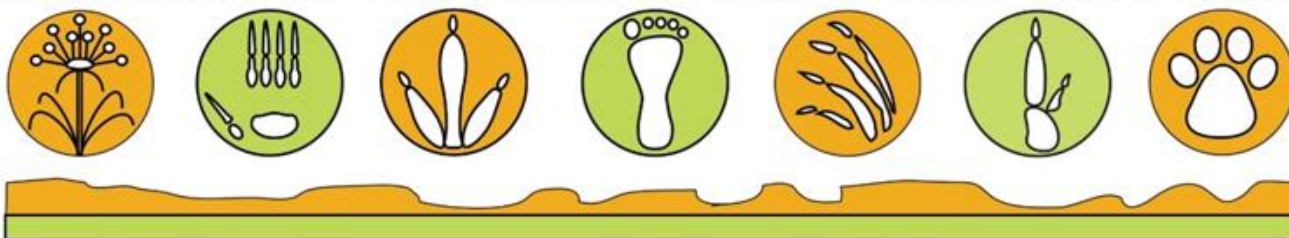


BARKLY REGIONAL COUNCIL



AGENDA AUDIT & RISK COMMITTEE MEETING

Thursday 27 February 2025

Barkly Regional Council's Ordinary Council Meeting will be held
in Council Chambers, 41 Peko Road, Tennant Creek
on Thursday 27 February 2025 at 11:00 am.

Chris Kelly
Chief Executive Officer

OUR VISION

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

The Way We Will Work

We will make it happen!

We will be engaged and have regular opportunities to listen.

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

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

We are a responsible Council. We will be a responsive Council.

We want to empower local decision making.

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

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

We will aggressively pursue additional funding from both levels of government to improve the standard of living of people across the region. We need to be realistic, transparent, and accountable.

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1 OPENING AND ATTENDANCE

1.1 Committee Members Present

Local Government Act 2019 (NT) Section 98 - Procedure at meeting.

(2) A quorum at a meeting of a Council committee consists of a majority of its members holding office at the time of the meeting.

Audit and Risk Committee Members

1. Mr. Shane Smith – Independent Chairperson
2. Sid Vashist – BRC Mayor
3. Noel Hayes – BRC Deputy Mayor
4. Cr Valda Napurrula Shannon
5. Cr. Pennie Cowin,
6. Cr. Ben Neade
7. Chris Kelly - BRC Chief Executive Officer
8. Sunil Neupane - BRC Chief Finance Officer

1.2 Staff Members And Visitors Present

1.3 Apologies

Section 95 (5) of the Act guides voting during meetings.

Each member present at a meeting has and must exercise one vote on a question arising for decision at the meeting and, if the council has a policy allowing the chairperson to exercise a casting vote, the chairperson must exercise, in the event of an equality of votes, a second or casting vote.

1.4 Absent Without Apology

Section 47 (1) (o) of the Act - Disqualification.

A person is disqualified from office as a member of a council if the person is absent, without permission of the council in accordance with the regulations, from 2 consecutive ordinary meetings.

1.5 Disclosure of Interest

Section 115 the Local Government Act 2019 (NT) provides - Disclosure of interest.

(1) As soon as practicable after a member becomes aware of a conflict of interest in a matter that has arisen or is about to arise before an audit committee, the member must disclose the interest that gives rise to the conflict (the relevant interest):

- (a) at a meeting of the audit committee; and
- (b) to the CEO.

(2) A member must not:

(a) be present at a meeting of the audit committee while a matter in which the member has a conflict of interest is under consideration; or

(b) participate in any decision in relation to the matter; or

(c) engage in behaviour that may influence the audit committee's consideration of or decision in relation to the matter.

2 CONFIRMATION OF COMMITTEE MEETING MINUTES

Confirmation Of Committee Meeting Minutes

ITEM NUMBER: 2.1

TITLE: confirmation of previous minutes

Reference <Enter Ref here>

Author Emmanuel Okumu (Governance Manager)

SUMMARY

The report provides Committee with minutes of previous meeting for confirmation.

Section 101 (3) of the Act – Confirming Minutes

The committee must, at its next meeting, or next ordinary meeting, confirm the minutes (with or without amendment), including any confidential business considered at the meeting, as a correct record of the meeting.

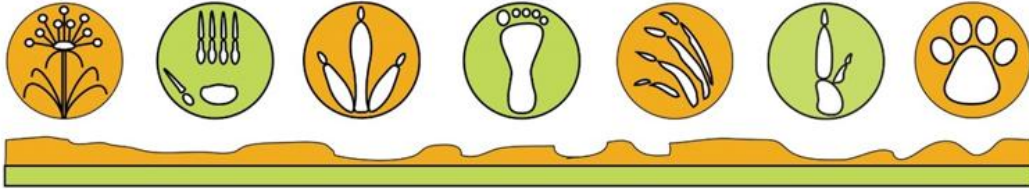
RECOMMENDATION

That Audit and Risk Committee receive and confirm the minutes of the previous meeting held on Thu, 17 Oct 2024, as a true and accurate record of the proceedings.

ATTACHMENTS:

1. Audit__ Risk Committee - minute 17 Oct 2024 [2.1.1 - 12 pages]
-

BARKLY REGIONAL COUNCIL



MINUTES

AUDIT AND RISK COMMITTEE MEETING

The meeting of the Ordinary Council Meeting of the Barkly Regional Council was held in Council Chambers, 41 Peko Road, Tennant Creek on Thursday 17 October 2024 at 10:00 am.

Chris Kelly

Chief Executive Officer

OUR VISION

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

The Way We Will Work

We will make it happen!

We will be engaged and have regular opportunities to listen.

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We are a responsible Council.

We will be a responsive Council.

We want to empower local decision making.

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

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

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

We need to be realistic, transparent, and accountable.



The meeting commenced at 10:00 AM with Shane Smith as chair.

1 OPENING AND ATTENDANCE

1.1 Committee Members Present

Jeff MacLeod - Official Manager

Shane Smith - Committee Chairperson

Noel Clifford - Independent Committee Member

Karan Harward - Independent Committee Member

Gareth Muchinguri - Independent Committee Member

1.2 Staff Members

Chris Kelly - Chief Executive Officer

Murray Davies - Director of Corporate Services

Sunil Neupane - A/Chief Financial Officer

Emmanuel Okumu - Governance Manager

1.3 Apologies

NIL

1.4 Absent Without Apology

NIL

1.5 Notification of General Business Items

ITEM NUMBER: Notification of General Business Items

1.5 Notification of General Business Items
<p>Resolution</p> <p>That committee members noted that Chris Kelly - CEO will present the draft risk matrix for noting.</p> <p>RESOLVED Moved: Shane Smith Seconded: Gareth Muchinguri</p> <p style="text-align: right;">carried</p>



1.6 Acceptance of Agenda

ITEM NUMBER: {item-no}
TITLE: Acceptance of Agenda

1.6 Acceptance of Agenda
<p>MOTION</p> <p>That the committee accepted agenda as presented.</p> <p>RESOLVED Moved: AC Member Shane Smith Seconded: Karan Hayward</p> <p style="text-align: right;">CARRIED UNANIMOUSLY</p>

ITEM NUMBER:
TITLE: Conflict of Interest

1.7 Conflict of Interest
<p>MOTION</p> <p>That no conflict of interest was declared in this meeting.</p> <p>RESOLVED Moved: AC Member Shane Smith Seconded: Gareth Muchinguri</p> <p style="text-align: right;">CARRIED UNANIMOUSLY</p>

ITEM NUMBER:
TITLE: Council code of conduct

1.8 Council Code of Conduct
<p>MOTION</p> <p>That the committee noted the Council code of conduct policy.</p>





RESOLVED

Moved: AC Member Shane Smith

Seconded: Karan Hayward

CARRIED UNANIMOUSLY

2 CONFIRMATION OF COMMITTEE MEETING MINUTES

Confirmation Of Committee Meeting Minutes

2.1 Confirmation of previous minutes

2.1 Confirmation of previous minutes

MOTION

That the committee receives and confirms the minutes from the Audit and Risk committee meeting of council held on 08 August 2024.

RESOLVED

Moved: Noel Clifford

Seconded: Gareth Muchinguri

CARRIED UNANIMOUSLY

3 MAIN REPORT

Main Report

3.1 Audited GRP Financials 2024

3.1 Audited GRP Financials 2024

Resolution

That Audit & Risk Committee

1. Notes, considers and discusses the BRC General-Purpose Financials for the year ended 30 June 2024 and provides the Official Manager with the necessary recommendations.
2. accepts the financials with the addition of the following notes on the financial.
 - (a) Financial assistance Grant was not received in June 2024. The amount of funds is \$3.5m and includes Roads funds. (amount needs to be confirmed)
 - (b) Accounting policy - change in treatment of unspent grants from Reserve to Liability Accounts. This change has been requested from the Minister for Local Government. (this will probably go into note 1)
 - (c) Going concern - the committee is aware of the low level of liquidity and shire management have put in place controls to manage this.



RESOLVED
Moved: AC Member Shane Smith
Seconded: Noel Clifford

CARRIED UNANIMOUSLY

Introduction

Mr Colin James informed the meeting that he is a fellow Chartered accountant, and Rhenard Dayoan is a certified practicing accountant and Senior Audit Manager at Lowrys Audit.

Colin further informed the meeting that the audited financial report was worked on using most of the information Sunil Neupane, a BRC accountant and the A/CFO, was responsible for providing Lowrys Audit.

Powerpoint Presentation vs Audited Report.

Collin informed the committee that the PowerPoint presentation was just a summary of the 30-page financial report. A detailed report is contained in the general-purpose financial reports.

He encouraged members to feel free to ask the presentation be stopped, and they ask questions about where they require explanation or clarifications.

Colin said Barkly Regional Council appointed Lowrys Audit as the Council's Auditor for the 2024 financial year audit. Lowrys Audit completed the FY2024 financial statements of BRC and issued an unqualified audit report. Therefore, he will be signing off on the audit report.

What unqualified report means.

Colin explained what unqualified audit report means. He said it means that the FY2024 financial statements give a true and fair view of BRC's financial position as of June 30, 2024, and of its financial performance for the year, which then ended.

And that the FY2024 financial statements comply with Australian accounting standards and the financial reporting requirements of the Local Government Act 2019 and the Local Government (General) Regulations 2021.

Profit and Loss for FY2024 and FY 2023

It was noted that the main items are grants, subsidies, and contributions, which is around 69% compared to the rest.





On the Expenses

The committee noted a significant increase in expenses related to employee costs, materials and contracts.

In reply, the A/CFO highlighted that some expenses were due to the employee increase as the Council filled most vacancies this financial year compared to previous financial year. This led to payment of more salaries and wages compared to previous financials. He also said that the employee benefits including additional accommodation for the new employees and a new EBA in this financial year.

The Council also hired some contractors to do jobs in the remote communities.

Mr Gareth Muchinguri pointed out that to help the committee understand this explanation better; he would like the Officers to quantify the one-off items within the employee expenses that caused the increase and would not show up in the next financial year.

Mr Noel Clifford stressed that the Officer's claim of the new enterprise agreement and filling of the new staff does not provide a convincing enough reason to explain the almost 35% increase in costs. He said the Officers need to provide the committee with an evidence-based explanation of what happened that led to this financial position.

He said the committee should be given some background on how the Council can go from 13.6 to 18.6, around a \$5,000,000 increase in such a short time.

The Director of Corporate Services in reply said that one contributing factor is that 18 months ago, we had 100 vacancies. We've been recruiting to close that gap. So obviously salaries and other benefits have increased.

Way forward comes next year.

Noel further asked what plan the CEO has in place that intends to help the Council avoid being in the same deficit come next financial year. He asked if Council has the cash reserves to be able to pay, and cash reserves to sustain that or some form of commitments for grants and increases in grant funding?

In reply, the CEO said these are not a quick-fix situations. It's an operational matter, and he is already going through some of the agreements the Council had previously with various organisations. The CEO explained that some agreements in place have no admin fees attached and it's worth noting that those admin fees contribute to paying some of those overheads and costs.

The CEO stressed that these were the things he would go through and resolve methodically moving forward. He gave an example of areas where the Council has houses and land being leased to different organisations. However, the Council doesn't get any commercial value for it. Therefore, in addition to engaging parties to



ensure that the Council starts to get commercial value for those leases, there are multiple areas that he is looking at to help increase the Council's revenue, not just in grants and rates.

Solvency and ongoing concern.

Colin informed the Committee that Lowrys Audit did a solvency check on Barkly Regional Council. He pointed to the committee for noting that an independent third party didn't do the check but after discussion with Chris, the CEO, they realised it was impossible to urgently find a readily available third party for the Council's check in the time available.

That is why Lowry Audit did the check. He further said that the check they did summarised how they see the Council as of June 30, 2024. However, he was open to the committee's suggestions in the circumstance.

Noel noted that whereas the check in question shows that the Council has assets, he wanted members to note that solvency is not dependent on merely having assets but on the current financial position.

He further said that assets require the Council's resolution allowing their sale, of which there is no guarantee that the Council will always approve the sale, and even then, the asset may take too long to sell.

He said the committee needs an explanation to be considered and signed off on regarding solvency and ongoing concerns regarding these financial statements. The Council should focus on how it will address issues draining its cash and not look at assets.

The CEO, in reply, said the Council is putting control measures into place. Previously, Barkly Regional Council had no budget, but this is now being implemented. The best we had is a profit and loss statement, which you're looking at on the screen now.

He added that, obviously, he has only come on board since July 1, 2024, and Jeff was only here for a few months as CEO as well, but they have been putting several control measures in place in the last couple of months of the previous financial year.

The CEO requested the committee to note that his office is working around the clock with his team of Council staff to deal with some past deficiencies. However, he was confident in getting things back to a reasonable state.

Depreciation

Committee Chair Mr Shane Smith asked for an explanation of the significant increase in depreciation and amortisation.



In reply, the CEO said that last year, there was a desktop audit. This year was a physical audit.

Balance Sheet

The committee noticed there was a significant decrease in the account. The A/CFO explained that this is mainly attributable to the spending of this grant from last year.

Liabilities

The committee noted that there was liability resulting from overdue long service service leave and then annual leave. The CEO, in reply, said that this issue is already being handled internally as his office has instructed directors to immediately discuss leave arrangements with their staff and ensure that staff plan on taking leave.

Location of funds in the financial reporting.

Noel noted that in the slides, the comparatives don't tie into the financial statements. He explained that the Council didn't have the unexpended Grants in 2023. They were sitting in the reserve. You've reinstated in 2024 and transferred the only spending grants into the liability in 2023.

He added that, despite understanding it for comparative purposes, he believes it needs to be pointed out for the benefit of the community members and those who may need to be made aware of this.

Collin said he agreed with Noel's point; However, he explained that they put it where the Department of Local Government requested. We were required to put up our current liabilities from equity, and that's what we've done until 2024.

The CEO added that he had consulted with the local government unit and got their verbal confirmation that that's where it should be sitting. And then, in consultation with Lowry's, we made the last-minute alterations to ensure it goes up into liabilities.

Writing of figures

Noel pointed out that he disagrees with rounding to 1 instead of putting the actual 0.9. He said that when it is less than one, you have a liquidity issue. By putting it at 1, it can infer that you don't have that liquid issue.

Mr Colin, in reply, said he agreed with Noel's observation, and the changes will be made to reflect 0.9.

Overdue rates and Bad debts

Mr Shane Smith said he is concerned about the current rates and bad debt status. He noted that details show that the Council has rights that are due or overdue collectible.



But he is concerned the Council allows enough for all bad debts at collectible rates, which then form a significant part of current assets and yet face financial challenges.

The Corporate Director said that the Council writes the collectible to the point that the Council can put caveats on people's properties. If the Council gets to that stage, it is entitled to do that. Rates collection is done according to the Local Government Act.

In reply, Shane stressed that his concern is to the effect that the issues date back three years for an exercise of the sale process to have commenced. It can't be true that Council three years later is not yet beginning the process. It's just a concern that we need to be aware of and consider when discussing liquidity and issues that the Council may need to address.

The CEO clarified that whereas he agrees with Shane, these are some of the deficiencies his office is going to look into addressing.

However, he is also aware that there are many procedures that needs to occur before the Council can get to the point of potentially selling or trying to sell someone's property because of failure to pay rates. And part of that is going down the legal process and debt collection. The Council has invited ratepayers to discuss their circumstances and potential solutions.

Correct financial report

Mr Jeff MacLeod said that looking at what is identified now, it's reasonable to say that the Council has been overstating its equity for a number of years.

Instead of being in liabilities for all these grants we've been carrying, they've been in equity. The correct position should have been in liability.

Colin, in reply, said the accounts are based on what the local government told us to do. We've had some authority now to consider it in our current liabilities.

Therefore, we can only say they were correct. We have to reallocate equity up into current liabilities for 24. That's where the local government wants it. That's where we're gonna put it. But we didn't have that instruction on June 23 or prior years.

Jeff further stressed that whereas he agrees with Colin's explanation, the fact remains that if it had been treated that way in previous years, the Council would have had a very different good position statement financially now. Council is now seen in a bad picture, not for its fault in many aspects but due to how financials were recorded. It's a fact; I am not making it up.

Noel pointed out that apart from the difference from a recording of liability as pointed out by Jeff, it's essential also to note that within the last two years and particularly in the last 12 months, the situation has deteriorated significantly, and the Council needs to



put serious measures in place to ensure better financials next year. And indeed, this decision has to be made now, in terms of signing the financials.

Delayed funding received.

Jeff pointed out that Councils should have been given some funding on time. As a result, other councils are in the same situation as BRC, so it's more than just a situation isolated to BRC.

Since this funding came late, it's important to note that it's not covered in these financials, meaning the next financials will be in a better position due to adding that 3 million. It's going to make a big difference.

Gareth suggested adding a note to the financials covering the committee's concerns and recommendations.

Mr Colin said he was happy to add the committee's recommendation/notes; however, he requested the committee chair to provide him with the exact wording of what needed to be added and in which section of the financials.

Gareth said the note was needed around the accounting policy. It could be compared to somewhere you have a note explaining the treatment change.

You may also need to disclose that impact and make a statement stating that this would have been the impact if this had been done last year.

Shane said he was comfortable with the Council's financial position now after being informed of the additional grants that came in late.

Recommended notes to be added.

The committee recommended that the following notes be added to the financials.

1. Financial assistance Grant was not received in June 2024. The amount of funds is \$3.5m and includes Roads funds. (amount needs to be confirmed)
2. Accounting policy - change in treatment of unspent grants from Reserve to Liability accounts. This change has been requested from the Minister for Local Government. (this will probably go into note 1)
3. Going concern - the committee is aware of the low level of liquidity, and shire management has put in place controls to manage this.

Ms Karan Hayward said that adding these notes is vital as it will show the community that the Council is handling the situation and not just doing nothing about it.

Mr Clifford said these are drafts and will need further input from the auditors so that it doesn't look like a mere dot point. He stressed that some explanation needs to be added to the notes to reflect why the note was added.



Shane moved a motion to accept the financials with the addition of the notes on the financials.

In the final remark, Karan Hayward asked the CEO about the properties and leases he talked about and whether the Council is expecting legal challenges from them.

In reply, the CEO said he was not aware of any as yet, but these are ongoing matters as his office tries to clean up past mess and waits to see what happens in a case-by-case situation.

Thanks, from Jeff MacLeod

Jeff thanked everyone: the audit committee, the Lowry Audit, BRC staff, and the team from other councils for getting this financial statement to the stage it is at. He said that the Council now have an accurate position of Council's financials.

Jeff MacLeod, in conclusion, said he was happy that the Council has been able to get a true reflection of its financials. We could have performed better in some of those grant areas, but we are now certainly going to turn that around. The new Community Services Director, who is very experienced, is also in place, and we're making good progress.

4 GENERAL BUSINESS

ITEM NUMBER: 4.1
TITLE: Notification of General Business Items

<p>4.1 General Business Items</p> <p>MOTION</p> <p>That the committee notes the presentation regarding the draft risk matrix.</p> <p>RESOLVED Moved: AC Member Shane Smith Seconded: Karan Hayward</p> <p style="text-align: right;">CARRIED UNANIMOUSLY</p>
--

Other businesses

The CEO informed the committee that the corporate service team are working on the Council's risk matrix. The team showed a draft to the committee, and the CEO said that it will be shared with members once completed.





5 CLOSE OF MEETING

The meeting terminated at 12:00 pm

THIS PAGE AND THE PRECEDING 11 PAGES ARE THE MINUTES OF THE AUDIT & RISK COMMITTEE MEETING HELD ON 17 OCTOBER 2024 AND ARE UNCONFIRMED.

DRAFT



3 ACTIONS FROM PREVIOUS MINUTES

Nil

4 OFFICERS' REPORTS

Officers' Reports

ITEM NUMBER: 4.1

TITLE: Finance Report for the period ending 31st Jan 2025

Reference Finance Report for the Period Ended 31st January 2025

Author Sunil Neupane (Acting Chief Financial Officer), Chris Kelly (Chief Executive Officer)

SUMMARY

The report summarizes the Finance Directorate activities for the period ended 31st January 2025.

RECOMMENDATION

That the Committee receives and notes the Financial Report for the period ended 31st January 2025."

BACKGROUND/DISCUSSION

The Local Government (General) Regulations 2021, Division 7, require that Council receive a report setting out:

1. *The CEO must, in each month, give the council a report setting out:*

- i) the actual income and expenditure of the council for the period from the*
- ii) commencement of the financial year up to the end of the previous month; and*
- iii) the most recently adopted annual budget; and*
- iv) details of any material variances between the most recent actual income and expenditure of the council and the most recently adopted annual budget.*

2. *The report must also include:*

- (i) details of all cash and investments held by the council (including money held in trust); and*
- (ii) the closing cash at bank balance split between tied and untied funds; and*

(iii) a statement on trade debtors and a general indication of the age of the debts owed to the council; and

(iv) a statement on trade creditors and a general indication of the age of the debts owed by the council; and

(v) a statement in relation to the council's payment and reporting obligations for GST, fringe benefits tax, PAYG withholding tax, superannuation and insurance; and

(vi) other information required by the council.

3. If a council does not hold a meeting in a particular month, the report is to be laid before the council committee performing the council's financial functions under regulation 19 for the particular month.

4. The report must be in the approved form.

5. The report must be accompanied by:

(i) a certification, in writing, by the CEO to the council that, to the best of the CEO's knowledge, information and belief:

- a. the internal controls implemented by the council are appropriate; and*
- b. the council's financial report best reflects the financial affairs of the council; or*

(ii) if the CEO cannot provide the certification – written reasons for not providing the certification.

COMMENTS

Tax, Superannuation and Insurance

Goods and Services Tax – Amounts are reported and remitted monthly;

PAYG income tax withheld amounts are reported and remitted monthly as part of the Single Touch Payroll (STP) arrangement. As of January 31st, 2025, the Council has a PAYG liability of \$308,855. Monthly PAYG instalments are due by the 21st of the following month.

Fringe Benefits Tax – Instalment amounts are paid quarterly with an FBT return for the 12-month period ended 31st March to be lodged each year.

The Business Activity Statement (BAS) reporting is up to date as of the period ending 31st January 2025. For January 2025, the Council has lodged a GST refund of \$36,380. The activity statement has been submitted to the ATO by the due date.

Employees receive predetermined superannuation contributions in line with the superannuation legislative framework. As of 31st January 2025, the Council has superannuation liabilities amounting to \$150,603. The monthly superannuation payment is due on the 28th of the following month.

Council Grants and Projects – Tied Funding

The Council has continued to meet its financial obligations for the period, as per the attached report.

FINANCIAL IMPACT AND TIMING

Under Regulation 17 of the Local Government (General) Regulations 2021, the Council must receive the Financial Report.

ISSUES/OPTIONS/CONSEQUENCES

Nil.

COUNCIL OFFICER CONFLICT OF INTEREST DECLARATION

We, the author, and approving officer, declare that we do not have a conflict of interest in relation to this matter.

ATTACHMENTS:

1. V 2. Finance Report for the period ending 31 st January 2025 [4.1.1 - 12 pages]
-

Certification by the CEO to the Council

Council Name:	Barkly Regional Council
Reporting Period:	31/01/2025

That, to the best of the CEO's knowledge, information, and belief:
(1) The internal controls implemented by the council are appropriate; and
(2) The council's financial report best reflects the financial affairs of the council.

CEO Signed



Date Signed

20/02/2025

Note: *The monthly financial report to the council must either be accompanied by a written certification by the CEO to the council, as set out above, or the CEO is to provide written reasons for not providing the certification. (Regulation 17(5) of the General Regulations)*

Statement 1. Comparison of Actual Performance against Budget

Table 1.1 Income and Expenditure Statement as of 31st January 2025

Account	YTD Actuals \$	YTD Budget \$	YTD Variance \$	Revised Annual Budget \$
Operating Income				
Rates	4,186,420	4,480,000	(293,580)	4,480,000
Waste Charges	1,290,000	1,290,000	0	1,290,000
Fees and Charges	1,006,402	1,366,288	(359,886)	2,342,208
Operating Grants and Subsidies	11,524,194	10,912,884	611,310	18,707,801
Interest/Investment and Other Income	36,225	33,424	2,800	57,299
Commercial Income	579,420	748,599	(169,179)	1,283,312
Total Operating Income	18,622,661	18,831,195	(208,534)	28,160,620
Operating Expenditure				
Employee Expenses	10,104,130	10,432,961	328,831	17,885,076
Materials, Contracts and Other Expenses	5,315,246	4,841,009	(474,237)	8,298,872
Elected Member Allowances	168,598	171,968	3,370	294,803
Elected Member Expenses	54,149	53,290	(859)	91,354
Council Committee & LA Allowances	26,226	25,667	(559)	44,000
Council Committee & LA Expenses	5,061	16,333	11,273	28,000
Depreciation, Amortisation and Impairment	2,850,750	2,850,750	0	4,887,000
Finance and Other Cost	13,630	6,417	(7,213)	11,000
Total Operating Expenditure	18,537,789	18,398,395	(139,394)	31,540,105
Operating Surplus/(Deficit) Including Depreciation	84,872	432,800	(347,928)	(3,379,485)
BUDGETED OPERATING SURPLUS / DEFICIT	84,872	432,800	(347,928)	(3,379,485)
Remove NON-CASH ITEMS				
Less Non-Cash Income	0	0	0	0
Add Back Non-Cash Expenses	2,850,750	2,850,750	0	4,887,000
TOTAL NON-CASH ITEMS	2,850,750	2,850,750	0	4,887,000
Less ADDITIONAL OUTFLOWS				
Capital Expenditure/Projects	1,404,638	2,626,854	1,222,217	4,503,179
Borrowing Repayments (Principal Only)	0	0	0	0
Transfer to Reserves	0	0	0	0
Other Outflows (Grants Returned to Funding Body)	1,427,610	1,427,610	0	1,427,610
TOTAL ADDITIONAL OUTFLOWS	2,832,248	4,054,464	1,222,217	5,930,789
Add ADDITIONAL INFLOWS				
Capital Grants Income	0	0	0	0
Prior Year Carry Forward Tied Funding	2,394,117	2,580,243	186,126	4,423,274
Other Inflow of Funds	0	0	0	0
Transfers from Reserves	0	0	0	0
TOTAL ADDITIONAL INFLOWS	2,394,117	2,580,243	186,126	4,423,274
NET OPERATING SURPLUS / DEFICIT	2,497,492	1,809,329	688,163	0

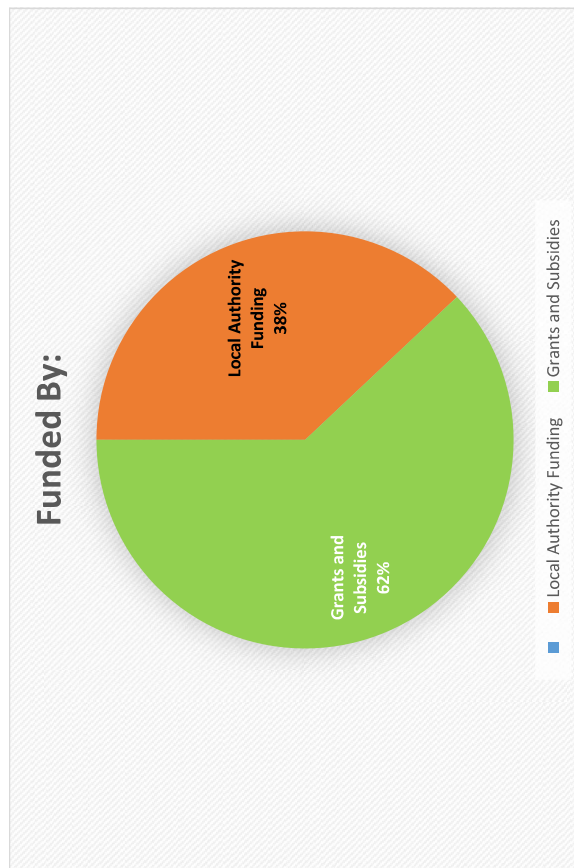
Statement 2. Capital Expenditure and Funding

Table 2.1 By class of infrastructure, property, plant, and equipment.

CAPITAL EXPENDITURE **	YTD Actuals	YTD Budget *	YTD Variance	Current Financial Year (Annual) Budget Unexpended Grant *
	\$	\$	\$	\$
Land and Buildings	0	8,750	8,750	15,000
Infrastructure (including roads, footpaths, park furniture, structures)	1,123,857	1,982,983	859,126	3,399,399
Plant and Machinery	160,508	253,167	92,659	434,000
Fleet	0	0	0	0
Other Assets (including furniture and office equipment)	120,273	381,955	261,682	654,780
Other Leased Assets	0	0	0	0
TOTAL CAPITAL EXPENDITURE*	1,404,638	2,626,854	1,222,217	4,503,179
TOTAL CAPITAL EXPENDITURE FUNDED BY: **				
Operating Income (amount allocated to fund capital items)	19,050	11,113	(7,938)	19,050
Capital Grants	1,213,622	1,812,261	598,639	3,106,733
Transfers from Cash Reserves	0	0	0	0
LA Funds	171,966	803,481	631,515	1,377,396
Sale of Assets (including trade-ins)	0	0	0	0
Other Funding	0	0	0	0
TOTAL CAPITAL EXPENDITURE FUNDING	1,404,638	2,626,854	1,222,217	4,503,179

THE TABLE BELOW COMPARES CAPITAL REVENUE AND EXPENDITURE TO BUDGET FUNDED BY LA AND LRCI. EXPENSES WILL INCREASE AS PROJECTS PROGRESS					FUNDED BY			
Project Name	YTD Actuals \$	Current Financial Year (Budget)	Remaining Balance \$	Council's Reserves/Operational Revenue	LA Funds	Grants and Subsidies	Community	
Repairs and Maintenance - Laundromat Alpururulam	5,261	5,801	540	-	5,801	-	Alpururulam	
Install new washing machines - Amplatwatja	5,818	10,000	4,182	-	10,000	-	Amplatwatja	
Renovate Community Centre - Alpururulam	19,239	19,239	0	-	19,239	-	Alpururulam	
Watering System and Tree Plantation	0	20,000	20,000	-	20,000	-	Amplatwatja	
Fire Management Trailer - Ali Curung	22,718	24,000	1,282	-	24,000	-	Ali Curung	
Demolition of the Old Toilet Block	0	29,840	29,840	-	29,840	0	Alpururulam	
Upgrade and maintenance of Arts Centre accommodation building (Lot 41) in the community	0	35,000	35,000	-	35,000	-	Wutungurra	
Scoreboard Installation Amplatwatja	2,782	40,000	37,218	-	40,000	-	Amplatwatja	
Library Upgrades	7,719	40,000	32,281	-	40,000	-	Tennant Creek	
Fencing Around Laundry/Ablution - Amplatwatja	44,695	50,000	5,305	-	50,000	-	Amplatwatja	
Upgrade Playground Equipment - Elliott	0	50,000	50,000	-	50,000	-	Elliott	
GYM Equipment Upgrades	8,328	50,000	41,672	-	50,000	-	Tennant Creek	
Playground maintenance and upgrade - Wutungurra	0	60,569	60,569	-	60,569	-	Wutungurra	
Strategic Development of the Swimming Pool	25,993	100,000	74,007	-	100,000	-	Tennant Creek	

Water Bubblers - Tennant Creek	29,413	120,000	90,587	-	120,000	-	Tennant Creek
Develop a Playground Area - Arlparra	0	150,000	150,000	-	150,000	-	Arlparra
Upgrade the rest area into camping ground - Arlparra	0	175,000	175,000	-	175,000	-	Arlparra
Weigh Bridge Tennant Creek Landfill	120,273	250,000	129,727	-	-	250,000	Tennant Creek
Excavator for Landfill - Tennant Creek	160,508	160,508	0	10,508	-	150,000	Tennant Creek



Balance Sheet as of 31st January 2025

Particulars	YTD Actuals FY2024/2025 \$	FY2023/2024 \$	Note Reference*
ASSETS			
Cash at Bank			-1
Tied Funds	2,029,157	4,423,274	
Untied Funds	2,264,372	129,357	
Accounts Receivable			
Trade Debtors	644,881	557,258	-2
Rates & Charges Debtors	3,002,167	1,803,021	
Other Current Assets	36,380	86,180	
TOTAL CURRENT ASSETS	7,976,957	6,999,090	
Non-Current Financial Assets			
Property, Plant and Equipment	57,274,852	58,720,965	
TOTAL NON-CURRENT ASSETS	57,274,852	58,720,965	
TOTAL ASSETS	65,251,809	65,720,055	
LIABILITIES			
Accounts Payable	184,402	853,865	-3
ATO & Payroll Liabilities	484,218	31,836	-4
Current Provisions	1,424,558	1,446,200	
Unspent Grants (Contingent Liabilities)	2,029,157	4,423,274	
Other Current Liabilities	52,703	385,612	
TOTAL CURRENT LIABILITIES	4,175,038	7,140,787	
Non-Current Provisions	134,710	134,710	
Other Non-Current Liabilities	0	0	
TOTAL NON-CURRENT LIABILITIES	134,710	134,710	
TOTAL LIABILITIES	4,309,748	7,275,497	
NET ASSETS	60,942,061	58,444,558	
EQUITY			
Reserves	45,732,121	45,732,121	
Accumulated Surplus	15,209,940	12,712,437	
TOTAL EQUITY	60,942,061	58,444,558	

Note 1. Details of Cash and Investment Held.

