Risk Committee

Held: 26 October and 2 December in 2021 and on 6 June in 2022

Chair: Cathryn Hutton (Independent Member)

Members: Ross Coburn (Independent Member), Ralph Narburup, Wilfred Harris, Vacancy (Elected Members)

The committee has been established as an advisory committee pursuant to the *Local Government Act 2019 Part 5.2*.

The committee:

- Provides independent assurance on matters relating to operational risk
- Assists in development, implementation and improvement of internal control policies and compliance frameworks.

Work, Health, and Safety Committee

Held: On 15 November in 2021, 8 February, 15 March and 17 May in 2022

Chair: Chief People and Strategy Officer

The committee acts in line with the *Local Government Act 2019*, the *Work Health and Safety (National Uniform Legislation) Act 2011 (WHS Act)*.

The committee:

- Provides overarching governance for the Work, Health and Safety (WH&S) of all employees.
- Supports the implementation and monitoring of WH&S strategies.

Service Delivery Committee

Held: 14 December 2021 and on 12 May and 10 June 2022

Chair: Chief Operations Officer

Workshop: 8 April 2022, 18 May

Cancelled: 10 March 2022

The committee was established to monitor and review all areas of operational service delivery within the West Daly region.

The committee:

- Develops, maintains and monitors Council's core municipal service delivery programs.
- Establishes and enables the activities and projects of Council, within the West Daly region.

Projects and Procurement Committee

Held: On 16 December in 2021 and on 25 January, 14 February and 23 March in 2022.

Chair: Chief Financial Officer

The committee was established to provide oversight and governance of Council's ongoing operational and strategic projects and associated procurement.

The committee:

- Evolved over the past year in a direct response to Council's operating environment with a revised focus on our grant management.
- Ensures grant and project management, including what and how grant opportunities are targeted, progressing existing grants and acquittal of completed grants, is conducted in a mature and pragmatic manner.

Executive Committee

Held: 25 October and 25 November in 2021, 18 January, 4 April and 14 June in 2022

Chair: Chief Executive Officer

The committee was established to oversee the delivery of local government services within the West Daly region.

The committee:

- Gives effect to decisions of Council and Local Authority.
- Provides executive leadership in line with the strategic direction of Council.
- Strengthens local decision making, consultation and organisational accountability.



Local Authorities

Council has established Local Authorities that are governed in accordance with the provisions of *Ministerial Guideline 1, Local Authorities*. The three Local Authorities are at Wadeye, Nganmariyanga and Peppimenarti, which are legislatively required to meet at least four times per year.

The purpose of Local Authorities is to listen and work with community residents to find solutions to local issues and discuss programs and projects that will benefit the community. Each Local Authority has a budgetary allocation to use at its discretion to fund priority local projects.

Membership of each of our Local Authorities comprises of 14 members, which includes four Elected Members (Mayor and three Councillors). The Mayor is a member of each of our Local Authorities, however it is a community member who is the Chairperson.

Community Members

Wadeye (Thamarrurr / Pindi Pindi Ward)	Nganmariyanga (Nganmariyanga Ward)	Peppimenarti (Tyemerri Ward)
Leon Melpi* (Chairperson)	Amy Narburup (Chairperson)	Karl Lukonavic (Chairperson)
Damien Tunmuck	Jack Wodidj	Henry Wilson
Ken James	Lorraine Keringbo	Annunciata Wilson
Mark Ninnal	Jimmy Murielle	Joanne Kerr**
Timothy Dumoo	Moses Wodidj	Leaya Smith
Cyril Ninal	Jeff Wodidj	Nathan Wilson
Basil Parmbuk	Roger Wodidj	Anastasia Wilson
Margaret Perdjert	John Paul Wodidj	Kim Phipat**
Anne Marie Nudjulu	Warren Wodidj	Vacancy
Gregory Munar	Alex Jacky	Vacancy
Steven Pultchen	Sandra Jacky	Vacancy
	Mary Wodidj	

*Resigned as chair in June 2022, with a new Chair to be selected.

**Resigned.



26 Jan BBQ Celebrations - Peppimenarti

Elected Members

Councillors are only members of their own ward’s Local Authority. However, there were some changes throughout the last year as Elected Members such as the Mayor and Deputy Mayor changed roles.

Name	Position	Wadeye (Thamarrurr / Pindi Pindi Ward)	Nganmariyanga (Nganmariyanga Ward)	Peppimenarti (Tyemirri Ward)
Ralph Narburup	Mayor	March 22 onwards	March 22 onwards	March 22 onwards
	Councillor	June 21-March 22	June 21-March 22	
Wilfred Harris	Deputy Mayor	June 21-June 22, Sept-Nov 21 and Feb 22 onwards		
	Acting Mayor	23 Nov 21-10 Feb 22	23 Nov 21-10 Feb 22	23 Nov 21-10 Feb 22
Jake Clark	Councillor	Sept 21 onwards		
Mark Tunmuck- Smith	Councillor	Sept 21 onwards		
John Wilson	Councillor		Sept 21 onwards	Sept 21 onwards
	Mayor (ex)		June-Sept 21	June-Sept 21
Terry Sams	Councillor		March 22 onwards	

Local Authority Meetings

Wadeye (Thamarrurr / Pindi Pindi Ward) - Eight attendees needed for Quorum

Dates	Comments	Summary
12 Aug 21	No Quorum - Provisional	<p> Eight meetings planned</p> <p> Four meetings were held - provisional count</p> <p> Two meetings had quorum</p> <p> Four meetings were cancelled</p>
13 Oct 21	Cancelled due to not enough people	
11 Nov 21	No Quorum - Provisional	
8 Dec 21	Quorum	
9 Feb 22	Cancelled due to COVID	
30 Mar 22	Cancelled due to unrest	
21 Apr 22	Quorum	
28 Jun 22	Cancelled due to not enough people	



Nganmariyanga (Nganmariyanga Ward) - Six attendees needed for Quorum

Dates	Comments	Summary
19 Jul 21	Quorum	 Ten meetings planned  Seven meetings were held  Four meetings had quorum  Three meetings were cancelled
11 Aug 21	Election new Councillors - Provisional	
14 Oct 21	Quorum	
11 Nov 21	Cancelled due to unrest	
9 Dec 21	No Quorum - Provisional	
9 Feb 22	Cancelled due to COVID	
31 Mar 22	Cancelled due to unrest	
22 Apr 22	No Quorum - Provisional	
2 June 22	Quorum	
29 June 22	Quorum	

Peppimenarti (Tyemirri Ward) - Seven attendees needed for Quorum

Dates	Comments	Summary
19 Jul 21	Cancelled due to unrest	 Twelve meetings planned  Three meetings were held  Two meetings had quorum  Nine meetings were cancelled
11 Aug 21	Cancelled due to unrest	
3 Sept 21	Quorum	
14 Oct 21	Cancelled due to unrest	
12 Nov 21	Cancelled due to unrest	
9 Dec 21	No Quorum - Provisional	
11 Feb 22	Cancelled due to COVID	
1 Apr 22	Cancelled due to funeral	
20 Apr 22	Cancelled due to unrest	
5 May 22	Cancelled due to unrest	
24 June 22	Cancelled due to unrest	
30 June 22	Quorum	

In a year of confrontation, together we've fostered important relationships

As part of the opportunities and challenges identified in the 2021-22 Regional Plan, Council increased the number and type of community events we are part of coordinating or supporting.

We were able to secure funding and host NAIDOC week events, an important part of celebrating and recognising the history, culture and achievements of Aboriginal and Torres Strait Islander peoples.

A concert with the Lonely Boys and community barbecues were held throughout the year, providing opportunities for residents to connect with Council.

Our different teams in each community found ways to participate in Clean Up Australia Day, Harmony Day and International Women's Day.

These events were well received and supported by members of the community as well as Council's workforce and Local Authority members. Improving community engagement and the welfare of staff and community members remain a priority for Council.





Our People



Our Workforce



3 employees
celebrated their
15 year anniversary

Workforce **gender** split is:



30%
(24 women)



9
casual
2
fixed
13
permanent



70%
(54 men)



24
casual
1
fixed
29
permanent

Grand total:
78

Workforce is:



30

Non Aboriginal and
Torres Strait Islander



11
women



19
Men

21-22 saw a **17%** increase in ATSI
hours worked from FY20-21
ATSI workforce has not shrunk,
non-ATSI has increased



48

Aboriginal and Torres
Strait Islander



13
women



35
Men



42,247.94
hours worked in 2021-22
40,456.92
hours worked in 2020-21



1 apprentice,
25 professional
& technical staff,
52 skilled labourers



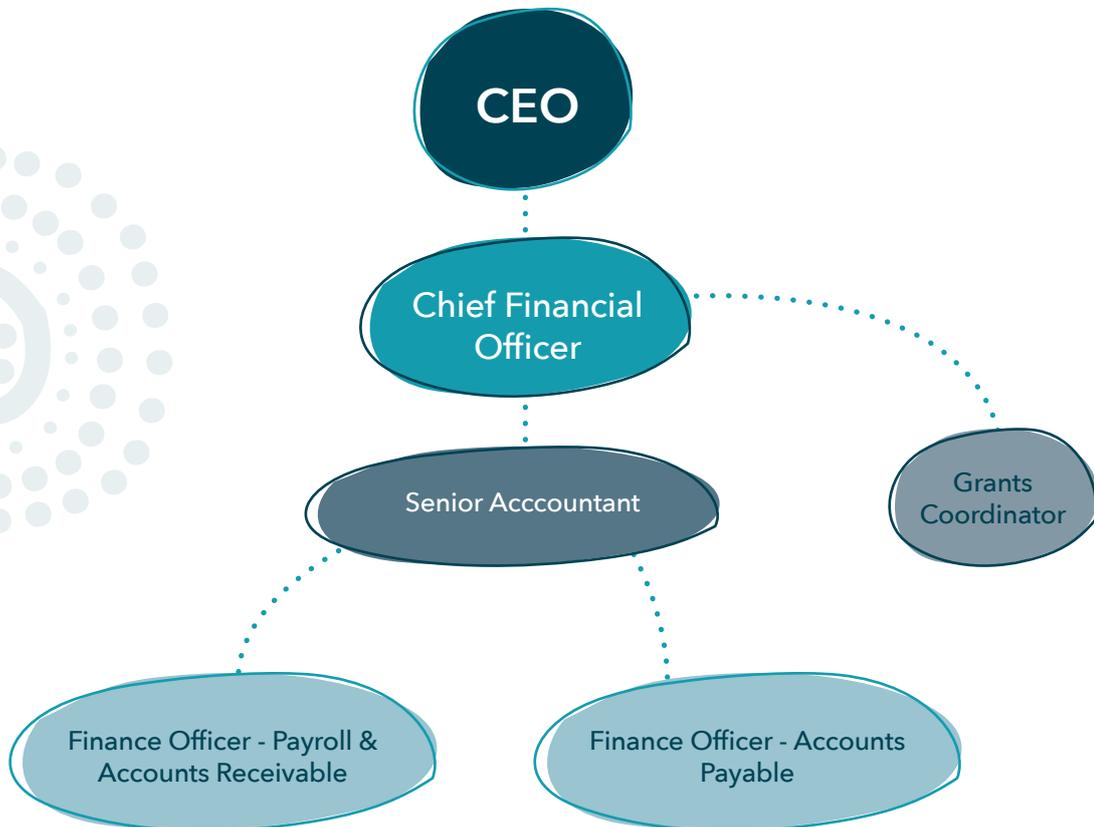
Grown from **1 mechanic**
to **3 mechanics**
and **1 apprentice mechanic**

Organisational Chart

Executive Team



Financial Services



People & Strategy



*Funded services include Centrelink/Postal Services/Library Services/Remote Tenancy Management Services.

**As at June 2022 this casual position was added.

Deputy Mayor Harris, Mayor Narburup and CEO Matthew Eastham



Operations



In a year of adversity, together we've created opportunities

In the 2021-22 Regional Plan, a number of opportunities were identified around growing grant funding to increase local employment and contribute to Council's investment in staff training and development.

As our organisational structure changed, we are now able to grow the commercial services offered alongside the municipal services Council delivers.

This will allow Council to increase our revenue base and further stabilise our workforce with an ongoing pipeline of work.

Council was able to secure \$160,000 in funding specifically to support job creation and employment support for local Indigenous people living in our communities and Homelands.



\$160k funding secured for Indigenous jobs.