As of 31st January 2025, the Council’s cash and cash equivalent balances amounted to \$4.29 m. A breakdown of the Council’s cash and cash equivalent balances are as follows:

Cash in Hand and at Bank

Operational Account - ANZ			2,474,760
Trust account - WBC			1,297,989
Operational Account - WBC			520,781
			<u>\$4,293,529</u>

Note 2. Statement of Trade Debtors (Debt Owed to the Council)

As of 31st January 2025, the Council’s trade receivables balance was \$644,881. Finance teams are continuously following up on overdue invoices.

	Current	Past Due 1-30 Days	Past Due 31-60 Days	Past Due 61-90 Days	Past Due 90+ Days	Total
Trade Debtors	\$ 230,002	\$ 80,868	\$ 34,534	\$ 8,536	\$ 290,942	\$ 644,881
Percentage	36%	13%	5%	1%	45%	100%

According to the Debtors Analysis Report, below are the list for 90 + days debtors, and the amount of debt owed to the Council.

Contact	Amount (Past Due 90+ Days)
Aboriginal Enterprises Australia NT	124,584.81
Department of Infrastructure Planning & Logistics	82,901.28
Darrin’s Rubbish Removal	35,692.95
Warte Alparayetye Aboriginal Corporation	14,629.10
T & J Contractors	13,028.09
AFL Northern Territory	8,590.00
Harvey Developments (NT) Pty Ltd	5,173.27
NTG Department of Territory Families, Housing and Communities	3,075.00
Waltja Tjutangku Palyapayi Corp	1394
Bank Statement Clearing - GWP Only	740
Corporate Traveller	330
Tennant Creek Freight Lines	273
Mirrirri Store	230
Espec	220
Services Australia - Remote Service Delivery Operations	80

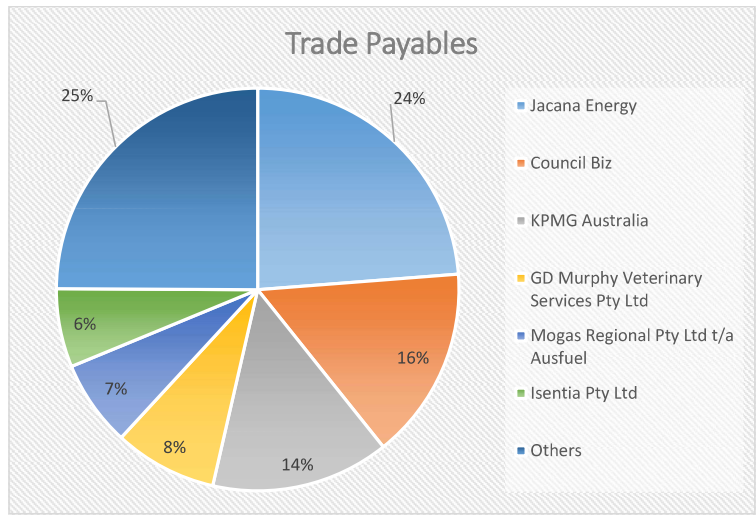
290,941.50

Note 3. Statement on Trade Creditors (Money Owed by the Council)

As of 31st January 2025, the Council's trade payable was \$184,402. The Council typically settles its trade payables within 30 days. There are no trade payables that the Council considers non-current, i.e., not payable within 12 months.

	Current	Past Due 1-30 Days	Past Due 31-60 Days	Past Due 61-90 Days	Past Due 90+ Days	Total
Trade Creditors	\$177,606	\$6,796	\$0	\$0	\$0	\$184,402
Percentage.	96%	4%	0%	0%	0%	100%

According to the Creditors Analysis Report, 96% of the trade payables are current which are due within 30 days.



Note 4. Statement on Australian Tax Office, Payroll, and Insurance Obligations

(a) Australian Taxation Office

The Council has the following reporting and payment obligations with the Australian Taxation Office:

- (i) Goods and Services Tax – Amounts are reported and remitted monthly.
- (ii) PAYG Income Tax Withheld – Amounts are reported and remitted monthly as part of Single Touch Payroll (STP) arrangements and
- (iii) Fringe Benefits Tax— Instalment amounts are paid quarterly, and an FBT return for the 12-month period ending 30 March must be lodged each year.

As of 31st January 2025, the Council has a PAYG Liability of amount \$308,855 and has a GST refund of amount \$36,380

(b) Superannuation

In accordance with the superannuation legislation framework, employees receive defined superannuation contributions. Superannuation contributions are made to either the employee’s choice of complying fund or the Council's default fund. The Council deposits 11.5% of an employee's ordinary time earnings into their chosen super account. Some Council employees have an additional superannuation contribution in their agreed-upon compensation plan. Superannuation payments are made on a monthly basis. As of 31st January 2025, the Council has super liabilities amounting to \$150,603. In February 2025, the Council will remit this payment to superannuation funds.

Note 5: Provisions

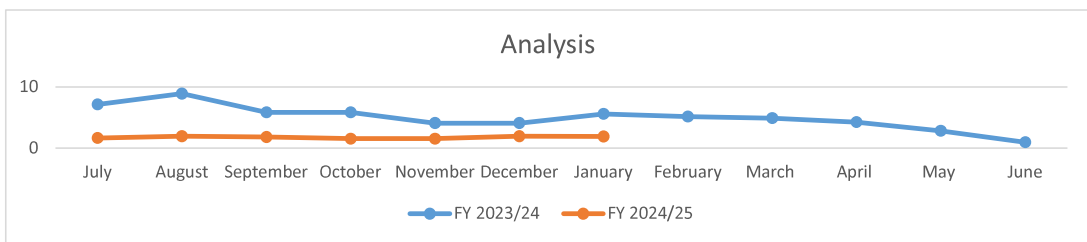
Current Provision - LSL	\$ 439,646
Annual Leave (Staff) Provision	\$ 984,912
	<u>\$1,424,558</u>
Non-Current Provision - LSL	\$ 134,710
	<u>\$ 134,710</u>

Note 6: Equity

Equity	Amount in \$
Accumulated Surpluses	15,209,940
Asset Revaluation Reserves	45,732,121
Total Equity	\$60,942,061

Note 7: Key Indicator

Particulars	Amount	Particulars	Amount
Cash in Bank	4,293,529	Accounts Payable	184,402
Trade and Rates Debtors	3,647,048	Other Current Liabilities	1,961,479
Other Current Assets	36,380	Unspent Grant Liability	2,029,157
	7,976,957		4,175,038



Period	July	August	September	October	November	December	January	February	March	April	May	June
FY 2023/24	7.12	8.9	5.83	5.83	4.1	4.1	5.59	5.13	4.89	4.24	2.84	0.97
FY 2024/25	1.64	1.95	1.80	1.55	1.55	1.95	1.91					

Comments:

The **current ratio** measures an organization's ability to meet its short-term obligations, and a healthy current ratio should be greater than 1.5. BRC's current ratio is 1.91, meaning that for every \$1 in current liabilities, BRC possesses \$1.91 in current assets. Essentially, BRC's current assets exceed its current liabilities by a factor of 1.91

Table 3. Mayor and CEO Council Credit Card Transactions as of 31st January 2025

The Council has a credit card facility of \$47,000 credit limit which has been allocated to five card holders.

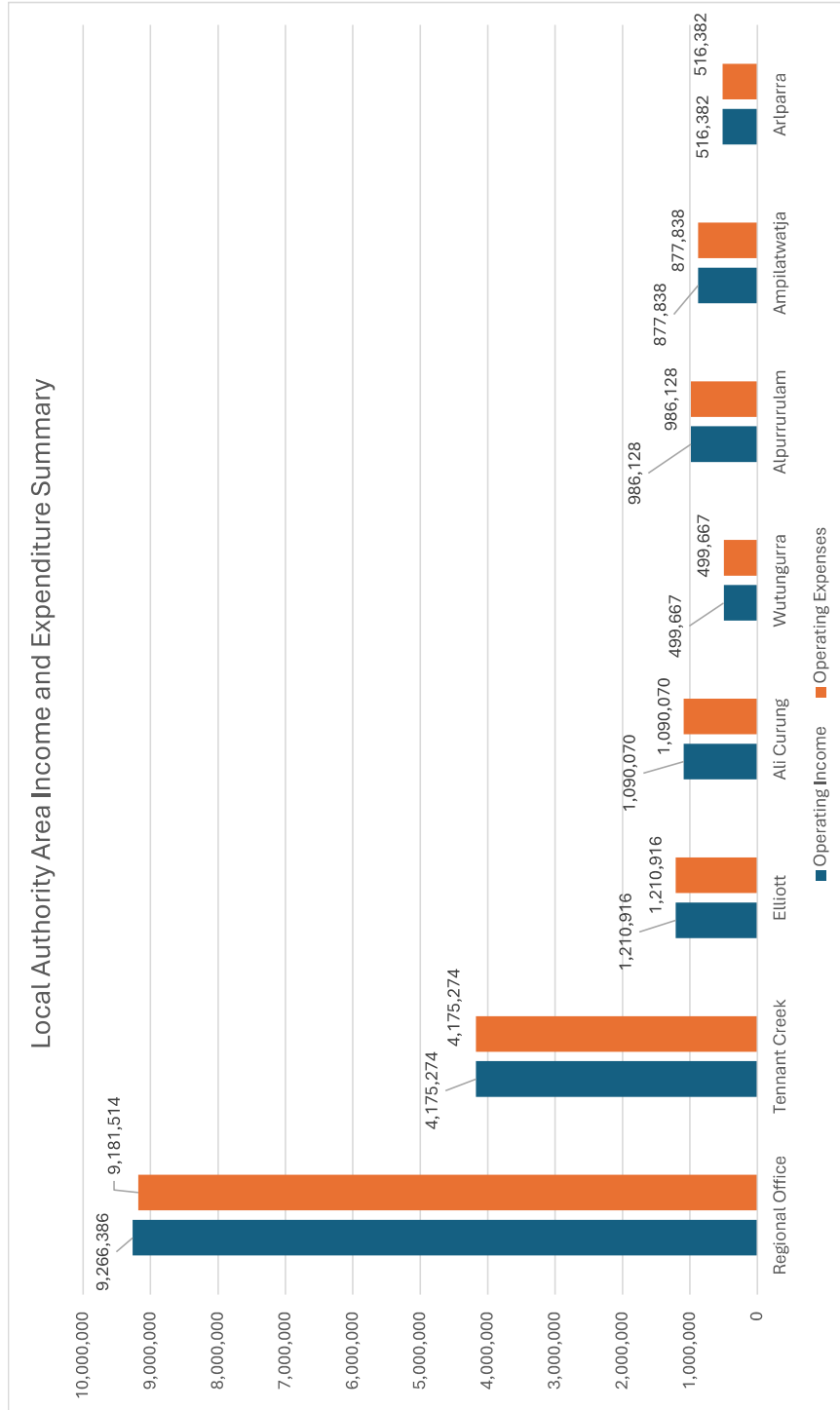
- Mayor credit card transaction: As of 31/01/2025, a credit card has not been issued to the Mayor. We are still waiting for the information requested by the bank.
- CEO's Credit card:

In January 2025, CEO's credit card had an aggregate spend of \$1,839.07 Below are the lists of transactions –

Transaction Date	Amount	Supplier's Details	Reason for the Expenses
13/01/2025	59.50	THE PERTH MINT EAST PERTH	Event expenses - Australia Day
13/01/2025	15.84	THE PERTH MINT EAST PERTH	Event expenses - Australia Day
15/01/2025	84.00	SAFE NT DARWIN	HR Costs - Recruitment
15/01/2025	84.00	SAFE NT DARWIN	HR Costs - Recruitment
17/01/2025	920.00	SP AUSTRALIA DAY SA WALKERIE	Event expenses - Australia Day
20/01/2025	84.00	SAFE NT DARWIN	HR Costs - Recruitment
20/01/2025	84.00	SAFE NT DARWIN	HR Costs - Recruitment
20/01/2025	84.00	SAFE NT DARWIN	HR Costs - Recruitment
22/01/2025	56.80	TENNANT FOOD BARN TENNANT CREEK	Food Expenses – PR Meetings
22/01/2025	33.00	SAFE NT DARWIN	HR Costs - Recruitment
23/01/2025	33.00	SAFE NT DARWIN	HR Costs - Recruitment
30/01/2025	180.93	TENNANT FOOD BARN TENNANT CREEK	Food Expenses – Australia Day
30/01/2025	120.00	TENNANT FOOD BARN TENNANT CREEK	Gifts Cards – Australia Day

1,839.07

Table 4. Operating Income and Expenditure Report (For Local Authority Area)



Officers' Reports

ITEM NUMBER: 4.2
TITLE: Audit and Risk Committee ToR.

Reference <Enter Ref here>
Author Emmanuel Okumu (Governance Manager)

SUMMARY

This report provides the committee with the Audit and Risk Committee terms of reference.

RECOMMENDATION

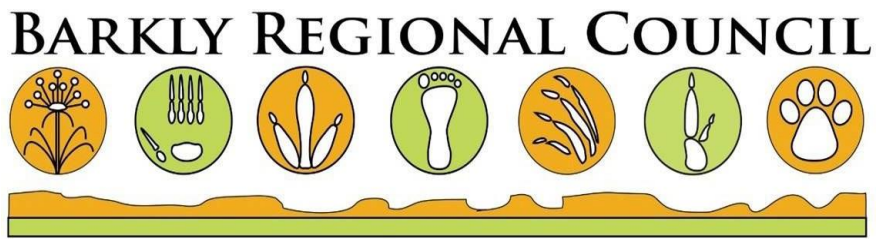
That the Committee review and acknowledge the Audit and Risk Committee ToR.

BACKGROUND

The ToR attached was approved by Council. The Committee is requested to review and acknowledge it. If members have any concern regarding the ToR, they can raise it, and their concerns and recommendation will be presented to the Council.

ATTACHMENTS:

1. Terms of Reference - Audit Risk Committee [4.2.1 - 9 pages]
-



STANDING COMMITTEE TERMS OF REFERENCE

AUDIT & RISK COMMITTEE

Version No. 2

1. PURPOSE

It is a requirement of the Local Government Act 2019 (the Act), Part 6.2 and Section 86 for Council to establish an Audit Committee in accordance with the terms and conditions as determined by Council, and as otherwise required by the Minister. Barkly Regional Council ("BRC, Council") recognises the Audit Committee as being a key component of ensuring good governance at Council.

At BRC the Audit Committee is known as the **Audit & Risk Committee** ("the Committee").

This Committee checks that Council is complying with the law and has the right rules in place to ensure finances are monitored and that reports to Council are provided that accurately reflect the finances and are clear.

The Committee exists to ensure there are policies and procedures for who authorises expenditure, for bill payments, who has authority to run payroll and ensure wages are correctly recorded, who authorises payment, who has access to the bank accounts and credit cards and what checks are in place. These are referred to as internal controls. This Committee oversees the financial reporting, enterprise risk and audit processes and makes sure these are thorough.

The purpose of this Committee is to provide an independent forum where committee members and management work together to fulfill specific governance responsibilities which are summarized as:

- 1) Monitor and review the integrity of the Council's financial management
- 2) Monitor and review internal control systems
- 3) Monitor significant enterprise risks (initially classified as High, Extreme)
- 4) Ensure legislative compliance with the Local Government Act and Regulations
- 5) Coordinate and oversee audit functions
- 6) Make recommendations to the Council

2. SCOPE

The Committee is an *Advisory Committee* which acts independently of the Council, but in accordance with the Act, these Terms of Reference and applicable Council Policies.

Audit & Risk Committee Meetings are open to the public. However, as per section 99 of the Act, Audit Committee can be conducted in private.

It is a requirement that the **Council Committee Terms of Reference Policy** be read in conjunction with these terms of reference.

Council may, by resolution, abolish this Committee.

3. TERMS OF MEMBERSHIP AND VACANCIES

The appointment to this Committee will be for a term of two (2) years. In the interests of maintaining continued independence over Council's relevant operations, Council will seek to change this Committee midway through its term.

4. AUTHORITY

The Audit and Risk Committee has no line of authority; however, the Committee has full right of access to all levels of management through the CEO and Auditors to support functional reporting requirements and enable recommendations to be made to Council about any matters that the Committee considers need action or improvement.

While the Committee provides an important independent role between Council, its management and between the Council and its community, the Committee remains subject to the control and direction of Council. At all times, the Committee is to maintain its independence from the day-to-day operations of the Council.

Through the Chairperson of the Committee, Council authorises the Committee to seek any required information from Council auditors, Council lawyers or the CEO (or authorised delegate/s) to answer directly to and to provide information on, or explain their decisions to the Committee.

5. FUNCTIONS

This Committee plays a vital role in reviewing Council's internal control processes and provides the Council with a level of independent assurance on the effectiveness of the Council's financial and corporate governance practices, covering the following functions:

6.1 General functions

- issues relevant to the integrity of Council's financial reporting
- financial and non-financial performance reporting
- risk management, including enterprise risk management, workplace health and safety, fraud and corruption prevention, business continuity planning and disaster recovery
- internal and external audit
- internal control framework including policies and procedures, checking Council compliance to policies, procedures and the overarching governance principles, the Act, Regulations, plus any Ministerial directions.

6.2 Internal Reporting

The CEO will submit to Council a copy of the meeting report of each Committee meeting.

The Chairperson shall prepare an annual report to Council of the calendar year, which:

- summarizes its activities and achievements
- assesses the committee's performance
- comments on its compliance with its Terms of Reference
- outlines the priorities and proposed activities for the following year

6.3 External Reporting

- Consider the currency of adopted accounting-based principles, policies and procedures to ensure compliance with governance, risk, financial and asset reporting framework and legislative requirements
- Assess significant estimates and judgements in financial reports and the process used in making those estimates and judgements

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

6.4 Related-Party Transactions & Corporate Governance

- Review and monitor the propriety of related-party transactions
- Assist the Council to ensure appropriate corporate governance is in place
- Review policies relating to conflicts of interest, misconduct, and fraud and corruption
- Provide oversight and monitoring of the fraud protection plan
- Review and endorse Council's Codes of Conduct and Breach of Code of Conduct Policy

6.5 Internal Control and Risk Management

- Evaluate internal processes and controls for identifying and managing significant risks, including but not limited to:
 - a. Legislative obligations including local government best practice
 - b. Accounting estimates and judgements
 - c. Litigation and claims
 - d. Fraud, corruption and theft
 - e. Arising business risks
 - f. Protection of assets
 - g. Enterprise risk management
- Consider the risk assessments undertaken to ensure effective risk management systems are in place including regular reporting to Council
- Obtain and assess management reports on any suspected or actual fraud, theft, or breaches of laws, and make recommendations
- Assess the effectiveness of the internal control, risk management and performance management systems with management and all audit providers
- Identify areas where change is required to reduce the risk of exposure to fraud or unauthorized transactions, and make recommendations on these areas
- Measure risk controls to manage actual or perceived unusual types of transactions posing a determined unacceptable degree of risk
- Meet periodically with key management, internal and external auditors and compliance staff through the CEO to understand and discuss the control environment
- Review the adequacy of periodical internal financial reports
- Review operational compliance with internal policies, plans and procedures
- Review the statutory delegations of Officers

6.6 External Audit

- Invite the external auditor to attend a meeting of the Committee to review the audit plan, discuss audit results, consider the implications of the findings, and discuss control issues
- With the external auditor, review the scope of the provider, the extent of the audit itself and the identified risk areas, in addition to additional procedures agreed upon
- Monitor and critique management responsiveness to the findings and recommendations of the external auditor
- Review relevant audit correspondence sent by management to ensure the information provided is complete and appropriate
- Review the independence of the external auditor to ensure impartiality
- In order to maintain proper checks, remind Council on the need to ensure rotation of the external audit provider, as required under the Act

6.7 Internal Audit

- Make recommendations to Council on the appointment, remuneration and monitoring of the effectiveness and independence of internal audit processes
- Communicate in writing the expectation of the Committee to the internal auditor
- Review the scope, audit plan and annual audit surveillance program of the internal auditors
- Assess and evaluate the responsiveness and progress of management to internal audit findings and recommendations and advise Council of this
- Evaluate and advise whether internal and external audit programs are appropriately coordinated to achieve optimal efficiency and effectiveness whilst avoiding duplication, bias and conflict of interest

6. CALENDAR OF MEETINGS

There will be a minimum of one meeting per calendar quarter (i.e., a minimum of four meetings per year), held in accordance with the schedule of meetings published on BRC's website. Council or Committee may where need be alter the meeting calendar as need may necessitate.

In addition to the mandatory schedule of meetings, the Committee may hold a *Special Meeting* to deal with a particular item of business whenever circumstances require. A Special Meeting is established, organised and run in the same manner as the usual scheduled meetings of the Committee.

7. COMMITTEE MEMBERSHIP

The Committee consists of people appointed, by resolution of Council, to be members of the Committee. The members of this Committee may consist of or include people who are not members of Council. The following requirements apply to the membership of this Committee:

- Except for the role of Chairperson, a member of Council's staff is eligible for appointment as a member of this Committee. The Chairperson of this Committee must not be a member of the Council or a member of the Council's staff.
- At least one independent member must be a qualified accountant, auditor, lawyer or a person with more than three years of experience serving at an executive level and with knowledge of local government operations.
- All members of the Committee must reside in the Northern Territory.

In order to avoid tied decisions, the Committee is formed of an uneven number of five (5) persons and the membership is established as follows:

- External/independent Chairperson (who must be an independent member from Council)
- Mayor
- Chief Executive Officer
- Chief Financial Officer
- x4 Elected members

8. RESPONSIBILITIES OF COMMITTEE MEMBERS

- Contribute to the assessment and improvement of Council's corporate governance processes, including ensuring its systems of internal control, risk management and internal audit activities meet governance requirements
- Review significant areas of risk to Council including internal controls, external reporting and compliance requirements, governance and probity
- Review the activities of external and internal audit and provide guidance and direction as required
- Be proactive in respect to matters that would compromise the objectivity of internal audits
- Periodically engage with any internal and external auditors, independent of management
- Responsible for reviewing and approving the Internal Audit Policy and Program
- Ensure recommendations, in relation to significant risk items, arising from audit sources are followed up and implemented appropriately (reasons should be obtained from management for inappropriate and untimely implementation)
- Verify minutes of meetings as an accurate record of Audit and Risk Committee meetings
- Refrain from making any public comment or issuing any information in any form, concerning matters of the Committee or matters of interest to the Committee, unless agreed by Council
- Take actions under the Whistleblower Policy if necessary

In addition to the duties and responsibilities as a Committee member, the Chairperson shall:

- Provide leadership and direction to the Audit and Risk Committee including providing meeting structure, professionalism and efficiency
- Ensure effective communication between the Audit and Risk Committee, Chief Executive Officer, management, External Audit, Internal Audit
- Ensure the independence and objectivity of the Audit and Risk Committee and Internal Audit functions are maintained

9. SECRETARIAT

The CEO is responsible for providing secretariat support to the Committee. Responsibilities of the Secretariat as the authorised delegate of the CEO include:

- Preparing and publishing a notice convening each meeting of the Committee provided to each Committee member at least 3 business days before the date appointed for the meeting (S97)
- Preparing and publishing a notice convening each meeting of the Committee at least 3 business days before the date appointed for the meeting (S97)
- Preparing and posting a notice convening each meeting of the Committee on a notice board at the Council's public office at least 3 business days before the date appointed for the meeting (S97)
- Distributing business papers to all Committee members at least 3 business days prior
- Preparation of agendas in consultation with the Chairperson
- Ensure meeting minutes are ratified as a correct record at the next Committee meeting
- Ensure that until the minutes are confirmed by the Committee as a correct record of the meeting,

that published minutes are marked as not having been confirmed as a correct record of the meeting, and no certified copy of, or extract from the minutes is to be issued by Council

- Ensure that any minutes which have suppressed confidential information contain a statement of that fact and the provision of the Act under which the information is confidential
- Coordinating room bookings, catering requirements, audio-visual equipment etc.

10. MEETING ATTENDEES

At the discretion of the Committee and/or as required for discussion around particular issues, the roles which may regularly be invited to attend meetings as Guests of this Committee include, but are not limited to the CEO, Council Directors or Council's external auditors. Upon request or as agreed, the CEO may invite any Council Officer to attend a meeting to provide clarification to the Committee's concerns regarding areas around their function.

The above attendees do not have voting rights at the Committee (unless they are a meeting member as resolved by the Council).

11. MEETING PROCEDURES

11.1 Procedures

Please refer to the **Council Committee Terms of Reference Policy** for all procedures required to be established and maintained by the Committee.

Meetings for this Committee are convened by the CEO in accordance with the requirements of the Act as outlined in the above Policy, including relevant requirements for the preparation and publication of minutes and handling of confidential business.

11.2 Voting

Each member present has, and must exercise, one vote on a matter arising for decision. The Chairperson must exercise, in the event of an equal number of votes, a second (or casting) vote.

For voting purposes, the Chairperson will accept motions moved and seconded by members of the Committee by a show of hands (or as otherwise agreed for remote attendees and in accordance with the Remote Attendance by Members at Meeting Policy).

A Committee decision is made by majority vote of voting members present at the meeting. A majority vote is 50% of the voting member votes plus one vote.

11.3 Conflict of Interest

It is the responsibility of every Committee member and meeting guest to declare any real or perceived conflicts of interest when joining the Committee and/or throughout their tenure on the Committee.

Conflicts of interest must also be identified at the start of each meeting, and as a matter arises in which a member has a conflict of interest on a matter.

The person with the conflict of interest will be excused from Committee discussions and deliberations on the issue where the conflict of interest exists, and must leave the room for the duration of the discussion and vote.

11.4 Deputy/Acting Chairperson

In the absence of the Chairperson or appointment of a Deputy Chairperson, the Committee members present will select one Committee member present to chair the meeting.

11.5 Remuneration

Eligible Committee members may receive attendance of meeting allowance as determined by Council resolution following the NT Government Statutory bodies classified remuneration structure.

12. SELF DEVELOPMENT OF THE COMMITTEE

The Council acknowledges the importance of fostering the self-development of Committee members to enhance skills and maintain their competence. Consequently, the Council commits to granting internal committee members reasonable access to technical and professional development opportunities, enabling them to stay abreast of legislative changes, accounting standards and other pertinent matters, and in accordance with any established professional development policies or allowances provided.

External members are expected to independently uphold their own professional self-development prerequisites.

13. COMMITTEE PERFORMANCE ASSESSMENT

Each calendar year the Committee shall undergo a self-assessment process to ensure all the functions and business of the Committee are being dealt with in an efficient and effective manner, and in accordance with established requirements.

The assessment process shall include but not be restricted to time of meetings, length of meetings, attendance at meetings, location of meetings, content of meetings, results of recommendations on matters discussed, achievements and satisfaction rating of members. The review should also evaluate these Terms of Reference.

The assessment may also seek input from the Council, CEO, internal and external auditors.

The Chairperson is responsible for coordinating and documenting this process.

14. RELEVANT POLICIES

It is the responsibility of the CEO to ensure that the Committee is provided with, and signs for, copies of the following documents:

- Standing Committee Terms of Reference – Audit & Risk Committee (this document)
- Council Committee Terms of Reference Policy
- Code of Conduct (Members & Local Authority)
- Conflict of Interest Policy
- Gifts & Benefits Policies
- Remote Attendance by Members at Meetings
- Confidential & Business Information Policy
- Accounting & Audit Privacy Policy
- Fraud & Corruption Policy
- EEO: Anti-Discrimination, Anti-Harassment & Anti-Bullying Policy
- Whistleblower Policy

- ICT Acceptable Use Policy

Committee members will be required to sign in acknowledgement of receipt of these documents.

15. DOCUMENT REVIEW

These Terms of Reference will be reviewed by the Committee at the end of each calendar year or when related legislation is amended or due to other circumstances as determined by Council. Recommended changes are made to the Council for adoption.

Officers' Reports

ITEM NUMBER: 4.3
TITLE: BRC Risk assessment 2024

Reference <Enter Ref here>
Author Emmanuel Okumu (Governance Manager)

SUMMARY

The report provides the committee with the BRC Risk Assessment for review and further contribution.

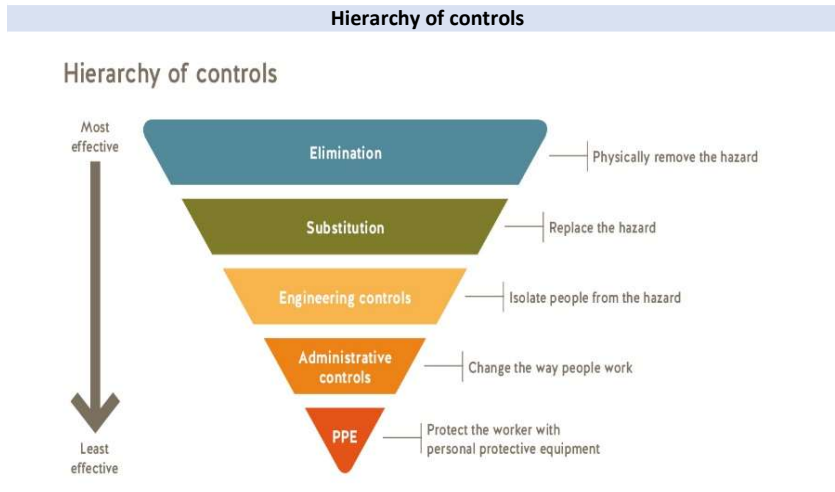
RECOMMENDATION

That the Committee review the available draft and suggests addition towards the development of BRC Risk Assessment.

ATTACHMENTS:

1. BRC Consequence Guide [4.3.1 - 1 page]
 2. BRC Hierarchy of Controls [4.3.2 - 4 pages]
 3. BRC Risk Assessment [4.3.3 - 5 pages]
 4. BRC Risk Score Matrix [4.3.4 - 1 page]
-

Consequence guide	Critical factors					
	Safety	Standards of care	Reputation	Environment	Cost	Legal/contractual
Catastrophic	Would cause loss of life	Severe impact to the standards of care resulting in loss of patient / QVSB complaint	Organisational reputation destroyed or damaged impacting on staff turnover.	Catastrophic environmental disaster or widespread disease outbreak	>\$50,000	Multiple major litigations and/or loss of contracts
Major	Would cause serious injuries resulting in long term impairment	Considerable impact to the standards of care resulting in multiple complaints	Organisational reputation severely damaged impacting on staff morale.	Extensive environmental damage or regional disease outbreak	>\$5,000 - <\$50,000	Single major litigation and/or loss contract
Moderate	Would cause serious injury resulting in hospitalisation but no long term effects	Moderate impact to the standards of care resulting in a complaint	Regional reputation damaged with localised impact to staff morale	Some environmental damage or localised disease outbreak	>\$500 - <\$5,000	Legal advice and assistance required and/or loss of contract
Minor	Would cause minor injuries that require medical attention offsite with no long term effects	Minor impact to the standards of care resulting in no complaints	Clinical Reputation damaged with clinic morale impacted.	Minor environmental damage or no disease outbreak	\$0 - <\$500	Threat of litigation and/or breach of contract
Insignificant	Would cause minor injuries that require medical attention onsite with no long term effects	No impact to the standards of care and no complaints	No reputation damage or loss of morale	No environmental damage or disease outbreaks	\$0	No legal issues and no effect to contract performance



LEVEL 1 controls

Elimination = eliminate the hazard, removing the risk / task completely.

LEVEL 2 controls

Substitution = eliminating the hazard for something safer (ex. using a cattle crush instead of ropes).

Engineering = using engineering controls (ex. trolleys, hoists etc)

LEVEL 3 controls

- **administration** = setting up administrative processes (ex. policies and procedures, SoC etc)
- **PPE** = using PPE (ex. masks, gloves etc)



BRC RISK ASSESSMENT 2024 - 2025

Prepared by: WHS Manager 071024					Degree of risk				Residual risk				
Item No.	Category	Objective	Potential Hazard	Current Control Measures	Likelihood	Consequence	Risk rating	Priority	Additional Control Measures	Likelihood	Consequence	Risk rating	Responsible entity
100_1	Financial	An effective, efficient and accountable Regional Council.	<ul style="list-style-type: none"> Reporting timelines not adhered to - financials not ready for auditors Failure to develop and implement policy and procedures to manage investments Inaccurate forecasting of rates Failure to manage rate collections in a timely manner Failure to raise invoices for services provided Failure to comply with accounting standards and to adhere to legislative deadlines 	<ul style="list-style-type: none"> Manage and deliver on Council's annual statutory and financial reporting obligations including: preparation of annual financial statements, financial reporting, reconciliations and month end processes Monitor and coordinate external funding provided through grants and commercial contracts Compliance with internal accounting policies and standards Sound asset accounting practices Manage and provide advice on Council's investments in accordance with adopted policy Manage and monitor Council's accounts payable and receivable processes All taxation obligations are met Long term financial plan, annual budget and quarterly budget reviews are prepared 	Possible	Moderate	Moderate	1	<ul style="list-style-type: none"> Percentage of Rates Debtors outstanding – target less than 5% Review Rates Debtors as of 30 June 2024 to assess achievement of target 	Unlikely	Moderate	Low	CFO
100_2	HR	A professional, skilled, safe and stable workforce.	<ul style="list-style-type: none"> Failure to manage payroll, allowances and superannuation entitlements Failure to develop and implement an approved training and development programme Deficiencies or perceived flaws in the recruitment process Inability to recruit and retain key employees Inability to provide adequate staff housing Failure to ensure timesheets for staff are verified for accuracy and coded correctly 	<ul style="list-style-type: none"> Training programmes are delivered that meet staff and organisational needs Annual performance appraisals are conducted The Indigenous Employment Strategy is being implemented Industrial relations matters are managed Effective employment practices, policies and procedures in accordance with statutory requirements are in place Manage payroll services 	Possible	Moderate	Moderate	1	<ul style="list-style-type: none"> Policies and procedures are reviewed in accordance with the required timelines – target 100% All policies are to be updated by 30 June 2025 	Possible	Moderate	Moderate	HR Mngr
100_3	WHS	A professional, skilled, safe and stable workforce.	<ul style="list-style-type: none"> Failure to embed a WHS awareness culture across the organisation Failure to ensure that contractors and third parties operating within Council environs are aware of and manage their WHS responsibilities Failure to record and report WHS incidents and non-conformances Failure to undertake incident investigations and risk assessments Failure to implement WHS monitoring and review processes 	<ul style="list-style-type: none"> Training programmes are delivered that meet WHS needs Work Health and Safety Policy in place Workers compensation claims are managed Industrial relations matters are managed WHS responsibilities are included in position descriptions 	Possible	Major	High	1	<ul style="list-style-type: none"> Training programmes are delivered that meet WHS needs Work Health and Safety Policy in place Workers compensation claims are managed Industrial relations matters are managed WHS responsibilities are included in position descriptions 	Possible	Moderate	Moderate	WHS Mngr
100_4	Records Management	Storage and retrieval of records processes which support efficient administration.	<ul style="list-style-type: none"> Failure to embed a strong records management culture across Council A records management system that doesn't meet the requirements of legislation, standards and users Inappropriate security levels applied for user access Failure to ensure staff are trained Failure to follow file structure rules Failure to ensure all relevant staff are provided training in the processing of applications for information Disposal schedules are not updated to reflect legislative or other change which may impact on disposal date 	<ul style="list-style-type: none"> Records management system has secure access levels Training resources are available Sound backup systems are in place Records management systems, policies and procedures are in place Council's requests and compliance relating to Freedom of Information are managed Council employs a highly qualified Records Management Coordinator Council has developed a disposal schedule which ensures the integrity of stored docs 	Possible	Major	High	2	<ul style="list-style-type: none"> Review of SharePoint folders to assess appropriateness and level of activity Internal Audit review to be completed by 30 June 2025 	Possible	Moderate	High	Records Mngmt Officer

100_5	Strategic	Planning and reporting that informs Council's decision-making processes.	<ul style="list-style-type: none"> Managers and staff are not fully engaged in the development of strategic goals and strategies Failure to ensure business plans accurately capture all key activities of Council Lack of a Performance Management Framework which includes the development of KPI's Programs are not run efficiently due to under resourcing 	<ul style="list-style-type: none"> Lead development and implementation of Council plans, policy and decisions Manage council's legislative compliance and policy development Regular reporting against Council's strategic plans Statutory compliance 	Possible	Major	High	1	<ul style="list-style-type: none"> Develop and implement a strategic approach to seeking external grants To be completed by 30 June 2025 	Possible	Moderate	Moderate	CEO ELT
100_6	IT	Modern information and communications technology to maximise service delivery.	<ul style="list-style-type: none"> Poor ICT physical environment in remote communities Failure of key individual business systems/applications Failure to correctly manage user accounts Failure to manage inventory and consumables Loading unauthorised or unlicensed software Switchboard equipment/system failures Lack of capacity/training 	<ul style="list-style-type: none"> Secure password controls Management of ICT contracts Provision of Help-desk services Utilisation of modern information and communications technology to maximise Service Delivery 	Possible	Major	Moderate	1	Publication of ICT strategic plan by 31 December 2024	Possible	Moderate	Moderate	IT Coordinator
100_7	IT	Modern information and communications technology to maximise service delivery.	<ul style="list-style-type: none"> Council's historic reliance on an external service provider and limited numbers of key personnel to manage the system Failure of key individual business systems/applications Lack of capacity/training Failure to ensure underlying system architecture supports the existing business needs and is flexible enough to meet changing organisational needs 	<ul style="list-style-type: none"> Offsite storage and backups are maintained Physical access to key technology resources is restricted and secure Cabinets housing server equipment are locked Virus software installed and updated 	Possible	Major	Moderate	1	Ongoing implementation of the Information Services Strategic Plan 2023-2025	Unlikely	Major	Moderate	IT Coordinator
100_8	Operational	The minimisation of risks associated with the operations of Council.	<ul style="list-style-type: none"> Failure to embed a risk management culture within Council Failure to review operational risk assessments regularly Failure to maintain adequate internal audit capacity Failure to ensure Council has appropriate classes and levels of insurance coverage Failure to investigate and obtain substantiating evidence to support insurance claims 	<ul style="list-style-type: none"> Implementation of a risk management framework at strategic and operational levels Audit Committee in place Increased internal audit capacity Insurances managed to ensure adequate levels of coverage 	Unlikely	Moderate	Low	1	<ul style="list-style-type: none"> Development and Implementation of annual and 3-year audit programme objectives and timeframes Revise Audit programme and adopt by 31 December 2024 	Unlikely	Moderate	Low	Dir Corp Svces Dir Operations

100_9	Operational	Infrastructure and asset management strategies appropriate to the needs of Council.	<ul style="list-style-type: none"> •Failure to develop asset management policies, standards and procedures •Failure to develop and implement a robust infrastructure assets condition inspection programme •Failure to develop, implement and maintain a corporate asset register •Failure to ensure renewal and replacement programmes are adequately captured through capital works plans and condition/maintenance assessments •Failure to adequately budget for the development of asset management systems and to strategically manage the asset portfolio to best achieve service delivery objectives •Failure to resolve land tenure issues thereby jeopardising Council's control of its assets and ability to effectively deliver services 	<ul style="list-style-type: none"> •A Strategic Asset Management Plan and Framework has been adopted by Council to direct decision making and the allocation of resources •Major contracts and procurements awarded through a transparent tender process •Administer and monitor contracts and contractor performance to minimise Council's risk exposure •Provide project management services and advice across Council for all capital works projects •Effective budgeting for and management of capital replacement through the identification of funding opportunities •Community Coordinator meetings weekly via Teams to discuss future works planned and or identified •6 monthly assets inspections performed, and asset conditions monitored 	Possible	Major	High	1	The Infrastructure Project Status Report tabled at BRC OCM 30 September 2024 provides a roadmap to achieving the target objective and updates will be provided before 31 December 2024.	Possible	Moderate	Moderate	Dir Infra & Fleet
100_10	Operational	Safe and reliable roads, footpaths and street lighting.	<ul style="list-style-type: none"> •Poor funding resulting in deterioration of assets •Failure to plan, budget and implement a sound asset management programme •Failure to ensure that rectification works are carried out in a timely manner •Works not conducted to approved standards 	<ul style="list-style-type: none"> •Manage the construction/maintenance of roads and footpaths throughout the region •Projects delivered in accordance with the Roads to Recovery Commonwealth funding programme •Hazard identification and road condition assessment report templates completed •Operational Maintenance Programme in place •Continual monitoring and performance of minor road repairs •Street lighting operational costs minimised, and maximum functionality achieved •Condition of footpaths and walkways monitored throughout the region 	Possible	Moderate	Moderate	2	<ul style="list-style-type: none"> •All projects and maintenance programs are reviewed to ensure suitable materials and equipment are purchased for these works •Monthly inspection carried out on streetlights •6 monthly inspections on all other assets 	Possible	Moderate	Moderate	Dir Infra & Fleet
100_11	Operational	Attractive parks, gardens, streetscapes and open spaces.	<ul style="list-style-type: none"> •Failure to develop, implement and manage a parks management programme, including provision of infrastructure and service delivery standards •Failure to maintain cemetery grounds and interment records •Failure to undertake rectification works in a timely manner •Failure to maintain irrigation systems and deliver sustainable irrigation practices for open spaces 	<ul style="list-style-type: none"> •Irrigation systems maintained and sustainable irrigation practices delivered for Council's open spaces •Maintenance of gazetted cemeteries 	Possible	Moderate	Moderate	3	The Infrastructure Project Status Report tabled at BRC OCM 30 September 2024 provides a roadmap to achieving the target objective and updates will be provided before 31 December 2024.	Possible	Minor	Low	Dir Infra & Fleet Dir Operations
100_12	Operational	Modern and well maintained fleet plant and equipment capable of meeting service delivery requirements.	<ul style="list-style-type: none"> •Failure to ensure budget processes are adequate to support purchase and upgrade of the vehicle fleet •Failure to develop and implement robust procurement practices •Failure to ensure that fleet, plant and equipment meets the operational requirements of Council •Failure to ensure that disposal processes are conducted under approved policy and procedures •Failure to ensure robust maintenance processes are developed, implemented and managed effectively •Failure to maintain servicing records and to monitor registrations •Failure to ensure that the correct hire rate is applied to recover cost of vehicles and plant 	<ul style="list-style-type: none"> •Provide preventative and programmed maintenance and repair to Council's fleet •Continuously monitor vehicle usage in relation to compliance with Council policy •Purchase and dispose of vehicles and plant resources •Securely store Council vehicles after hours and when not in use •Provide fuel distribution facilities capable of safely meeting Council's service delivery requirements •Adequate fuel stock levels provided 	Possible	Moderate	Moderate	1	The ongoing monitoring of incident reports to ensure they are actioned, and insurance claims are lodged promptly to ensure the fleet is kept in the appropriate condition.	Possible	Minor	Low	Dir Infra & Fleet

100_13	Operational	Buildings, facilities and infrastructure assets that are fit for purpose and sufficient to service operational requirements.	<ul style="list-style-type: none"> Failure to plan, budget and implement a robust maintenance programme and to undertake scheduled preventative maintenance in accordance with the approved programme and to Australian Standards Failure to undertake urgent repairs in a timely manner Failure to supervise contractors working on behalf of council Failure to implement an inspection programme and to maintain compliance with all applicable Building Regulations Failure to undertake refurbishment and capital works programmes to council assets Failure to manage the risk from hazardous material including asbestos 	<ul style="list-style-type: none"> All assets are managed and maintained in accordance with plans and policies Accurate building infrastructure records are maintained Ongoing maintenance and capital upgrades to all Council controlled building infrastructure are provided Staff and visitor accommodation is provided for internal and external stakeholder use Opportunities to source external funding for infrastructure upgrades are considered Proactive asset service request system in place 	Possible	Moderate	Moderate	2	<ul style="list-style-type: none"> Managed by regular monitoring and unlikely to need specific application of resources Regular weekly meetings are held with Area Coordinators via Teams to review and monitor all works performed and planned 	Possible	Moderate	Moderate	Dir Infra & Fleet Dir Operations
100_14	Operational	Management & Maintenance of Tennant Creek Swimming Pool.	<ul style="list-style-type: none"> Failure to employ appropriately qualified pool manager Failure to comply with legislative requirements Failure to provide ongoing maintenance and capital upgrades Failure to adequately supervise bathers Failure to develop and implement a chemical use policy and standards 	<ul style="list-style-type: none"> Provide opening hours to meet the community requirements and to ensure reasonable operating costs Employ staff to meet supervision ratios and cultural needs as per RLSSA Guidelines Provide ongoing maintenance and capital upgrades to the pool while targeting highest priority works Measures are undertaken aimed at reducing future reactive maintenance of Tennant Creek town swimming pool 	Likely	Moderate	High	1	<ul style="list-style-type: none"> Provide staff training to ensure plant operations are safe and efficient The employment of qualified lifeguards Internal audit recommendations to be implemented by 30 June 2025 	Possible	Moderate	Moderate	Dir Infra & Fleet Dir Operations
100_15	Operational	The development and enforcement of local laws that enhance economic development and community safety.	<ul style="list-style-type: none"> Failure to manage compliance with existing bylaws and the development of new bylaws Failure to ensure appropriate and accurate information is available to the community and public regarding bylaws Lack of guiding policies and procedures for infringement processing 	<ul style="list-style-type: none"> Bylaws are in place in Tennant Creek and are being reviewed and considered for appropriateness LGANT will be undertaking work relating to the development of bylaws on behalf of Regional Councils after the November election Appropriate signage is in place 	Likely	Moderate	Moderate	2	To be managed by monitoring to ensure specific application of resources are available when needed.	Possible	Moderate	Low	Dir Operations
100_16	Environmental	The provision of environmentally and economically sound solid waste and recycling services.	<ul style="list-style-type: none"> Legal and economic risks associated with inadequate maintenance resulting in a health situation/incident Failure to provide ongoing maintenance and capital upgrades which pose risks to the environment Failure to undertake planning and development for landfill and waste management facilities throughout the Barkly Region Failure to develop waste management strategies, recycling policies and management programmes 	Manage effective and efficient waste collection and recycling services throughout the Barkly Region.	Possible	Major	Moderate	1	Ensure landfills in Tennant Creek and at each community are licensed and operate in accordance with NTEPA requirements.	Possible	Major	Moderate	Dir Operations

100_17	Operational	Implementation of a sustainable animal management programme which improve the overall health and wellbeing of people and animals in Tennant Creek and remote communities.	<ul style="list-style-type: none"> Failure to ensure facilities are maintained to the required standards Failure to manage public safety issues Lack of training in animal behaviour and animal management Failure to ensure complaints are addressed within reasonable timeframes Failure on the part of community members to understand Council's role in the development and enforcement of rules and bylaws as they relate to animal management Failure to adequately budget for effective and sustainable animal management programmes Failure to effectively manage animal registration processes 	<ul style="list-style-type: none"> Manage effective relationships with the communities, Aboriginal Land Council rangers, and National Park authorities Investigate and record dog complaints Enforce dog registrations as required and breaches in accordance with approved bylaws Undertake community education initiatives regarding responsible ownership and bylaws 	Almost certain	Major	High	1	<ul style="list-style-type: none"> Implementation of Region-Wide animal control management plans/bylaws following appropriate community consultation Implementation of periodic veterinarian services in all communities 	Likely	Major	High	Dir Operations
100_18	Operational	Facilitate the delivery of library and cultural heritage services.	<ul style="list-style-type: none"> Failure to engage with the community as to the nature of services provided User dissatisfaction Having a run down and tired facility Inadequate policies defining the nature of literary and other material to be held in the library Inability to recruit and retain qualified staff 	<ul style="list-style-type: none"> Develop a culturally relevant Collection Development Policy Maintain a culturally relevant collection Provide variable opening hours to suit seasonal demand Manage and maintain library collections Plan prepare and present weekly early childhood activities Consult and liaise with library users 	Possible	Minor	Low	2	Continue to implement library outreach services to Elliott Library.	Unlikely	Minor	Low	Dir Community Services
100_19	Reputation	Social programmes that support the safety and wellbeing of community members.	<ul style="list-style-type: none"> Exposure to changes in the political environment Failure to develop and implement a strategic approach to seeking external grants Funding agreements are breached, and funds may either be withdrawn, or future funding applications are not viewed favourably Delivery of programmes constrained by limited and finite funding and resources Failure to recruit and retain skilled and qualified staff Failure to manage the community's perception of the value of programmes Limited accessible space available for the delivery of programmes Limited resources available to service increasing community demands Failure to ensure compliance with grant/service agreements Uncertain levels of funding and the ongoing availability of funding Low staff morale due to limited tenure contracts "At risk" working environments and remoteness 	<ul style="list-style-type: none"> Council employs a dedicated Community Services Director and Grants Manager Policies and procedures have been developed for specific programs Grants are managed in accordance with specified service levels and terms and conditions of funding agreements Current grant funding status is reported to Council monthly On-going staff training is provided 	Likely	Moderate	High	2	<ul style="list-style-type: none"> Undertake a full risk and cost benefit analysis of the delivery of social programmes Analysis to be completed by 30 June 2025 	Possible	Moderate	Moderate	Dir Community Services Grants Manager
100_20	Financial	The provision of Commercial Services which contribute to the economic functionality of remote communities.	<ul style="list-style-type: none"> Quasi commercial operations of Council (eg Aged Care) not operated effectively leading to higher than appropriate Council subsidisation Poor monitoring leading to cost over-run/performance issues Poor performance leading to loss of contracts, liability claims Non-compliance with agency services agreements Failure to capture true costs of service delivery Failure to recruit, retain and train staff 	<ul style="list-style-type: none"> Council employs a dedicated Regional Manager to oversee aged care activities External contracts are monitored by the Grants Manager 	Possible	Moderate	Moderate	2	Manage by internal monitoring and external agency audits.	Possible	Moderate	Moderate	Dir Community Services Grants Manager

Risk Matrix		Consequence				
		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood	Almost certain	Moderate	High	High	Catastrophic	Catastrophic
	Likely	Moderate	Moderate	High	Catastrophic	Catastrophic
	Possible	Low	Moderate	Moderate	High	High
	Unlikely	Low	Moderate	Moderate	Moderate	High
	Rare	Low	Low	low	Moderate	Moderate
Delegations		Result				Responsible officer
Risk rating	Catastrophic	Loss of life or cause permanent disability. Financial cost in excess of >\$50k				CEO / ELT
	High	Long term illness or serious injury. Financial cost between \$5k-\$50k				Directors
	Moderate	Medical attention and several days off work. Financial cost between \$500-\$5k				Mangers
	Low	First Aid Required. Financial cost of <\$500				All
General WHS		Although delegated to responsible officers, work health and safety is the responsibility of all employees.				

Officers' Reports

ITEM NUMBER: 4.4
TITLE: Investigators report

Reference <Enter Ref here>
Author Emmanuel Okumu (Governance Manager)

SUMMARY

The report provides the committee with the current Investigation report for review and acknowledgement.

RECOMMENDATION

That the Committee review and acknowledge amended action plan - Investigation report

ATTACHMENTS:

1. Investigators Report Ref 1 A [4.4.1 - 1 page]
 2. Investigators Report Ref 1 B [4.4.2 - 1 page]
 3. Investigators Report Ref 1 C [4.4.3 - 1 page]
 4. Investigators Report Ref 2 [4.4.4 - 1 page]
 5. Investigators Report Ref 3 [4.4.5 - 1 page]
 6. Investigators Report Ref 4 [4.4.6 - 1 page]
 7. Investigators Report Ref 5 [4.4.7 - 1 page]
 8. Investigators Report Ref 6 [4.4.8 - 1 page]
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Attachment A Barkly Regional Council - Investigators Report Recommendations - Reference Item #1a Findings	Recommendations	Completed (Y/N)	Action Plan	Progress update	Updated comments	Anticipated Completion date (if Applicable)
<p>The majority of the elected members sitting as Council appear not to have comprehended their role and function with respect to key strategic matters including contracted agreements with the Commonwealth and Northern Territory Governments.</p> <p>Elected members sitting as Council should make decisions about BRC priorities and how its resources are allocated, as well as bring strategic thinking.</p> <p>While overseeing the BRC's performance and compliance, the elected members sitting as Council are required to balance the interests of its members and stakeholders. The interests of BRC always come first when making any decision on behalf of BRC – in law this is known as fiduciary duty. The elected members sitting as Council did not fulfil their function in this respect.</p> <p>There was inadequate reporting from BRC to the Local Authorities recorded in any minutes with respect to the Barkly Local Community Project Funds for the reporting period. BRC was not specifically required to report on this grants fund to Local Authorities nonetheless, BRC activity in local Authority regions where the funds were being utilised should have been reported back to Local Authorities in the form of probity reports and contract performance management. This was not done. Nor did the elected members seek reports in this respect.</p> <p>There was insufficient information provided to elected members with respect to Council's contracted agreements with the Commonwealth and Northern Territory governments. It was evident that the elected members sitting as Council did not understand its own financial commitment of BRC cost.</p> <p>The elected members sitting as Council had limited comprehension, interest or understanding with respect to their role in the expenditure of the significant Commonwealth and Northern Territory grant funds.</p> <p>There was insufficient documentation with respect to expenditure of significant Commonwealth and Northern Territory grant funds. The ordinary processes and documentation with respect to probity and contract performance management were not engaged with respect to the expenditure of significant Commonwealth and Northern Territory Grant Funds. The elected members sitting as Council did not seek information with respect to probity and contract performance management.</p> <p>Elected members sitting as Council did not establish, as they were required to under section 88 of the Local Government Act 2019, an Audit Committee in order to achieve probity with respect to council's financial management and its internal financial controls. It is also required to make recommendations for council's consideration with respect to improving probity pursuant to section 87.</p>	<p>1.2 That the CEO provides the elected members with a full report on: - The purpose of the BRD funds, and the role of BRC - The projects that have been funded by the BRD Funds - The BRD status of reporting and acquittals under the agreement between BRC and Northern Territory Of Australia care of its Agency the Department of Chief Minister and Cabinet dated 10/4/2021 - The Local Community Projects Fund as there are separate agreements for the provision of funds for the Youth Infrastructure Initiative through DTRCSA Building better Regions Fund; and for the auspices of funds for operation of the BBT (direct from Commonwealth to BRC) and the Barkly Aboriginal Alliance (direct from NAA to BRC)</p> <p>1.3 That the elected members sitting as Council, together with the CEO, seeks a report from the Regional Executive Director of the Regional Network Group Department of Chief Minister and Cabinet and the Executive Officer of the Barkly Backbone Team, on the future of the BRD funds and the BRD Governance Table and what BRC elected members need to do to: - Ensure the continuity of funding by providing timely financial reporting and - Acquit and - Restore a positive relationship with the Barkly Backbone Governance Table and - Restore a positive relationship with the Commonwealth and Territory Governments.</p>	<p>Y</p>	<p>BRC has recently provided a letter of intent to stop auditing the BBT on the 27th June 2025 due to the historical issues identified. This information will be passed onto Council after the declaration of election dates on the 18 Nov.</p>	<p>All BRC partners are currently aware of the new Auspicing requirements and the BBT was submitting their recommendations to the GT meeting on the 21st Nov.</p>	<p>BRC provided a letter to the BBT partners advising of their intent to cease auspicing the "backbone" team for the BRD. This letter was tabled at the 29 August 2024 OCM. BRC were involved in a formal meeting with BRC partners a few months ago where this was advised to the parties. The BRC initially committed to 12 months of funding the "backbone" team but have actually funded the team for 5 years. BRC considers that its obligations under the BRD have been fulfilled over and above what was originally promised. BRC will continue to auspice the "backbone" team until 27 June 2025 to allow time for alternative arrangements to be made.</p> <p>A full briefing on the BRD was provided by the BBT at the Dec OCM.</p>	<p>Completed</p>
<p>There was insufficient documentation with respect to expenditure of significant Commonwealth and Northern Territory grant funds. The ordinary processes and documentation with respect to probity and contract performance management were not engaged with respect to the expenditure of significant Commonwealth and Northern Territory Grant Funds. The elected members sitting as Council did not seek information with respect to probity and contract performance management.</p> <p>Elected members sitting as Council did not establish, as they were required to under section 88 of the Local Government Act 2019, an Audit Committee in order to achieve probity with respect to council's financial management and its internal financial controls. It is also required to make recommendations for council's consideration with respect to improving probity pursuant to section 87.</p>	<p>1.4 That the Audit Committee is tasked by the Official Manager using section 88 of the Local Government Act 2019 to review internal controls pursuant to section 87(7) of the Local Government Act 2019 by undertaking a probity audit of projects funded by the Barkly Local Community Projects Funding Agreement executed 16/4/2021.</p>	<p>Y</p>	<p>This is not tasked to the Audit committee and has been tasked to an external consultant to review all BRC policies and procedures (aka control measures).</p>	<p>Currently in progress and all mandatory Council policies to ensure probity is achieved will be submitted at the OCM on the 29 Nov 2024.</p>	<p>The BRC Audit Committee did not have the capacity to undertake this task, nor was it appropriate for the Audit Committee to undertake the process regarding all policies and procedures that the policies and processes regarding the projects funded by the Barkly Local Community Projects Funding Agreement. BRC engaged their external auditor to complete this process, and the results of this audit went to BRC's Audit Committee to review and approve. If not approved, the audit discovered that projects or services were being funded that did not fit the procurement requirements under the LDA, nor were some for services to be provided in areas that the BRC do not service. BRC decided to withdraw from those agreements to ensure compliance with the LDA. The Dept and BRC are in discussions over the validity and/or accuracy of the audit which is ongoing. November OCM has 53 policies going to the new BRC to consider and approve.</p> <p>All mandatory policies were approved at the Dec OCM. Any other audits will require an external auditor, which can be achieved with funding support by BRC.</p>	<p>Completed</p>
	<p>1.5 That the Audit Committee is tasked by the Official Manager using section 88 of the Local Government Act 2019 to review internal controls pursuant to section 87(7) of the Local Government Act 2019 by undertaking a review of all current contracts and the preparation of contract management reports for each project funded by the Barkly Local Community Projects Funding Agreement executed 16/4/2021.</p>	<p>Y</p>	<p>Not relevant to the current ELT of BRC or the incoming elected member and will be resolved through the above review of policies and procedures.</p>	<p>Nothing further to report.</p>	<p>The BRC considers that this has been done as a part of the audit completed by the external auditor referred to above.</p>	<p>Completed</p>
	<p>1.6 That the Audit Committee is tasked by the Official Manager using section 88 of the Local Government Act 2019 to review internal controls pursuant to section 87(7) of the Local Government Act 2019 by undertaking a review of all financial reporting and acquittals for the Barkly Local Community Projects Funding Agreement executed 16/4/2021.</p>	<p>Y</p>	<p>Not relevant to the current ELT of BRC or the incoming elected member and will be resolved through the above review of policies and procedures.</p>	<p>Nothing further to report.</p>	<p>This has been completed as a part of the above audit. An Acquittal Spreadsheet for the \$3 million funds will be provided to the Dept.</p>	<p>Completed</p>
	<p>1.7 That the Audit Committee is tasked by the Official Manager using Section 88 of the Local Government Act 2019 to make recommendations to the council about any matters the committee considers require the council's consideration as a result of the committee's inquiries as recommended above, pursuant to section 87(6) of the Local Government Act 2019.</p>	<p>Y</p>	<p>Not relevant to the current ELT of BRC or the incoming elected member and will be resolved through the above review of policies and procedures.</p>	<p>Nothing further to report.</p>	<p>The BBT has provided a finding to council on the BRC at the December OCM. The Audit Committee reviewed and reported in May 2024 when they received the Acquittal Spreadsheet. The information has been included in the end of FY Statements (public documents) and have been signed off by the Audit Committee. See page 214 of the 26 August 2024 OCM Minutes.</p>	<p>Completed</p>