26 January, Peppimenarti BBQ on a rainy day



Our Services



Our Services

Summary Table

	Wadeye	Nganmariyanga	Peppimenarti	Homelands
Municipal Services				
Cemetery maintenance	X	X	X	
Road infrastructure & maintenance	X	X	X	X
Sporting facilities	X	X	X	
Homelands municipal services				X
Parks & open spaces	X	X	X	
Weed control & fire hazard reduction	X	X	X	
Waste management	X	X	X	X
Council infrastructure	X	X	X	
Animal management (in partnership)	X	X	X	X
Council Engagement				
Local Authorities	X	X	X	
Community and Commercial Services				
Community Night Patrol	X	X	X	
Bus service	X			
Library services	X		X	
Swimming pools	X		X	
Airstrips & aerodromes maintenance	X	X	X	
Centrelink services		X	X	
Australia Post Agency		X	X	
Street lights	X	X	X	
Support Services				
Administration support	X	X	X	X
Asset procurement	X	X	X	X
Governance & compliance	X	X	X	X
People & wellbeing	X	X	X	X
Grants & record management	X	X	X	X
Health, safety and risk	X	X	X	X

Council's Aerodrome Reporting Officers assisted with numerous after hours air strip checks to ensure safety for landings. Work Safety Officers also undertook regular inspections and maintenance in accordance with the Northern Territory Government's requirements.

Our Service Delivery

Core Services

Internal Roads Maintenance

Improving the internal road network across the region remains a priority for Council. To guide and prioritise the required works, Council has developed and implemented a 5 year maintenance and upgrade works plan for the sealed internal road network.

Council civil crews working out of each community conduct regular road maintenance to improve traffic safety and road conditions. Council grading crews also conduct maintenance grading, drainage, and re-sheeting works across the Homeland access road network, after the wet season, and as required to maintain accessibility for Homeland residents and service providers.

Waste Management

Providing our community with practical, sustainable and environmentally conscious waste management practices remains the ultimate goal for Council. Council continues to focus on improved management and monitoring of existing landfill sites to reduce occurrences of illegal dumping and increase the volumes of separated waste before entering landfill. Removing separated materials remains an ongoing challenge due to the vast distances, road conditions and market access. Reducing the volume and frequency of community litter requires a significant response from Council staff. Council works to support and educate residents about the general health and environmental impacts of ineffective individual and community-based waste dumping.

Cemeteries

Council maintains responsibility for managing and maintaining cemeteries and burial sites across three communities and 14 Homelands. Coordinated under the *NT Cemeteries Act 1952*, *Cemeteries Regulations 1967* and with strong support from Local Authorities and Traditional Owners, Council provides regular maintenance and upgrade programs to these sacred and culturally significant areas. Council, with support from Local Authorities, have completed several projects on cemeteries across the region, including fencing, shade structures and solar lighting to improve the usability and standard of these areas.

Parks and Open Spaces

Council's civil crews are responsible for the maintenance of community parks and open spaces with regular mowing, spraying, irrigation and general maintenance and upgrade activities subject to available funding.

Sports Grounds

Regular work is completed to ensure our region's sporting ovals and facilities are "player ready" ensuring individuals, teams, or community groups can utilise these grounds at any time. Civil crews regularly undertake lighting, irrigation and mowing maintenance programs to maintain the playability of these grounds.

Weed Control and Fire Hazard Reduction

The fire season within the West Daly region runs from April to November, and Council ensures that pre-season and maintenance mowing, spraying, clearing fire breaks, and pruning is completed to reduce the fire risk and effectively undertake weed control. Each year, several grass fires threaten community assets and facilities, and Council work to ensure these fire's impacts are minor for the community.

Agency Services

Library

Council provides library services to the Wadeye community, on behalf of Library and Archives NT. The library contains books, magazines, educational material, movies, and toys, along with cultural and historical information. Our dedicated library attendant works to provide a welcoming, safe and culturally appropriate environment.



Centrelink

Services Australia contracts Council to provide the Agents and Access program in Nganmariyanga and Peppimenarti. As an agent, Council is committed to providing and improving the quality of Services Australia services available to customers in the region. Across the region, Council staff work as Agents and Specified Personnel. They provide culturally appropriate customer services, monitor and report on service consumption and manage service equipment on site. All service access equipment is housed inside Council offices and is accessible to customers during Council's hours of operation. Services accessed by clients include Centrelink, Medicare, MyGov, and the Cashless Debit Card. General assistance by Council agents to access self-service equipment and referral to the services.

Commercial Services

Australia Post

On behalf of Australia Post, Council delivers postal services to two communities in the West Daly region:

1. Nganmariyanga
2. Peppimenarti

Council staff collect, sort and distribute mail at each location. Council staff also redirect uncollected mail. All mail is secured in the Council office until collected.

Homelands (Outstation) Program

Council's dedicated Homelands team provides a range of municipal and essential services along with housing maintenance and special purpose infrastructure projects across the 14 funded Homelands within our region.

Homelands serviced by Council:

- Deleye
- Fossil Head
- Kudantiga
- Kuy
- Merrepen
- Mulingi
- Nama
- Namarluk
- Old Mission
- Perrederr
- Uminyuluk
- Yederr
- Wudaduk
- Wudapuli

Aerodromes Maintenance

On behalf of the Northern Territory Government's Department of Infrastructure, Planning and Logistics (DIPL), Council conducts inspections and facilitates maintenance work and reporting for three aerodromes of Nganmariyanga, Peppimenarti and Wadeye. Council employs Aerodrome Reporting Officers (AROs) for each aerodrome who respond to after-hours calls and ensure the safety of the airstrip before landing. Works Safety Officers (WSOs) complete regular inspections and maintenance activities.

Remote Tenancy Management

Contracted by the Northern Territory Government's Department of Territory Families, Housing and Communities, Council provides Tenancy Management Support Services for Nganmariyanga and Peppimenarti (including the Homelands of Nama and Wudapuli). Council employs a Community Housing Coordinator to deliver education to tenants around the living strong program, provide administrative support, and report repairs and maintenance requests to contractors.

Mechanical Workshops

Council operates a mechanical workshop in Wadeye and another in Peppimenarti, providing a range of vehicle repair and maintenance services to community members and businesses.

Other Services

Animal Management

Council understands the need for culturally sensitive and appropriate animal management. Three key action areas underpin these practices. They include regular and frequent veterinarian visits, medical or chemical sterilisation, and a continual owner educational program. Principally, animal management refers to companion animals such as dogs and cats but may also include larger animals such as horses. Council works closely with Animal Management in Rural and Remote Indigenous Communities (AMRICC) to deliver these programs across the region.

Administration

Darwin is an administrative support hub for the West Daly region. The council staff based here are responsible for and deliver:

- Administration support.
- Asset procurement.
- Governance & compliance.
- Financial services.
- People & wellbeing.
- Health, safety and risk.
- Information technology.
- Records management.
- Grant management.

Council has undertaken a range of improvement and maintenance works including fencing, shade structures and solar lighting to improve the usability of culturally significant areas.

Emergency Preparedness and Humanitarian Response

Violence and Unrest in the Community

The West Daly region has been experiencing socio-economic pressure as well as complex social, cultural and kinship challenges over many years. This year, there has been a significant increase in physical violence, rioting, destruction of property, damage to public and council amenities, and death. The ongoing fighting and tensions in the region hamper efforts to resolve the conflict.

The region as a whole and each individual member of the community has become accustomed to the ongoing risk of further violence. However, the persisting threat impacts the social and emotional wellbeing of community, as safety concerns diminish community wellbeing. Council staff and service delivery have been negatively affected and all residents have felt the ramifications caused by the ongoing situation. Progress, development and growth of the region has stagnated and we have worked closely with community and organisations to make plans and take action toward a brighter future.

Council has focused on implementing initiatives and projects that address the immediate community needs, in addition to building a strong and sustainable future.

Council has embraced a three-step approach to addressing current and future challenges relating to emergency and humanitarian needs:

1. **Keeping our People Safe:** support for our West Daly Regional Council workforce.
2. **Community Aid/COVID-19:** immediate humanitarian aid to support the community.
3. **Facilitating Stakeholder Engagement:** developing long term strategic solutions with partner organisations and agencies.

Keeping our People Safe

The safety, mental health and wellbeing of all council staff is a priority for Council. Despite our best efforts, staff continue to work in a high risk and, at times, volatile environment. It is common for our staff to feel unsafe when attending work in public spaces. There have been occasions when our staff have needed to lock themselves inside our buildings for their own safety and be provided an escort home due to violence occurring in the community.

To ensure that Council's core municipal services could continue to support the wellbeing of our staff throughout the year, Council created the Wadeye Community Support Package. This included food vouchers, flights, accommodation in Darwin and special leave for all staff. This provided options for short-term relief and allowed staff a brief reprieve.

In addition to this, Council sourced a clinical psychologist locally in Wadeye for staff to access professional support to address any issues staff may have been experiencing. The psychologist also delivered mental health and trauma information sessions. Ongoing support is provided free of charge, 24 hours a day, through our Employment Assistance Program (EAP).

Council acknowledges that our greatest asset is our people and investment in support services, training and equipment are a must, to ensure their safety and emotional wellbeing whilst at work.

Community Aid/COVID-19

The West Daly region was, along with the rest of the country, greatly impacted by the ongoing health ramifications and effects of COVID-19. Council was agile and prepared with a stockpile of supplies and equipment to support our community and staff, which were distributed at the peak of the pandemic.

The dedicated internal Incident Management Team met regularly and were responsible in coordinating:

- A significant amount of PPE including masks, disinfectant, surface cleaner and gloves.
- Local promotion of and support for the NT Health COVID-19 vaccination program.
- Collaborative support of the emergency and safety efforts put forward by the Thamarrurr Development Corporation.
- Ongoing municipal service delivery throughout the wider Territory shutdowns.

Council supported staff with a one-off \$150 payment to each full-time, part-time and casual employee of our Council based at either Peppimenarti, Nganmarriyanga or Wadeye. The total cost to Council for the one-off payments was \$9,600. The benefits to council staff and the West Daly region was an injection of funds that greatly assisted with financial hardship experienced during the difficult times.

Facilitating Stakeholder Engagement

Council recognises the situation remains unstable and has a high likelihood of deteriorating without an integrated, community-led approach. We value the support of the communities in our region, NT Health, LGANT and NT Police.

In the spirit of true collaboration with our stakeholders, Council will continue to work towards delivering sustainable solutions for the peoples of Wadeye and the West Daly region. Council remains committed to:

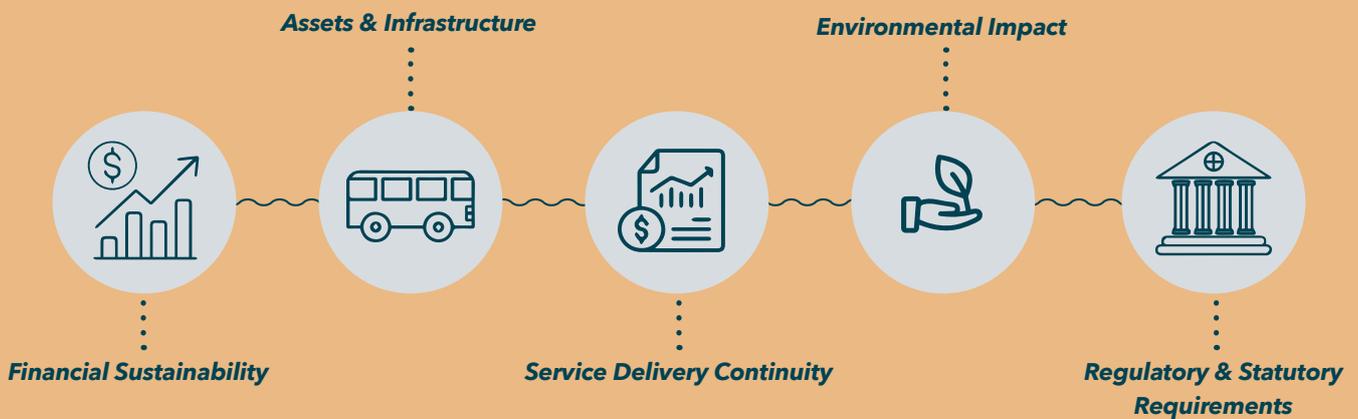
- Working closely with NT Police as they reassert public order.
- Seeking and accessing sufficient funding and resourcing to re-establish housing beyond temporary, semi-permanent accommodation.
- Formalising and strengthening inter-agency Emergency Management capabilities across agencies.
- Securing an uplift in funding for our Homelands, to improve infrastructure, enhance Council services and create employment opportunities.
- Providing support and funding for the development of the Peppimenarti Community Hub, a place that will bring together existing Council services with community services to support people from the region.

Despite the current situation, Council's focus in long term planning is working towards accommodation hubs, food security, improved employee housing, an uplift in civil services and increasing local jobs.

Risks and Challenges

Council undertook a high-level risks, challenges and opportunities assessment. The following categories were identified through the lens of strategic, business and operational risk. This assessment will allow Council to finalise our strategic risk register and risk strategy.

Identifying these risks means Council can take an informed approach when developing and delivering our strategic, business and operational reporting. This risk analysis provides the basis for the Risk Management Framework, currently in a draft state.



Occupational Violence and Crime

The impacts of crime and anti-social behaviour across our region continue to be felt at all levels of the Council. These events are occurring with increasing frequency and severity, negatively affecting our people's wellbeing while also impacting the communities' perceptions of safety and quality of life. The lost time and productivity associated with managing the impacts of these behaviours are also significant. Council is increasingly required to dedicate significant physical and monetary resources to ensure our staff are provided with the necessary level of support, safety and equipment to maintain service delivery to our communities.

As a result of the occupational violence encountered by employees, Council is committed to providing a safe and supportive workplace and environment for staff to live and work in. These challenges are not unique to our region, and Council is working with government, NGOs and community groups to seek locally-led solutions. Local government is the level of government closest to the community and is well-placed to understand the specific needs, wants and hopes of our residents and community members.

Creating safer communities through projects and initiatives led by our Local Authorities and Councillors remains a strategic objective for the Council. Despite the challenges, Council remains dedicated to improving the lives of community members by listening and responding to community needs.

Throughout 2021-22, the overarching estimated cost of occupational violence, unlawful entry, infrastructure damage, and service disruption equates to over \$200,000. The impact on staff health and wellbeing are also significant but difficult to quantify with a monetary value due to the complex nature of these impacts.

Over \$120k of property damage occurred in the FY22 year including major break-ins resulting in theft and damage at our Wadeye Mechanic Workshop and Peppimenarti Civil yard. These events disrupted council services and commercial activities following the theft of essential tools and damage to facilities.*

*non-audited.

In a year of division, together we've worked to improve our community

Council's Community Night Patrol (CNP) program is regarded as an essential and increasingly utilised community-led safety initiative across the region. The effectiveness of the CNP is partly due to the sense of cultural authority and validity that underpins the service's work as a community-led response.

Our CNP members are regularly called upon to engage in proactive, preventative, and practical approaches to stop harm and maintain community peace, security, and safety. Often in the most challenging of situations, our CNP teams can effectively de-escalate and defuse potentially volatile situations and ensure the safety of our communities most vulnerable. Our CNP teams are predominantly local residents who share a deep kinship with the land and people, and this connection drives the obligation and desire to protect its people and country from harm and pain.

The program's roles include:

- relocating a person to a 'safe' environment (e.g. a relative's home, clinic or safe house)
- defusing potentially violent situations where it is safe to do so

- diverting intoxicated people away from the criminal justice system
- providing information about and referral to situation-specific support services (e.g. police, youth services, alcohol and other drug services)
- assisting people at risk
- promoting public awareness of CNP and the support available
- supporting community safety planning and implementation
- encouraging and supporting individuals to maintain social connections within their communities and Homelands

Council has purchased five new vehicles which include increased safety features, updated signage, and improved secure means of transport for our staff and community members. CNP has increased support and supervision to ensure ongoing delivery of consistent and high-quality services.

Members of CNP continued to participate in several training sessions, such as personal safety, suicidal awareness and the provision of first aid to better equip them to deal with the daily challenges they face.



Wadeye civil team - installing bollards

Team members Andrew and Merinda
at work in the Winnellie office



Our Performance
and Achievements



Our Performance and Achievements

When Council completed the 2021-22 Regional Plan and reviewed the way in which it would measure and report each KPI, there was a change in the way its Strategic Goals were defined and measured from the 2020-21 Annual Report.

A shared Pathway for the Council and the residents of West Daly was identified and each of the four goals became an area of Focus.

- Our focuses are developed from within Community. Each area of Focus is comprised of a set of Destinations.
- A Destination provides the end point we are working towards, to achieve these, we must go on a Journey.
- Each Journey defines the practical mechanism that, once completed, takes Council and our stakeholders further along our Pathway to success.



This framework is supported with a strong focus on local decision making with the organisational resources required to achieve informed and regulatory compliant outcomes.

The 2021-22 Regional Plan also contained activities and goals for three key pillars of each Local Authority:



Measure Towards Destination

To understand the progress along our Pathway and the outcomes delivered for each overarching Destination, we have assigned a value of completion to each Journey.

Rating Key

Reached our Destination	—————>	Journey is complete	
On the way to our Destination	—————>	Journey is almost complete	
Faraway from our Destination	—————>	Journey is yet to start	

Focus 1: Enhancing our Organisation's Culture



Destination 1: Reviewed vision and values

Journey	Outcomes
1.1 Consultation with Council, Local Authority and all staff	 Strategic Plan Request for Quote complete (RFQ). Consultation to be undertaken as part of the Strategic Plan - commencement February 2023.
1.2 Develop a vision that guides our future 1.3 Develop action-based values	 Our Vision and our Values will be reviewed and renewed as part of the Strategic Plan - commencement February 2023.

Destination 2: Knowledge growth

Journey	Outcomes
2.1 Elected Member's professional development	<p>Elected Members undertook structured Governance training through a Northern Territory Government workshop.</p> <p>Elected Members attended LGANT's 'Local Government Elected Member Induction Symposium'.</p> <p> Council rolled out the inaugural Elected Member Induction Pack, containing tailored content and easy to reference materials.</p> <p>Council induction training completed with Elected Members.</p> <p>Council governance training completed with Elected Members.</p> <p>Elected Members attend LGANT annual meetings and conferences.</p> <p>Elected Members attended the Australian Local Government Association conference.</p>
2.2 Leadership development	<p>Executive staff from council attended the LGANT Conference. Future planning was undertaken as further methods to support leadership development were identified.</p> <p> Our Community Service Managers (CSMs) along with the Chief Operations Officer (COO) completed Supervisor Training hosted by the Institute of Public Works Engineering Australasia (IPWEA).</p> <p>Support provided as requested/required for leadership development.</p>
2.3 Health, safety and risk familiarisation	<p>All COVID-19 related CHO directions were complied with and Council's COVID-19 Safety Plan is in place.</p> <p> Commencement of WH&S reviews, alongside the establishment of the WH&S Committee.</p> <p>Occupational violence policy and procedures were developed and published.</p> <p>Occupational violence training prevention delivered in Community.</p> <p>WH&S support provided through induction and in community visits.</p>

Journey	Outcomes
2.4 Strengthen organisational induction and engage local stakeholders	 <p>Induction/onboarding processes and systems have been reviewed and continuous improvement in this area.</p> <p>Engagement with local stakeholders ongoing.</p> <p>Induction program developed and established for council workforce.</p>
2.5 Communicate regularly with all staff	 <p>CEO update and messages distributed to all staff. This is complemented by regular communication through other channels and frequent in-person visits across the region from the CEO.</p> <p>Council executives communicate regularly with staff.</p>

Destination 3: Strengthening Local Authorities

Journey	Outcomes
3.1 Encourage local decision making to improve community engagement	 <p>Fostering an open and collaborative environment between council and each Local Authority, through ongoing support and development of Local Authority members.</p> <p>Regular face to face meetings and verbal communication with Local Authority members outside of scheduled meetings to hear achievements, concerns and thoughts around future projects.</p> <p>Encouragement of Community members and Local Authority members to attend Local Authority meetings.</p> <p>Alternate mediums such as telephone and video conference used to access Local Authority meetings.</p>
3.2 Provide financial reporting that supports local decision making	 <p>Financial reporting reviewed, with improved reporting and graphical representation of key financial areas implemented. Each report updated in line with legislative requirements.</p> <p>Implemented community specific reporting in line with the legislation that enables Local Authorities to confidently plan, commit to, and progress local community programs.</p>
3.3 Improve governance and meeting support	 <p>Governance and Quality Assurance Officer at all LA meetings. This has enabled Elected Members, Local Authority members and the public to access governance advice and information in a timely fashion.</p> <p>Mentorship and support provided by Governance and Quality Assurance Officer to Local Authority Chairs and members.</p> <p>External agencies regularly invited to Local Authority meetings providing valuable information to members relating to services (Northern Territory Government and others).</p>

<p>3.4 Implementing new Local Authority Guidelines</p>	 <p>Re-established and confirmed Local Authority membership numbers. Guidance through Governance Officer provided to each Local Authority around implementing guidelines and guidance in their legislative roles and responsibilities.</p>
<p>3.5 Review frequency of Local Authority meetings to ensure they support and strengthen local decision making and successful outcomes</p>	 <p>Through consultation with the Local Authorities, six sessions were scheduled a year (two more than legislatively required). This enables a smooth workflow from ideation to planning, then approval and roll out.</p> <p>Recommendations from Local Authorities to Council can be easily communicated at Ordinary Council Meetings (OCMs) to allow for approvals guided by Local Authority planning.</p>

Destination 4: Strengthened governance

Journey	Outcomes
<p>4.1 Establish and appoint a Chief Performance & Capability Officer</p>	 <p>Position was filled following an external and thorough hiring process.</p>
<p>4.2 Establish a key focus on Policy and Governance</p>	 <p>Governance and Quality Assurance Officer position commenced.</p> <p>Governance Framework specific to Council and its needs implemented.</p> <p>Policy review undertaken.</p>
<p>4.3 Governance training for Elected Members</p>	 <p>Elected Members undertook structured Governance training through an NT Government workshop.</p> <p>Elected Members attended LGANT's 'Local Government Elected Member Induction Symposium'.</p> <p>Council rolled out the inaugural Elected Member Induction Pack, containing tailored content and easy to reference materials.</p>
<p>4.4 Improved reporting and accountability processes</p>	 <p>Creation and delegation to new committees, ensuring oversight of reporting and increased accountability across Council:</p> <ul style="list-style-type: none"> • Risk & Audit Management Committee • Finance Committee of Council • Executive Committee • Work, Health and Safety Committee • Service Delivery Committee • Projects and Procurement Committee <p>This triggered updates and ratification to the Delegation Policy and accompanying manual.</p>
<p>4.5 Ongoing development of policy and procedures to support Council's activities and staff</p>	 <p>Transitional arrangement required review of 22 policies, these reviews were undertaken and delivered on time in accordance with the <i>Local Government Act 2019</i>.</p> <p>Development of draft Service Delivery Guidelines.</p>

Destination 5: Advocacy

Journey	Outcomes
5.1 Empowerment of Elected Members	<p>Through a combination of support from our Governance and Quality Assurance Officer and the governance training, Elected Members now understand and are confident in their mandate.</p> <p>Improved clarity of their role and capacity to ensure accountability has led to increased engagement, including:</p> <ul style="list-style-type: none"> • flow of ideas and issues at Local Authority meetings • increased questioning and scrutiny of all Council data • confident and capable input across all facets of Council business • the ability to make informed decisions following conversion of financial reporting to a digestible and actionable format.
5.2 Increased engagement, participation and collaboration with all levels of government, stakeholders and external organisations	<p>Improved engagement with government and external organisations by Elected Members and council executive.</p> <p>Representing Council at:</p> <ul style="list-style-type: none"> • Local Government Association of the NT • Executive Member of CouncilBIZ • CouncilBIZ Audit & Risk Committee • attending various events hosted by NT Government and Australian Local Government Association (ALGA).
5.3 Active participation in organisational development and future planning	<p>Elected Members were highly engaged throughout the development and implementation of the 2021-22 and 2022-23 Regional Plan.</p>



Focus 2: Supporting our People

Destination 1: Improved systems and processes

Journey	Outcomes
1.1 Development of standardised administrative processes	 <p>Ongoing with centralisation and coordination of administration through Darwin</p> <p>Review of payroll processes commenced.</p>

Destination 2: Increased access to training and development

Journey	Outcomes
2.1 Enhanced training for Community Night Patrol	 <p>Training needs analysis undertaken and development of training plan completed.</p>
2.2 Cultural awareness training	 <p>Identified cultural awareness programs to be adopted internally. Process has commenced to implement for council's workforce.</p>
2.3 Leadership training and development, mentorship and ongoing support	 <p>Planning has commenced for recurrent leadership training. COO and CSMs attended a 2-day supervisors workshop hosted by IPWEA.</p> <p>A Leadership Program was selected through an RFQ process. Program scheduled for delivery to frontline, middle and executive staff in July 2022.</p> <p>Service Delivery Committee established under the Governance Framework. The purpose of the Committee is to develop, maintain and monitor Council's core municipal service delivery programs, activities and projects within the West Daly region.</p> <p>Further and ongoing review being conducted in relation to leadership training and development over the coming years.</p>
2.4 Accredited training for Civil workforce	 <p>A Skills Gap Analysis was undertaken, this was used to develop a Skills Matrix and training plan.</p>  <p>Aerodrome Reporting Officer training completed.</p>
2.5 Create access to learning opportunities and study support	 <p>Professional Development continues to be identified for employees as part of individual staff plans and wider strategic and risk planning.</p> <p>Study support accessed for Finance Staff to complete undergraduate and Certified Public Accountant examinations.</p> <p>Commenced a review of the Study Leave and Assistance policy.</p>

Destination 3: Mental health and wellbeing

Journey	Outcomes
3.1 Commence development of organisational wellbeing strategies	 Finalising negotiations with an external provider for a Mental Health & Wellbeing Program.
3.2 Provision of culturally appropriate EAP program	 Ongoing as Council works with internal and external stakeholders to understand the requirements of a culturally appropriate program. These requirements will continue to shift and program delivery will develop over time as well.
3.3 Induction and immersion support for staff in remote locations	 A general package of resources and information has been collated. Each staff member will receive tailored support dependent upon the role and which location they will be based in. Our People & Strategy team will monitor and program delivery to suit ongoing shifting requirements.
3.4 Provide opportunities for first aid and mental health first aid training	 Development of a First Aid Training plan to be implemented in 2022-23, with ongoing training becoming part of business as usual.
3.5 Suicide Awareness * pending funding	 Suicide awareness training delivered in community to operational staff including Night Patrol. Three staff attended LivingWorks ASIST (Applied Suicide Intervention Skills Training) course. RUOK Day events took place at all council offices and yards.