Barkly Regional Council - Investigators Report Recommendations - Reference Item #1b							
Findings	Recommendations	Completed (Y/N)	Action Plan	Progress update	Updated comments	Anticipated Completion date (if Applicable)	
<p>The Ordinary and Confidential minutes of BRC throughout the reporting period show that from 1/12/2022 there is little to no content in the minutes of any record of how the meeting dealt with each motion as is required pursuant to regulation 59(4).</p> <p>It was difficult to ascertain from the minutes whether elected members felt there was an equal opportunity afforded at council meetings for them to raise any matters of concern such as service delivery in Council's communities.</p> <p>The elected members did not have an equal opportunity at council meetings to raise matters of concern.</p> <p>Elected members from the remote Wards informed the Investigator that return transport to Tennant Creek for Council meetings was time consuming and prohibitive on a regular basis and in the event of heavy weather roads can be closed.</p> <p>Elected members from the remote Wards reported to the Investigator that they are comfortable with and used to audio visual participation in Council meetings but that they value the opportunity to be physically present with their fellow elected members.</p> <p>The Director of Corporate Services informed the Investigator in interview that the capacity exists to audio visually record BRC and Local Authority meetings.</p> <p>Some elected members reported feeling overwhelmed by lengthy or confusing debates delivered by fellow elected members and BRC CEO and Directorate (for example over the Business Process Review process).</p> <p>Elected members reported feeling intimidated by constituents' delegations to Council Meetings.</p>	1.8 That BRC meetings are minuted in compliance with section 101 of the Local Government Act 2019.	Y	All meetings are now minuted.	Nothing further to report.	The BRC meetings are now audio recorded and kept on file in a secure safe within the CEO and CFO have access to. There is no time limit currently on how long the recording is kept for and it can be in perpetuity. The recording equipment is light and transportable so that it can be used at all committee, council, and LA meetings. At the 30 May 2024 OCM the council (consisting of Peter Holt as the Official Manager) resolved to approve the Audio Recording of Meetings Policy at Item 6.2, OCM-24/138.	Completed	
	1.10 That BRC meetings are, in addition to being contemporaneously minuted, audio visually recorded so that regulation 59(4) of the Local Government Act 2019 is complied with. This recommendation also serves to ensure that the business transacted at Council meetings can be followed by the elected members, the public and any regulatory authority for compliance – for example, requests for information pursuant to the Freedom of Information Act 2007.	Y	BRC meetings are now minuted from audio recordings in order to promote 59(4) of the Local Government Act 2019 to be complied with.	Nothing further to report.	Further to the above, the meetings are contemporaneously noted, however, will not be visually recorded due to culture concern.	Completed	
	1.11 That BRC reconsider the purpose of holding pre meetings against the requirements of section 101 of the Local Government Act 2019. All meetings of the elected members sitting as Council must be documented pursuant to this section. Council could consider holding two day meetings less frequently with more efficient use of time through the presentation of better information from the CEO and by implementing practices that properly engage the elected members.	Y	No meetings will be held prior to an Ordinary Council meeting.	Nothing further to report.	Meetings are now held bi-monthly and a staffing day is held prior to the meetings to ensure various levels of scrutiny and finance can comprehend the information to make an informed decision at a council meeting. It is noted that no decisions are to be made during these meetings, and it is merely to pass on information to Councilors that may have difficulty understanding the context and provide them with the ability to actively engage in a meaningful way at an OCM. If there are no difficult concepts contained within an agenda then an information session will not be required.	Completed	
	1.12 That BRC elected members and CEO and Directorate prepare a policy that plans, budgets and sets a calendar to circulate through the remote Wards annually, biannually or quarterly to hold Council Meetings.	Y	Official Manager / CEO and EMT are attending all LA's and Council Meetings. EMT members have been instructed to provide an officers report to each of these meetings to ensure transparency is achieved.	Nothing further to report.	The complete 2025 calendar of meetings is now available on the BRC website.	Completed	
	1.13 That the Chair of the Council meeting ensures that a vote is confirmed and recorded from each elected member present, in particular from an elected member appearing by way of audio visual link, when making a resolution.	Y	No councilors currently elected.	Nothing further to report.	In addition to the information provided to the left, the training has been completed by the LGU (Decision making and meeting procedures) on the 28 November 2024.	Completed	
	1.14 That elected members are provided with compulsory training in: - Roles and responsibilities - Code of Conduct - Conflict of Interest - Understanding Local Government - Introduction to Council Finances - Council decision making and meeting procedures	N	No councilors currently elected.	This will form part of the training for the incoming elected members during the 26-29 Nov 2024. Any training or individual elected members not captured during this time will be completed as soon as practicable after the first OCM.	The introduction to Council Finances training course is to be provided at a later date due to the timing and schedule of Nov 2024 training. It is noted that the CEO will be going through the council finance report with the councilors on 28 Nov 24. Awaiting confirmation from LGU on who will be the POC for the residual training.	TBC by LGU	
	1.15 That a culture of the provision of effective, stable and supported administration at all times to elected members is instilled in the BRC Directorate through leadership by the CEO and the Mayor, and that the CEO and Mayor review minutes prior to the next meeting for accuracy, compliance with the Local Government Act 2019 and reflection on the contributions by the elected members with a view to revising meeting practices to strengthen a variety of contributions by the elected members.	Y	No councilors currently elected.	This will form part of the training for the incoming elected members during the 26-29 Nov 2024. Any training or individual elected members not captured during this time will be completed as soon as practicable after the first OCM.	Completed as part of the training provided below: 26 Nov - Understanding Local Government 27 Nov - Roles and Responsibilities, Code of Conduct, Conflict of Interest 28 Nov - Decision making and meeting procedures Can also be reviewed in the Dec OCM minutes which is available online for review as required .	Completed	
	1.16 Elected members are provided with training in: - Effective communication - Dealing with robust discussion in the context of Council meetings amongst elected members - Dealing with conflict and hostility in the context of constituents' delegations	N	No councilors currently elected.	This will form part of the training for the incoming elected members during the 26-29 Nov 2024. Any training or individual elected members not captured during this time will be completed as soon as practicable after the first OCM.	This training not formed part of the Nov 2024 courses as stand alone courses (they were mentioned in various courses) and will be required to be included at a later date. Awaiting confirmation from LGU on who will be the POC for the residual training.	TBC by LGU	

Barkly Regional Council - Investigators Report Recommendations - Reference Item #1c						
Findings	Recommendations	Completed (Y/N)	Action Plan	Progress update	Updated comments	Anticipated Completion date (if Applicable)
<p>Some elected members did consider they were provided with adequate information of Council meetings to take effective action to address any verbal debate of service delivery concerns in the Council areas. However, the investigation found that those members who did consider they were given adequate information did not fully appreciate what information was expected to be provided to them and did not fully understand their role and function. Those elected members that did not consider that they were provided with adequate information were not supported in seeking further information by an effective, timely and supportive administration.</p> <p>BRC/CIC Co. routinely failed throughout the reporting period 1/1/2022 - 31/10/2023 to comply with the requirement of section 52(5)(b) of the Local Government Act 2019 to provide the business papers for the meeting 3 business days prior to an ordinary meeting. A number of special meetings were held in the reporting period 1/1/2022 - 31/10/2023 and elected members are provided with the business papers 4 hours prior to the special meeting pursuant to section 52(5)(b).</p> <p>The business papers were routinely delivered to elected members via their council email address. Elected members in the remote Ward were not provided with timely or logical. Remote Ward elected members are expected to go into the Area Managers offices during office hours (which are the same as working hours which is provided for a number of remote Ward elected members who also work during normal office hours in the remote Ward) to a) check emails to see if a special council meeting has been called and b) read the business papers and c) understand any complexities around the business papers and be ready to discuss matters and vote within 4 hours.</p> <p>Section 52(5) does not operate to the interests of remote Ward elected members as there is no process behind the section to ensure that remote Ward elected members are able to evaluate council business papers. Remote Ward elected members operate with cultural and mental impediments and often very small and very remote Local Authority areas. Remote Ward elected members are not inclined to vote decisively or speak with authority on a matter that they not progressed through the appropriate formal and cultural channels first.</p> <p>There is little to no understanding or knowledge amongst any of the elected members in the reporting period of BRC annual plans and long term strategic plans, or the nature and outcomes of such plans or how to implement</p>	<p>1.18 Business papers need to be presented to the elected members in a way that aligns with their functions and objectives, the strategic directions of BRC and is balanced against operational matters that Council needs to engage with.</p>	<p>Y</p>	<p>Council papers are now provided with all relevant details to meet statutory and legislative requirements.</p>	<p>Nothing further to report.</p>	<p>There has been no issues with the business papers to date except for the fact that the budgets being presented did not include a location budget due to ongoing issues with verifying the budget from services items to each of the 24 cells. This has now been rectified as seen in the Dec meeting minutes available on the BRC website.</p> <p>The new council members have also been presented with the current format of the agenda in the Nov and Dec GCAM. Council members have been provided with options to review the agenda items through methods such as i) Photo, physical paper based copies, or directly through their council office computers in each of their localities/communities.</p> <p>Confidential meeting considerations are provided to their BRC email address which they can access remotely or through the council office in each of their locations. Due to confidentiality concerns, paper based copies will not be provided until the meeting day.</p>	<p>Completed</p>
	<p>1.19 The functions and objectives of council could be broken down into categories that can be reported against it with input from the Directors on follow up.</p> <p>-How do we know this matter is important to our constituents? -What can Council do about it? -Is report relevant to preparation for an annual or long term strategy report? -Is this a financial report? -Are there any regulatory or compliance issues? -If it is a procurement of services matter then the report must address Councils functions and objectives. What are the operational consequences that Council needs to be aware of?</p>	<p>Y</p>	<p>Council papers are now provided with all relevant details to meet statutory and legislative requirements.</p>	<p>Nothing further to report.</p>	<p>If the agenda items is included in the Regional Plan then year it is important for the constituents. Agenda and council papers are prepared by the governance manager on advice of the CEO and Chair and provided to them to approval/approvement appropriately. Agendas are now prepared per function and the Council is also provided with an operations update form with checkboxes to ensure transparency and that council objectives are being achieved for their constituents.</p>	<p>Completed</p>

Barkly Regional Council - Investigations Report Recommendations - Reference Item 2 Findings	Recommendations	Completed (Y/N)	Action Plan	Progress update	Updated comments	Anticipated Completion date (if applicable)	
<p>The investigation revealed that there were deficiencies in the administration and proceedings of Council meetings as follows:</p> <p>a) Business of Council was frequently dealt with in a confidential session where the subject matter did not meet the criteria for the application of Regulation 51 of the Local Government (General) Regulations 2021.</p> <p>b) Barkly Regional Council Directors' reports were frequently presented orally to Council, in confidential session, without proper minutes being kept of the oral reports, leaving no record of the Director's reports, making it difficult for Councilors to either be prepared for a meeting and be prepared for decision making, or to find a record of the implementation of the Councilors' decisions</p> <p>c) A majority of elected members reported that the Chair was not able to properly conduct a meeting citing arguments between council members and the Chair or between contributors and the Chair during meetings made them feel uncomfortable and unable to effectively contribute to meetings</p> <p>d) A majority of elected members reported that they did not receive agendas and related reports in advance of Council meetings</p> <p>e) The agendas or minutes of Council meetings routinely did not refer to nor contain written reports that related to the minutes decisions</p> <p>f) The minutes are routinely inadequate</p> <p>g) The minutes are routinely poorly indexed</p> <p>h) The minutes are routinely inaccurate</p> <p>i) The agendas routinely fail to include all confidential items that are considered in confidential sessions of council. The reports routinely fail to adequately assess risk, refer to strategic plans, refer to annual plans, provide due diligence or refer councilors to legislation specific compliance requirements.</p>	<p>2.1 That the CEO ensures compliance with section 101 of the Local Government Act 2019 NT;</p>	Y	As outlined in Ref 1B	Nothing further to report	This relates to the actions referred to in 1B regarding minutes. CEO is to approve the minutes. The Dept has conducted training with governance manager and will continue to provide guidance as appropriate in regard to the contents of minutes of meetings please refer to 1.16 which outlines	Completed	
	<p>2.2 That the CEO ensures compliance with the Regulation 59 of the Local Government (General) Regulations 2021 NT;</p>	N	No Councilors elected yet.	This will form part of the training for the incoming elected members during the 26-28 Nov 2024. Any training of individual elected members not captured during this time will be completed as soon as practicable after the first OCM.	There has been no issue with the business papers to date except for the fact that the budgets being presented did not include a location budget due to ongoing issues with rectifying the budgets from previous years (as seen in FY24 deficit). This has now been rectified as seen in the Dec meeting minutes available on the BRC website.	Completed	
	<p>2.3 That in addition to the taking of contemporaneous minutes, all meetings of Council are audio visually recorded to ensure:</p>	Y	As outlined in Ref 1B	Nothing further to report	The new council members have also been presented with the current format of the agenda in the Nov and Dec OCM. Council members have been provided with options to review the agenda items through mediums such as iPads, physical paper based copies, or directly through their council office computers in each of their locations/communities.	Completed	
	<p>2.3.1 Compliance with the Local Government Act 2019 NT and Local Government (General) Regulations 2021 NT;</p> <p>2.3.1 Council's business is available to the public;</p> <p>2.3.1 Council's business can be examined for compliance as required by any regulatory authority;</p>	Y	As outlined in Ref 1B	Nothing further to report	Confidential meeting considerations are provided to their BRC email address which they can access remotely, or through the council office in each of their locations. Due to confidentiality concerns, paper based copies will not be provided until the business day.	Completed	
	<p>2.5 That matters marked "Refer to Audit committee" in the Investigation Report into Terms of Reference #2 are referred to the BRC Audit Committee established 29/09/2023.</p>	Y	Implement over the first half of the FY and review at each OCM.	Areas identified have been implemented and are currently being reviewed.	In regard to the recording of meetings, please refer to 1.8 which outlines: The BRC meetings are now audio recorded and kept on file in a secure safe which the CEO and CFO have access to. There is no time limit currently on how long the recording is kept for and it can be "in perpetuity". The recording equipment is tight and tamperable so that it can be used at all committee, council, and LA meetings. At the 30 May 2024 OCM the council (consisting of Peter Holt as the Official Manager) resolved to approve the Audio Recording of Meetings Policy at Item #2. OCM-24/108.	Completed	
	<p>2.6 That the Confidential Information and Business Policy is revised and amended to cite the correct regulation to Item 2.2 to Regulation 51;</p>	Y	Implement over the first half of the FY and review at each OCM.	Areas identified have been implemented and are currently being reviewed.	At meetings minutes and agendas can also be accessed via the BRC website and changes have been made to ensure all Directors' report are written and no longer verbal for the benefit of the constituents and transparency to the public; and the regulatory authority.	Completed	
	<p>2.7 That elected members and the CEO and Directors are trained in the meaning and purpose of Regulation 51.</p>	Y	Implement over the first half of the FY and review at each OCM.	Areas identified have been implemented and are currently being reviewed.	It is understood that matters relating to this recommendation were not referred to the Audit Committee nor the external Auditor, however this has been explored by the above. Ensuring council members and ELT staff are across what is required for compliance regarding confidential meetings has been completed through LDU training and will be an ongoing.	Completed	
	<p>2.8 That the CEO and Mayor review an agenda as a confidential item for compliance with regulation 51;</p>	Y	Implement over the first half of the FY and review at each OCM.	Areas identified have been implemented and are currently being reviewed.	Confidential Information and Business Policy was approved at the council's OCM in Dec 2024.	Completed	
	<p>2.9 That the CEO direct the minute taker to record consideration of motions by elected members in the minutes and that the minutes are settled and certified by the Mayor prior to uploading the minutes onto the BRC website;</p>	Y	Implement over the first half of the FY and review at each OCM.	Areas identified have been implemented and are currently being reviewed.	The CEO and Directors are all university educated and have working knowledge of the LCI Act and LG Regulations. That said, we would welcome any additional training offered by the LDU surrounding the requirements of confidential information and business.	TBC by LDU	
	<p>2.10 That the outstanding confidential session attachments, attendance, confirmed Minutes, Recordings and Reports folders for all Barkly Regional Council meetings are uploaded into a single secure site accessible by the Mayor, the CEO and Directors on the Barkly Regional Council Intranet and that this site is the single site for storage of these reports.</p>	N	SharePoint currently being configured to permit this to occur.	In progress.	Similarly, the ongoing professional development of councilors who would also benefit from further training on confidential information and business can be coordinated by the LDU. CEO and Mayor approve the agenda for the OCM and Confidential sessions prior to notice being provided to council members.	Completed	
						The BRC has uploaded all confidential session attachments, attendance, confirmed Minutes, Recordings, and Reports folders to the SharePoint secure site.	Completed

Barkly Regional Council - Investigators Report Recommendations - Reference Item 3						
Findings	Recommendations	Completed (Y/N)	Action Plan	Progress update	Updated comments	Anticipated Completion date (if Applicable)
<ul style="list-style-type: none"> - That elected members sitting as Council had minimal understanding about BRC services, operations and future plans. Consequently, it was incapable of ensuring timely and accurate information was published by any means. - That elected members sitting as Council had minimal understanding or involvement in the creation of annual or long-term strategic planning. Consequently, it was incapable of ensuring timely and accurate information was published by any means. 	3.1 That BRC prepares a media policy that promotes the services, operations and future planning of BRC.	N	Awaiting Public Relations Officer to commence employment.	Currently being compiled	A communications and Engagement Strategy and Policy are being presented at the Jan council meeting. Adopted at the 30 Jan OCM.	Completed
<ul style="list-style-type: none"> - That a great deal of Council's service and operational business was conducted in confidential session. Consequently, it did not communicate with the wider community on these matters. - That the agendas published on the BRC website contained inadequate and incomplete reports that failed to reference any planning. Consequently, it did not communicate with the wider community on these matters. 	3.2 That BRC engages a consultant to develop a media strategy that promotes the improvements in services, operations and future planning of BRC.	N	Awaiting Public relations Officer to commence employment.	Currently being compiled	The previous PR Officer was a PhD graduate who had the require skills to complete this task and provided a draft version. BRC new PR Officer has extensive experience with main stream media and also has the required experience and skills to review the content. Adopted at the 30 Jan OCM.	Completed
<ul style="list-style-type: none"> - That the minutes of Council meetings were frequently inadequate. Consequently, it did not communicate with the wider community on these matters. - The Regional Plans are in an obscure location on the BRC website being under the tabs "Governance" then "Corporate Documents" then "Regional Plans". - The Barkly Regional Deal - Local Community Projects Fund information is on the website in an obscure location.D32 	3.3 That the information contained in BRC Facebook posts is posted on its website.	Y	Only when relevant.	Nothing further to report.	Since September 2024 regular FB posts (daily or every second day) containing information on activities of BRC is doing. BRC is looking at connecting their FB to their Youth Program too. BRC has also increased it's presence on LinkedIn and will be expanding to areas such as Instagram and YouTube.	Completed
<ul style="list-style-type: none"> - The Barkly Regional Deal Implementation Plan is not on the BRC website. - There is no link to the Barkly Regional Deal website About - Barkly Regional (barklyregionaldeal.com.au) on the BRC website. - There is no promotion of completed projects under the Barkly Regional Deal on the BRC website. - There is no news about progress of Council or Council business on the BRC website. - The last media communication on the BRC website was 29/9/2023. 	3.4 That Barkly Regional Council redevelop its website.	N	Currently under development	Ongoing	BRC has engaged Belleite in Alice Springs to undertake this and will be live by COB Jan.	COB Jan

Barlky Regional Council - Investigators Report Recommendations - Reference Item 4							
Findings	Recommendations	Completed (Y/N)	Action Plan	Progress update	Updated comments	Anticipated Completion date (if Applicable)	
<p>- The investigation found little evidence to support that Barlky Regional Council adequately administered its Local Authorities.</p> <p>- The Minutes of Council meetings for the period 1/11/2022 - 31/10/2023 show that BRC did not comply with the legislative requirements. Including that it:</p> <p>a) Routinely did not document which Local Authorities provided it with reports, consequently there is no record to show what the engagement was between Local Authorities and Council as required by section 101 (5) & (6) Local Government Act 2019.</p> <p>b) Did not document considerations nor decisions made with respect to any business of any Local Authority or with Local Authorities generally in breach of section 101 (5) & (6) Local Government Act 2019.</p> <p>c) Did not actively consider, discuss or resolve to engage with Local Authorities in any Regional Planning or Strategic Directions in breach of section 101 (5) & (6) Local Government Act 2019.</p> <p>d) Routinely did not action items arising from Local Authority meetings prepared by Council in breach of section 101 (5) & (6) Local Government Act 2019.</p> <p>- The Barlky Regional Plan 2022 - 2023</p> <p>a) Barlky Regional Council resolved on 26/5/2022 to provide Local Authorities with the Barlky Regional Council Draft Operating Plan (Regional Plan) 2022-2023 BRC-Annual-Regional-Plan-2022-2023.pdf (in.gov.au) for comment in circumstances where the Regional Plan had to be adopted by resolution by 30 June 2022. The resolution does not specify how the Regional Plan will be provided to Local Authorities or how they are expected to comment within such a short timeframe. It is not clear if the Regional Plan was in fact provided to Local Authorities for comment.</p> <p>b) On 30/6/2022 BRC adopted the Regional Plan and Budget and nowhere in the minutes are the steps undertaken to engage with Local Authorities set out.</p> <p>c) There are no specific allocations or plans for any of the seven Local Authorities in the 2022 - 2023 Regional Plan.</p> <p>d) Local Authorities are mentioned in general terms on page 10.</p> <p>e) Memorandum annotations is mentioned briefly on page 17 as an initiative supporting economic development.</p> <p>f) The Five-Year Infrastructure Plan Wish Lists for each Local Authority are included as supporting review but the investigator can find no record of the review of the Infrastructure Plans in any records of BRC.</p> <p>- Failure to engage with the Local Authorities on the development of the annual regional plan constitutes a breach of section 78 of the Local Government Act 2019. The development of the Regional Plan is distinguished from public consultation on a CPMAT plan at section 36(3)(1). Failure to take into account projects and priorities for each Local Authority is a breach of section 34 which states that the Plan must take into account the projects and priorities for the area identified by a local authority or authorities. Failure to integrate and involve Local Authorities into the system of local government for the Barlky region is in breach of section 75 of the Local Government Act 2019.</p> <p>- 5 year Infrastructure plan wish lists</p> <p>The investigation sought planning documents for each Local Authority and found Five Year Infrastructure Plan Wish Lists had been prepared for each Local Authority. They are unclear. The document properties show they were potentially developed in 4/5/2021 by the then Director of Infrastructure. The documents are incomplete as they do not set out the cost estimate or budget. The documents are not dated as to which 5 year period it relates. The documents are not.</p> <p>- Underspend of Local Authority funds</p> <p>Council's financial records show that Council has accumulated \$1,119,674 of Local Authority Project Funds from 2019 - 31/03/2023, which includes an amount of over \$400,000 which has been carried over since 2019. This is contrary to the Local Authority Project Funds grant agreement with the NT Government that requires approval to hold unspent funds for more than two years.</p>	<p>4.1 Minutes of Council meetings should record the Local Authority areas the attending Councillor represents at each meeting. Presently they are recorded simply as Councillor in the minutes.</p>	Y	No councillors yet.	To be included in the Nov 2024 OCM.	How LA Minutes are recorded in OCM Agenda has been changed to ensure they are included. It is noted that while BRC members were suspended, council members were sitting on LA and were sometimes referred to as councillors in the minutes. Due to the newly elected BRC this should no longer be the case.	Completed	
	4.2 That the Agenda for each Ordinary Council meeting is set to include contributions by Local Authority and Ward members according to the Template ORDINARY MEETING REGIONAL COUNCIL MINUTES AND LOCAL AUTHORITY MINUTES MEETING AND DIRECTORATE REPORTING TEMPLATE FOR EACH LOCAL AUTHORITY.	Y	Completed and now embedded into the OCM agenda.	Nothing further to report.	BRC will send the LGU a copy of the blank template. The Agenda for OCM includes the contributions of the LAs and Ward Members.	Completed	
	4.3 That Local Authorities are supported administratively by the Barlky Regional Council governance officer to present their information to Barlky Regional Council meetings.	Y	Completed and now embedded into the OCM agenda.	Nothing further to report.	The LAs are supported on the ground by the CSCs. The Governance Manager works with the Chair of the LAs to assist administratively with setting the agenda and completing the minutes which are then provide at an OCM for review. Training for LA chair is to be completed by the Dec of a future date (date to be discussed).	TBC by LGU	
	4.4 That Local Authorities are supported to hold their meetings and minute their meetings and have the minutes of their meetings presented to Council according to the Template ORDINARY MEETING REGIONAL COUNCIL MINUTES AND LOCAL AUTHORITY MINUTES MEETING AND DIRECTORATE REPORTING TEMPLATE FOR EACH LOCAL AUTHORITY.	Y	Completed and now embedded into the OCM agenda.	Nothing further to report.	The LAs are supported on the ground by the CSCs. The Governance Manager works with the Chair of the LAs to assist administratively with setting the agenda and completing the minutes. The minutes are then put into the OCM agenda for the next council meeting.	Completed	
	4.5 That Barlky Regional Council directorate reports progress on Local Authority and Ward matters at each Ordinary Council Meeting through an up-to-date Action Items Register according to the Template ORDINARY MEETING REGIONAL COUNCIL MINUTES AND LOCAL AUTHORITY MINUTES MEETING AND DIRECTORATE REPORTING TEMPLATE FOR EACH LOCAL AUTHORITY.	Y	Completed and now embedded into the OCM agenda.	Nothing further to report.	These progress reports are provided in the OCM Agenda.	Completed	
	4.6 That Barlky Regional Council Chief Financial Officer reports on Local Authority funds allocation and expenditure as against the Action Items Register according to Template ORDINARY MEETING REGIONAL COUNCIL AND LOCAL AUTHORITY MINUTES MEETING AND DIRECTORATE REPORTING TEMPLATE FOR EACH LOCAL AUTHORITY.	Y	Completed and now embedded into the OCM agenda.	Nothing further to report.	LAs are provide with the LA Budget and their allocation of funds from previous LA meetings. BRC have also developed budget by function, function, and directorate.	Completed	
	4.7 That the Local Authority Reports, Local Authority Minutes, Local Authority Nominations are all addressed in open session of an Ordinary Council meeting unless there is a genuine Regulation 51 requirement for confidentiality and all documents uploaded onto the Barlky Regional Council Government website as part of the Agenda items and minutes of each meeting.	Y	Completed and now embedded into the OCM agenda.	Nothing further to report.	Training regarding confidential items has been completed by the new BRC.	Completed	
	4.8 That the Local Authority Reports, Local Authority Minutes, Local Authority Nominations, Action tables, Directorate Reports are all posted on the Barlky Regional Council website as a package together with the meeting minutes so that Local Authorities and their constituents can follow the progress of service delivery and infrastructure development in BRC areas.	Y	Completed and now embedded into the OCM agenda.	Nothing further to report.	These are now included in the OCM Agenda's which are published on the BRC website.	Completed	
	4.9 The BRC develops a policy for engaging with its Local Authorities and includes the following matters in the policy.						
	4.9.1 The CEO and Directorate and rotating or full Council members conducts an annual or biannual circuit through each Local Authority to attend Local Authority meeting and review progress on service delivery, infrastructure, budgeting and planning.						
	4.9.2 The Council develops protocols for its meetings that incorporates the elements of Barlky Region Aboriginal Ward electorates customs as follows:						
4.9.2.1 Barlky Region Aboriginal Ward elected members will seek consensus in their own communities before making a decision and need the opportunity to obtain this before being expected to make a decision for their electorate in a Barlky Regional Council meeting.	Y	No councillors yet.		To be included in the Nov 2024 OCM.	BRC has determined the schedule of meetings pursuant to the LGA and the Local Authority Policy was adopted at the Dec 2024 OCM.	Completed	
4.9.2.2 Barlky Region Aboriginal Ward elected members may speak in a local language amongst themselves about a matter for decision then inform the minute taker of the nature of their discussion for the record on any matter.					The Finance Reports presented to an OCM also capital expenditure for each LA.		
4.9.2.3 Barlky Region Aboriginal Ward elected members can call for an opportunity to take a matter on notice and report back to Council at its next meeting on any matter if the member feels they do not have the cultural authority or knowledge to make a decision on any matter.							
4.9.2.4 Each Finance Report presented to the Barlky Regional Council meetings is to show the budgets and allocations for each Local Authority and the BRC spend on capital works, services, plant and equipment, repairs and maintenance and operations for each Local Authority.							
4.10 That each incumbent Regional Council CEO, Governance Officer, Directorate Officers and Finance Officer engage in cross cultural and community development training and certification.	Y	To be considered.		Nothing further to report.	The CEO and ELT are provided cross cultural training as a part of their induction.	Completed	
4.14 That the outstanding Agenda, attachments, attendance, confirmed Minutes, Recordings and Reports folders for all Barlky Regional Council meetings are uploaded into the Governance folder on the Barlky Regional Council Intranet and that this site is the usable site for storage of these records.	Y	Completed and now embedded into the website.		Nothing further to report.	These are now included in the OCM Agenda's which are published on the BRC website.	Completed	
4.15 That the outstanding Agenda, attachments, attendance, confirmed Minutes, Recordings and Reports folders for all Barlky Regional Council meetings are uploaded onto the Governance folder on the Barlky Regional Council website and that these documents are labelled with a matter of course identifier.	Y	Completed and now embedded into the website.		Nothing further to report.	These are now included in the OCM Agenda's which are published on the BRC website.	Completed	
4.16 That matters marked Refer to Audit Committee in this investigation Report into Terms of Reference #4 are referred to the BRC Audit Committee established 25/9/2023	Y	To be considered.		Nothing further to report.	In accordance with 1.4 and 2.5.	Completed	
					All mandatory policies were approved at the Dec OCM. Any other audits will require an external auditor, which can be achieved with funding support by MCA.	Completed	

Barkly Regional Council - Investigators Report Recommendations - Reference Item 5						
Findings	Recommendations	Completed (Y/N)	Action Plan	Progress update	Updated comments	Anticipated Completion date (if Applicable)
Section 171 of the Local Government Act 2019 NT requires that "the appointment, resignation, contract termination or contract expiration of senior staff" movements are reported to Council. The investigation found 16 Council senior staff movements and only two reports provided to Council in minutes of BRC meetings.	5.1 That the Human Resources Manager reports in writing the appointment, resignation, contract termination or contract expiration of senior staff pursuant to section 171(1)(a)-(d) of the Local Government Act 2019 NT.	Y	To be completed by the Director of Corporate Services and has already been implemented.	Nothing further to report.	This is now embedded as a part of the CEO report to council at each OCM.	Completed
	5.2 That the CEO reviews the Human Resources Manager reports for compliance with the Local Government Act 2019 NT prior to being published on the agenda or brought to a meeting if in confidential session.	Y	To be completed by the Director of Corporate Services and has already been implemented.	Nothing further to report.	The CEO reviews and approves all reports in the Agenda before being published online and sent to council.	Completed
	5.3 That the CEO ensures the minutes record the appointment, resignation, contract termination or contract expiration of senior staff pursuant to Local Government Act 2019 NT.	Y	To be completed by the Director of Corporate Services and has already been implemented.	Nothing further to report.	HR Report is provided to council in each OCM. There is a section at the beginning which notes the leave absences of the CEO. It is now practice to also include senior staff in this section of the report so that council know key staff movements. It is noted that appointment of new Directors is also included in the CEO report.	Completed

Barkly Regional Council - Investigators Report Recommendations - Reference Item 6						
Findings	Recommendations	Completed (Y/N)	Action Plan	Progress update	Updated comments	Anticipated Completion date (if Applicable)
In September 2023 Barkly Regional Council adopted a Complaint Against the CEO policy (Annexure ToRG 1) for the handling of complaints about the CEO.	6.1 Further policy and procedure development for the management of the CEO by the Council should be developed and implemented.	Y	As outlined in Ref 1A	Nothing further to report.	Council has approved policies in the Nov OCM meeting including but not limited to: Recruitment of CEO policy, Code of Conduct (CEO), Gifts and Benefits (CEO).	Completed
	6.2 The Investigator notes that an external consultant was engaged by the Official Manager to develop Key Result Areas for the Performance Review of a CEO (Annexure ToRG 2) in November 2023. It is recommended that this document is finalised and endorsed and adopted by the Official Manager.	Y	Completed prior to employment of new CEO	Nothing further to report.	It is noted that the Key Performance Areas were developed and included in the Position Description prior to employment of the new CEO.	Completed
	6.3 A comprehensive CEO Employment and Remuneration Policy is required. Such a policy would address the following: <ul style="list-style-type: none"> - Objective - The formation and purpose of a CEO Employment Matters Committee - Maximum term of employment and minimum terms and conditions of employment of the CEO - Remuneration and expenses - CEO Performance Objectives and Review - Contract expiry - CEO recruitment - Acting or interim CEO appointment - Dispute Resolution - Relevant laws - Associated documents such as Terms of Reference for the CEO Employment Matters Committee 	Y	As outlined in Ref 1A	Nothing further to report.	Council has approved policies in the Nov OCM meeting including but not limited to: Recruitment of CEO policy, Code of Conduct (CEO), Gifts and Benefits (CEO).	Completed

Officers' Reports

ITEM NUMBER: 4.5
TITLE: Policies requested by the committee

Reference <Enter Ref here>
Author Emmanuel Okumu (Governance Manager)

SUMMARY

The report provides the audit and risk committee with evidence of policies in place as requested by the committee chairperson.

RECOMMENDATION

That the Committee receives and notes the requested policies attached.

BACKGROUND

The committee, through the committee chairperson, requested the attached policies to be provided.

ATTACHMENTS:

1. Risk- Management- Policy-1 for audit [4.5.1 - 6 pages]
 2. WH S- Policy-1 for audit [4.5.2 - 4 pages]
 3. Code-of- Conduct- Members- Local- Authority-1 for audit [4.5.3 - 3 pages]
 4. Code-of- Conduct- Staff-1 for audit [4.5.4 - 5 pages]
 5. Delegation- Manualfor audit [4.5.5 - 16 pages]
 6. Council- Committee- Terms-of- Reference- Policy-1 for audit [4.5.6 - 6 pages]
 7. H R 14- Fraud-and-corruption- Policy 1 for audit [4.5.7 - 4 pages]
 8. Credit- Card- Policy- Staff-1 for audit [4.5.8 - 3 pages]
 9. Credit- Card- Policy- Elected- Members-and- CE O-1 for audit [4.5.9 - 4 pages]
 10. Procurement- Policy-1 for audit [4.5.10 - 2 pages]
 11. Conflict-of- Interest- Policy-1-1 for audit [4.5.11 - 5 pages]
-



POLICY

TITLE:	Organisational Risk Management Policy		
DIRECTORATE:	Finance		
ADOPTED BY:	Council Resolution:		
DATE OF ADOPTION:	29 November 2024	DATE OF REVIEW:	29 November 2026
POLICY NUMBER:	133		
LEGISLATIVE REF:	<i>Local Government Act 2019; Part 2.3</i> <i>AS/NZS ISO 31000:2018 Risk Management – Principles and Guidelines</i> <i>Work Health and Safety (National Uniform Legislation) Act 2011</i> <i>Fair Work Act 2009</i> <i>Various Work Health & Safety Codes of Practice</i> <i>All relevant legislation applicable to all Council activities</i>		

1. INTRODUCTION

1.1. Purpose

Barkly Regional Council (BRC) is committed to a structured approach to the management of risks; and this approach forms part of the broader governance and leadership frameworks. This Policy outlines BRC’s framework for risk management, as supported by relevant procedures.