Destination 4: Provision of a safe workplace

Journey	Outcomes
4.1 Zero tolerance for workplace harassment, bullying and discrimination	 Council have a zero-tolerance approach to workplace harassment, bullying and racial commentary. This is reflected in the Code of Conduct policy which applies to all staff, council executive and Elected Members. The disciplinary process was refreshed. It is triggered upon any complaint to ensure all staff are conducting their duties consistent with Council's values: <ul style="list-style-type: none"> • Respect • Integrity • Honesty • Openness • Equality. Occupational Violence Policy and accompanying Procedure drafted. A range of occupational violence mitigation strategies approved and implemented for staff including the Wadeye bus such as a bus camera, de-escalation training for bus drivers and a protective screen.
4.2 Develop and publish a Leadership Commitment	 To be completed as part of Strategic Planning commencing early 2023.

Focus 3: Developing our Assets

Destination 1: Introduction of an asset management platform

Journey	Outcomes
1.1 Identify funding opportunities for asset replacement	<p>These asset and infrastructure programs were fully funded in 2021-22.</p> <p>By the Northern Territory Government:</p> <ul style="list-style-type: none"> • Tipper truck for Peppimenarti Civil Works • Skid Steer for Peppimenarti Civil Works • Solar lighting for Peppimenarti, 10 x solar lights <p>By the National Indigenous Australians Agency:</p> <ul style="list-style-type: none"> • Library and conference centre upgrade • Manthathpe walkway construction • 4 x Hilux vehicles for Community Night Patrol <p>QBE Insurance Group provided funding for the Wadeye Bus security infrastructure upgrades.</p> <p>The Local Roads and Community Infrastructure Program enabled the Wadeye Basketball Courts to be fitted with shading and parking.</p>
1.2 Identify an asset management platform that supports a whole of organisational approach	<p>A successor to Council's current Enterprise Resource Planning system has been identified and the implementation project has commenced.</p>
1.3 Consolidate asset registers for buildings, plant, vehicles and equipment	<p>As part of the implementation of Council's new Enterprise Resource Planning system, a comprehensive audit of all assets has commenced.</p> <p>Asset Management Policy is in place that informs the register.</p>

Destination 2: Improved asset management practices

Journey	Outcomes
2.1 Develop an asset replacement program	<p>Cyclic asset replacement underway relating to fleet, plant and equipment.</p>
2.2 Develop preventative maintenance schedules	<p>Preventative maintenance and servicing schedules have been developed. Work is ongoing to formalise these schedules within the asset management plan.</p>
2.3 Provide training for staff on asset management practices	<p>Regular asset management updates and related works reported via the Service Delivery Committee.</p> <p>Training will be provided as part of the roll out of the asset management platform.</p>

Journey	Outcomes
2.4 Improve housing tenancy and asset management	 <p>Review of leasing arrangements that assists in resolving legacy issues associated with poor management and planning.</p> <p>Implementation of updated residential and commercial lease agreements currently underway.</p> <p>Adjustment to rental amounts to ensure the future viability of Council properties.</p> <p>Review of S19 leases completed and increased rental revenue negotiated.</p>
2.5 Consolidate internal trade positions to improve our capability and capacity to maintain current assets	 <p>A Trades Department has been established to support Council operations. This department will also have commercial availability.</p>

Destination 3: Improved road management

Journey	Outcomes
3.1 Access road design expertise	 <p>Engaged a roads engineer and undertaken a study of all roads throughout the West Daly region. This study provided the information to create a plan which is now being finalised to improve road infrastructure at Wadeye, Nganmariyanga and Peppimenarti.</p> <p>The value of the proposed works is around \$2.3M to be delivered over several years.</p> <p>A comprehensive 5-year plan is being developed for the region and specifications for funding submissions are being completed.</p> <p>A draft of Internal Roads Maintenance Guidelines has been developed for CSMs.</p>



Destination 4: Ongoing delivery of Homelands management and maintenance services

Journey	Outcomes
4.1 Planning and scheduling of Homelands service delivery	 All works were delivered as required under the Homeland Program Guidelines. A dedicated Homelands Maintenance Officer ensured timely responses to maintenance requests.
4.2 Seek opportunities for asset replacement in Homelands	<p>Council worked with a range of partners to deliver the following;</p> <p>National Indigenous Australians Agency:</p> <ul style="list-style-type: none"> • Homelands power upgrade project completed for Fossil Head, Namarluk and Old Mission. This project replaced and upgraded existing power generator infrastructure. <p>Northern Territory Government:</p>  <ul style="list-style-type: none"> • Emergency Infrastructure - Kudantiga Homeland. Construction included ablution blocks, and upgraded solar bore pump • Emergency Works at Emu Point: Sewerage, dump and house maintenance • Homelands Capital Grant for water tanks and pipeline upgrades for Deleye, Fossil Head, Mulingi, Uminyuluk and Old Mission Homelands <p>Northern Land Council:</p> <ul style="list-style-type: none"> • Papangala water filter installation • Homelands Stimulus package for works in Papangala, Wudapuli and Nama Homelands
4.3 Grow Homelands workforce	 Homelands Maintenance Officer position introduced to Council.



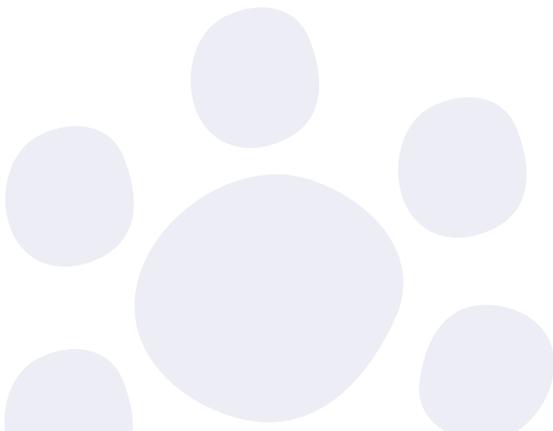
Focus 4: Growing our Services

Destination 1: Organisational structure that supports long term sustainable organisational growth

Journey	Outcomes
1.1 Implement new organisational structure	 Successful introduction and adoption of new organisational structure. All priority roles filled with minimal disruption to Council operations.

Destination 2: Trade services that support organisational sustainability and growth

Journey	Outcomes
2.1 Establish and consolidate carpenter positions	 Existing and new carpenter positions have become part of the Building and Carpentry Services.
2.2 Seek opportunities to establish trade assistant positions and support apprenticeships for local people	 <p>As part of the Skills Matrix planning, the Trades Department identified the required positions to be filled.</p> <p>A local skilled workforce will include:</p> <ul style="list-style-type: none"> • 1x Regional Services Manager • 2x Mechanics • 1 x Apprentice Mechanic • 2x Builders <p>Funding was secured, which will provide a \$160,000 boost to develop Indigenous jobs.</p>
2.3 Establish and consolidate a mechanic position	 An Indigenous apprentice commenced as a trades assistant and should commence his apprenticeship in July 2022.
2.4 Identify opportunities for sustainable growth of trades service	 Revenue generated from the Trades Department will be re-invested directly on improving Council tools and equipment.



Destination 3: Growing human services

Journey	Outcomes
3.1 Growing Community Night Patrol (CNP) services	 CNP program successfully extended and four new patrol vehicles have been acquired and fitted out to be delivered in late 2022.
3.2 Support employment and training opportunities for local people	 The funding will be used to increase local job opportunities: <ul style="list-style-type: none"> • Increase in Civil staff and hours across all communities • Homeland labourers • Casual trades labour Employment and training designed in tandem with those participating to ensure long-term retention.
3.3 Seek opportunities around the re-establishment of the Father and Son Program	 Re-establishment of the Father and Son Program deferred.
3.4 Identify and seek partnership opportunities for new services	 Keep Australia Beautiful program proposed. \$2.1M partnership proposal submitted to the Northern Territory Government for Kudantiga, Ngarinthe and Fossil Head, outcome currently pending.
3.5 Introduction of the Wadeye Community Bus	 Establishment of a formal bus route and timetable. Bus Driver undertook additional license training and bus received enhanced security upgrades due to occupational violence and vandalism.
3.6 Seek opportunities for re-establishment of an animal management program	 Successful partnership between Animal Management in Rural and Remote Indigenous Communities (AMRRIC) and Council allowed for program facilitation at Wadeye. Ongoing partnership will see further programs delivered in 2022-23.

Destination 4: Financial capacity and quality of current services enhanced

Journey	Outcomes
4.1 Review service charges and plan for development of new charging strategy	 Council successfully transitioned all finance management activities from external provider/s to an internal team for the very first time. Fees and charges regularly reviewed and updated to allow for ongoing provision of strategic projects and cost-efficient services that meet community needs.

Destination 5: Investment in planning and coordination of community projects

Journey	Outcomes
5.1 Seek opportunities and partnerships for project planning across the West Daly region	<p>\$100k funding secured for the development of a Peppimenarti Community Hub.</p> <p>Our community events included:</p> <ul style="list-style-type: none"> • NAIDOC week • Concert with the Lonely Boys • Clean Up Australia Day • Community BBQs • R U OK? Day • International Women’s Day • Harmony Day

Destination 6: Explore improved waste management strategy

Journey	Outcomes
6.1 In line with funding investigate waste management practices	<p>Development of a Waste Management Strategy through engagement across Council’s service delivery teams and Local Authorities.</p> <p>Supported by consultancy, create and implement a fit-for-purpose Waste Management Plan.</p>
6.2 Identify a location for new Wadeye Waste Management facility	<p>Feasibility Study completed for the Wadeye Waste Transfer Station and Landfill Site.</p> <p>Ecological Survey scheduled for the proposed Waste Transfer Site and Landfill Site, this will determine long-term suitability and inform the waste management policies, procedures and processes.</p>
6.3 Seek to improve waste collection services	<p>Successful grant application enabled the procurement of a new rubbish compactor truck for Wadeye.</p>
6.4 Upgrade Wadeye and Peppimenarti waste facilities	<p>Landfill site works plan development and action for Wadeye and Peppimenarti.</p> <p>Remediation and maintenance works, valued at over \$900,000 commenced in 2022 Dry Season.</p>



Local Authority Pillar 1: Community Safety



Rating	Wadeye	Peppimenarti	Nganmariyanga
	Solar lighting	Improved signage	Improved lighting
	Airport signage	Improved lighting	Fencing
	Community signage	Bollards	Bollards
	Manthathpe walkway		
	Footpaths	Footpaths	Footpaths
	Wheelchair access	Speed humps	

Council successfully renegotiated with the National Indigenous Australians Agency (NIAA) for additional funding to undertake the Manthathpe Walkway Project.



Wadeye civil team - bollards



Peppimenarti



Local Authority Pillar 2: Community Enhancements

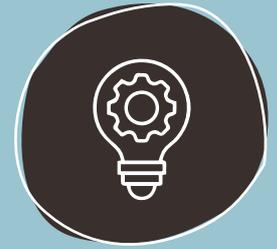
Rating	Wadeye	Peppimenarti	Nganmariyanga
	AMRRIC visit facilitated	Basketball court shade	
	Improved community park - lighting and shade areas	Shade over playgrounds	
	Increased library hours at Wadeye		
	Wadeye Swimming Pool	Community seating and shade	Shade areas at oval
	Bins placed around community	Renovation of playground	Drainage
	Tree planting and main street enhancements	Car parking	
	Shade structures at the church	Animal management	Animal management
	Public Toilets at main oval		Splash Pad
	Playground		BMX track
	BMX track		

Council partnered with AMRRIC to deliver their veterinary program within the Wadeye community. Council is working to establish ongoing engagement with AMRRIC to expand coverage to all communities and Homelands.



Nganmariyanga Local Authority meeting

Local Authority Pillar 3: Strategic Projects



Rating	Wadeye	Peppimenarti	Nganmarriyanga
	Road upgrades		
	Manthathpe Sporting Oval	Men's Shed	Sporting hub
	Laundry services	Childcare centre	Basketball court
	Basketball court	Safe House	
	Sporting hub		

A roads study was undertaken which identified around \$2.3M in upgrade and maintenance works across the West Daly region. Planning has commenced to identify the stages of work and source funding.

In a year of challenges, together we've delivered hope

We have secured funding to invest in a planning study for a new community hub in Peppimenarti. This funding is backed by a commitment to build and open this facility.

Residents and members of the local community will be involved throughout, ensuring the Peppimenarti Community Hub will serve as a place for delivery of existing Council services and be suitable for other community uses, including:

- a community gathering area
- an Art Centre to promote learning and culture
- a place for the local community to engage in a range of onsite delivered programs and initiatives

- full-service facilities for visiting health and learning clinics
- to enjoy a range of sports and recreation activities.

A space like this will enable Council to streamline and improve:

- access to essential Council services
- delivery of Australia Post, Centrelink and other government services
- a community-based revenue stream through leasing of office space and hiring of meeting rooms.



Finance team member Sam



Our Financial Performance



Our Financial Performance

Financial Analysis of Reports

Our Council has prepared its financial statements in accordance with Section 207 of the *Local Government Act 2019* (the Act), the Local Government (General) Regulations 2021, the relevant Australian Accounting Standards and Interpretations, and any other relevant statutory requirements. Under section 208 of the Act these financial statements have been externally audited by Deloitte Touche Tohmatsu Limited (Australia).

The Audited Financial Statements for the 2021-22 financial year consist of four primary financial statements for the current financial period with comparative information for the previous financial period, as well as notes to the financial statements.

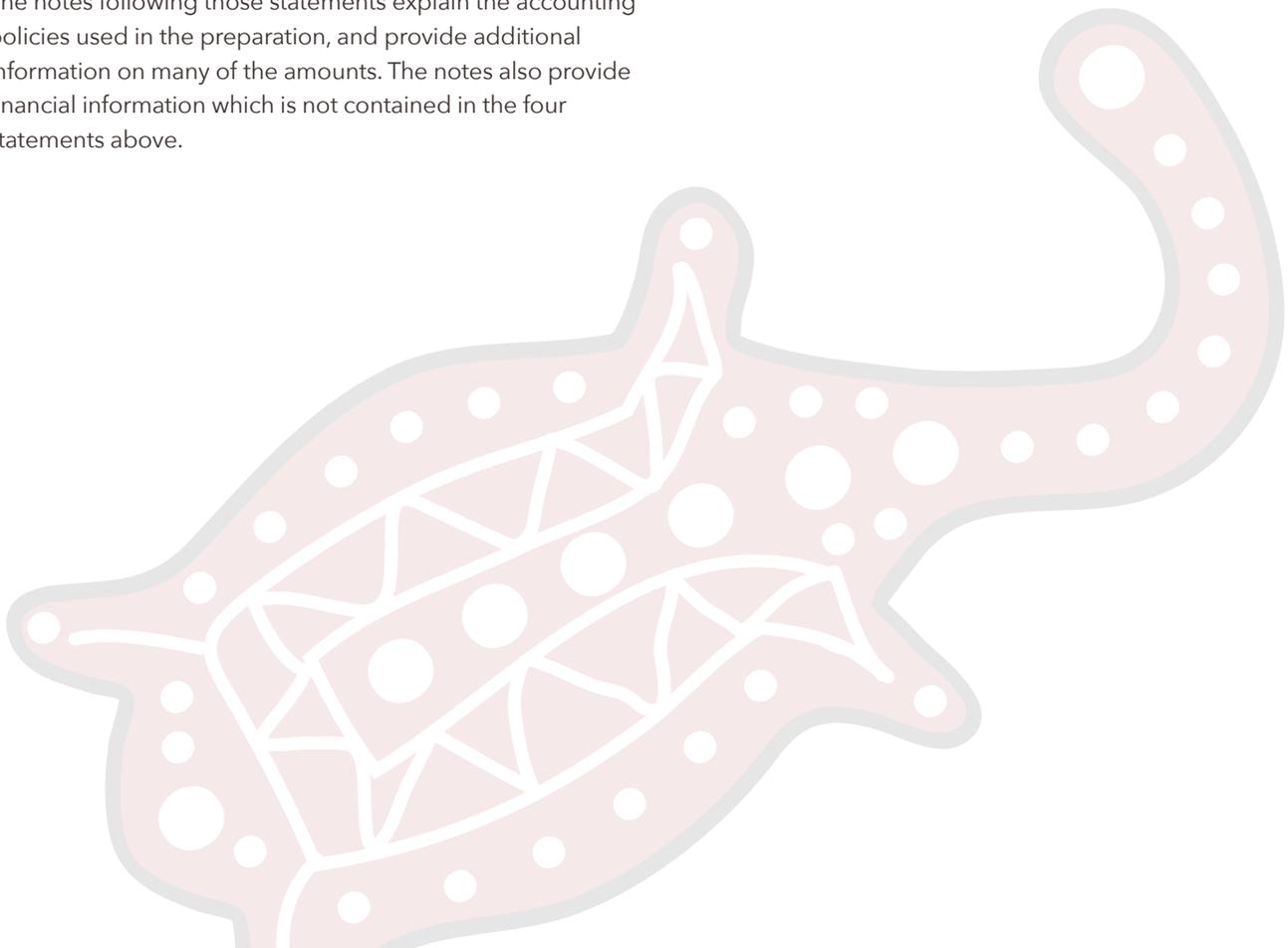
The four primary financial statements are:

1. Statement of Profit and Loss and Other Comprehensive Income
2. Statement of Financial Position
3. Statement of Changes in Equity
4. Statement of Cash Flows

The notes following those statements explain the accounting policies used in the preparation, and provide additional information on many of the amounts. The notes also provide financial information which is not contained in the four statements above.

As part of the implementation of the Act, this year's financial statements include a number of new reporting obligations, including the disclosure of Chief Executive Officer. As a result of improvements in our financial accounting practices, there have been some re-stated prior year comparative amounts and enhanced disclosures, particularly over unearned revenue and our PPE.

In the 2021-22 financial year, Council became fully self-sufficient as a finance team for the first time, following separation from Victoria Daly Regional Council in 2014. Our finance team supports Council to meet our strategic focus areas and provides the administrative support to enable Council to continue to service and expand our operational footprint in the West Daly Local region.



West Daly Regional Council

Annual Report for the year ended 30 June 2022

Chief Executive Officer Certificate

I, Matthew Eastham, the Chief Executive Officer of West Daly Regional Council (The Council), certify that to the best of my knowledge, information and belief:

- (a) the financial statements have been properly drawn up in accordance with Australian Accounting Standards, the *Local Government Act 2019*, and the Local Government (Accounting) Regulations so as to present fairly the financial position and performance of the Council as at 30 June 2022 and the results for the year then ended; and
- (b) the financial statements are in accordance with the accounting and other records of the Council.



.....
Matthew Eastham ASM
Chief Executive Officer
Darwin

Date: 14/11/2022



Deloitte Touche Tohmatsu
A.B.N. 74 490 121 060

Level 11, 24 Mitchell Street
Darwin NT 0800 Australia

Tel: +61 (0) 8 8980 3000
www.deloitte.com.au

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST DALY REGIONAL COUNCIL

Report on the Audit of the Financial Report

Opinion

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

In our opinion, except for the matters described in the Basis of Qualified Opinion section of our report below, the accompanying financial report of West Daly Regional Council presents fairly, in all material respects, the Council's financial position as at 30 June 2022 and its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards and the Local Government Act and the Local Government (Accounting) Regulations.

Basis for Qualified Opinion

At 30 June 2022, property, plant and equipment of \$2,881,009 has been recognised in the statement of financial position. Due to the on-going riots in West Daly Regional Council communities during the 30 June 2022 financial year, we have been unable to obtain sufficient appropriate audit evidence in respect of the existence of the property, plant and equipment balance of \$2,881,009 as at 30 June 2022. We were unable to perform alternative audit procedures to verify the existence of this balance and, accordingly we have been unable to determine whether any adjustments might have been necessary to the balance of property, plant and equipment at 30 June 2022 and the resultant gain or loss on disposal of property, plant and equipment for the year ended 30 June 2022 reported in the statement of profit and loss and other comprehensive income.

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

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

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Other Information

The Chief Executive Officer is responsible for the other information. The other information comprises the information included in the Council's Annual Report for the year ended 30 June 2022, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Chief Executive Officer and the elected members for the Financial Report

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

In preparing the financial report, the elected members are responsible for assessing the ability of the Council to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the elected members either intend to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

Elected members are responsible for overseeing the Council's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

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

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Deloitte.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Chief Executive Officer.
- Conclude on the appropriateness of the Chief Executive Officer’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Chief Executive Officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Prasad

Malvin Prasad

Partner

Chartered Accountants

Darwin, 14 November 2022

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Statement of profit or loss and other comprehensive income

	Note	Year ended 30 June 2022 \$	Year ended 30 June 2021 \$
Rates and annual charges	4	1,874,019	1,364,287
User charges and fees	4	1,471,377	997,759
Investment income	4	27,146	28,451
Grants and contributions	4	10,050,968	8,102,087
Other gains and losses	4	63,913	(37,880)
Depreciation expense	5	(1,084,618)	(811,216)
Employee benefits expenses	5	(5,607,864)	(3,880,788)
Material and contracts expenses	5	(2,302,128)	(1,971,801)
Other expenses	5	(3,380,428)	(3,533,150)
Finance costs	5	(222,389)	(198,826)
Surplus for the year		889,996	58,923
Other comprehensive income		-	-
Total comprehensive income for the year		889,996	58,923

The accompanying notes form part of these financial statements

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Statement of financial position

		Year ended 30 June 2022	Restated* Year ended 30 June 2021
	Note	\$	\$
Current assets			
Cash and cash equivalents	6	9,400,846	7,696,867
Trade and other receivables	7	460,140	132,586
Inventories	8	195,393	149,004
Other assets	10	123,321	8,750
Total current assets		10,179,700	7,987,207
Non-current assets			
Property, plant and equipment	9	2,881,009	3,107,070
Right of use assets	11	5,259,779	3,932,618
Total non-current assets		8,140,788	7,039,688
Total assets		18,320,488	15,026,895
Current liabilities			
Trade and other payables	12	420,403	642,403
Provisions	13	391,252	248,026
Unexpended grants	15	3,991,742	2,889,358
Lease liabilities	14	225,590	104,977
Total current liabilities		5,028,987	3,884,764
Non-current liabilities			
Provisions	13	27,448	35,583
Lease liabilities	14	5,385,408	4,117,899
Total non-current liabilities		5,412,856	4,153,482
Total liabilities		10,441,843	8,038,246
Net assets		7,878,645	6,988,649
Equity			
Retained earnings	16	7,878,645	6,988,649
Total equity		7,878,645	6,988,649

* Restated amounts. See note 3.3 Prior period errors.
The accompanying notes form part of these financial statements

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Statement of changes in equity

	Retained Earnings	Total Equity
Note	\$	\$
Balance as at 1 July 2020	8,583,612	8,583,612
Surplus for the year	58,923	58,923
Total comprehensive income for the year	58,923	58,923
Balance as at 30 June 2021	8,642,535	8,642,535
Error recognised after finalising financials	16 (1,653,886)	(1,653,886)
Balance as at 30 June 2021 - as restated	6,988,649	6,988,649
Balance as at 1 July 2022	6,988,649	6,988,649
Surplus for the year	16 889,996	889,996
Total comprehensive income for the year	889,996	889,996
Balance as at 30 June 2022	7,878,645	7,878,645

The accompanying notes form part of these financial statements

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Statement of cash flows

	Year ended 30 June 2022	Year ended 30 June 2021
Note	\$	\$
Cash flows from operating activities		
Receipts from customers	3,017,842	2,490,317
Payments to suppliers and employees	(11,538,289)	(9,706,004)
Grants received	11,153,352	8,698,770
Grants repaid	-	(108,358)
Interest paid on lease liability	(222,389)	(198,826)
Net cash flows generated by/(used in) operating activities	17 2,410,516	1,175,899
Cash flows from investing activities		
Interest received	27,146	28,451
Payments for property, plant and equipment	(635,232)	(600,583)
Proceeds from sale of property, plant and equipment	95,252	7,427
Net cash flows used in investing activities	(512,834)	(564,705)
Cash flows from financing activities		
Lease liability repayment	(193,703)	(94,293)
Net cash flows used in financing activities	(193,703)	(94,293)
Net increase in cash and cash equivalents	1,703,979	516,901
Cash and cash equivalents at beginning of year	7,696,867	7,179,966
Cash and cash equivalents at end of year	17 9,400,846	7,696,867

The accompanying notes form part of these financial statements

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Notes to the financial statements

1 General information

West Daly Regional Council (“the Council”/“WDRC”) is a body corporate domiciled in Australia. The Council was in prospective operation from 23 April 2014 to 30 June 2014. On 1 July 2014, the Northern Territory Government mandated the creation of the Council to take effect by de-amalgamating the Victoria Daly Regional Council (“VDRC”).