1.2. Scope

This Policy applies to Elected Members and has application to all BRC operations covering employees, consultants, contractors, volunteers and other relevant workplace participants who operate within, or represent Council, and/or who can be affected by Council operations.

This Policy applies across all functions of Council and is not to be misunderstood as only having application to Work Health & Safety.

1.3. Definitions

Risk means the likelihood of something happening that will have an adverse impact upon objectives, and/or harmful consequences. Risk is measured in terms of consequences and likelihood and covers threats and opportunities.

Risk management means a set of coordinated activities applied to direct and control risk.

Risk appetite is defined in the Risk Management Standard as the amount and type of risk an organisation is willing to accept in pursuit of its business objectives.

Organisational Risk Register is Council’s document which records all of Council’s identified risks, the likelihood and consequences of a risk occurring, the actions being taken to reduce those risks, and who is responsible for managing them.

Risk Control is a measure that maintains or modifies risk and may include, but not limited to, a process, policy, device, practice, or another actions.

Consequence is the most probable outcome of the event (the impact).

Likelihood is the probability that something might happen.

Hierarchy of Control is a system for controlling risks in the workplace, which ranks risk controls from the highest level of protection and reliability through to the lowest and least reliable protection.

1.4. Responsibilities

All persons within scope of this Policy are recognised as having responsibilities under this Policy and its associated procedures.

The Chief Executive Officer (or authorised delegate) is accountable for the overall management of this Policy. The Chief Finance Officer (CFO) is the risk framework owner.

The Audit and Risk Committee reviews the effectiveness of the risk management framework and associated procedures.

All workers are responsible for identifying, assessing, controlling and reporting hazards and risks.

1.5. Policy Objectives

- 1) Adopt a best practice risk management approach consistent with the risk management principles and framework outlined in the Australian/New Zealand Standard for Risk Management - Guidelines (AS/NZS ISO 31000:2018).
- 2) To have an established organisational governance risk framework covering strategic and operational management and the risk controls in place to manage hazards and events.
- 3) Develop a positive risk culture and awareness through education, training, communication, reporting and management of risk.
- 4) Maintain an Organisational Risk Register to enable Council to effectively record, monitor and control organisational risks.

2. POLICY STATEMENT

2.1 Policy

- 1) Risk Management considers internal and external organisational influences and assists in setting strategy, achieving objectives, making informed decisions and guiding continuous improvement in management systems.
- 2) The principles considered within this Policy and its associated procedures consider risk management to be:
 - a. an integrated and integral component of organisational activities
 - b. inclusive of stakeholder views and perceptions
 - c. customised to include internal and external organisational requirements
 - d. dynamic to respond to environmental and future changes
 - e. operating within a structured and communicated framework
 - f. led by demonstrated commitment by Elected Members, Senior Management and staff.

3. RISK MANAGEMENT PROCESS METHODOLOGY

The standardised process methodology within BRC's risk management framework is:

- a. Identify hazards
- b. Assess risks
- c. Control risks
- d. Review control measures

4. ORGANISATIONAL RISK REGISTER

An Organisational Risk Register is maintained which applies to significant risks which have been identified as having a significant impact to Council. This Risk Register outlines these risks by category; identifying the potential hazards, control measures and degree of risk, and applies a priority rating to each as well as allocation of responsibility for the risk. Please refer to the *Organisational Risk Register* for further information.

5. RISK REGISTER (PROFILE) CATEGORIES

The following categories of risks have been identified at BRC:

Risk Category	Description
Strategic	Risks which may impact Council's ability to meet its strategic objectives or broader regional plans, or which may affect Council's reputation
Operations	Risks which arise in daily operations, and which may require specific response and monitoring regimes in order to continue to deliver services to the community; and/or to carry out operations safely
Legal & Regulatory	Risks that result in exposure to legal action, or may result in legal penalties, fines or material loss where Council fails to act in accordance with its policies, laws and regulations or prescribed best practices either internally or within the community
Financial	Risks which affect the financial viability of Council and its ability to deliver services to the community it serves; including investment options
Infrastructure	Risks associated with engineering, planning, design, construction and maintenance of Council infrastructure and assets
Project	Risks that are specific to major projects which affect Council operations, council personnel and/or the community or parts of the community
Environment & Waste	Risks which have the potential to cause harm to the environment, and/or environmental or waste assets and infrastructure
Industrial Relations	Industrial relations risks arising out of non-adherence to a large range of IR/HR legislation and requirements
Health & Safety	Risks that have the potential to cause harm or injury to workers and the general public
Information Technology	Risks that may negatively impact the delivery of Council's ITC services, assets, infrastructure and data including cyber security and safety of personal information and data obligations
Business Continuity	Risks which may impact the ongoing delivery of business operations or services, arising from emergencies or disasters affecting Council, its personnel and/or the region it serves

6. RISK APPETITE

- 1) Council has an obligation to the community to ensure that it does not accept high levels of risk that might impact on community wellbeing, amenity or the ongoing sustainability and viability of Council.
- 2) The risk appetite tolerances for BRC are established on the identified residual risk for each consequence (impact) category for Council. Once a risk is identified, it is initially measured in accordance with the risk framework. Controls are then put in place to reduce the risk to as low as reasonably practicable (ALARP).
- 3) Some risks are unable to be reduced to the lowest level and may need to be accepted by BRC even though the residual risk rating level may exceed organisational tolerances. In these cases, residual risks will be monitored, reported and periodically reassessed in accordance with the risk framework, policies and procedures.
- 4) The risk assessment approach which is adopted throughout Council is outlined in **Table A** below. Throughout Council there are various risk assessments procedures and forms which incorporate this risk assessment methodology.

5) Below is an excerpt from the *Organisational Risk Register*, which outlines the parameters and significance of the consequences which must be considered when carrying out risk management processes.

Table A – BRC Risk Consequences Guide

Consequence guide	Critical factors					
	Safety	Standards of care	Reputation	Environment	Cost	Legal/contractual
Catastrophic	Would cause loss of life	Severe impact to the standards of care resulting in loss of patient / QVSB complaint	Organisational reputation destroyed or damaged impacting on staff turnover.	Catastrophic environmental disaster or widespread disease outbreak	>\$50,000	Multiple major litigations and/or loss of contracts
Major	Would cause serious injuries resulting in long term impairment	Considerable impact to the standards of care resulting in multiple complaints	Organisational reputation severely damaged impacting on staff morale.	Extensive environmental damage or regional disease outbreak	>\$5,000 - <\$50,000	Single major litigation and/or loss contract
Moderate	Would cause serious injury resulting in hospitalisation but no long term effects	Moderate impact to the standards of care resulting in a complaint	Regional reputation damaged with localised impact to staff morale	Some environmental damage or localised disease outbreak	>\$500 - <\$5,000	Legal advice and assistance required and/or loss of contract
Minor	Would cause minor injuries that require medical attention offsite with no long term effects	Minor impact to the standards of care resulting in no complaints	Clinical Reputation damaged with clinic morale impacted.	Minor environmental damage or no disease outbreak	\$0 - <\$500	Threat of litigation and/or breach of contract
Insignificant	Would cause minor injuries that require medical attention onsite with no long term effects	No impact to the standards of care and no complaints	No reputation damage or loss of morale	No environmental damage or disease outbreaks	\$0	No legal issues and no effect to contract performance

Table B – BRC Risk Matrix

Likelihood	Consequence				
	Insignificant	Minor	Moderate	Major	Severe
Almost Certain	Medium	High	Extreme	Extreme	Extreme
Likely	Medium	Medium	High	Extreme	Extreme
Possible	Low	Medium	Medium	High	Extreme
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Medium	Medium

Consequence - Evaluate the consequences of a risk occurring according to the ratings in the top row

Descriptor	Level	Definition
Insignificant	1	No injury
Minor	2	Injury/ ill health requiring first aid
Moderate	3	Injury/ill health requiring medical attention
Major	4	Injury/ill health requiring hospital admission
Severe	5	Fatality



Likelihood - Evaluate the likelihood of an event occurring according to the ratings below

Descriptor	Level	Definition
Rare	1	May occur somewhere, sometime (“once in a lifetime / once in a hundred years”)
Unlikely	2	May occur somewhere within the workplace over an extended period of time
Possible	3	May occur several times across the workplace or a region over a period of time
Likely	4	May be anticipated multiple times over a period of time. May occur once every few repetitions of the activity or event
Almost Certain	5	Prone to occur regularly It is anticipated for each repetition of the activity of event

7. AUDIT AND RISK COMMITTEE

- 1) The Audit and Risk Committee is an advisory body established under section 86 of the *Local Government Act 2019*.
- 2) The Audit and Risk Committee plays a central role in independently reviewing Council's internal control processes to provide the CEO and Elected Members with a level of assurance on the effectiveness of the Council's financial and corporate governance practices as well as compliance with legislative and regulatory requirements.
- 3) The Audit and Risk Management Committee will assist in identifying areas where changes are required to reduce the risk of Council's exposure to fraud or unauthorised transactions.
- 4) The role of the Audit and Risk Management Committee includes:
 - a. Monitoring the effectiveness of the audit function and the implementation of audit recommendations
 - b. Providing an independent line of reporting by the auditor to Council
 - c. Reviewing compliance with legislative requirements, contracts, standards, and best practice guidelines
 - d. Reviewing and recommending to Council the annual financial statement
 - e. Monitoring changes in accounting and reporting requirements
 - f. Reviewing policies relating to codes of conduct, conflicts of interest, misconduct, fraud, and revenue.

8. RELEVANT POLICIES

Policies and procedures to be read in conjunction with this policy are:

- 1) Organisational Risk Register
- 2) Various operational Risk Management Procedures (hinged to this Policy)
- 3) BRC Regional Plan
- 4) Financial Management Policy
- 5) Work Health & Safety Policy
- 6) Human Resources Management Policy
- 7) All other relevant Council Policies and Procedures



9. IMPLEMENTATION AND REVIEW

9.1. Implementation

Relevant personnel will be made aware of this Policy. It is not a requirement of the Act for this Policy or its Register to be published on the Barkly Regional Council website.

9.2. Review

This policy will be reviewed on or before 29 November 2026.

10. VARIATIONS, REVOCATIONS AND/OR CHANGES

Barkly Regional Council reserves the right to revoke and/or amend this policy from time to time as is considered necessary to better manage its business and/or to comply with any legislative requirements.

11. APPROVAL

This policy is approved.

Chris Kelly
Chief Executive Officer


Signature

29 Nov 2024
Dated

END



POLICY

TITLE:	Work Health and Safety Policy		
DIRECTORATE:	Council		
ADOPTED BY:	Council Resolution:		
DATE OF ADOPTION:	29 November 2024	DATE OF REVIEW:	29 November 2026
POLICY NUMBER:			
LEGISLATION:	<i>Local Government Act 2019; Sections 172 – 173</i> <i>Work Health & Safety (National Uniform Legislation) Act 2011</i> <i>Codes of Practice</i>		

1. INTRODUCTION

1.1. Purpose

Barkly Regional Council (BRC) is committed to providing a safe and healthy working environment for all employees, visitors, and contractors.

1.2. Scope

This policy applies to all BRC employees, visitors, and contractors on BRC premises and any other locations where activities are undertaken by BRC representatives or on behalf of BRC.

1.3. Policy Objectives

The aims of this policy are, so far as is reasonably practicable, to:

- 1) Ensure a safe working environment for all employees, visitors, and contractors.
- 2) Reduce the risk of workplace incidents and workers compensation claims through the effective implementation of this policy and work, health, and safety procedures.
- 3) Develop and maintain effective consultative arrangements, to ensure all workers are included in the decision-making processes impacting on Work Health and Safety, including the dissemination of health and safety information and instruction to all workers, contractors, and visitors in the workplace.
- 4) Ensure Officers and Workers are aware of their work, health, and safety responsibilities.



1.4. Definitions

PCBU	PCBU means a “person conducting a business or undertaking” and is a new term in the <i>Work Health and Safety (National Uniform Legislation) Act 2011</i> that replaces ‘employer’ in the Northern Territories old health and safety legislation. Barkly Regional Council is a PCBU.
Officer	A person who makes, or participates in making, decisions that affect the whole, or a substantial part, of a business or undertaking. For the purposes of this policy and BRC, this definition applies to the positions of Chief Executive Officer and Director.
Worker	A person who carries out work in any capacity for BRC, including an employee, contractor, subcontractor, and volunteer undertaking work for BRC.
Workplace	The place where work is carried out for BRC and includes any place a worker goes, or is likely to be, while at work.
Work Health and Safety Management System	An integrated system that provides a systematic management approach to managing Work Health and Safety at the workplace. It comprises the Work Health and Safety policy, management standards, procedures, guidelines, forms and checklists, online systems, and tools.

2. POLICY STATEMENT

2.1 Policy

- 1) This policy outlines BRC’s commitment to providing a safe and healthy working environment, through the development, implementation, and continuous improvement of BRC’s Work Health and Safety Management System.
- 2) BRC recognises that success in achieving a safe and healthy working environment depends on the commitment and cooperation of workers, contractors, and visitors throughout all its areas of activity. All BRC workers, contractors, and visitors should take reasonable care to prevent personal injury, injury to others, and prevent or minimise damage to plant and equipment.
- 3) The BRC Work Health and Safety policy will:
 - 1) Be available as documented information on BRC’s electronic records management system (SharePoint) and the BRC website
 - 2) Be communicated within BRC
 - 3) Be available to all interested parties, as appropriate
 - 4) Be reviewed and updated as part of the BRC Policy review requirements
- 4) BRC will, as far as reasonably practicable:
 - 1) Ensure compliance with the Work Health and Safety (National Uniform Legislation) Act 2011 (the Act) and Work Health and Safety (National Uniform Legislation) Regulations 2012 (the Regulations), and other applicable law, as well as BRC’s Work Health and Safety Management System and procedures



- 2) Ensure the consultation obligations of the Act are adhered to in relation to consultation with workers on issues affecting their health and safety. This includes identifying hazards and assessing risks arising from work, and proposing changes that may improve the health and safety of workers
- 3) Ensure that BRC meets its duties as a PCBU under the Act including:
 - a) providing and maintaining a working environment that is safe and without risks to health (e.g. control of physical, chemical, biological, and organisational risks)
 - b) providing and maintaining plant, structure and systems of work that are safe and do not pose health risks (e.g. providing effective guards on machines and regulating the pace and frequency of work)
 - c) providing and maintaining safe systems of work (e.g. how work is organised, work pace and work demands, and procedures to prevent or manage fatigue, stress, and violence)
 - d) ensuring the safe use, handling, storage and transport of plant, structure, and substances (e.g. toxic chemicals, dusts, and fibres)
 - e) providing adequate facilities for the welfare of workers (e.g. washrooms, drinking water, lockers, and dining areas)
 - f) providing workers with the necessary information, instruction, training, or supervision to work safely and without risk to their health
 - g) monitoring the health of your workers and workplace conditions to prevent injury or illness (e.g. collection and review of injury and incident data, regular hearing tests for workers in noisy environments and analysis of results)
 - h) Maintaining any building owned or under your management and control to ensure the health and safety of workers occupying the premises.
 - i) Ensure the workplace and the means of entering and leaving the workplace are without risks to the health and safety of any person.
 - j) Ensure fittings, fixtures and plant are without risks to the health and safety of any person.
 - k) Ensure plant or structure is installed, constructed, or commissioned in a way that does not cause risks to health and safety
- 5) BRC requires that all Officers as defined in this policy fulfil their WH&S requirements under the Act including:
 - 1) To acquire and keep up-to-date knowledge of work, health, and safety matters.
 - 2) To gain an understanding of the nature of the operations of the business or undertaking of the person conducting the business or undertaking and generally of the hazards and risks associated with those operations.
 - 3) To ensure that the person conducting the business or undertaking has available for use, and uses, appropriate resources and processes to eliminate or minimise risks to health and safety from work carried out as part of the conduct of the business or undertaking.
 - 4) To ensure that the person conducting the business or undertaking has appropriate processes for receiving and considering information regarding incidents, hazards and risks and responding in a timely way to that information.
 - 5) To ensure that the person conducting the business or undertaking has, and implements, processes for complying with any duty or obligation of the person conducting the business or undertaking under the Act.



- 6) BRC requires that all workers fulfil their WH&S requirements under the Act including:
- 1) Complying with safe work practices
 - 2) Taking reasonable care of the health and safety of themselves and others
 - 3) Wearing personal protective equipment and clothing where it is provided
 - 4) Complying with any safety direction given for the purpose of health and safety
 - 5) Complying with all BRC policies and procedures related to work health and safety
 - 6) Not misusing or interfering with any health or safety equipment or process
 - 7) Reporting all accidents and incidents
 - 8) Reporting all known or observed hazards
- 7) Failure to comply with this policy and any procedures related to Work Health and Safety may result in disciplinary action.

3. RELEVANT POLICIES

Policies and procedures to be read in conjunction with this policy are:

- 1) Codes of Conduct
- 2) Work Health and Safety Management System Guide
- 3) All relevant Council Policies and Procedures
- 4) Position Descriptions
- 5) Enterprise Agreement
- 6) Employment Contracts/Service Contracts

4. IMPLEMENTATION AND REVIEW

4.1. Implementation

All relevant personnel will be made aware of this Policy. It is not a requirement of the Act for this Policy to be published on the Barkly Regional Council website.

4.2. Review

This policy will be reviewed on or before 29 November 2026.

5. VARIATIONS, REVOCATIONS AND/OR CHANGES

Barkly Regional Council reserves the right to revoke and/or amend this policy from time to time as is considered necessary to better manage its business and/or to comply with any legislative requirements. Employees will be given sufficient notice of any such revocations, amendments, or changes.

6. APPROVAL

This policy is approved.

Chris Kelly
Chief Executive Officer


Signature

29 Nov 2024
Dated

END

POLICY

TITLE:	Code of Conduct (Members & Local Authority)		
DIRECTORATE:	Council		
ADOPTED BY:	Council Resolution: OMC-24/355		
DATE OF ADOPTION:	29 November 2024	DATE OF REVIEW:	29 November 2026
POLICY NUMBER:	100		
LEGISLATIVE REF:	<i>Local Government Act 2019; Section 119, Schedule 1 (the Act)</i> <i>Local Government (General) Regulations 2021; Division 7</i>		

1. INTRODUCTION

1.1. Purpose

Barkly Regional Council (BCR) is required to conduct its business with integrity, honesty and fairness in compliance with all relevant laws, regulations, codes and corporate standards.

This Code of Conduct also addresses the ethical responsibilities of all members and details the high level of accountability and transparency expected in all activities of Council.

1.2. Application of the Code of Conduct

Council policies, guidelines and procedures provide the details of the standards which this Code of Conduct ("the Code") summarises, and any action or conduct which breaches those standards may equally constitute a breach of the Code and may result in appropriate corrective or legal action.

If you have doubts about a particular course of conduct, you are encouraged to consult the Code of Conduct and/or the specific relevant policies.

1.3. Scope

This Code of Conduct governs the conduct of elected members, members of an audit committee, a council, council committee and a local authority.

The Code sets out standards that Council and the public have a right to expect of elected members and the organisation. Council's policies and procedures underpin the Code and as such are intrinsically linked to it.

2. CODE OF CONDUCT (Schedule 1 of the Act)

1 Honesty and Integrity

A member must act honestly and with integrity in performing official functions.

2 Care and Diligence

A member must act with reasonable care and diligence in performing official functions.

3 Courtesy

A member must act with courtesy towards other members, council staff, electors and members of the public.

4 Prohibition on Bullying

A member must not bully another person in the course of performing official functions.



5 Conduct towards Council Staff

A member must not direct, reprimand, or interfere in the management of, council staff.

6 Respect for Cultural Diversity and Culture

A member must respect cultural diversity and must not therefore discriminate against others, or the opinions of others, on the ground of their cultural background.

A member must act with respect for cultural beliefs and practices in relation to other members, council staff, electors and members of the public.

7 Conflict of Interest

A member must avoid any conflict of interest, whether actual or perceived, when undertaking official functions and responsibilities.

If a conflict of interest exists, the member must comply with any statutory obligations of disclosure.

8 Respect for Confidences

A member must respect the confidentiality of information obtained in confidence in the member's official capacity.

A member must not make improper use of confidential information obtained in an official capacity to gain a private benefit or to cause harm to another.

9 Gifts

A member must not solicit, encourage or accept gifts or private benefits from any person who might have an interest in obtaining a benefit from the council.

A member must not accept a gift from a person that is given in relation to the person's interest in obtaining a benefit from the council.

10 Accountability

A member must be prepared at all times to account for the member's performance as a member and the member's use of council resources.

11 Interests of Region to be Paramount

A member must act in what the member genuinely believes to be the best interests of the region.

In particular, a member must seek to ensure that the member's decisions and actions are based on an honest, reasonable and properly informed judgment about what best advances the best interests of the municipality, region or shire.

12 Training

A member must undertake relevant training in good faith.

3. REPORTING BREACHES OF THE CODE OF CONDUCT

4. RELEVANT POLICIES

Policies and procedures to be read in conjunction with this policy are:

- 1) Breach of Code of Conduct Policy
- 2) All other relevant Council Policies and Procedures

5. IMPLEMENTATION AND REVIEW

5.1. Implementation



Relevant staff will be made aware of the Code of Conduct and it will be published on the Barkly Regional Council website.

5.2. Review

The Code of Conduct will be reviewed on or before 29 November 2026.

6. VARIATIONS, REVOCATIONS AND/OR CHANGES

Barkly Regional Council reserves the right to revoke and/or amend this policy from time to time as is considered necessary to better manage its business and/or to comply with any legislative requirements. Employees will be given sufficient notice of any such revocations, amendments, or changes.

7. APPROVAL

This policy is approved.

Chris Kelly
Chief Executive Officer


Signature

29 Nov 2024
Dated

END

POLICY

TITLE:	Code of Conduct (Staff)		
DIRECTORATE:	Office of the CEO		
ADOPTED BY:	Chief Executive Officer (CEO)		
DATE OF ADOPTION:	29 Nov 2024	DATE OF REVIEW:	29 Nov 2026
POLICY NUMBER:	200		
LEGISLATIVE REF:	Local Government Act 2019; Section 175		

1. INTRODUCTION

1.1. Purpose

Barkly Regional Council (BCR) is required to conduct its business with integrity, honesty and transparency in compliance with all relevant laws, regulations, codes and corporate standards. The Code of Conduct is principles based rather than a set of specific rules. It is intended to set standards and provide guidance to Council staff about how they must carry out their duties and responsibilities.

1.2. Application of the Code of Conduct

Council policies, guidelines and procedures provide the details of the Standards which this Code of Conduct ("the Code") summarises. Any action or conduct which breaches those standards may equally constitute a breach of the Code.

If an individual has any doubts about a particular course of conduct, they are encouraged to consult the Code of Conduct, the specific relevant policies, and/or raise their concerns with their Manager and/or the Manager, Human Resources, and/or with the CEO if necessary.

1.3. Scope

Council's policies and procedures underpin the Code and as such are intrinsically linked to it.

This Code applies to employees and volunteers of Council. Council may bind non-employees such as contractors and consultants to the Code, as deemed necessary and as notified to the individual. For the purpose of this Policy, 'staff' will encompass these individuals.


This Code does not apply to Elected Members or the CEO, who are required to adhere to the *Code of Conduct (Members & Local Authorities)*, and *Code of Conduct (CEO)*.

The Breach of Code of Conduct Policy does not apply to breaches of this Code of Conduct by staff.

2. PRINCIPLES

2.1 Honesty, Integrity & Accountability

- a) The need to act with integrity is fundamental to the Code of Conduct and this involves your commitment to the highest ethical standards and accepting personal accountability to carry out your official duties in a manner which does not bring Council, its employees, volunteers, contractors or agents into disrepute, and which does not constitute unlawful behaviour.
- b) You are required to exercise proper diligence, care and attention to perform your duties to the best of your ability in a professional manner, in accordance with your contract of employment, position description, and/or with any other agreements, training or direction received.

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- c) Council expects you to conduct yourself appropriately when you are representing or can be associated with Council and to treat all persons with respect and courtesy, showing proper regard for their rights and responsibilities.
 - d) You are required to maintain and enhance public confidence in the integrity of BRC and must not take improper advantage of their official powers, privileged information or resources for private gain including appropriate handling of finances and assets in accordance with relevant policies and procedures, and the *Fraud & Corruption Policy*.
 - e) You are required to act with courtesy towards all people, not limited to other staff, volunteers, elected members, contractors, government agencies and members of the public.
 - f) You must act in accordance with your position requirements and any authorised delegation (including any terms and conditions) provided to you and in accordance with the *Delegations Manual*.
 - g) You will provide friendly, respectful and proactive customer service delivery, consistent with Council's mission, values, legislation, this Code and general expectations communicated to you.
 - h) You must ensure that your decisions are based on an honest, reasonable and properly informed judgment about what best advances the best interests of Council.

2.2 Respect for Cultural Diversity & Inclusion

- a) You are required to show respect for differing cultural beliefs and practices by embracing the cultural diversity of the people we work with and the people of the communities we serve.
- b) You will respect individual identities by acknowledging and honoring each person's unique cultural background; and you will foster an environment of acceptance and belonging.
- c) You will be a role model by demonstrating inclusive behaviour and you will inspire others to embrace cultural diversity and promote respect.
- d) You will celebrate diversity by actively participating in cultural events and learning about different traditions; contributing to a more vibrant and inclusive workplace and community.

2.3 Conflicts of Interest

- a) You are required to disclose conflicts of interest (as defined) between your private interests and your duties and responsibilities at BRC as outlined in our *Conflict of Interest Policy*.
- b) You are required to avoid situations in which your personal interests' conflict with those of BRC, including ensuring that you do not unduly use your position within BRC for personal benefit or for the benefit of relatives or associates (as defined).
- c) You are required to declare any actual or potential conflicts of interest by completing the *Conflict of Interest Declaration Form* as soon as you become aware of a potential or actual Conflict.
- d) Senior employees and key managers are required to complete the *Annual Returns of Interest Disclosure Form (Staff)* within 14 days of commencement of employment and every year by 30 September, in accordance with the *Conflict of Interest Policy* requirements.
- e) When you express views publicly on matters of public interest as a private citizen, you must make clear that you are expressing your own personal opinions and not those of the Council.
- f) In any situation, any exchange of gifts or benefits may not result, or be perceived to result in, possible personal gain for the receiver or favourable treatment for the giver. Please refer to the *Gifts & Benefits Policy (Staff)* for more information.

2.4 Respect for Confidential and Personal Information

- a) Unless you have prior written consent to do so, you will not disclose confidential information (as described) to any third party.
- b) You are required to inform us if you become aware of anyone who does or attempts to disclose confidential information to any third party.

- c) If you are unsure what constitutes confidential information, you must seek clarification from your Manager or other appropriate person before disclosing such information.
- d) Personal information pertaining to any person must be handled in accordance with our *Privacy Policy*, *Accounting Privacy Policy*, *Confidentiality & Business Policy* and relevant associated requirements.
- e) You will protect personal information by safeguarding confidential information, including information which is sensitive; and you will help build trust with others and maintain their privacy.
- f) You must not improperly access or attempt to access, copy, download, upload, share or use personal or confidential information to gain an advantage for yourself or someone else, or cause detriment to Council.
- g) You will take precautions to secure digital communications and information, both your information and that of others, as required under our *ICT Acceptable Use Policy* and as required under your specific role.

2.5 Prohibition of Unlawful Conduct

- a) You must avoid activities that could involve yourself or Council in unlawful practice. If you are faced with any workplace legal proceeding or investigation, or any matter outside of work which could name or otherwise damage the reputation or viability of Council, you are obliged to disclose this to your Manager immediately.
- b) You are required to comply with our *Work Health and Safety Policy* and all other associated policies, procedures, guidelines and work instructions, including training, certification and reasonable and lawful instructions to ensure that your safety and the safety of all others is observed.
- c) If you have any concerns relating to health and safety in the workplace you are required to immediately report these and any incidents to your Manager.
- d) You will not allow alcohol, prescription or illegal drugs to affect your performance at work, as outlined in the *Alcohol & Drug Policy*, and *Fatigue Management Policy*.
- e) You are required to notify Council of any incidents, including near misses which occur in the workplace or in connection with the workplace, as outlined in the *Incident Reporting & Investigation Policy*.
- f) You must not bully, discriminate, harass, sexually harass or victimize another person in the course of performing your official duties. Such action will constitute serious misconduct subject to summary dismissal. See *EEO: Anti-Discrimination, Anti-Harassment and Anti-Bullying Policy*
- g) Team Leaders, Supervisors, Managers and Directors are required to ensure that their team members are adequately trained, supervised and directed, in order to effectively perform their duties as required by Council and in accordance with relevant legislation.

3. REPORTING BREACHES OF THE CODE OF CONDUCT

This Code of Conduct will only be effective if individuals take accountability for reporting any breaches of it. A breach to the Code of Conduct can be reported by speaking with your Manager and/or the Human Resources Manager and if necessary directly to the CEO.

Failure to comply with any of the provisions in this code of conduct may result in disciplinary action. In some cases, the breach may constitute a criminal offence or breach of other legislation and be prosecuted by an external authority such as the Police, the Independent Commissioner against corruption or WorkSafe.

Any such report will be dealt with sensitively and to the extent possible, confidentiality.

4. REMEDIAL ACTIONS TO BREACHES OF THE CODE

Remedial action to breaches of the Code may take various forms such as: education, coaching, re-training, performance improvement, mediation and mentoring. It may also be necessary to take disciplinary action up to and including termination of employment, in accordance with our *Discipline Policy*.

Issues concerning alleged breaches concerning this Code of Conduct and the involvement of external parties must be raised with the relevant Manager and/or CEO for appropriate resolution.

5. DEFINITIONS

A **Conflict of Interest** refers to a conflict between the public duty and private interests of a person associated with BRC, where such private interests could improperly influence the performance of their official duties. Please refer to the *Conflict of Interest Policy* for further information.

Confidential Information includes and is not limited to all information (whether or not it is described as confidential) in any form or medium concerning any past, present or future business, operations or affairs of BRC, its customers, volunteers and workers, including without limitation:

- All technical or non-technical data, patterns, programs, devices, methods, techniques, plans, drawings, models and processes and software and computer records
- All business and marketing plans and projections, details of agreements and arrangements with third parties, and customer and supplier information and lists
- All financial information, pricing schedules and structures, product margins and investment outlays
- All information concerning any worker, customer, contractor or agent of ours
- Policies and procedures of ours

Confidential Information does not include information that has come into the public domain other than by a breach of confidentiality.

A person is an **associate** of another person if:

- they are in a close family relationship; or
- they are in partnership; or
- one is a company and the other is a director or manager of the company; or
- they are related companies; or
- one is a private company and the other is a shareholder in the company; or
- a chain of relationships can be traced between them under one or more of the above paragraphs.

A relevant gift or benefit is a gift of benefit that exceeds the nominal value and includes a gifts or benefit offered to any person covered by this Code; or gift or benefit offered to any person for another person.

Nominal value means gifts or benefits totalling less than **\$50** from the same donor or an associate of the donor in a financial year.

6. RELEVANT POLICIES

Policies and procedures to be read in conjunction with this policy are:

- 1) All Council Policies and Procedures
- 2) Employment Contracts/Service Agreements/Contractor Agreements
- 3) Position Descriptions

7. IMPLEMENTATION AND REVIEW

7.1. Implementation

Relevant personnel will be made aware of the Code of Conduct, and it will be published on the Barkly Regional Council website at <https://www.barkly.nt.gov.au/council-documents/policies>.



7.2. Review

The Code of Conduct will be reviewed on or before 29 Nov 2026.

8. VARIATIONS, REVOCATIONS AND/OR CHANGES

Barkly Regional Council reserves the right to revoke and/or amend this policy from time to time as is considered necessary to better manage its business and/or to comply with any legislative requirements. Employees will be given sufficient notice of any such revocations, amendments, or changes.

9. APPROVAL

This policy is approved.