The Council was formed following a meeting of clan groups in the Thamarrurr region who wanted a stronger voice and greater control over the delivery of services in the Wadeye, Peppimenarti and Nganmariyanga communities.

Registered office

Lot 463, Perdjert Street
Wadeye NT 0822

Liaison office

1/4 Albatross Street
Winnellie NT 0820

The Council has its main office located at Lot 463, Perdjert Street, Wadeye, with three other offices in Peppimenarti, Nganmariyanga and Darwin.

2 Application of new and revised Accounting Standards

2.1 Amendments to AASBs and the new Interpretation that are mandatorily effective for the current year

In the current year, the Council has applied the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (the AASB) that are relevant to its operations and effective for an accounting period that begins on or after 1 July 2021. The new and revised Standards and amendments thereof and Interpretations effective for the current year that are relevant to the Council include:

- a. AASB 2020-8 Amendments to Australian Accounting Standards – Interest Rate Benchmark Reform – Phase 2

The following new Standard is not applicable for the Council but is relevant for the period:

- ii. AASB 2020-2 Amendments to Australian Accounting Standards – Removal of Special Purpose Financial Statements for Certain For-Profit Private Sector Entities

Details of these new requirements as well as their impact on the Council's financial statements are described below:

AASB 2020-8 Amendments to Australian Accounting Standards – Interest Rate Benchmark Reform – Phase 2

This Standard amends AASB 4 Insurance Contracts, AASB 9 Financial Instruments, AASB 139 Financial Instruments: Recognition and Measurement, AASB 7 Financial Instruments: Disclosures and AASB 16 Leases to address issues that may affect financial reporting during interest rate benchmark reform, including the effect of changes to contractual cash flows or hedging relationships resulting from the replacement of an interest rate benchmark with an alternative benchmark rate. The Council has adopted these amendments for the first time in the current year.

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Notes to the financial statements

2 Application of new and revised Accounting Standards (continued)

2.2 Standard and interpretations in issue not yet adopted

At the date of authorisation of the financial statements, the Council has not applied the following new and revised Australian Accounting Standards, Interpretations and amendments that have been issued but are not yet effective:

Standard/interpretation	Effective annual reporting periods beginning on or after	Expected to be initially applied in the financial year ending
AASB 2020-3 Amendments to Australian Accounting Standards - Annual Improvements 2018-2020 and Other Amendments	1 January 2022	30 June 2023
AASB 2020-1 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-Current	1 January 2023	30 June 2024
AASB 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates	1 January 2023	30 June 2024
AASB 2021-5 Amendments to Australian Accounting Standards – Deferred Tax related to Assets and Liabilities arising from a Single Transaction	1 January 2023	30 June 2024
AASB 2022-1 Amendments to Australian Accounting Standards – Initial Application of AASB 17 and AASB 9 – Comparative Information	1 January 2023	30 June 2024
AASB 2014-10 Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture, AASB 2015-10 Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128, AASB 2017-5 Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections, AASB 2021-7 Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections	1 January 2025	30 June 2026

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Notes to the financial statements

3 Significant accounting policies

3.1 Financial reporting framework

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards, Australian Accounting Interpretations, the requirements of the Local Government Act 2019, the Local Government (General) Regulations and other authoritative pronouncements of the Australian Accounting Standards Board (AASB). The Council is a not-for-profit entity for financial reporting purposes.

3.2 The Local Government Reporting Entity

A summary of activities listing along with their contribution to the operating result is provided in the notes to the financial statements. In the process of reporting on the local government as a single unit, all transactions and balances between those activities (for example, loans and transfers between activities) have been eliminated.

3.3 Prior period errors

Unexpended grants

During the financial year it was determined that in prior periods, grant revenue had been incorrectly recognised as income when it was correctly classified as unexpended grants. This revenue related to funding for tied capital or program activities. As a result the following had occurred:

- Understatement of the unexpended grants balance by \$1,653,886
- Overstatement of retained earnings of \$1,653,886

These amounts have been adjusted on the statement of financial position, statement of working capital and statement of changes in equity.

3.4 Basis of preparation

The financial statements have been prepared on the basis of historical cost, except for financial instruments that are measured at revalued amounts or fair values at the end of each reporting period.

Historical cost is generally based on the fair values of the consideration given in exchange for goods and services. All amounts are presented in Australian dollars, unless otherwise noted.

3.5 Critical accounting judgments and key sources of estimation uncertainty

In the application of the accounting policies, management is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstance, the results of which form the basis of making the judgements. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The following are significant management judgements and estimates in applying the accounting policies of the Council that have the most significant effect on the financial statements.

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Notes to the financial statements

3 Significant accounting policies (continued)

3.5 Critical accounting judgments and key sources of estimation uncertainty (continued)

Employee entitlements

Management judgement is applied in determining the following key assumptions used in the calculation of long service leave at balance date:

- future increases in wages and salaries;
- future on-cost rates; and
- experience of employee departures and period of service.

Useful lives of depreciable assets

The Council estimates the useful lives of depreciable assets based on the period over which the assets are expected to be available for use. The estimated useful lives of property and equipment are reviewed periodically and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of the assets.

Inventories

Management estimates the net realisable values of inventories, taking into account the most reliable evidence available at each reporting date.

Revenue recognition

To determine if a grant contract should be accounted for under AASB 1058 or AASB 15, the Council has to determine if the contract is 'enforceable' and contains 'sufficiently specific' performance obligations. When assessing if the performance obligations are 'sufficiently specific', the Council has applied significant judgement in this regard by performing an analysis of the terms and conditions contained in the grant contracts and review of any accompanying documentation.

3.6 Summary of significant accounting policies

The following significant accounting policies have been adopted in the preparation and presentation of the financial report:

(a) **Cash and cash equivalents**

Cash comprises cash on hand and demand deposits. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

(b) **Employee benefits**

Short-term and long-term employee benefits

A liability is recognised for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave when it is probable that settlement will be required and they are capable of being measured reliably.

Liabilities recognised in respect of short-term employee benefits, are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.

Liabilities recognised in respect of long term employee benefits are measured as the present value of the estimated future cash outflows to be made by the Council in respect of services provided by employees up to reporting date.

Termination benefit

A liability for a termination benefit is recognised at the earlier of when the entity can no longer withdraw the offer of the termination benefit and when the entity recognises any related restructuring costs.

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Notes to the financial statements

3 Significant accounting policies (continued)

3.6 Summary of significant accounting policies (continued)

(c) **Income tax**

The Council is tax exempt under Sec 50-25 of the Income Tax Assessment Act 1997, being a local governing body.

(d) **Financial instruments**

Financial assets and financial liabilities are recognised in the Council's statement of financial position when the Council becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

Financial assets

The Council classifies financial assets as subsequently measured at amortised cost, fair value through other comprehensive income or fair value through profit or loss on the basis of both:

- (a) the council's business model for managing the financial assets and
- (b) the contractual cash flow characteristics of the financial asset.

Effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

Effective interest method (continued)

For financial assets other than purchased or originated credit-impaired financial assets (i.e. assets that are credit-impaired on initial recognition), the effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition. For purchased or originated credit-impaired financial assets, a credit-adjusted effective interest rate is calculated by discounting the estimated future cash flows, including expected credit losses, to the amortised cost of the debt instrument on initial recognition.

Impairment of financial assets

The Council recognises a loss allowance for expected credit losses on investments in debt instruments that are measured at amortised cost or at FVTOCI, lease receivables, trade receivables and contract assets, as well as on financial guarantee contracts. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Notes to the financial statements

3 Significant accounting policies (continued)

3.6 Summary of significant accounting policies (continued)

(d) Financial instruments (continued)

Financial assets (continued)

Impairment of financial assets (continued)

The Council always recognises lifetime ECL for trade receivables, contract assets and lease receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the Council's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For all other financial instruments, the Council recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Council measures the loss allowance for that financial instrument at an amount equal to 12-month ECL.

Derecognition of financial assets

The Council derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Council neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Council recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Council retains substantially all the risks and rewards of ownership of a transferred financial asset, the Council continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

Financial liabilities and equity instruments

Financial liabilities

All financial liabilities are measured subsequently at amortised cost using the effective interest method or at FVTPL. However, financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies, and financial guarantee contracts issued by the Council, are measured in accordance with the specific accounting policies set out below. Other financial liabilities, including trade and other payables, are initially measured at fair value, net of transaction costs.

Derecognition of financial liabilities

The Council derecognises financial liabilities when, and only when, the Council's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

(e) Goods and services tax

Revenues, expenses and assets are recognised net of the amount of goods and services tax

- i) where the amount of GST incurred is not recoverable from the taxation authority, it is recognised as part of the cost of acquisition of an asset or as part of an item of expense; or
- ii) for receivables and payables which are recognised inclusive of GST

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Notes to the financial statements

3 Significant accounting policies (continued)

3.6 Summary of significant accounting policies (continued)

(e) Goods and services tax (continued)

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables.

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

(f) Inventories

Inventories are measured at the lower of cost or net realisable value. Costs are assigned on the basis of first-in-first-out. Net realisable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale. Costs of purchased inventory are determined after deducting rebates and discounts.

(g) Property, plant and equipment

Initial recognition of Property, Plant and Equipment

Property, plant and equipment is initially recognised at cost less accumulated depreciation and any impairment allowance. Cost initially includes expenditure that is directly attributable to the acquisition. Cost related to property, plant and equipment gifted, donated or granted to the Council or transferred to the Council from the constituent councils is the fair value of the asset, plus cost directly attributable to the acquisition.

Recognition occurs at such time as an item is physically located and identified as being under the control of the council by its management, thereby allowing its future economic benefit to flow to the Council.

The capitalisation threshold for the recognition of all non-current physical and intangible assets is \$5,000 (\$5,000 for 2021).

Depreciation

Depreciation is recognised so as to write off the cost or valuation of assets (other than freehold land and properties under construction) less their residual values over their useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

The estimated useful lives used for each class of depreciable assets are:

Class of Fixed Asset	Useful life
Buildings, structures & site improvements	10 - 40 years
Infrastructure	5 - 40 years
Plant and equipment	3 - 10 years
Furniture & fittings & office equipment	4 - 20 years
Motor vehicles	4 - 6 years

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Notes to the financial statements

3 Significant accounting policies (continued)

3.6 Summary of significant accounting policies (continued)

(g) Property, plant and equipment (continued)

Valuations

Property, plant and equipment are measured at cost, in accordance with AASB 116 Property, Plant and Equipment.

Impairment

Property, plant and equipment were assessed for impairment at 30 June 2022. Where indications of impairment exists, the assets' recoverable amount is estimated and an impairment adjustments is made if the asset's recoverable amount is less than its carrying amount.

(h) Leasing

The Council as lessee

Under Section 19 of the *Aboriginal Land Rights (Northern Territory) Act 1976*, the Northern Land Council ("the Land Trust") and Daly River /Port Keats Aboriginal Land Trust of c/- the Northern Land Council (NLC) granted the Council a 12-year lease of the land in the WDRC region since council establishment, including buildings and other improvements.

The Council as lessee (continued)

The lease requires the Council to pay annual lease payments for the term of the lease. It also grants the Council the right to use any other land vested in the Land Trust for access to the Land and normal use and enjoyment of the Land and any building upon it, including provision of any services.

The Council recognises lease liabilities to make lease payments and right of use assets representing the right to use the underlying assets.