Chris Kelly
Chief Executive Officer


Signature

29 Nov 2024
Dated

END

BARKLY REGIONAL COUNCIL



Delegation Manual 2024-2027

DELEGATION POLICY	
Approval Date:	29/08/2024
Council Decision Reference:	TBC
Policy Type:	Finance
Policy Custodian:	Director of Corporate Services
Review Date:	29/08/2027
Version	1.0

Purpose

Council is committed to service delivery across the organisation within, the parameters of a formalised delegation of authority framework.

This document is designed to provide clarity and ease of reference to understand the processes and accountability for administrative functions and levels of decision making across the organisation.

This document operates as delegated authority by the Council for Committees and Local Authorities.

This document operates as delegated authority by the Council for the CEO and all other staff.

Scope

This policy applies to all employees and contractors of Barkly Regional Council

Policy Statement

1. Delegations

- 1.1. The Local Government Act 2019 (the Act) allows Council to delegate certain powers and functions to the CEO.
- 1.2. The CEO is able to delegate (or sub-delegate) to a person or a committee a power or function, including those delegated to the CEO by Council. These powers cannot, however, be further sub-delegated by that person or committee.
- 1.3. Delegations can be made to a person by reference to the office, position or designation held by a person. Where a delegation is made to an office or the person for the time being holding, acting in or performing the duties of that office, a person holding, acting in or performing those duties may exercise the powers delegated to that office or position.
- 1.4. Delegated Authority should not be exercised where a conflict of interest exists or where it may be perceived to exist.
- 1.5. A delegation by either the Council or the CEO does not prevent Council or the CEO (as the case may be) from either exercising the power of function or revoking or varying the delegation at any time.

- 1.6. Council must review any delegations of its functions and powers within six months after a general election.

2. Limits on delegations by the Council

- 2.1 Council can only delegate the powers and functions under the Act that are able to be delegated.

3. Purpose of delegating authority

Delegations are a key component to assist in the effective governance and administration of Council's affairs and provide formal authority to key officers and employees to perform their roles and functions. Particularly, delegations seek to ensure:

- 3.1. That Council's responsibilities are fulfilled in a timely, open, efficient, effective and accountable manner;
- 3.2. That Council's officers and employees are provided with the level of authority necessary to discharge their responsibilities;
- 3.3. That delegated authority is exercised by the most appropriate and best-informed individuals within the Council; and
- 3.4. That Council's internal controls are effective.

4. Exercise of Delegated Authority

Exercise of delegated authority is subject to compliance with:

- 4.1. Any relevant provisions of the Act and Regulations;
- 4.2. Any other legislative requirements;
- 4.3. Any applicable Council Policy; and
- 4.4. The relevant provisions of any Council By-Law.

It is the responsibility of the officer or employee exercising delegated authority to be aware of any restrictions on the exercise of that authority and to comply with those restrictions.

Delegation requires judgment. It may not be appropriate to exercise delegated authority in all circumstances and some decisions, which may be contentious or attract high public interest or where no clear policy guidelines exist should be referred to the CEO or Council as appropriate.

It is the expectation of the Council that the CEO and other officers will use the delegated authority conferred on them in a manner that aligns with Council's Code of Conduct for Staff and CEO, and they will demonstrate appropriate judgment and accountability in regard to the circumstances and extent of the use of that power.

5. Associated Legislation

Delegations arise under legislation other than the Act, its Regulations and By-Laws.

1.7 Acronyms

Full Title	Abbreviated Title
Barkly Regional Council	BRC/Council
Chief Executive Officer	CEO
CFO/Directors	DIR
Management Accountant	MA
Human Resource Manager	HRM
Executive Manager	EM
Regional Manager	RM
Community Services Coordinator	CSC
Grants Manager	GM
Public Relations Officer	PRO

1.8 Delegation by Activity and Authority Level

Area	Function	Activity	Council	CEO	DIR	MA	HRM	EM	RM	CSC	GM	PRO
Complaints	Management	Authority to ensure appropriate & timely resolution of a complaint		✓	✓	✓	✓					
Complaints	Mediation	Authority to purchase mediation advice and or expertise		✓	✓	✓	✓					
Contracts	Leases	Approve the lease of new premises and sub leases of existing premises over 3 years	✓									
Contracts	Leases	Approve the lease of new premises and sub leases of existing premises up to 3 years		✓								
Contracts	Leases	Approve renewal of existing leases		✓								
Contracts	Leases	Cancel existing lease		✓								
Contracts	Professional Services	Authorise appointment of external professional advice and/or services within budget		✓	✓	✓	✓					
Contracts	Insurance	Approve appointment of insurers, details, of contract and payment of premiums		✓		✓						
Contracts	Commercial	Approve commercial agreements for services to Council within budget		✓	✓	✓						
Contracts	Suppliers	Approve contracts with suppliers of goods and services for directorates within budget (non-legal)		✓	✓	✓						

Area	Function	Activity	Council	CEO	DIR	MA	HRM	EM	RM	CSC	GM	PRO
Contracts	Suppliers	Approve contracts with suppliers of goods and services to BRC within budget (non-legal)		✓								
Contracts	Tenders	Authority to invite formal tenders for supply of goods or services for directorates		✓	✓							
Contracts	Tenders	Authority to choose formal tenders for supply of goods and services	✓									
Contracts	Tenders / Grants	Approve funding submissions or tender submission activity		✓	✓	✓						
Contracts	Grants	Authority to submit performance reports to funding departments/organisations		✓	✓	✓					✓	
Contracts	All	Authority to negotiate agreements (other than suppliers) and contracts		✓	✓	✓	✓				✓	
Contracts	Signature	Authority to sign agreements (other than suppliers within financial delegation), MOUs, contracts or tenders obtained within budget		✓	✓							
Contracts	Seal	Authority to use Common Seal	✓									
Contracts	Contract Management	Authority to make daily operational decisions for direct service delivery in line with relevant contracts		✓	✓	✓	✓	✓	✓	✓	✓	
Contracts	Contract Management	To approve total variations to contracts during the progress of works to a limit of 5% of the total contract sum in aggregate.		✓	✓	✓						

Area	Function	Activity	Council	CEO	DIR	MA	HRM	EM	RM	CSC	GM	PRO
Corporate Governance	Freedom of Information	Authority to sign Freedom of Information (FOI) Notice of Decision		✓								
Corporate Governance	Disposal of records	Authority to approve the transfer of ownership of records including to NT Archives		✓								
Corporate Governance	Disposal of records	Authority to approve the destruction of records under the Local Authority Disposal Schedule		✓								
Corporate Governance	Legal	Authority to consult with Council's external legal advisors on legal matters		✓								
Corporate Governance	Legal	Authority to purchase legal advice and/or expertise		✓								
Corporate Governance	Legal	Authority to settle court, legal or any other formal proceedings		✓								
Corporate Governance	Policy	Approval of Council Policy for Council Governance	✓									
Corporate Governance	Policy	Approval of Council Policy for Organisation	✓									
Corporate Governance	Policy	Approval of operational policies for organisation.		✓								
Corporate Governance	Procedure	Approval of operational procedures for organisation		✓	✓							
Finance	Budgets	Approve Draft Budget to be forwarded to Council		✓								
Finance	Budgets	Approve Budget	✓									
Finance	Budgets	Authority to override all delegations & make expenditure decisions to ensure approved budgets can be achieved		✓								

Area	Function	Activity	Council	CEO	DIR	MA	HRM	EM	RM	CSC	GM	PRO
Finance	Budgets	Authority to recommend unbudgeted expenditure			✓							
Finance	Budgets	Authority to approve budgeted expenditure and re-allocation of funds within a directorate		✓								
Finance	Budgets	Authorise variations to the annual operational and capital budgets	✓									
Finance	Operational Expenditure	Approve operational expenditure for services under direct control within directorate budgets and or funding agreement & subject to any restrictions outlined in this document.	\$1m+	Up to \$1m	\$100k	\$50k	\$10k	\$5k	\$5k	\$2k	\$2k	\$2k
Finance	Operational Expenditure	Approve Direct Report or relevant teams staff reimbursement of expenditure on behalf of Council		✓	✓	✓	✓					
Finance	Operational Expenditure	Approve In kind support for external organisations (this includes, venue hire, vehicles, materials etc. but excludes accommodation)		✓	✓							
Finance	Capital Expenditure	Authorised to acquire/replace items of equipment included in approved capital budget and/or funding agreement	\$1m+	Up to \$1m	\$100k	\$50k			\$5k	\$2k		
Finance	Capital Expenditure	Approval of progress payments where expenditure has already been authorised.		✓	\$100k	\$50k	\$10k		\$10k			
Finance	Capital Expenditure	Authorised to acquire/replace items of	✓									

Area	Function	Activity	Council	CEO	DIR	MA	HRM	EM	RM	CSC	GM	PRO
		equipment not included in approved capital budget										
Finance	Capital Expenditure	Approval of sale or purchase of land or buildings (pursuant to 182(1)(2) of the Local Government Act)	✓									
Finance	Capital Expenditure/Asset Control	Authorised to sell, trade in or dispose of assets on Financial Asset Register (All equipment over \$5,000 to be sold must be put to tender or auction unless sold as part of a trade in.)		✓								
Finance	Capital Expenditure/Asset Control	Approval of development of new buildings	✓									
Finance	Borrowings	Approval to enter into loan agreements on behalf of the Council	✓									
Finance	Asset Control	Approve the transfer of any assets from Council (pursuant to 182(1)(2) of the Local Government Act)	✓									
Finance	Salaries	Approval for payment of all payroll related transactions (For staff positions comprising salaries, PAYG tax remittal, payroll tax settlement, superannuation contribution payments, transfer of employee payroll deductions to authorised entities and payment of GST and PAYG payments)		✓	✓	✓	✓					
Finance	Invoicing	Authority to invoice for organisation		✓	✓	✓	✓	✓				

Area	Function	Activity	Council	CEO	DIR	MA	HRM	EM	RM	CSC	GM	PRO
Finance	Invoicing	Authority to invoice for directorate		✓	✓	✓	✓	✓	✓	✓	✓	
Finance	Invoicing	Authority to invoice for services		✓	✓	✓	✓	✓	✓	✓	✓	
Finance	Journal	Approve and post journals created by third parties (journals cannot be created and posted by the same person)		✓	✓	✓						
Finance	Customer/Suppliers	Add, delete or amend Customer or Supplier accounts		✓		✓						
Finance	Investment	Approve investment of funds in term deposits		✓		✓						
Finance	Investment	Approve investment of funds in other than term deposits		✓		✓						
Finance	Investment	Approve draw down of investment funds for deposit into operational accounts		✓		✓						
Finance	Petty Cash	Authority to set up & reimburse petty cash float limits up to \$500		✓	✓	✓			✓			
Finance	Banking	Authority to alter and or open or close bank accounts		✓								
Finance	Banking	Approve EFT payments & sign cheques		✓		✓						
Finance	Banking	Approval to change and/or add cheque signatories		✓								
Finance	Credit Cards	Approve the issuing & revocation of Credit Cards for the CEO	✓									
Finance	Credit Cards	Approve the issuing & revocation of Credit Cards for staff		✓								
Finance	Bad Debts	Approve debt recovery payment terms & approve		✓		✓						

Area	Function	Activity	Council	CEO	DIR	MA	HRM	EM	RM	CSC	GM	PRO
		commencement of recovery action, i.e. refer debt collection to collection agent										
Finance	Bad Debts	Approve write-offs of bad debts	✓									
Finance	Other Losses	Approve write offs of cash losses, theft or shortages, furniture, plant or equipment, thefts or destruction	+\$20k	\$20K								
Finance	Local Authority	Approved expenditure within allocated budget.		✓								
Governance	Regional Plan	Approve the organisational Regional Plan	✓									
People and Culture	Salaries	Approve staff timesheets		✓	✓	✓	✓	✓	✓	✓		
People and Culture	Organisational Chart	Approve Organisational Chart within approved budget / funding		✓								
People and Culture	Organisational Chart	Approve additional positions above approved budget / funding	✓									
People and Culture	New Staff	Advertisement and appointment of staff in CEO approved Organisational Chart (for staff in area of responsibility)		✓								
People and Culture	New Staff	Appointment of temporary staff/labour hire staff for positions not included in Organisational Chart (in consultation with CEO for a max. 6 months period)		✓	✓							
People and Culture	New Staff	Approve backfilling of leave and higher duties for direct reports		✓	✓	✓	✓					

Area	Function	Activity	Council	CEO	DIR	MA	HRM	EM	RM	CSC	GM	PRO
People and Culture	Conditions of Employment	Set and approve salary, package & contract for CEO	CEO only									
People and Culture	Conditions of Employment	Set and approve salary & package guidelines for all staff		✓								
People and Culture	Conditions of Employment	Set and approve annual salary increments and any higher duties payments for organisation		✓								
People and Culture	Conditions of Employment	Approve/sign staff letters of offer & contracts		✓								
People and Culture	Conditions of Employment	Approve a staff member accepting outside employment or consultancies, additional to and separate from their normal duties with Council		✓								
People and Culture	Conditions of Employment	Approve staff adjusted time sheets for direct reports or directorate		✓	✓	✓	✓	✓	✓			
People and Culture	Probation	Confirm successful completion of new staff probationary periods	CEO only	✓	✓	✓	✓	✓	✓	✓		
People and Culture	Position Description	Approve new or existing Position Descriptions and subsequent changes	CEO only	✓								
People and Culture	Position Description	Approve changes to existing position titles		✓								
People and Culture	Redundancy	Decision to make staff position redundant & the offer & acceptance of redundancy package		✓								
People and Culture	Redundancy	Recommend redundancy of position or dismissal of staff member		✓	✓		✓					

Area	Function	Activity	Council	CEO	DIR	MA	HRM	EM	RM	CSC	GM	PRO
People and Culture	Dismissal	Decision to dismiss a staff member		✓								
People and Culture	Dismissal	Negotiate and sign off on Deed of Release		✓								
People and Culture	Overtime	Approve staff Overtime within budget		✓	✓	✓	✓		✓			
People and Culture	Leave	Approve staff Annual Leave Without Pay (2 days or less) personal/carers, compassionate, and Jury Service Leave (10 days or less) for direct reports or own directorate.		✓	✓	✓	✓	✓	✓	✓		
People and Culture	Leave	Approve staff Annual Leave in advance or in excess of entitlements and cashing out leave	CEO only	✓								
People and Culture	Leave	Approve staff Long Service Leave	CEO only	✓								
People and Culture	Leave	Approve staff Leave Without Pay (under 2 days) including LWOP for study purposes, unpaid Parental and Community Service Leave in consultation with CEO		✓	✓	✓	✓					
People and Culture	Leave	Approve Discretionary Leave (includes compassionate leave outside policy)		✓								
People and Culture	Leave	Approve domestic violence leave		✓			✓					
People and Culture	Leave	Approve paid study leave		✓								
People and Culture	Training	Approve fee assistance for study leave		✓								
People and Culture	Training	Approve training & development plans for staff		✓	✓		✓					

Area	Function	Activity	Council	CEO	DIR	MA	HRM	EM	RM	CSC	GM	PRO
People and Culture	Training	Approval of attendance at external training courses and conferences		✓								
People and Culture	Travel	Approve Interstate and/or International travel	CEO only	✓								
People and Culture	Travel	Approve intrastate travel	CEO only	✓								
People and Culture	Performance Management	Sign off on annual performance review for area of responsibility	CEO only	✓	✓	✓	✓	✓	✓	✓		
People and Culture	Performance Management	Management of unsatisfactory staff performance in conjunction with People and Culture	CEO only	✓	✓	✓	✓	✓	✓	✓		
People and Culture	Performance Management	Authority to purchase and consult with external advisors on industrial matters		✓								
Public Relations	Media	Approve the use of Councils name or logo by parties external to Council		✓								
Public Relations	Public Statements	Authorised to release written and verbal public or media statements	Mayor	✓								
Public Relations	Public Statements	Approve response to contentious or negative media enquiries		✓								✓
Public Relations	Operational	Authority to respond to operational letters		✓	✓	✓	✓					✓
Public Relations	Operational	Authority to respond to all other correspondence other than public statements or strategic issues		✓	✓	✓	✓					✓
Public Relations	Media / PR	Approve a communication strategy for a project		✓								

Area	Function	Activity	Council	CEO	DIR	MA	HRM	EM	RM	CSC	GM	PRO
Public Relations	Media / PR	Approve media activity	Mayor	✓								
Public Relations	Media / PR	Approve PR activities, signage, corporate style guide		✓								✓
Public Relations	Website	Approve changes to website		✓								✓
Public Relations	Social Media	Approve social media posts on Official BRC platforms		✓								✓

References

Local Government Act 2019 (NT)

Local Government (General) Regulations 2021 (NT)

Definitions

In the context of this policy the following definitions apply:

- **Council:** The collective group of members elected to serve the community in accordance with the Local Government Act and Regulations (as amended) and acting within that role.
- **Committee:** A formally constituted committee under the Section 26 of the *Local Government Act 2019*.
- **Local Authority:** A formally constituted Local Authority under section 77 of the *Local Government Act 2019*.
- **Mayor:** The principal member of the Council as defined by Section 58 of the *Local Government Act 2019*.
- **Chief Executive Officer:** (referred to as 'CEO') the person appointed by and responsible to the Council for the day-to-day management of the affairs of Barkly Regional Council. (The CEO's authority extends to the Acting CEO in the CEO's absence).
- **Managers:** A person appointed as a manager is either responsible for Council operations within a community or a function within Council Area. They are responsible to a director for the services and functions they provide
- **Staff:** Employees of the Council not otherwise identified

Financial Delegations: All amounts of expenditure under financial delegation are ex gst

Related Documents

Code of Conduct (CEO) Policy

Code of Conduct (Council Staff) Policy

Conflict of Interest (Council Staff) Policy

Review History

Date	Review Detail	Action/Resolution/Document ID
29 September 2021	Council noted further development to occur	29 September 2021 – 089/2021

29 August 2024

Review due on 29 August 2027

TBC

Signature of Endorsement:	
Position:	Chief Executive Officer

POLICY

TITLE:	Council Committee Terms of Reference Policy		
ADOPTED BY:	Chief Executive Officer (CEO): OMC-24/350		
DATE OF ADOPTION:	29 Nov 2024	DATE OF REVIEW:	29 Nov 2026
POLICY NUMBER:	105		
LEGISLATIVE REF:	<i>Local Government Act 2019; Part 5-6 (The Act) Assembly Members and Statutory Officers (Remuneration & Other Entitlements) Act 2006</i>		

1. INTRODUCTION

1.1. Purpose

The purpose of this Policy is to ensure consistency across the formation and operation of Council Executive and Advisory Committees.

1.2. Scope

This Policy applies to all elected members, employees and community members who are appointed to or involved in Council's Executive and Advisory Committees established from time to time by resolution of Council.

Committees to Council may not consist of Elected Members.

1.3. Definitions

Council Committee means a committee established by Council for a set purpose and set period.

Advisory Committee refers to a committee formed by resolution of Council, and which is appointed to give considered advice and recommendations on assigned functions.

Advisory Committees are made up from members of the public and Council staff. Power to make recommendations is undertaken at the commencement of each Council term.

Advisory Committees report to Council.

Audit and Risk Committee refers to a committee formed by resolution of Council, and which is established to monitor and review the integrity of Council's financial management and internal controls, and to make recommendations to the Council about any matters the committee considers require the Council's consideration as a result of the committee's functions.

The Audit and Risk Committee consists of the persons appointed, by resolution, by the Council to be members of the Committee. The members of this Committee may consist of or include persons who **are not** Elected Members. However, the Chairperson of this Committee must not be a member of the Council, or a member of the Council's staff.

Committee Member means an individual or organisation represented by a delegated person who is appointed to the committee for a defined term.

Committee Secretariat/Secretary means the Council officer(s) appointed by the CEO as having responsibility for committee meeting process.

1.4. Responsibilities

All persons within scope of this Policy are required to adhere to this Policy and its associated procedures. The CEO is accountable for the overall management of this Policy.

1.5. Policy Objectives

To ensure consistent practices are followed for the establishment, operation and administration of Council Committees.

2. MEETING ETIQUETTE

Committees shall make every effort to make members or presenters feel welcome and to extend courtesy to them.

Questions shall be framed and asked in a polite manner.

When addressing a Committee, presenters shall, at all times, be polite and shall keep the presentation as brief as possible, in observance of the following guidelines:

- Keep the presentation as brief as possible and avoid, wherever possible, repeating what has already been provided in writing;
- Be clear and precise as to what you are seeking;
- Provide advance copies of materials or handouts.

It is requested that all attendees at Committee meetings refrain from the use and operation of mobile telephones. Should there be a need to receive urgent calls, phones must be turned to silent mode and the person must leave the room.

3. CALLING FOR NOMINATIONS

Council will seek nominations for Council Committees by:-

- Posting the call for nominations on Council's website
- Posting notice on community notice board
- Writing to various organisations and Government bodies requesting them to nominate their representatives to the Committee

Elected members on suspension are not permitted to join advisory committees and continue to contribute towards the development of their committees.

4. ESTABLISHING COMMITTEES OF COUNCIL

- 1) Council may, by resolution establish one or more Council Committees upon receipt of a report from the CEO providing reasons necessitating the need to establish the committee/s, how long the committee's term should last, the number of members needed, where any allowances funds will come from, and the nature of Authority of the committee.
- 2) Council **must**, by resolution, establish and maintain an Audit committee, and in accordance with any guidelines the Minister may make.
- 3) Committee Members must be appointed by a resolution of Council. The terms and conditions on which a person holds office as a member of a Council committee are determined by Council.
- 4) Once Council approves the report recommending establishment of a new committee, the CEO will appoint a secretary to administer the committee. The secretary will coordinate with relevant personnel to draft committee terms of reference, as well as all related committee processes.
- 5) Subject to any direction by the Council, a Council committee may determine its own procedures.
- 6) Where the terms of reference contradict the Act, the provision of the Act will supersede the provision under the committee terms of reference.
- 7) The Council may, by resolution, abolish a Council or audit committee.

3.1 Committee Chairperson

The Chairperson of a Council committee is:

- a. for a Council Committee – a member appointed by Council to be the Chairperson; or

- b. for a Local Authority – a member appointed by the Local Authority to be the Chairperson; or
- c. for a Council Committee or Local Authority, if the Chairperson is not present (or no one is appointed to the position of the Chairperson at the time of the meeting) – a member chosen by the members present at the meeting to chair the meeting.

A quorum at a Council committee consists of a majority of its members holding office at the time of the meeting.

3.2 Committee Authority

Unless where Council has delegated a specific authority, Council committees and local authority committees cannot make decisions or form Policy on behalf of Council, nor can they direct Council Officers in the discharge of their responsibilities, nor are they responsible for expenditure.

3.3 Transparency

In order to maintain transparency of Committee operations, the following information is to be published on Council's website in respect of each Council Committee:

- a. the terms of reference
- b. the names of all members
- c. adopted minutes of each meeting

3.4 Committee Submissions to External Parties

From time to time, opportunities will arise to make submissions to other organisations in relation to the subject matter of the Committee. In these circumstances, Council may request a Committee to provide advice in relation to the development of a Council submission. While the Committee may provide significant advice, any final Council submission must be approved by the Council, or Council Officer under delegation, and must not be submitted by the Committee itself.

3.5 Committee Submissions Report

- a. As the appropriate mechanism for a committee to provide advice to Council, after the Council committee meeting, the Secretary in coordination with the Chairperson must send a committee report containing the committee recommendation to the CEO to be included in the agenda for the next Council meeting.
- b. Alternatively, following each meeting of the Committee, the committee may decide that the Chairperson present the report at a subsequent Ordinary Meeting of Council.
- c. While the Responsible Officer may assist in providing material to support the development of the Report, responsibility for its preparation and submission rests with the Chairperson.

5. COUNCIL COMMITTEES

Council has adopted by resolution, the following Council Committees:

a. Audit and Risk Committee

The role and functions of the Audit and Risk Committee is to:

- monitor and review the integrity of the Council's financial management;
- monitor and review internal risk control mechanisms;
- make recommendations to the Council about any matters the committee considers require the Council's consideration as a result of the committee's functions.

b. Finance Committee

The role and functions of the Audit and Risk Committee is to:

- monitor and review the integrity of the Council's financial management;
- monitor and review internal controls;

- make recommendations to the Council about any matters the committee considers require the Council's consideration as a result of the committee's functions.

c. Animal Management Committee

The role and functions of the Animal Management Committee is to:

- Compile an animal management plan for council approval;
- monitor and review the animal management plan;
- make recommendations to the Council surrounding funding opportunities.

6. CERTAIN MEETINGS TO BE OPEN TO THE PUBLIC

- 1) Members of the public are welcome to attend meetings of Council committees. The capacity of Council's Chamber will allow a maximum number of 10 members of the public.
- 2) Under the Regulations, a Committee meeting may be closed while confidential business is being considered. The confidential section follows the open section of the meeting.
- 3) If confidential business is considered at a meeting, the Agenda for the meeting must identify the type of matter that is to be considered at the meeting.
- 4) Members of the public attending committee meetings must adhere to the conditions of entry before entering Council meetings areas, both on and off Council premises.
- 5) Visitors and guests are required to sign the visitors log and provide photo identification to the Authorised Officer.
- 6) Despite the above requirement, if all members of the committee are attending a meeting by means of an audio or audiovisual conferencing system, the meeting must be accessible to the public by means of the audio or audiovisual conferencing system, and in accordance with Council's *Remote Attendance at Meetings (Members) Policy*.

7. ADVISORY COMMITTEE MEMBERSHIP

6.1 General Terms

Committee members of Advisory Committees will be representative of the diversity of needs and issues relating to the specific topic of the Committee and will include Councillors and members of the community (both individual members and/or member organisations).

Members may also include representatives from relevant State or Commonwealth Government agencies, and other Local Governments.

Organisations, agencies, professional or industry bodies represented on an Advisory Committee must nominate one delegate from the organization to represent them in the Committee.

The Chairperson will be a person appointed by Council to be the Chairperson of the committee.

- 1) Each year on the twelve-month anniversary of the establishment of an Advisory Committee, Council may resolve to provide the opportunity to rotate the existing members (including Councillor/s) of that Advisory Committee with other Councillor/s and members.
- 2) The membership of an Advisory Committee will be as stated in the Advisory Committee Terms of Reference.
- 3) The external membership selection process for an Advisory Committee will include an Expressions of Interest sought through a range of channels as decided by the Mayor, Councillors, Chief Executive Officer, or relevant Director.
- 4) Committee members will be approved through Council resolution at an Ordinary Meeting of Council.
- 5) The Committee may co-opt additional members on a temporary basis for specific matters



6.2 Authority

An Advisory Committee is a consultative Committee to Council that is designed to discuss key issues, engage with the community, and make recommendations to Council as it pertains to the stated purpose of the Advisory Committee.

An Advisory Committee and members of the Committee may provide input on a specific topic or the strategic management of a facility, but it does not hold decision making powers concerning the operations of Council, nor can it commit Council resources or be delegated any powers.

6.3 Members Roles And Responsibilities

The following roles and responsibilities are conferred to each member of an Advisory Committee:

- All members are responsible for ensuring the Committee Terms of Reference and this Policy are adhered to; and
- All members of the Committee must ensure there is no conflict or possible conflict between the member's private interests and the honest performance of the member's role of advising or making a recommendation to Council, in accordance with relevant Codes of Conduct and Council's *Conflict of Interest Policy*.

A member of an Advisory Committee will not:

- improperly use information acquired as a member of the Committee to gain, directly or indirectly, a financial advantage for that person or someone else
- improperly use information acquired as a member of the Committee to damage Council's reputation
- release information that the member knows or should reasonably know is information that is confidential to Council
- release information that the member knows or should reasonably know is information that Council wishes to keep confidential
- make public or media comment on behalf of Council, unless the Member is authorised to do so by Council or the CEO

6.4 Operations And Administration

The CEO (or authorised delegate) will provide appropriate advice and administrative support to assist all Council Committees to meet their obligations. Meeting administration and protocols for an Advisory Committee will be in accordance with the requirements of the Act, and as stated in the Terms of Reference for the Committee.

The following key meeting protocols must be adhered to for each Advisory Committee meeting:

- a quorum for an Advisory Committee meeting shall be half the number of members of the Committee plus one
- the Chairperson will preside at Committee meetings. However, if the Chairperson is absent or unavailable, a member of the Committee chosen by the members present at will preside
- a non-member may attend an Advisory Committee meeting as an observer only
- a member of an Advisory Committee (whether or not they are a Councillor) may vote on business before the Committee except Council employees, who are not allowed to Move, Second or Vote on recommendations, and
- recommendations of Advisory Committees will be by majority voting of members only. An Advisory Committee must determine the dates, times, and places for its meetings, however, must meet a minimum of four (4) times per year or as otherwise deemed necessary.

Minutes of each Advisory Committee meeting will be submitted to the next Ordinary Meeting of Council and will be publicly available unless Council has exempted the Advisory Committee to keep minutes of its proceedings in accordance with Council's Privacy Policy or Confidential Information Policy.

If any committee member is absent for three (3) consecutive meetings without having obtained leave of absence from the Committee, the member's continued membership of that Committee will be referred to Council for determination.

8. REMUNERATION

Eligible Advisory Committee Members may receive attendance of meeting allowance as determined by the Council resolution following the NT Government Statutory bodies classified remuneration structure.

9. CHANGES TO THE TERMS OF REFERENCE

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to a Committee's Terms of Reference.

Where such update does not result in material change, such change may be made administratively. Examples include a change to the name of government department, an alteration to reflect an endorsed change to a Council policy, a change resulting from a Council resolution and an update to legislation which does not have a material impact. Any proposed change which materially alters the Terms of Reference must be made by resolution of Council.

10. CARETAKER

The operation of Council Committees shall be suspended upon the commencement of the election period ahead of a general Council election. During that period, Council Committee meetings will not be held, although any outstanding Committee Reports may still be reported to an Ordinary Meeting of Council held during this period.

Council Committees shall resume meeting following the election and the appointment by the incoming Council of Councillors to each committee.

11. RELEVANT POLICIES

Policies to be read in conjunction with this policy are:

- 1) Codes of Conduct
- 2) Privacy Policy
- 3) Confidentiality Policy
- 4) Council Committee Terms of Reference Policy
- 5) Local Authority Policy
- 6) Remote Attendance at Meetings (Members) Policy
- 7) Confidential Information & Business (Council Meetings) Policy
- 8) Conflict of Interest Policy
- 9) Gifts & Benefits (CEO and Staff)

12. IMPLEMENTATION AND REVIEW

12.1. Implementation

Relevant personnel will be made aware of this Policy, and it will be published on the Barkly Regional Council website in addition to the notices and minutes of Committee and Local Authority meetings.

12.2. Review

This Policy will be reviewed on or before 29 November 2026.

13. VARIATIONS, REVOCATIONS AND/OR CHANGES

Barkly Regional Council reserves the right to revoke and/or amend this policy from time to time as is considered necessary to better manage its business and/or to comply with any legislative requirements. Employees will be given sufficient notice of any such revocations, amendments, or changes.

14. APPROVAL

This policy is approved.

Chris Kelly
Chief Executive Officer


Signature

29 Nov 2024
Dated

END

POLICY

TITLE:	FRAUD AND CORRUPTION CONTROL POLICY & PROTECTIO PLAN		
DIVISON:	OPERATIONS		
ADOPTED BY:	CEO		
DATE OF ADOPTION:	26 April 2023	DATE OF REVIEW:	26 April 2028
POLICY NUMBER:	HR14		
LEGISLATIVE REF:	Regulation 6(1)(d)(i) of the <i>Local Government (General) Regulations 2021</i>		

THIS POLICY APPLIES TO: All Council employees

1. Purpose

Council is committed to acting in the best interests of the community and to upholding the principles of honesty, integrity, diligence, accountability and transparency.

This plan provides a framework to aid the protection of public money and property, and to facilitate the security and the reputation of Council to minimise the risk of fraud and corruption.

2. Principles

Council has a zero tolerance for fraudulent or corrupt conduct, activities or behaviours, including from council members, council employees, contractors, volunteers and other external parties involved in council business.

The Council's frameworks, systems, policies and procedures are in place to assist with the prevention and control of fraud and corruption and any other form of misconduct.

The Council acknowledges that appropriate internal controls and a mechanism for reinforcing a culture of acting lawfully, ethically and in a socially responsible manner is an effective way to prevent the occurrence of fraud and corruption.

Council members and council employees will undertake regular training on fraud and corruption prevention, on their commencement with the Council and every two years after that. At the completion of such training, council members and staff will sign a declaration acknowledging that they are aware of the fraud and corruption control policy and protection plan and how it applies to them with respect to their powers, functions and roles.

All council members and council employees have obligations under the *Independent Commissioner Against Corruption Act 2017*. These obligations include reporting suspected improper conduct, which includes fraud and corruption.

Any fraudulent or corrupt conduct, activity or behaviour will be dealt with expeditiously and with the full force of the law as appropriate.

Lessons learnt following an investigation on alleged fraudulent or corrupt conduct, activity or behaviour will be implemented in the Council's internal controls, as appropriate in the circumstances, and will be used to strengthen those internal controls for the future.

3. Definitions

For the purposes of this plan:

Fraud includes dishonest activity involving deception that causes actual or potential financial loss.

Corruption includes dishonest activity in which employees act against the interests of their employer and abuse their position to achieve personal gain or advantage for themselves or others.

4. Application of policy

This plan applies to all council members, employees, contractors, subcontractors, suppliers, consultants, volunteers and any individual or groups undertaking activities or work for, or on behalf of, the Council.

This plan is intended to complement and be implemented in conjunction with other relevant policies, procedures and guidelines.

4.1 Council responsibilities

Council has a legislated responsibility to provide an open, responsive and accountable government at the local level.

Individually, council members are bound by the Code of Conduct and are responsible for the following:

- (a) acting in an open, transparent and ethical manner;
- (b) making well-informed decisions and ensuring all conflicts of interest are declared;
- (c) ensuring the CEO has implemented proper internal controls to minimise the risk of fraud or corrupt behaviour;
- (d) promoting a culture and environment in which fraud and corruption is actively discouraged; and
- (e) promoting community awareness of Council's commitment to the prevention, detection and resolution of fraud and corruption.

4.2 Council staff responsibilities

Council employees, volunteers, contractors and other external parties involved in council business have a responsibility to practice sound professional judgement, work in an honest and ethical manner at all times and are responsible for the following:

- (a) complying with council staff Code of Conduct and related policies and procedures at all times;
- (b) promoting an ethical culture and work environment and following established internal controls;
- (c) being vigilant in their work to prevent and detect fraud or corruption;
- (d) performing their role and functions with due care, diligence, honesty and integrity;

- (e) taking care for the management and use of council property which includes avoiding the misuse of council assets and other resources;
- (f) promoting the importance of ethical conduct and compliance with internal controls;
- (g) report any suspected fraud or corruption of which they become aware or suspect on reasonable grounds; and
- (h) assist in any investigations of fraud and corruption as required.

4.3 Fraud and corruption risk prevention and reduction strategies

To minimise the risk of fraud and corruption, Council has implemented the following strategies:

- (a) training will be available which covers fraud and corruption awareness as well as conflict of interest;
- (b) establishment of internal controls including separation of duties, regular account reconciliations, expenditure verification and monthly reporting;
- (c) regular communication of approved delegations;
- (d) ensuring all staff members are adhering to, and working within their delegated responsibilities;
- (e) ensuring council members and staff members understand the responsibilities of their position;
- (f) communicating Council's policies and procedures;
- (g) ensuring council members and council staff understand what behaviour constitutes fraudulent and / or corrupt conduct and how and where suspected incidences are to be recorded and reported.

4.4 Reporting suspected fraud and corruption

Council recognises that the effective communication of this policy will ultimately determine its success and credibility. Council's zero-tolerance stance towards all forms of fraud and corruption will ensure that staff members, volunteers, contractors and the wider community is aware that prevention of such improper conduct is an ongoing priority of Council.

Anyone who has knowledge of an occurrence of fraud, or has reason to suspect that a fraud has occurred, has a duty to raise that matter immediately with the CEO (or the CEO's nominated officer).

All reports must be made in good faith and without malice or an intention to damage the reputation of the Council, council members or its employees.

If the suspected fraudulent activity involves the CEO, then matter should be reported directly to the Mayor / President and to the officer as delegated by the CEO. The employee must not attempt to investigate the suspected fraud or discuss the matter with anyone other than as stated in this section.

4.5 Protection of person reporting

Any individual reporting suspected fraud or otherwise participating in the investigation of fraud will be protected from any form of discrimination, abuse and their identity can remain anonymous.

4.6 Investigation

All reported fraudulent or corrupt behaviour, or suspected behaviour, will be investigated.

Depending on the circumstances of the suspected behaviour, the investigation will either be carried out by staff members appointed by the CEO, or an external investigator.



The purpose of the investigation will be to do the following:

- (a) establish the circumstances of the suspected fraud or corrupt behaviour to determine if fraudulent or corrupt behaviour has actually been committed;
- (b) identify the person(s) responsible for the fraudulent or corrupt behaviour;
- (c) discover the extent of the fraudulent or corrupt behaviour and determine the action to be taken;
- (d) identify how long the fraudulent or corrupt behaviour has been occurring and thereby the extent of the breakdown of internal controls;
- (e) identify any gaps or weaknesses in the controls and systems associated with the activity that is subject to the investigation; and
- (f) recommend improvements in operations to alleviate any future risk of the fraudulent or corrupt incident from reoccurring.

4.7 Outcome of investigation

The outcome of an investigation may provide guidance on actions to be taken by the Council or the CEO against a person(s), if they are found to have engaged in fraudulent or corrupt conduct, activity or behaviour. These may include any or a combination of the below actions, as appropriate in the circumstances:

- (a) reporting the matter to the Independent Commissioner Against Corruption (ICAC);
- (b) disciplinary procedures including dismissal, demotion or reprimand;
- (c) referring the matter to the Police; and
- (d) any other action deemed necessary and appropriate.

4.8 Review of internal controls

On conclusion of an investigation, where fraud or corruption is detected, the adequacy of the relevant internal control environment will be reviewed and processes or procedures strengthened to mitigate the risk of any future occurrence of fraud or corruption.

All changes to internal controls will be developed, documented and implemented as soon as practical, and communicated to staff who have roles and responsibilities in the changed procedures.

~~Not Approved~~
Approved/Not Approved



Russell Anderson
A/Chief Executive Officer

26 / 4 /23



POLICY

TITLE:	Credit Card Policy (Staff)		
DIRECTORATE:	Office of CEO		
ADOPTED BY:	Chief Executive Officer (CEO)		
DATE OF ADOPTION:	29 Nov 2024	DATE OF REVIEW:	29 Nov 2026
POLICY NUMBER:	201		
LEGISLATIVE REF:	<i>Local Government (General) Regulations 2021; Section 6</i>		

1. INTRODUCTION

1.1. Purpose

The purpose of this Policy is to ensure that effective controls, policies and procedures are in place with respect to the use of corporate credit cards (credit cards) by Council Staff Members. Council is committed to sound financial management, public accountability and transparency.

1.2. Scope

This Policy covers all staff members who are issued with a Council Credit Card.

1.3. Responsibilities

All persons within scope of this Policy are required to adhere to this Policy and its associated procedures.

The CEO and Finance are accountable for the overall management of this Policy.

1.4. Policy Objectives

- 1) Credit cards are a valuable tool for the efficient and effective operation of the Council's daily business and not a benefit assigned to specific individuals.
- 2) Credit cards should only be used in situations where it is not reasonably possible or cost effective to go through the Council's normal procedures for the ordering of and / or payment for goods or services.
- 3) The Council will apply best practice in relation to the management, authorization and use of credit cards.

2. APPLICATION OF POLICY

2.1 Issue of Credit Card

Before a credit card is issued, the recipient must agree to, and sign, the **Corporate Credit Card Agreement**.

The CEO will approve the issue of a credit card to a Council staff member in writing. Refer to financial delegations for information pertaining to monthly credit limits and single transactions limits.

The credit card does not have cash advance facilities. The credit card is not to be linked to any form of reward points. The CEO may limit the purposes for which the credit card may be used.

Finance will maintain a Register of credit cards issued to Council staff members, including details of the approval, the cardholder, the institution, expenditure limits and expiry dates.

2.2 Use of Credit Card

- a) It is the responsibility of the cardholder to ensure that limits are not exceeded.
- b) Personal expenditure is not to be charged to a credit card under any circumstances. The cardholder is not to gain any personal benefits from being the holder of the card.
- c) Any expenditure using the credit card must comply with legislative requirements, Council's procurement policy, delegations and directions.
- d) Cardholders are responsible for the safe custody and security of the card and are liable for any misuse and associated costs.
- e) The cardholder is not to allow others to use the credit card and must not disclose the personal identification number (PIN) or access codes to any person.
- f) The cardholder must ensure that all required documentation specified below is kept in relation to every use of the credit card.
- g) The cardholder must keep up to date with monthly reconciliations.
- h) The cardholder will be personally liable for purchases that are not authorised and / or cannot be shown to be related to the business of the Council.

2.3 Required Supporting Documentation

Supporting documentation must be obtained by the cardholder for each instance of expenditure incurred when using the credit card. For all transactions there must be a tax invoice that includes:

- (a) the Supplier's name;
- (b) the Supplier's Australian Business Number (ABN);
- (c) the date of the expenditure;
- (d) the Council's name as the purchaser; and
- (e) a brief description of the supplies purchased.

The standard machine receipt, which does not contain all of these details, is not acceptable, as the tax invoice must contain the criteria above in order for the Council to reclaim GST.

In the instance that a valid tax invoice is unable to be practically obtained it will be at the discretion of the Chief Financial Officer as to whether a statutory declaration will be required.

2.4 Supporting documentation not available or lost

If the supporting documentation is for some reason lost or destroyed, a statutory declaration must be completed by the cardholder giving full details of the transaction and explaining why the documentation is not available.

A statutory declaration form can be found at <https://nt.gov.au/law/processes/statutory-declarations>
Credit card reconciliations must not be approved without appropriate supporting documentation or an appropriate statutory declaration.

Where supporting documentation for credit card purchase cannot be provided, Finance must not authorise the monthly credit card reconciliation without a statutory declaration being attached.

If a cardholder regularly makes use of a statutory declaration, the matter of repeated failure to keep tax invoices or lost or destruction of a credit card must be brought to the attention of the CEO who will consider whether it is appropriate for the person to continue being a cardholder and whether any other action should be taken.

2.5 Credit Card Reconciliation

Each cardholder will be issued with a monthly credit card statement listing all their purchase transactions for that particular month. It is the responsibility of the cardholder to match their supporting documentation to the monthly statement and return all documentation within seven (7) days of receiving the statement. The reconciliation must include information for each transaction.

The *reconciliations* of credit cards held by Council staff members will be approved by an assigned verifier which will typically be that card holders relevant Manager. Repeated failure to meet the required timeframe must be brought to the attention of CEO, who will consider whether it is appropriate for the person to continue being a cardholder and whether any other action should be taken.

Staff members are to notify the Chief Financial Officer as soon as possible if there is a disputed card transaction in relation to a credit card held by that Council staff member.

Where a Council staff member's credit card has been inadvertently used for personal use, the Chief Financial Officer must not approve the monthly credit card reconciliation unless the amount has been repaid to the Council and a receipt is attached.

2.6 Credit Card Cancellation and Replacement

If a credit card is lost or stolen, the cardholder must immediately contact the issuing institution to report the loss and cancel the card. The cardholder must also report the matter as soon as possible to the Chief Financial Officer. If the Chief Financial Officer is the cardholder, the matter must be reported to the CEO. In the above circumstances, the Chief Financial Officer will ensure that the credit card has been cancelled, arrange a replacement card (if appropriate) and update the credit card register.

2.7 Return of Credit Card

The cardholder is to return the credit card to the Council under the following provisions:

- if the card is no longer required; or
- if the staff member is leaving the Council; or
- If the staff member is going on extended leave; or
- If the staff member is off work due to workers compensation

The Chief Financial Officer is to ensure that all returned credit cards are cancelled, destroyed and that the register is updated.

3. RELEVANT POLICIES

Policies and procedures to be read in conjunction with this policy are:

- 1) Corporate Credit Cardholder Agreement
- 2) Code of Conduct (Staff)
- 3) Credit Card Register
- 4) Borrowing Policy
- 5) Delegations Manual

4. IMPLEMENTATION AND REVIEW

4.1. Implementation

Relevant personnel will be made aware of this policy. It is not a requirement under the Act to publish this Policy on the Barkly Regional Council website.

4.2. Review

This Policy will be reviewed on or before 29 Nov 2024.

5. VARIATIONS, REVOCATIONS AND/OR CHANGES

Barkly Regional Council reserves the right to revoke and/or amend this policy from time to time as is considered necessary to better manage its business and/or to comply with any legislative requirements. Employees will be given sufficient notice of any such revocations, amendments, or changes.

6. APPROVAL

This policy is approved.

Chris Kelly
Chief Executive Officer


Signature

29 Nov 2024
Dated

END



POLICY

TITLE:	Credit Card Policy (Elected Members and CEO)		
DIRECTORATE:	Council		
ADOPTED BY:	Council Resolution: OMC-24/355		
DATE OF ADOPTION:	29 November 2024	DATE OF REVIEW:	29 November 2026
POLICY NUMBER:			
LEGISLATIVE REF:	Local Government Act 2019; Guideline 3: Borrowing Local Government (General) Regulations 2021; Section 6		

1. INTRODUCTION

1.1. Purpose

The purpose of this Policy is to ensure that effective controls, policies and procedures are in place with respect to the use of corporate credit cards (credit cards) by elected members and the Chief Executive Officer (CEO).

1.2. Scope

This Policy covers all Elected Members and the CEO who are issued with a Council Credit Card.

1.3. Responsibilities

All persons within scope of this Policy are required to adhere to this Policy and its associated procedures.

Finance is responsible for the overall management of this Policy.

1.4. Policy Objectives

- 1) Credit cards are a valuable tool for the efficient and effective operation of the Council's daily business and not a benefit assigned to specific individuals.
- 2) Credit cards should only be used in situations where it is not reasonably possible or cost effective to go through the Council's normal procedures for the ordering of and / or payment for goods or services.
- 3) The Council will apply best practice in relation to the management, authorization and use of credit cards.

2. APPLICATION OF POLICY

2.1 Issue of Credit Card

Before a credit card is issued, the recipient must agree to, and sign, the **Corporate Credit Card Agreement**.

Council will maintain a Register of credit cards issued to the CEO and elected members, including details of the approval, the cardholder, the institution, expenditure limits and the expiry date.

2.2 CEO Credit Card

Council will authorise the issue of a credit card to the CEO with a monthly credit limit of \$20,000.

The credit card is to have no cash advance facilities. The credit card is not linked to any form of award points. Council may further limit the purpose for which the credit card may be used.

2.3 Elected Member Credit Cards

Council may resolve to issue a credit card to an elected member only if the card is necessary for the elected member to perform their functions and it is not reasonably possible to use the Council's normal procedures for ordering or payment for goods or services. Council must resolve the monthly and transaction limits to be applied up to a monthly credit limit of \$5,000.

The credit card is to have no cash advance facilities. The credit card is not to be linked to any form of award points. Council may further limit the purposes for which the credit card may be used.

2.4 Use of Credit Card

- a) It is the responsibility of the cardholder to ensure that limits are not exceeded.
- b) Personal expenditure is not to be charged to a credit card under any circumstances. The cardholder is not to gain any personal benefits from being the holder of the card.
- c) Any expenditure using the credit card must comply with legislative requirements, Council's procurement policy, delegations and directions.
- d) Cardholders are responsible for the safe custody and security of the card and are liable for any misuse and associated costs.
- e) The cardholder is not to allow others to use the credit card and must not disclose the personal identification number (PIN) or access codes to any person.
- f) Each council member's credit card is to be reconciled monthly, and that reconciliation is to be reviewed and subsequently authorised by the CEO.
- g) The CEO's credit card is also to be reconciled monthly. However, that reconciliation is to be reviewed and subsequently approved by the Mayor.
- h) The cardholder must ensure that all required documentation specified below is kept in relation to every use of the credit card.
- i) The cardholder must keep up to date with monthly reconciliations.
- j) The cardholder will be personally liable for purchases that are not authorised and / or cannot be shown to be related to the business of the Council.

2.5 Required Supporting Documentation

Supporting documentation must be obtained by the cardholder for each instance of expenditure incurred when using the credit card. For all transactions there must be a tax invoice that includes:

- (a) the Supplier's name;
- (b) the Supplier's Australian Business Number (ABN);
- (c) the date of the expenditure;
- (d) the Council's name as the purchaser; and
- (e) a brief description of the supplies purchased.

The standard machine receipt, which does not contain all of these details, is not acceptable, as the tax invoice must contain the criteria above in order for the Council to reclaim GST.

In the instance that a valid tax invoice is unable to be practically obtained it will be at the discretion of the Chief Financial Officer as to whether a statutory declaration will be required.

2.6 Supporting Documentation (Not Available or Lost)

If the supporting documentation is for some reason lost or destroyed, a statutory declaration must be completed by the cardholder giving full details of the transaction and explaining why the documentation is not available.

A statutory declaration form can be found at <https://nt.gov.au/law/processes/statutory-declarations>. Credit card reconciliations must not be approved without appropriate supporting documentation or an appropriate statutory declaration. In instances of repeat lost or destroyed cards, Council may decide to cancel the credit card for the individual concerned, as this poses a significant risk and concern to Council.

Where supporting documentation for a CEO's purchase cannot be provided, the Mayor must not approve the monthly credit card reconciliation without a statutory declaration being attached.

If a cardholder regularly makes use of a statutory declaration, the matter of repeated failure to keep tax invoices must be brought to the attention of Council and the Council will consider whether it is appropriate for the person to continue being a cardholder.

2.7 Credit Card Reconciliation

Each cardholder will be issued with a monthly credit card statement listing all their purchase transactions for that particular month. It is the responsibility of the cardholder to match their supporting documentation to the monthly statement and return all documentation to Finance within seven (7) days of receiving the statement. The reconciliation must include information for each transaction according to the following requirements.

- a) The CEO approves reconciliations of credit cards held by elected members. The Mayor approves the reconciliation of the CEO's credit card.
- b) Repeated failure to meet the required timeframe must be brought to the attention of Council and the Council must consider whether it is appropriate for the person to continue being a cardholder.
- c) The CEO is to notify the Mayor and Council's finance department as soon as possible if there is a disputed card transaction in relation to the credit card held by the CEO. An elected member is to notify the CEO as soon as possible if there is a disputed card transaction in relation to a credit card held by that elected member.
- d) Where a council member's credit card has been inadvertently used for personal use, the CEO must not approve the monthly credit card reconciliation unless the amount has been repaid to Council and a receipt is attached.
- e) Where a CEO's credit card has been inadvertently used for personal use, the Mayor must not approve the monthly credit card reconciliation unless the amount has been repaid to Council and a receipt attached.

2.8 Credit Card Cancellation and Replacement

If a credit card is lost or stolen, the cardholder must immediately contact the issuing institution to report the loss and cancel the card. If the cardholder is an elected member, the matter must be reported to as soon as possible to the CEO. If the CEO is the cardholder, the matter must be reported to the Mayor.

In the above circumstances, the CEO is to ensure that the credit card has been cancelled, arrange a replacement card (if appropriate) and update the Credit Card Register

2.9 Return of Credit Card

The cardholder is to return the credit card to the Council as soon as the card is no longer required or, if leaving the Council, on or before the last day with Council.

The CEO is to ensure that all returned credit cards are cancelled, destroyed and that the register is updated.

3. RELEVANT POLICIES

Policies and procedures to be read in conjunction with this policy are:

- 1) Corporate Credit Card Agreement
- 2) Codes of Conduct (Elected Members and CEO)
- 3) Credit Card Register
- 4) Borrowing Policy
- 5) Delegations Manual

4. IMPLEMENTATION AND REVIEW

4.1. Implementation

Relevant personnel will be made aware of this policy. It is not a requirement of the Act to publish this Policy on the Barkly Regional Council website.



4.2. Review

This policy will be reviewed on or before 29 November 2026.


5. VARIATIONS, REVOCATIONS AND/OR CHANGES

Barkly Regional Council reserves the right to revoke and/or amend this policy from time to time as is considered necessary to better manage its business and/or to comply with any legislative requirements. Employees will be given sufficient notice of any such revocations, amendments, or changes.

6. APPROVAL

This policy is approved.

Chris Kelly
Chief Executive Officer


Signature

29 Nov 2024
Dated

END

POLICY

TITLE:	Procurement Policy		
DIRECTORATE:	Council		
ADOPTED BY:	Council Resolution: OMC-24/355		
DATE OF ADOPTION:	29 November 2024	DATE OF REVIEW:	29 November 2026
POLICY NUMBER:	129		
LEGISLATIVE REF:	<i>Local Government (General) Regulations 2021; Part 2, Division 12</i> <i>General Instruction 1: Procurement</i>		

1. INTRODUCTION

1.1. Purpose

This policy provides the strategic direction for the procurement framework that guides sourcing and contract management for Barkly Regional Council (BRC) regarding Procurement, in accordance with legislated provisions.

1.2. Scope

This policy applies to the procuring of goods, services and contract management.

It is the responsibility of each officer and Elected Member involved in the procurement process to adhere to this Policy and its associated procedures.

1.3. Responsibilities

All persons within scope of this Policy are required to adhere to this Policy and its associated procedures.

The CEO and Chief Finance Officer (CFO) are accountable for the overall management of the Procurement Policy.

1.4. Policy Objectives

- 1) The Council's procurement activities will be performed with integrity and in a manner which meets the highest levels of probity.
- 2) Elected Members and Council are expected to conduct themselves ethically and professionally and present a high standard of professionalism and probity, and in accordance with any relevant overarching requirements (i.e., Code of Conduct).
- 3) BRC must not enter into a contract for a supply that is for a period of more than 5 years, including any option to extend the contract, other than a contract for:
 - A lease or license of land; or
 - Waste management, including the collection or transportation of waste; or
 - A particular supply approved under Ministerial Guidelines; in which case such contract must not be for more than 10 years.
- 4) A Council may apply to the Minister for a particular supply to be approved by making a submission in accordance with the requirements of the *General Instruction 1: Procurement*.

- 5) The Council purchases goods and services as part of its normal operations which is centred around the following procurement principles for every procurement activity:
- The enhancement of the capabilities of local enterprises and industries;
 - The employment of Aboriginal people;
 - Ethical behaviour and fair dealings;
 - Environmental protection and sustainability;
 - Open and effective competition; and
 - Value for money.

2. POLICY STATEMENT

- 1) Every effort will be made to promote the social, economic, environmental and cultural wellbeing of our region and to utilise local suppliers, build local capacity and ensure local businesses and industries are provided with the opportunity to participate in quotation and tender processes.
- 2) However, there will be instances where it is necessary for BRC to achieve value through nationally competitive and/or available market response. There may also be instances where funding guidelines may place requirements on BRC that are not consistent with this Policy. In such instances, BRC will follow funding guidelines in order to access external funding.
- 3) Elected Members, the CEO and Council are required at all times to avoid situations in which private interests' conflict or might reasonably be deemed to have the potential to conflict with Council duties, in accordance with Council's *Conflict of Interest Policy*.

3. RELEVANT POLICIES

Policies and procedures to be read in conjunction with this policy are:

- 1) Procurement Procedure
- 2) Borrowing Policy
- 3) Codes of Conduct – CEO, Staff, Elected Members
- 4) Conflict of Interest Policy
- 5) National Public Private Partnership Principles

4. IMPLEMENTATION AND REVIEW

4.1. Implementation

All relevant personnel and elected members will be made aware of this Policy. It is not a requirement of the Act for this Policy to be published on the Barkly Regional Council website.

4.2. Review

This policy will be reviewed on or before 29 November 2026.

5. VARIATIONS, REVOCATIONS AND/OR CHANGES

Barkly Regional Council reserves the right to revoke and/or amend this policy from time to time as is considered necessary to better manage its business and/or to comply with any legislative requirements.

6. APPROVAL

This policy is approved.

Chris Kelly
Chief Executive Officer


Signature

29 Nov 2024
Dated

END

POLICY

TITLE:	Conflict of Interest Policy		
DIRECTORATE:	Finance		
ADOPTED BY:	Chief Executive Officer (CEO)		
DATE OF ADOPTION:	29 Nov 2024	DATE OF REVIEW:	29 Nov 2026
POLICY NUMBER:	114		
LEGISLATIVE REF:	<i>Local Government Act 2019; Sections 114-116, 178, 179</i> <i>Local Government Regulations 2021; Section 107</i>		

1. INTRODUCTION

1.1. Purpose

The purpose of this Policy is to set out a framework to ensure that any actual, potential or perceived conflicts of interest are appropriately identified, considered and managed.

1.2. Scope

This Policy applies to the following:

- CEO and all Council staff employed by BRC;
- temporary agency staff;
- authorised representatives;
- contractors whilst engaged in any capacity; and
- volunteers.

This Policy does not apply to elected members, who are covered by legislated requirements.

While recruitment and selection is an area of risk, any conflicts of interest declared during the recruitment and selection process will be managed according to that process. However, if any conflict of interest does not fall within that process, or the individual has not declared a conflict under that process, then it must be declared under this Policy.

1.3. Definitions

A **Conflict of Interest** refers to a conflict between the public duty and private interests of a person associated with BRC, where such private interests could improperly influence the performance of their official duties.

Conflicts of interest can arise when individuals are influenced, or appear to be influenced, by personal interests when doing their jobs. The perception of a conflict of interest can be as damaging as an actual conflict because it undermines public confidence in the integrity of Council.

Conflicts of interest can relate to pecuniary or non-pecuniary interests (as defined), and they can exist when the individual is carrying out an activity that is required as part of their official duties. Readers should be aware that there are certain Council activities that are considered to be high risk in terms of conflicts of interest, including but not limited to:

- recruitment and selection
- procurement (tendering, purchasing, and contracting)
- external employment or volunteer work
- receiving gifts, benefits, or hospitality

- regulatory activity and complaints management
- employee disciplinary processes
- sale of Council land and other assets
- knowledge of sensitive or confidential information

Official duties includes work that may be defined by a position description or via directions given by another person authorised to do so at Council.

Non Pecuniary Interest is an interest that does not have a financial component. It may arise from personal or family relationships, or involvement in sporting, social or cultural activities. It includes any tendency toward favour or prejudice resulting from friendships, animosity or other personal involvement with another person or group. These are not limited to pecuniary interests or to interests that can bring direct personal gain or help avoid personal loss. They also include many social and professional activities and interests.

Pecuniary Interest (also known as “a material personal interest”) involves an actual or potential financial gain or loss. Money does not need to change hands for an interest to be pecuniary. People have a pecuniary interest if they (or a relative or other close associate) own property, hold shares, have a position in a company bidding for government work, or receive benefits (such as concessions, discounts, gifts or hospitality) from a particular source.

A **Private Interest** can be pecuniary or non-pecuniary in nature and are those personal, professional or business interests that can benefit or disadvantage us as individuals, or others we may wish to benefit or disadvantage. They also include the personal, professional or business interests of individuals or groups we associate with (e.g. relatives, friends, non-profit associations). They can include avoiding personal losses as well as gaining a personal advantage, whether financial or otherwise.

Related Person applies to anyone who is part of the Council representative’s immediate family, such as a spouse or a de facto spouse, or a wholly or substantially dependent child or someone who is wholly or substantially dependant on the employee or other representative, or someone whose affairs are otherwise closely linked with an employee or other representative.

A connection to a related person who is a client, contractor, volunteer or another employee of Council can give rise to a conflict of interest in the performance of the employee’s or other representative’s duties and responsibilities and must be notified and managed under this policy.

Examples of Related Persons include:

- any personal relationship including but not limited to past and present friendships, consensual sexual or romantic relationships
- personal friendships which extend outside of work for Council;
- any direct or indirect family relations (including spouse, de facto partner, children, siblings, parents and relations by marriage); and
- any other close personal relationships which may create a perceived or potential conflict of interest by connection to the employee’s and other representative’s functions and duties for Council.

1.4. Responsibilities

All persons within scope of this Policy are required to adhere to this Policy and its associated procedures. This includes immediately declaring any conflicts of interest (as defined).

The Corporate Services Director is responsible for managing the annual return of interests disclosure process with the relevant individuals as outlined in this Policy.

The Manager (HR) is responsible for managing the return of interests disclosures for all new roles new as outlined at Clause 6.1 of this Policy.

The CEO is accountable for the overall management of this Policy.



1.5. Policy Objectives

- 1) The community has the right to expect that all representatives of Barkly Regional Council (BRC) will perform their duties in a fair and unbiased way; and that the decisions made are not affected by self-interest or personal gain.
- 2) The objectives of this Policy aim to ensure that all persons within the scope of this Policy conduct themselves in ways that are, and are seen to be, ethical and which will withstand the highest levels of probity.

2. POLICY STATEMENT

2.1 Policy

- 1) Council and its representatives are trusted with a range of decision-making powers which enable it to govern in the best interests of the community. These powers must be exercised properly and impartially, with integrity and in accordance with this Policy and legislation.
- 2) Avoiding conflicts of interest is an important factor in public decision making. This is particularly important at the local government level, where individuals may have interests in the local area; and who may hold close connections within the local community.
- 3) All persons within the scope of this Policy are responsible for regularly considering the relationship between their personal interests and official duties in order to proactively identify any actual, perceived or potential conflicts of interest that may influence any actions or decisions made while carrying out their official duties.
- 4) All persons within the scope of this Policy are required to be honest, open and transparent in their disclosure of conflicts of interest.
- 5) All conflicts of interest must be disclosed. The key is to determine whether the situation is likely to interfere or appear to interfere with the independent judgment the employees and other representatives are required to demonstrate in performing their official duties.
- 6) If an individual has a conflict of interest in a matter in which they also have a delegated power, they must disclose the specific details of the conflict in writing to the CEO and immediately remove themselves from the decision-making process in relation to that matter.

3. TYPES OF CONFLICT OF INTEREST

- 1) A conflict of interest may be actual, perceived or potential:
 - a. **Actual conflict of interest** - where a representative has private or professional interests that conflict with his or her duty to put the public interest first.
 - b. **Perceived conflict of interest** - where a representative appears to have private or professional interests that conflict with his or her duty to put the public interest first. This may arise even if the individual has not acted in conflict of their duties to Council, but the existence of particular circumstances and relationships may create the perception amongst other employees, other representatives or the public, that a conflict exists.
 - c. **Potential conflict of interest** - where it is reasonably possible that a representative's private or professional interests will give rise to an actual or perceived conflict of interest.

4. DISCLOSURES OF CONFLICT OF INTEREST

- 1) The Act requires the CEO, Directors and key Managers to disclose their conflicts of interest in two ways:
 - a. Via a completed Annual Return of Interests within 14 days of being employed, or by 30 September each year they are employed.
 - b. Declaring conflicts of interest in writing as they arise.

- 2) Please refer to Clause 6 of this Policy for further information on the annual return of interests requirements.

5. HOW TO DISCLOSE A CONFLICT OF INTEREST

- 1) Where any person covered by the scope of this Policy identifies a conflict of interest (as defined and explained), they are required to make a disclosure in writing.
- 2) If the conflict involves any individual covered by the scope of this Policy engaged, employed or connected to Council, the conflict must be submitted to the relevant Director who oversees their employment or engagement with Council.
- 3) If the conflict involves a Director or Executive Manager of a local subsidiary government, the conflict must be submitted to the CEO.
- 4) If the conflict involves the CEO, the conflict must be submitted to the Council.

6. ANNUAL RETURN OF INTEREST DISCLOSURES

- 1) *Annual Return of Interest Disclosures* are a mandated requirement which applies to the following roles at Council:
 - the CEO
 - a council senior staff member
 - a local government subsidiary senior staff member
- 2) The following details are prescribed if the person has an actual or perceived conflict of interest because of the circumstance mentioned:
 - a. if the person has a shareholding in a public or private company (including a holding company) – the name of the company;
 - b. if the person has an interest as a trustee or beneficiary in a family or business trust (but not an interest as a trustee in a trust in which neither the person, nor any associate of the person, is a beneficiary, or an interest in a land trust under the Aboriginal Land Rights (Northern Territory) Act 1976 (Cth)) – the name of the trust, the nature of its operation and the nature of the interest;
 - c. if the person has an interest as an owner of real estate – the location (suburb or area only) and the purpose for which it is owned;
 - d. if the person has an interest in a registered company directorship – the name of the company;
 - e. if the person has an interest in a partnership – the name of the partnership, the nature of the interest and the activities of the partnership;
 - f. if the person has membership in an organisation – the name of the organisation;
 - g. if the person has any other interest – the nature of the interest;
 - h. if the person has any other substantial source of income – the nature of the source of the income.
- 3) Corporate Services will manage the annual return of interests disclosure process with each of the roles contained within Clause 6.1 above.