Right-of-use assets

The Council recognises right-of-use assets at the commencement date of the lease. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses and adjusted for any remeasurements of lease liabilities. Right-of-use assets are depreciated on a straight line basis over the shorter period of lease term and useful life of the underlying asset. Right-of-use assets are also subject to impairment.

Lease liabilities

At commencement date of the lease, the Council recognises lease liabilities measured at the present value of the lease payments made over the lease term. In calculating the present value of lease payments, the Council uses its incremental borrowing rate or the interest rate implicit in the lease.

Short term leases and leases of low-value assets

For short-term leases (lease term of 12 months or less) and leases of low-value assets (such as tablet and personal computers, small items of office furniture and telephones), the Council has opted to recognise a lease expense on a straight-line basis as permitted by AASB 16. This expense is presented within 'other expenses' in profit or loss.

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Notes to the financial statements

3 Significant accounting policies (continued)

3.6 Summary of significant accounting policies (continued)

(l) Provisions

Provisions are recognised when the Council has a present obligation (legal or constructive) as a result of a past event, it is probable that the Council will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at reporting date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (where the effect of the time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

(j) Revenue

Revenue is measured at the fair value of consideration received or receivable. Revenue is measured on major income categories as follows:

Rates

Rates are recognised as revenue when the Council obtains control over the asset comprising the receipt.

Rates are enforceable debt linked to rateable property that will be recovered when the property is sold, and therefore control normally passes at the time of levying, or where earlier upon receipt of rates paid in advance. The rating period and reporting period for the Council coincide and accordingly, all rates levied for the year are recognised as revenues.

Uncollected amounts are recognised as receivables.

Grants, donations and other contributions

When the Council receives government grants that are in the scope of AASB 1058 to enable the Council to further its objectives, it performs an assessment to determine if the contract is 'enforceable' and contains 'sufficiently specific' performance obligations.

In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under AASB 15 where income is recognised when (or as) the performance obligations are satisfied.

In all other cases (where the contract is not 'enforceable' or the performance obligations are not 'sufficiently specific'), the transaction is accounted for under AASB 1058 where the Council recognises income immediately in profit or loss.

Capital grants with enforceable contracts and sufficiently specific obligations are recognised as an unexpended grant liability when received and subsequently recognised for tied program grants, where a repayment transaction is sufficiently likely, an unexpended grant liability is also recognised.

Interest income

Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the Council and the amount of revenue can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Notes to the financial statements

3 Significant accounting policies (continued)

3.6 Summary of significant accounting policies (continued)

(k) Economic dependence

During the year the Council received grants from the Northern Territory and Australian Governments and the future operation of the Council is dependant upon continued government funding.

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Notes to the financial statements

	Year ended 30-June-2022 \$	Year ended 30-Jun-21 \$
4 Revenue		
An analysis of the Council's revenue for the year from continuing operations is as follows:		
Rates and annual charges:		
General charges	1,118,461	830,670
Waste management service	755,558	533,617
	1,874,019	1,364,287
User charges and fees:		
Property lease rental fees	310,305	299,634
Service fees	198,237	111,104
Contract fees	779,711	467,077
Other user charges	183,124	119,944
	1,471,377	997,759
Investment income:		
Interest income	27,146	28,451
	27,146	28,451
Grants and Contributions:		
Operating grant - Australian Government	4,758,094	3,629,014
Operating grant - Northern Territory Government	3,256,395	3,091,569
Special purpose grant - Northern Territory Government	649,085	589,432
Capital grant - Australian Government	742,625	590,822
Capital grant - Northern Territory Government	641,297	-
Total Government Grants	10,047,496	7,900,837
Contributions		
Contributions - other	3,472	201,250
Total Contributions	3,472	201,250
Total Grants and Contributions	10,050,968	8,102,087
Other (Losses) / gains		
Gain/(loss) on disposal of property, plant and equipment	63,913	(37,880)
	63,913	(37,880)

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Notes to the financial statements

	Year ended 30-June-2022 \$	Year ended 30-Jun-21 \$
5 Expenses		
Depreciation expense:		
Depreciation of property, plant and equipment	829,954	644,432
Depreciation of Right of use assets	254,664	166,784
	1,084,618	811,216
Employee benefits expenses		
Salaries and wages	4,242,132	2,904,666
Leave and other entitlements	503,648	325,591
Superannuation contributions	433,659	277,100
Workers compensation	123,278	93,024
Other staff costs	305,147	280,407
	5,607,864	3,880,788
Material and contracts expenses		
Contractors	1,957,991	1,646,339
Materials	157,758	85,690
Consultancy fees	186,379	239,772
	2,302,128	1,971,801
Other expenses		
Outsourced Services	116,666	420,114
Chairman and Councilor payments	230,550	266,211
Communication technology expenses	621,495	470,016
Insurance	610,889	548,211
Utilities	151,130	194,073
Repairs and maintenance	922,201	1,025,098
Grants Repaid	11,622	9,848
Other expenses	715,875	599,579
Total Other Expenses	3,380,428	3,533,150
Finance costs		
Interest expense on lease liabilities	222,389	198,826
	222,389	198,826
6 Cash and cash equivalents		
Cash in bank and on hand	4,400,846	2,696,867
Cash in term deposits	5,000,000	5,000,000
	9,400,846	7,696,867
7 Trade and other receivables		
Trade receivables	456,212	130,371
Allowance for expected credit losses	(6,656)	(1,208)
	449,556	129,163
Accrued income	10,584	3,423
	460,140	132,586

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Notes to the financial statements

	Year ended 30-June-2022 \$	Year ended 30-Jun-21 \$
7 Trade and other receivables (Continued)		
The average credit period on goods and services is 30 days. No interest is charged on trade receivables however, the relevant interest rate for the late payment of rates and charges is fixed in accordance with Section 162 of the Act at the rate of 10% per annum and is to be calculated on a daily basis.		
The following table details Council's trade and other receivables exposure to credit risk (prior to collateral and other credit enhancements) with ageing analysis and impairment provided for thereon. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.		
<u>Ageing of receivables that are past due but not impaired</u>		
60 - 90 days	218	316
90 - 120 days	1,557	-
120 + days	21,578	65,471
Total	23,353	65,787
<u>Movement in the allowance for expected credit losses</u>		
Balance at the beginning of the year	(1,208)	(17,287)
Provision for impairment recognised during the year	(5,447)	-
Impairment & losses recognised during the year	-	16,079
Balance at the end of the year	(6,655)	(1,208)
<u>Ageing of impaired receivables</u>		
90+ days	6,655	1,208
Total	6,655	1,208
8 Inventories		
Stock on hand - Fuel, oil and workshop	195,393	149,004
	195,393	149,004
The cost of inventories recognised as an expense during the year in respect of continuing operations was \$48,564 (2021: \$ 54,544).		
9 Property, plant and equipment		
Carrying amounts of:		
Buildings, structures and improvements	111,485	95,376
Infrastructure	1,186,029	1,311,127
Plant and equipment	687,242	947,593
Motor vehicles	466,620	575,786
Work In Progress	429,633	177,188
	2,881,009	3,107,070

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Notes to the financial statements

9 Property, plant and equipment (continued)

	Buildings, structures & site improvements at cost \$	Infrastructure at cost \$	Plant and equipment at cost \$	Furniture and fittings & office Equipment at cost \$	Motor vehicles at cost \$	Work in progress at Cost \$	Total \$
Gross carrying amount							
Balance as 1 July 2021	213,041	3,377,270	2,507,944	85,212	1,454,360	177,188	7,815,015
*reclassification	-	-	8,836	-	(8,836)	-	-
Balance as 1 July 2021	213,041	3,377,270	2,516,780	85,212	1,445,524	177,188	7,815,015
Additions	-	-	231,692	-	151,096	310,633	693,421
Disposals	-	-	-	-	(143,678)	-	(143,678)
Transfer	-	-	-	-	-	(58,188)	(58,188)
Balance as at 30 June 2022	213,041	3,377,270	2,748,472	85,212	1,452,942	429,633	8,306,570
Accumulated depreciation							
Balance as 1 July 2021	(117,665)	(2,066,143)	(1,560,351)	(85,212)	(878,574)	-	(4,707,945)
*reclassification	-	-	(8,836)	-	8,836	-	-
Balance as 1 July 2021	(117,665)	(2,066,143)	(1,569,187)	(85,212)	(869,738)	-	(4,707,945)
Disposals	16,111	-	1	-	112,338	-	112,339
Depreciation	-	(125,098)	(492,042)	-	(228,926)	-	(829,955)
Balance as at 30 June 2022	(101,554)	(2,191,241)	(2,061,228)	(85,212)	(986,326)	-	(5,425,561)
Net book value							
As at 30 June 2021	95,376	1,311,127	947,593	-	575,786	177,188	3,107,070
As at 30 June 2022	111,487	1,186,029	687,244	-	466,616	429,633	2,881,009

*The lines indicated are in respect of the reclassifications identified after finalising the financial statements for the previous year.

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Notes to the financial statements

9 Property, plant and equipment (continued)

Impairment losses recognised in the year

Property, plant and equipment were assessed for impairment at 30 June 2022. Where indications of impairment exists, the assets' recoverable amount is estimated and an impairment adjustments is made if the asset's recoverable amount is less than its carrying amount.

No impairment losses have been recognised in the current year profit or loss. (2021: \$0).

	Year ended 30 June 2022 \$	Year ended 30 June 2021 \$
10 Other assets		
Prepayments	123,321	8,750
	<u>123,321</u>	<u>8,750</u>
11 Right-of-use Assets		
Carrying amount:		
At Cost	5,727,556	4,217,189
Accumulated depreciation	(467,777)	(284,571)
	<u>5,259,779</u>	<u>3,932,618</u>
		Right-of-use Assets \$
Balance as 1 July 2021		4,217,189
Additions		1,710,695
Terminations		(237,460)
Balance as at 30 June 2022		<u>5,690,424</u>

Included in the lease arrangements are buildings, site improvements and structures from the Northern Land Council and motor vehicles, under Section 19 of the *Aboriginal Land Rights (NT) Act 1976*, with significantly below-market terms and conditions principally to enable it to further its objectives.

The Council is dependent on this lease to further its objectives as it utilises the buildings, site improvements and structures, and vehicles to run its operations to deliver its services. The Council is restricted on the use of these assets as agreed with the Northern Land Council and as stated in the lease agreement may not utilise it for other purposes including sub-leasing to other entities. The lease term is for 40 years and the lease payments are effectively nominal. (The lease payments in respect of the land to which the buildings, site improvements and structures are attached are \$246,691 per annum, payable annually in advance. These payments are in respect of the unimproved capital value of the land rather than in respect of the buildings, site improvements and structures and vehicles.)

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Notes to the financial statements

	Year ended 30-June-2022	Year ended 30-June-2021
	\$	\$
12 Trade and other payables		
Trade payables	37,621	194,040
Accrued expenses	332,220	348,544
Other payables	50,562	99,819
	420,403	642,403
13 Provisions		
Employee benefits (i)		
Current	391,252	248,026
Non-Current	27,448	35,583
	418,700	283,609
<p>(i) The provision for employee benefits represents annual leave, vested long service leave and time in lieu entitlements accrued by employees.</p>		
14 Lease liabilities		
Analysed as:		
Current	225,590	104,977
Non-Current	5,385,408	4,117,899
	5,610,998	4,222,876
15 Unexpended grants		
Balance at beginning of the year	2,889,358	638,789
Funds received during the year	11,153,352	8,698,770
Revenue recognised during the year	(10,050,968)	(8,102,087)
Balance at the end of the year	3,991,742	1,235,472
Adjustments made after finalising financials ¹	-	1,653,886
Balance at the end of the year - restated	3,991,742	2,889,358
16 Retained earnings		
Balance at beginning of the year	6,988,649	8,583,612
Surplus for the year	889,996	58,923
Balance at end of the year	7,878,645	8,642,535
Adjustments made after finalising financials ¹	-	(1,653,886)
Balance at end of the year	7,878,645	6,988,649

¹ The line indicated is in respect of the error identified after finalising the financial statements for the year.