7. REGISTER OF DISCLOSURES

- 1) The CEO is responsible for maintaining a Register of Conflicts of Interest, which must be maintained as updated, and which must be published on Council's website.

8. FAILURE TO DISCLOSE

- 1) It is an offence under the Act to not disclose a conflict of interest.
- 2) Any breach of this Policy or associated legislation may result in disciplinary action, including, but not limited to, issue of a warning, demotion, suspension or termination of employment or service. For contractors, it may result in the termination or non-renewal of a contract for service.
- 3) Section 179 of the Act provides a range of penalties if the CEO and representatives fail to comply with disclosing conflicts of interest, including a substantial fine.
- 4) Deliberate non-disclosure of a conflict of interest or lack of adequate management of a conflict of interest may amount to a reasonable suspicion of corrupt conduct. Irregularities that appear to involve improper conduct must be reported to the Independent Commissioner Against Corruption (ICAC).

9. RELEVANT POLICIES

Policies and procedures to be read in conjunction with this policy are:

- 1) Conflict of Interest Declaration
- 2) Annual Return of Interest Disclosure Form (Staff)
- 3) Codes of Conduct
- 4) Employment Contracts / Service Contracts/Agreements
- 5) Relevant Policies and Procedures

10. IMPLEMENTATION AND REVIEW

10.1. Implementation

Relevant personnel will be made aware of this Policy. The Act requires that the Register associated with this Policy be published on the Barkly Regional Council website.

10.2. Review

This policy will be reviewed on or before 29 Nov 2024.

11. VARIATIONS, REVOCATIONS AND/OR CHANGES

Barkly Regional Council reserves the right to revoke and/or amend this policy from time to time as is considered necessary to better manage its business and/or to comply with any legislative requirements. Employees will be given sufficient notice of any such revocations, amendments, or changes.

12. APPROVAL

This policy is approved.

Chris Kelly
Chief Executive Officer


Signature

29 Nov 2024
Dated

END

Officers' Reports

ITEM NUMBER: 4.6
TITLE: Meeting Schedule 2025

Reference <Enter Ref here>
Author Emmanuel Okumu (Governance Manager)

SUMMARY

The report provides the committee with all the Council, Council Committees and the Local Authority meeting schedule for 2025.

RECOMMENDATION

That the Committee receives and notes the meeting schedule for 2025.

ATTACHMENTS:

1. BRC Bi Monthly Council Calendar 2025 002 29for Audit [4.6.1 - 12 pages]
-

January 2025						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
		1 Christmas Shutdown New Years Day	2 Christmas Shutdown	3 Christmas Shutdown	4 Christmas Shutdown	5 Christmas Shutdown
6	7	8 CEO - Tennant Creek Monthly LEC 10am	9	10 ELT 2-4pm	11	12
13 CEO - Barkly Regional Deal Fortnightly Catch-up 2.00pm	14	15	16	17 ELT 2-4pm	18	19
20	21 Alpurrurulam LA	22	23	24 CEO One-On-One with ELT	25	26 Australia Day
27 Australia Day Public Holiday CEO - Barkly Regional Deal Fortnightly Catch-up 2.00pm	28	29	30 Ordinary Council Meeting	31 ELT 2-4pm		

February 2025						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
					1	2
3	4	5 Tennant Creek LA	6 ELT 2-4pm	7 Elliott LA	8	9
10 CEO - Barkly Regional Deal Fortnightly Catch-up 2.00pm	11	12 CEO - Tennant Creek Monthly LEC 10am Arlparra LA	13 Ampilatwatja LA	14 ELT 2-4pm	15	16
17 Wutunugurra LA	18	19	20	21 CEO One-On-One with ELT	22	23
24 Barkly Regional Deal Fortnightly Catch-up 2.00pm Ali Curung LA	25	26	27 Animal Management Audit & Risk Finance Committees	28 ELT 2-4pm		

March 2025						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
31					1	2
3 Senior Management Training Workshop	4 Senior Management Training Workshop	5 Senior Management Training Workshop	6 Senior Management Training Workshop	7 ELT 2-4pm Senior Management Training Workshop	8	9
10 Barkly Regional Deal Fortnightly Catch-up 2.00pm	11 Alpurrurulam LA	12 Tennant Creek Monthly LEC 10am	13	14 ELT 2-4pm	15	16
17	18	19	20	21 CEO One-On-One with ELT	22	23
24 Barkly Regional Deal Fortnightly Catch-up 2.00pm	25	26	27 Ordinary Council Meeting	28 ELT 2-4pm	29	30

April 2025						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	1	2	3	4 ELT 2-4pm	5	6
7 Barkly Regional Deal Fortnightly Catch-up 2.00pm	8	9 Tennant Creek Monthly LEC 10am	10	11 ELT 2-4pm	12	13
14	15 Wutunugurra LA	16	17 CEO One-On-One with ELT	18 Good Friday	19	20
21 Easter Monday Barkly Regional Deal Fortnightly Catch-up 2.00pm	22 Elliott LA	23 Tennant Creek LA	24 Animal Management Audit & Risk Finance Committees	25 ANZAC Day	26	27
28	29	30 Arlparra LA				

May 2025						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
			1 Ampilatwatja LA	2 ELT 2-4pm	3	4
			5 May Day Barkly Regional Deal Fortnightly Catch-up 2.00pm	6 Alpurrurulam LA	7	8
11	12 Ali Curung LA	13	14 Tennant Creek Monthly LEC 10am	15	16 CEO One-On-One with ELT	17
18	19 Barkly Regional Deal Fortnightly Catch-up 2.00pm	20	21	22	23 ELT 2-4pm	24
25	26	27	28	29 Ordinary Council Meeting	30 ELT 2-4pm	31

June 2025						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
30 Barkly Regional Deal Fortnightly Catch-up 2.00pm						1
2 Barkly Regional Deal Fortnightly Catch-up 2.00pm	3	4 Tennant Creek LA	5 ELT 2-4pm	6 Elliott LA	7	8
9 King's Birthday	10	11 Tennant Creek Monthly LEC 10am Arparra LA	12 Ampilatwatja LA	13 CEO One-On-One with ELT	14	15
16 Barkly Regional Deal Fortnightly Catch-up 2.00pm Wutunugurra LA	17	18	19 Animal Management Audit & Risk Finance Committees	20 ELT 2-4pm	21	22
23 NGA Canberra	24 NGA Canberra	25 NGA Canberra	26 NGA Canberra	27 NGA Canberra	28	29

July 2025						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	1	2	3	4 ELT 2-4pm	5	6
7	8	9 Tennant Creek Monthly LEC 10am	10 ELT 2-4pm	11 Tennant Creek Show	12	13
14 Barkly Regional Deal Fortnightly Catch-up 2.00pm	15 Alpurrurulam LA	16	17	18 CEO One-On- One with ELT	19	20
21 LG Chief Officer Group Ali Curung LA	22 LG Chief Officer Group	23 LG Chief Officer Group	24 LG Chief Officer Group	25 LG Chief Officer Group	26 LG Chief Officer Group	27 LG Chief Officer Group
28 Barkly Regional Deal Fortnightly Catch-up 2.00pm LG Chief Officer Group	29	30	31 Ordinary Council Meeting			

August 2025						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
				1 ELT 2-4pm	2	3
4 Picnic Day ELT Forum	5 ELT Forum	6 ELT Forum	7 ELT Forum	8 ELT Forum	9	10
11 Barkly Regional Deal Fortnightly Catch-up 2.00pm	12	13 Tennant Creek Monthly LEC 10am Arparra LA	14 Ampilatwatja LA	15 ELT 2-4pm	16	17
18	19	20 Tennant Creek LA	21 CEO One-On-One with ELT	22 Elliott LA	23	24
25 Barkly Regional Deal Fortnightly Catch-up 2.00pm Wutunugurra LA	26	27	28 Animal Management Audit & Risk Finance Committees	29 ELT 2-4pm	30	31

September 2025						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
1	2 Alpurrurulam LA	3 Senior Management Workshop	4 Senior Management Workshop	5 ELT 2-4pm Senior Management Workshop	6	7
8 Barkly Regional Deal Fortnightly Catch-up 2.00pm Ali Curung LA	9	10 Tennant Creek Monthly LEC 10am	11	12 CEO One-On- One with ELT	13	14
15	16	17	18 Ordinary Council Meeting	19 ELT 2-4pm	20	21
22 Barkly Regional Deal Fortnightly Catch-up 2.00pm	23	24	25	26 ELT 2-4pm	27	28
29	30					

October 2025						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
		1	2	3 ELT 2-4pm	4	5
6 Barkly Regional Deal Fortnightly Catch-up 2.00pm	7	8 Arparra LA	9 Ampilatwatja LA	10 ELT 2-4pm	11	12
13	14	15 Tennant Creek Monthly LEC 10am Tennant Creek LA	16 ELT 2-4pm	17 Elliott LA	18	19
20 Barkly Regional Deal Fortnightly Catch-up 2.00pm Wutunugurra LA	21	22	23	24 CEO One-On-One with ELT	25	26
27 Ali Curung LA	28	29	30 Animal Management Audit & Risk Finance Committees	31 ELT 2-4pm		

November 2025						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
					1	2
3 Barkly Regional Deal Fortnightly Catch-up 2.00pm	4 Alpurrurulam LA	5	6	7 ELT 2-4pm	8	9
10	11	12 Tennant Creek Monthly LEC 10am Arparra LA	13 Ampilatwatja LA	14 ELT 2-4pm	15	16
17 Barkly Regional Deal Fortnightly Catch-up 2.00pm Ali Curung LA	18	19	20	21 CEO One-On-One with ELT	22	23
24	25	26	27 Ordinary Council Meeting	28 ELT 2-4pm	29	30

December 2025						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
1 Barkly Regional Deal Fortnightly Catch-up 2.00pm	2	3 Tennant Creek LA	4 CEO One-On-One with ELT	5 Elliott LA	6	7
8 Wutunugurra LA	9	10 Tennant Creek Monthly LEC 10am	11 Animal Management Audit & Risk Finance Committees	12 ELT 2-4pm	13	14
15 Barkly Regional Deal Fortnightly Catch-up 2.00pm	16	17	18	19 ELT 2-4pm	20	21
22	23	24	25	26	27	28
29 Barkly Regional Deal Fortnightly Catch-up 2.00pm	30	31				

Officers' Reports

ITEM NUMBER: 4.7
TITLE: BRC Organisation Chart

Reference <Enter Ref here>
Author Emmanuel Okumu (Governance Manager)

SUMMARY

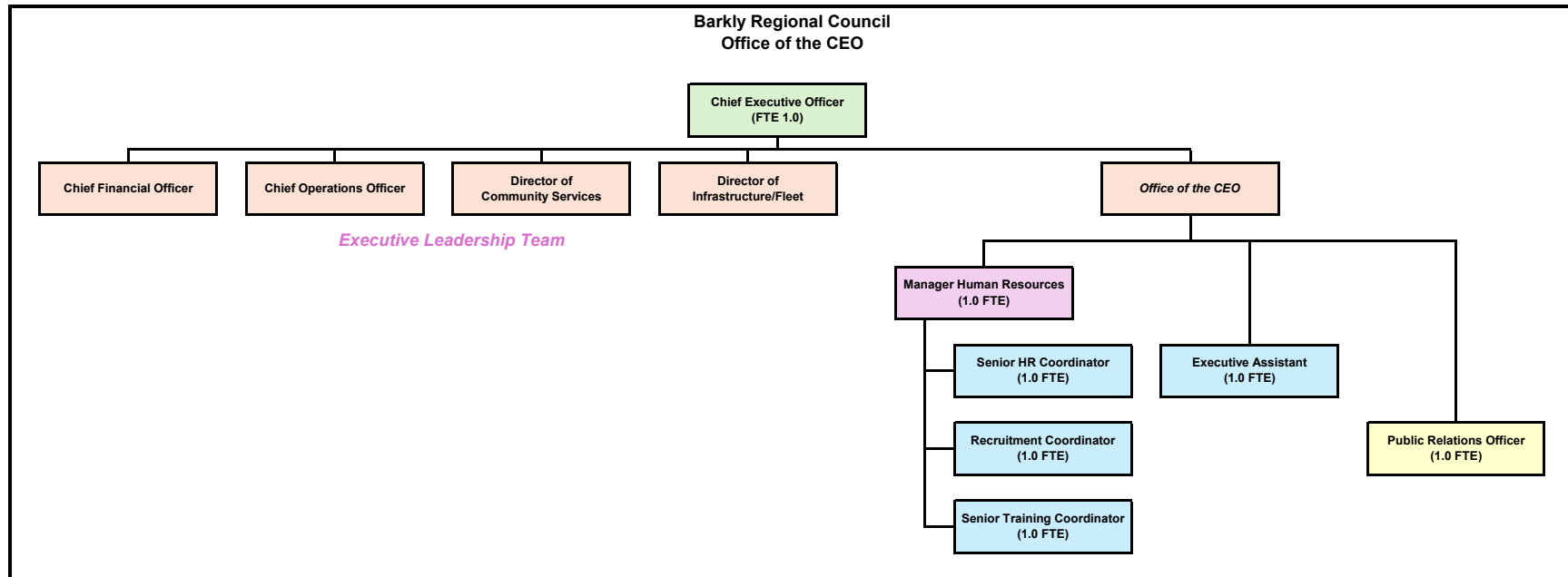
The report provides the committee with the BRC Org Chart as requested by the committee through the chairperson.

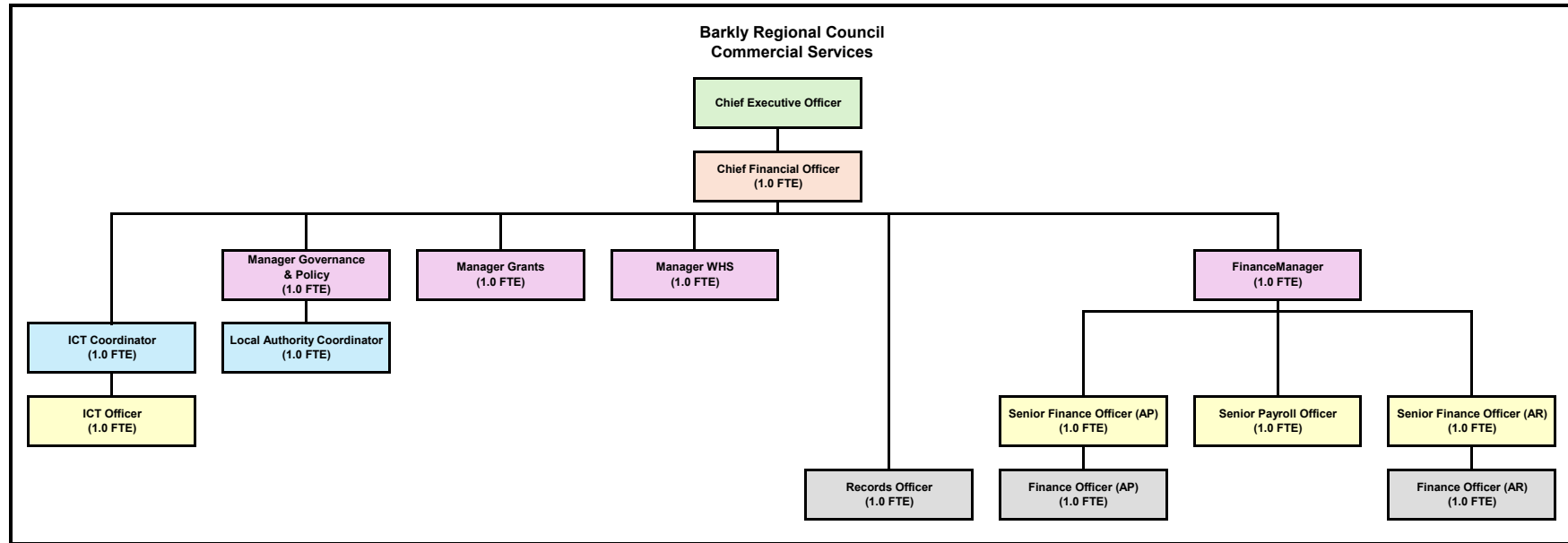
RECOMMENDATION

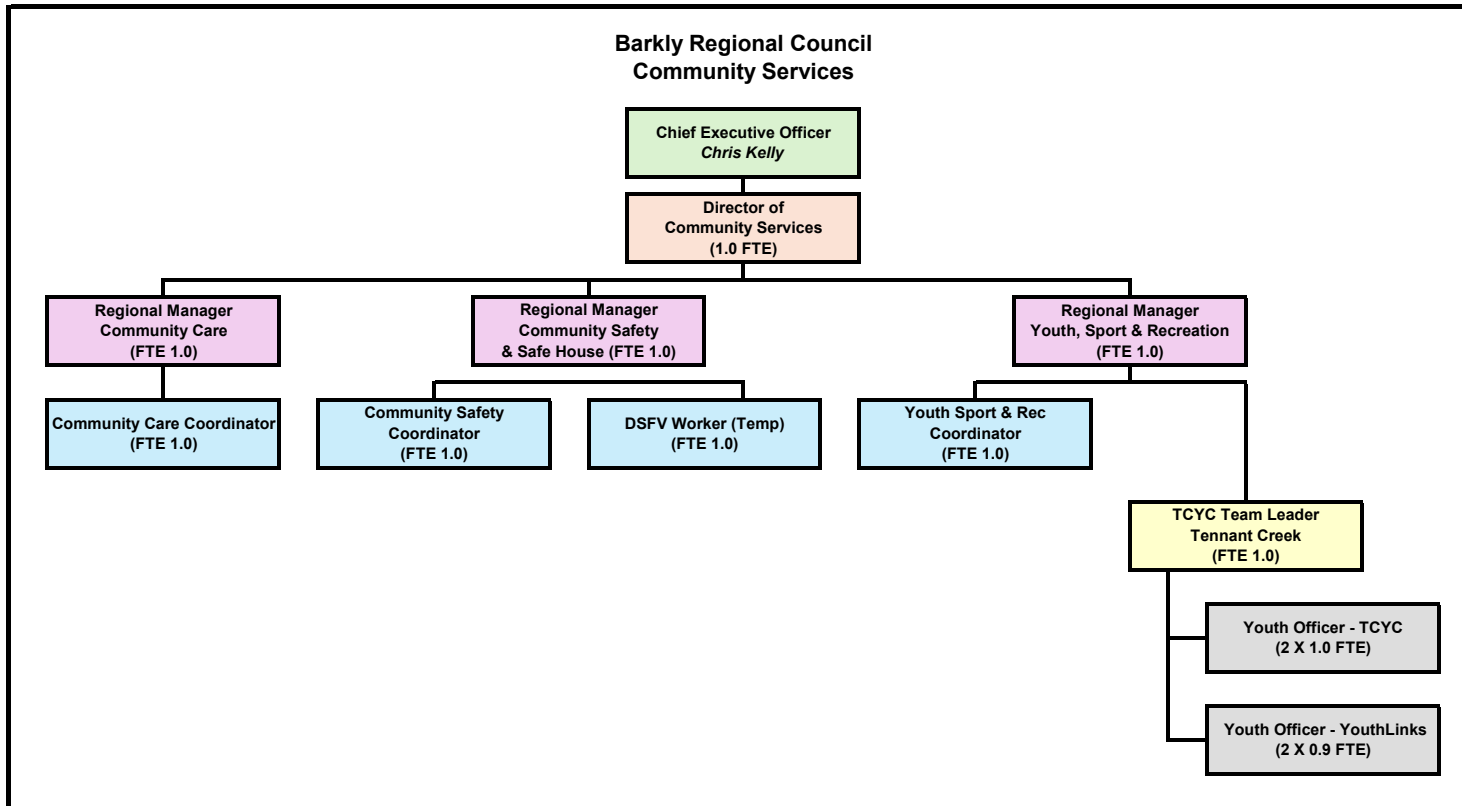
That the Committee receive and note the BRC Org Chart as requested by the committee.

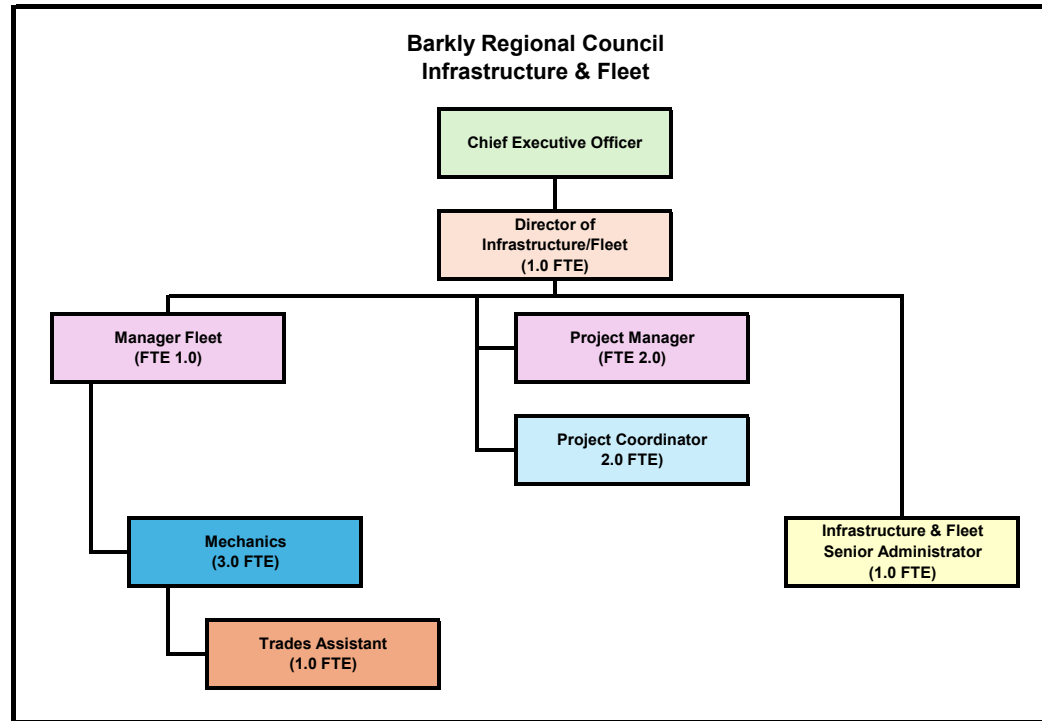
ATTACHMENTS:

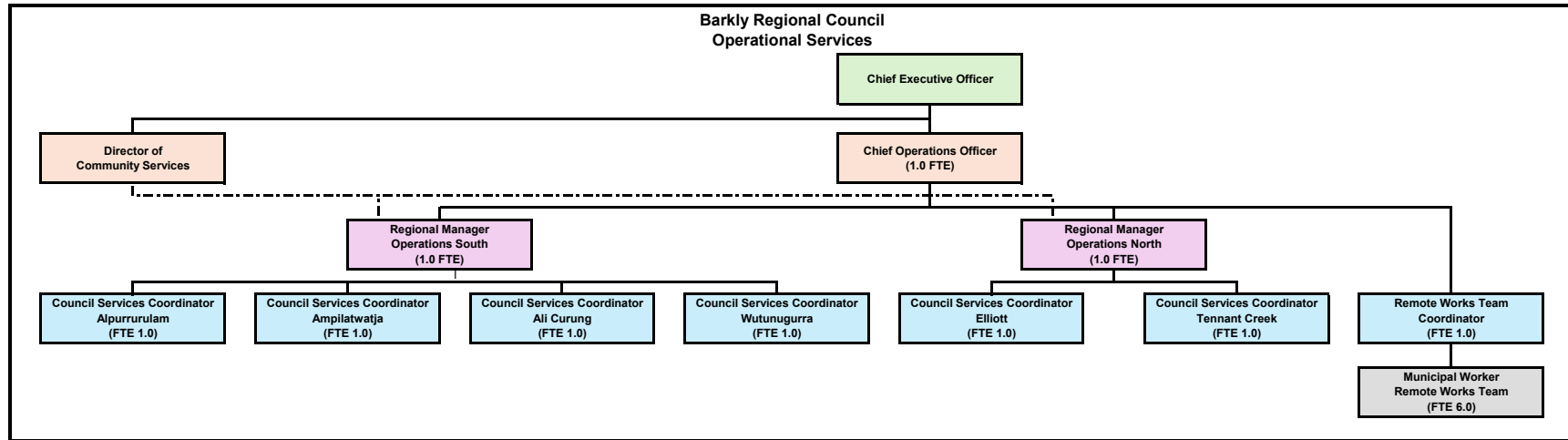
1. BRC Structure_-_29 November 2024 version 20241129-19 pk 4 J Wu J Vyk GMY Y- Nqipu 2 g [4.7.1 - 7 pages]
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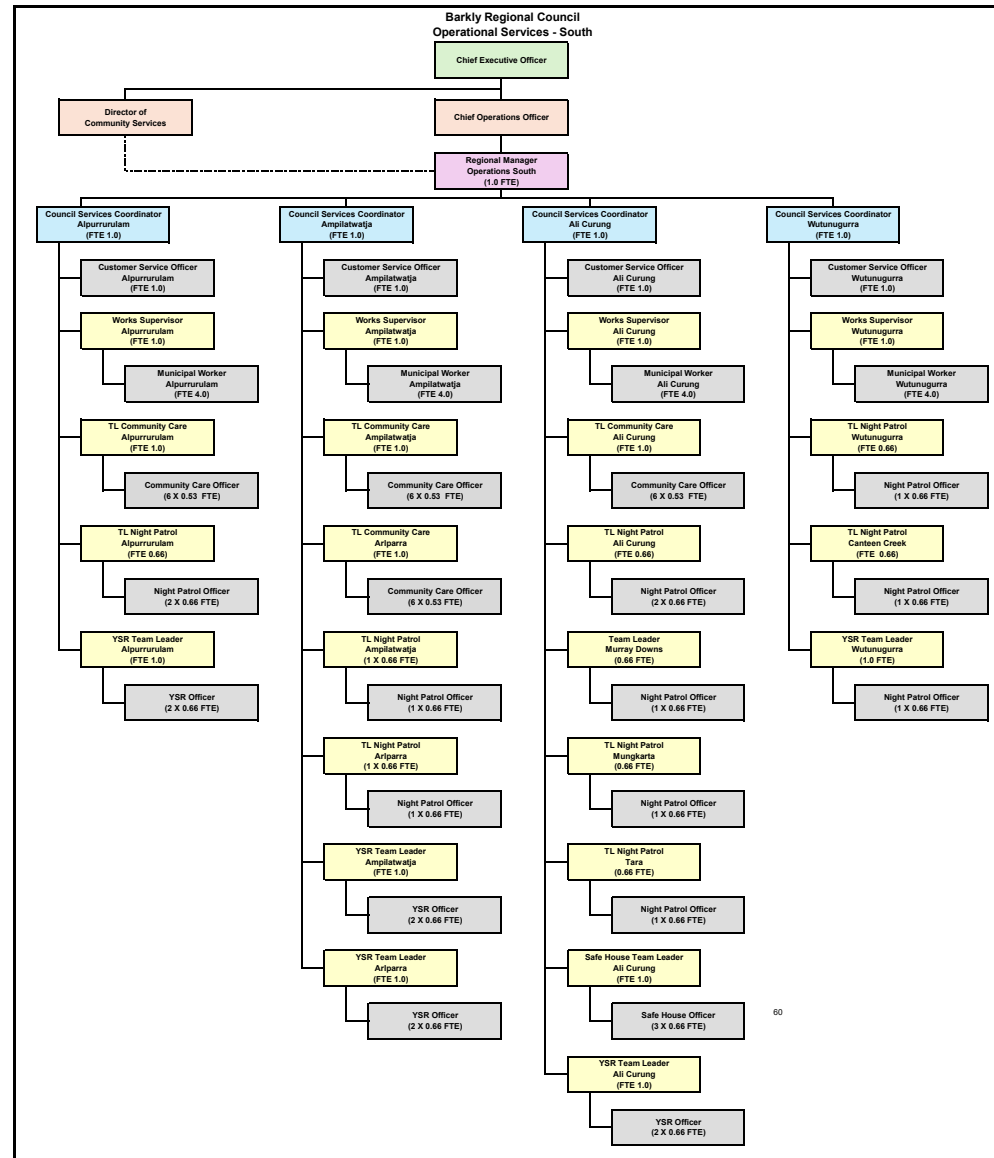


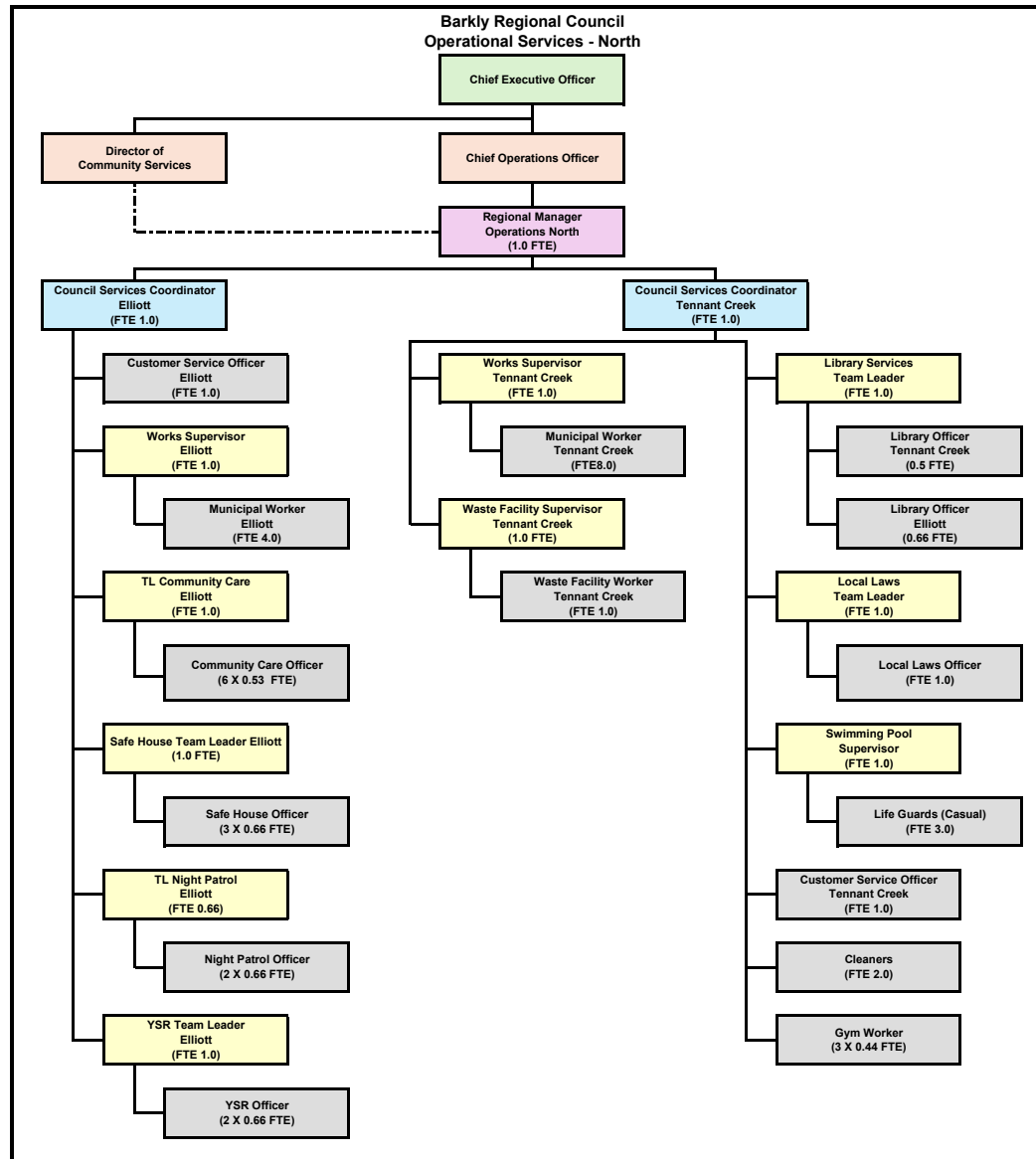












5 UPDATED COMMITTEE WORK PROGRAM REPORTS

Nil

6 GENERAL BUSINESS

Nil

7 CLOSE OF MEETING