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Notes to the financial statements

	Year ended 30-June-2022	Year ended 30-June-2021
	\$	\$
17 Statement of cash flows		
(a) Reconciliation of cash and cash equivalents		
For the purposes of the Statement of Cash Flows, cash includes cash on hand and in banks. Cash at the end of the financial year as shown in the cash flow statement is reconciled to the related items in the balance sheet as follows:		
Cash in bank and on hand	9,400,846	7,696,867
Balance per Statement of Cash Flows	<u>9,400,846</u>	<u>7,696,867</u>
(b) Reconciliation of surplus from operating activities to net cash flows from operating activities		
Surplus/(Deficit) for the year	889,996	58,923
Other gains and losses	(63,913)	37,880
Depreciation and impairment losses	1,084,618	811,216
Investment income	(27,146)	(28,451)
Recognition of unexpended grants	-	-
Decrease/(increase) in assets:		
Trade and other receivables	(327,554)	133,180
Inventories	(46,389)	34,757
Other assets	(114,571)	(4,910)
Increase/(decrease) in liabilities:		
Trade and other payables	(222,000)	(324,644)
Provisions	135,091	(30,377)
Grant liabilities	-	(108,358)
Unexpended grants	1,102,384	596,683
Net cash generated by/(used in) operating activities	<u>2,410,516</u>	<u>1,175,899</u>
(c) Non-cash transactions		
During the current year, the Council did not enter into any non-cash transactions (2021: \$0).		

West Daly Regional Council

Annual Report for the year ended 30 June 2022

18 Statement of working capital

		Year ended 30 June 2022	Restated Year ended 30 June 2021
	Note	\$	\$
Current assets			
Cash and cash equivalents	6	9,400,846	7,696,867
Trade and other receivables	7	460,140	132,586
Inventories	8	195,393	149,004
Other assets	10	123,321	8,750
Total current assets		10,179,700	7,987,207
Current liabilities			
Trade and other payables	12	420,403	642,403
Provisions	13	391,252	248,026
Unexpended grants	15	3,991,742	2,889,358*
Lease liabilities	14	225,590	104,977
Total current liabilities		5,028,987	3,884,764
Net current assets		5,150,713	4,102,443
Current ratio		2.02	2.06
Acid test ratio		1.99	2.02

* Restated amounts. See note 3.3 Prior period errors.

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Notes to the financial statements

19 Financial Instruments

(a) Financial Risk Management Policies

The main risks West Daly Regional Council is exposed to through its financial instruments are credit risk, liquidity risk, market risk and interest rate risk.

The Council's financial instruments consist mainly of deposits with banks, trade and other receivables and trade and other payables.

(a) Risk Management Objectives

The Council has given the Chief Executive Officer (CEO) the delegation to invest funds of the Council. The Council's objective is to minimise financial risk by investing only in short term deposits with local banks. Monthly reports on investments are prepared and given out at council meetings.

(b) Credit Risk

Credit risk is the risk that the counterparty may fail to discharge an obligation to the Council. The Council is exposed to this risk for various financial instruments arising from receivables in the conduct of its operations. The Council minimises risk by only investing cash in government guaranteed financial institutions or one of Australia's big four banks.

The Council continuously monitors defaults of counterparties and believes that it does not have any significant credit risk exposure to any other counterparty or group of counterparties as the Council actively manages credit risk by following up outstanding debtors.

The Council does not have a material credit risk exposure relating to term deposits and bank accounts held with the Commonwealth Bank of Australia.

The Council believes that it does not have any significant credit risk exposure to any other counterparty or group of counter parties as the Council actively manages credit risk by following up outstanding debtors.

None of the Council's financial assets are secured by collateral or other credit enhancements. An ageing analysis of the Council's trade and other receivables is disclosed in Note 7.

(c) Liquidity Risk

Liquidity risk or funding risk is the risk that an entity will encounter difficulty in raising funds to meet commitments associated with financial instruments. Liquidity risk may also result from the inability to sell financial assets quickly at their fair values.

The Council reduces its exposure to liquidity risk by monitoring its cash flows closely through rolling future cash flows and monitoring the ageing of receivables and payables.

The Council maintains cash and cash equivalents deemed sufficient to finance its operations. Excess cash are invested in short-term investments to achieve maximum returns.

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Notes to the financial statements

19 Financial Instruments (continued)

The tables below summarise the maturity profile of the Council's financial assets held for liquidity purposes and financial liabilities based on remaining contractual undiscounted payments.

		30-June-2022		
	Notes	Within three months	>3 months <1 year	Total
Cash and cash equivalents	6	9,400,846	-	9,400,846
Trade and other receivables	7	460,140	-	460,140
Trade and other payables	12	(420,403)	-	(420,403)
		9,440,583	-	9,440,583

		30 June 2021		
	Notes	Within three months	>3 months <1 year	Total
Cash and cash equivalents	6	7,696,867	-	7,696,867
Trade and other receivables	7	129,163	-	129,163
Trade and other payables	12	(642,403)	-	(642,403)
		7,183,627	-	7,183,627

(d) Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices.

The Council is exposed to market risk through its use of financial instruments and specifically to interest rate risks from its operating, investing and financing activities.

(e) Interest rate risk

Exposure to interest rate risk arises on financial assets and financial liabilities recognised at the end of the reporting period, whereby a future change in interest rates will affect future cash flows or the fair value of fixed rate financial instruments. The Council is exposed to interest rate risk primarily from its cash surpluses invested in short term interest bearing deposits. The deposits are only made with reputable financial institutions with maturity dates generally being no more than 90 days.

	Note	Year ended 30 June 2022	Year ended 30 June 2021
		\$	\$
Short term deposits	6	5,000,000	5,000,000

The Council has not entered into any loans or other financial commitments that present exposure to interest rate risk as at the end of reporting period. Credit cards are the only short term financial instrument used by the Council and balances are cleared at month end.

West Daly Regional Council

Annual Report for the year ended 30 June 2022

Notes to the financial statements

19 Financial Instruments (continued)

Interest earned on term deposits after they mature may be affected by changes in market interest rates. The following table represents the effect to the statement of profit or loss and other comprehensive income (and corresponding effect to the cash value in the statement of financial position) when the current market interest rate is varied by a 100 basis point is anticipated to be a reasonable estimate of the maximum movement in market interest rates in 2021.

	Year ended 2022	
	+ 100 basis points	- 100 basis points
Effect on statement of profit or loss and other comprehensive income	50,000	(50,000)

	Year ended 2021	
	+ 100 basis points	- 100 basis points
Effect on statement of profit or loss and other comprehensive income	50,000	(50,000)

20 Superannuation

The Council contributes in respect of its employees to an accredited superannuation fund. The Council contributes amounts to the scheme in accordance with the *Superannuation Guarantee Charge Act 1992*. Contributions to the fund accumulate in the fund to meet members' benefits as they accrue.

The amount of superannuation contributions made by the Council during the year ended 30 June 2022 was \$433,659 (2021: \$277,100).

West Daly Regional Council**Annual Report for the year ended 30 June 2022****Notes to the financial statements****21 Commitments for expenditure**

	Year ended 30 June 2022 \$	Year ended 30/06/2021 \$
<u>Capital commitments</u>		
Ablution Block Project	-	65,975
Backhoe	-	171,433
Emergency Infrastructure – Kudantiga	770	-
Emu Point Emergency Repairs	161	-
Mobile Booster System	-	1,232
New Water Tanks	17,977	-
NLC - Papangala Solar Panel	1,250	-
NLC Stimulus Package	26,925	-
Peppimenarti Softball Pitch and Football Oval Irrigation and	74,491	-
Peppimenarti Solar Lighting	69,000	-
Purchase New Backhoe for Nganmarriyanga	171,433	-
SCALE 2019-20	-	15,028
Sewerage System	-	1,500
Shed additional pay	-	114,378
Softball and Football Oval Irrigation	-	140,300
Solar Power Station	-	1,559
Tipper Truck	14,167	-
Township Bus Service	-	29,433
Upgrade of Waste Management Facilities in Wadeye and	116,743	-
Waste Management Facilities Upgrade	216,909	1,000,919
Water Dosing Station	-	20,192
Water Pressure Upgrade	32,948	-
	742,774	1,561,949
<u>Operating grant - Australian Government</u>		
Community Patrol	7,048	351,369
FAA General Purpose Grant - received in advance	-	259,344
FAA Roads Grant - received in advance	-	474,522
Local Roads and Community Infrastructure Program (LRCI)	43,905	477,502
NAIDOC	-	10,000
New Community Night Patrol Hilux's	18,031	-
Roads to Recovery	357,285	-
Solar Power Upgrade	-	290,310
Street Sweeper	-	3,500
	426,269	1,866,547
<u>Operating grant - Northern Territory Government</u>		
Administration - General Operating	95,480	-
Airport Maintenance, Safety & Security	4,000	-
Asset management - General Operating	240	-
Civil Services - General Operating	2,253	-
Council Fund - General Operating	2,537	-
	104,510	-

West Daly Regional Council

Annual Report for the year ended 30 June 2022

21 Commitments for expenditure (continued)

	Year ended 30 June 2022	Year ended 30/06/2021
	\$	\$
<u>Operating grant - Northern Territory Government (continued)</u>	104,510	-
Elected Members - General Operating	12,962	-
General Operating	11	-
Homelands Extra Allowance	-	16,780
Housing Staff - General Operating	8,264	-
Local Authority - General Operating	24	-
Local Authority Project Funding	53,274	754,675
Mechanical Workshops	605	-
Parks and Gardens - General Operating	679	-
Public Library Services	-	1,359
	180,329	772,814
<u>Special purpose grant - Northern Territory Government</u>		
Municipal and Essential Services Funding	-	351,385
Outstations and Homelands - Housing Maintenance	-	97,280
Solar Power Upgrade	-	88,500
Water Bubblers and Water Bottles	-	3,991
<u>Operational Commitment - Others</u>		
Australia Day	-	3,000
Papangala Projects	-	12,662
Total Grant commitments	1,349,372	4,758,128

22 Remuneration of auditors

Audit of the financial statements (current year)	42,000	32,960
All other services	12,675	12,000
	54,675	44,960

The auditor of the West Daly Regional Council is Deloitte Touche Tohmatsu.

23 Key management personnel compensation

Short-term employee benefits	1,029,370	1,057,807
Long-term employee benefits	381,918	-
Post-employment benefits	73,216	91,877
Termination benefits	12,876	181,700
	1,497,380	1,331,384

Key management personnel includes the Chief Executive Officer and 6 members of the management team.

West Daly Regional Council

Annual Report for the year ended 30 June 2022

24 Related party transactions

(a) Total remuneration provided to the CEO

Remuneration	2022 \$ Actual CEO Matthew Eastham appointed on 1/02/2021
Short-term benefits and allowances	
<i>Base salary</i> ¹	258,649
<i>Allowances</i> ²	15,538
<i>Superannuation contribution</i>	25,865
Total short-term benefits and allowances	<u>300,052</u>
Non-cash benefits	
<i>Value of vehicle</i> ³	26,034
<i>Value of housing</i> ⁴	6,000
<i>Value of utilities</i>	4,906
Total non-cash benefits	<u>36,940</u>
Other long-term benefits ⁵	<u>47,124</u>
Total Remuneration	<u><u>384,116</u></u>

1. Consists of salary, annual leave and sick leave paid during the year

2. Allowances paid includes \$1,440 phone allowance and \$14,099 in travel allowances

3. Vehicle benefit amount calculated using the statutory FBT method and is the grossed up taxable value

4. CEO housing provided in Wadeye

5. Other long-term benefits consist of accrued annual leave, long-service leave.

(b) During the year the council entered into the following transactions with related parties:

	Receiving of services 2022 \$
Council BIZ	341,513
Local Government Association of the Northern Territory	29,985
	<u>371,498</u>

25 Events after the reporting period

A contract with SCC Carpentry Constructions for the construction of the Peppimenarti Library and Conference Centre upgrade was signed in July 2022. The value of the contract is \$436,828.98 excluding GST. The Director of SCC Carpentry Constructions is a related party to the CEO. Three quotes were received and the contractor was selected by procurement panel of which the CEO was not party to and had previously declared his conflict of interest. The conflict of interest was present to Council for resolution and was subject to legal review.

In a year of difficulty, together we've taken greater control of our future

In December, the transition of our finance function from our previous outsourced provider CouncilBIZ was completed.

This arrangement had provided Council with a reliable finance function for many years. Council's growth, strategic planning, development and risk assessment indicated it was time for Council to address and rectify this arrangement by bringing these services in-house.

The project was led by our Chief Financial Officer, James Cartwright, and saw payroll, accounts payable, accounts receivable, asset management and financial management including general ledger maintenance, performed by Council staff for the first time following separation from Victoria Daly Regional Council in 2014.

The immediate improvements to service delivery through having complete control and ownership of our data included:

- greater ability to generate reports to present information in a meaningful way. This allowed our Elected Members and Local Authorities to improve their decision-making
- formulating our bookkeeping and accounting to suit our specific needs
- increasing our capacity to know and understand our financial situation in relation to funding agreements and reporting, and grant applications and acquittal
- full financial autonomy and enhanced collaboration and knowledge sharing between all parts of Council.



