2025–26
Annual Report

MacDonnell Regional Council





Cover image: President Kenny is pictured with Senator the Hon Malarndirri McCarthy, Minister for Indigenous Australians (centre), and MRC CEO Belinda Urquhart (left). Whilst in Canberra to attend the Australian Local Government Association annual conference President Kenny attended meetings with the Hon Kristy McBain MP, Minister for Regional Development, Local Government and Territories and Senator McCarthy and participated in two round table discussions in Parliament House.

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Message from our **President**

Serving as President of MacDonnell Regional Council carries a responsibility I do not take lightly. We are local government. Not state, not federal. That distinction matters more than it is often given credit for. Local government is where governance meets real life. A decision made in a council chamber has a direct consequence for a family in Kintore or Imanpa or Hermannsburg. The proximity to community is both the privilege and the weight of this role. It keeps us honest.

I want to begin by acknowledging the staff of MRC. This year has required a great deal of them. They have responded with the kind of steady, consistent dedication that does not always make it into formal reports but that underpins everything we achieve. Thank you. It is a simple statement and it is genuinely meant.

Elected Members and Local Authorities have continued to play the role they were always intended to play, providing community-grounded guidance that keeps this Council connected to the people it serves. The voices of Local Authority members are not ceremonial. They shape real decisions. That is how it should be, and I am proud that our Council operates that way.

The direction of our workforce development work has been encouraging. Building genuine pathways for local residents to gain employment, training, and professional development within their own communities is the long-term work of sustainability. It does not happen quickly. The investment being made is real, and it will produce outcomes that extend well beyond a single annual report cycle.

MRC's role as a significant employer and economic force in this region is worth reflecting on. When residents are employed by their own council, earning wages that stay in their communities, the impact goes beyond service delivery. It builds capacity. It builds confidence. It builds a region that can increasingly sustain itself. That matters enormously to this Council.

We remain grateful for the continued support of the Northern Territory and Australian Governments. Their funding enables services and infrastructure that make a tangible difference in community life. These partnerships are built on shared purpose, and we value them deeply.

I look to the year ahead with genuine optimism. Not without clear eyes as there are challenges that remain and this Council does not pretend otherwise. But MRC has the staff, the leadership, and the community relationships to meet what lies ahead. To our Elected Members, Local Authority members, and staff, thank you for everything you bring to this organisation and to the communities we are privileged to serve.





Roxanne Kenny
President, MacDonnell Regional Council

Message from our **Chief Executive Officer**

There is something that tends to get lost in the formality of annual reports which is the actual reality of what local government means in remote Australia. MacDonnell Regional Council does not operate in the background of people's lives. For residents across our thirteen communities, we are the council that maintains the local roads. We run the childcare centres community children attend each morning. We ensure Age Care clients receive care and dignity. We collect the rubbish. Local government at this scale, in this geography, is not administrative machinery operating separately from daily life. It is a presence. Immediate and consequential. At the grassroots of every community we serve.

That is the context in which I present the MRC 2025–2026 Annual Report.

This has been a demanding year. I will say that plainly. Our staff have navigated workforce pressures, supply chain delays, and the ongoing complexity of service delivery across some of the most remote country in Australia, and they have maintained the standard of care our communities expect throughout. The commitment I have witnessed across this organisation in 2025–2026 has been genuinely remarkable. My sincere thanks to every one of them.

There is something else I want to say directly that deserves more recognition than it typically receives. MRC is one of the most significant economic contributors in this region. Each year, we generate more than $20 million in wages paid to local employees, people who live in the communities we serve. In a region where private sector employment is limited and economic participation can be difficult to access, that is not a peripheral fact. It is central to the economic wellbeing of the region. Every payroll cycle, those wages flow back into local households, local spending, local lives. MRC does not just deliver services to these communities. We help sustain them economically, from the ground up.

Community engagement remains foundational to how we operate and always will be. Our decisions are shaped by the guidance of Local Authorities and Elected Members, people who carry deep knowledge of their communities and who hold this organisation accountable to its responsibilities. I extend my sincere thanks to President Roxanne Kenny and all Elected Members for their leadership and continued support throughout this year.

Our service delivery has progressed on multiple fronts. Early childhood education programmes have strengthened, with improved staff retention in childcare centres and deepened partnerships with funding bodies. Aged care continues to be treated with the gravity it demands as our senior community members are custodians of culture and law, and their wellbeing is not something we treat as a line item. Across all programme areas, our teams have worked to maintain quality and adapt where changing community needs have required it.

There is more to do. Workforce shortages remain a real constraint. Succession planning and building the local talent pipeline from within communities is not a quick process. It is long-term, patient work. We are investing in it because it is the right thing to do, independent of what any reporting period can demonstrate.

In the year ahead, a range of infrastructure projects will deliver practical improvements across our communities. Shade shelters, upgrades to sporting facilities and oval lighting, new community laundries, and the construction of two bmx pump tracks. Not grand gestures. Practical improvements that make daily life better for the people who live there.

MRC's purpose has not changed. We are here to deliver, to listen, and to keep showing up, regardless of the distance or the complexity. I am proud of what this organisation continues to achieve.





Belinda Urquhart
Chief Executive Officer,
MacDonnell Regional Council

The first meeting of the newly-elected Council

Our Council

01



The **Council**

Covering 268,329 km^2 of the southernmost part of the Northern Territory, MacDonnell Regional Council provides local government services to some of the continent's most remote communities. Council takes its name from the MacDonnell Ranges, which dominate much of the landscape and from where the Todd and Finke rivers flow out; giving life to the arid desert environment.



Congratulations to the women elected to Council – L-R Belinda Urquhart, CEO, Maryanne Malbunka, Deputy President, Roxanne Kenny, President and Councillors Lynn Ward and Veronica Lynch Kngwarraye.

MacDonnell Regional Council was established in 2008, taking over from a number of smaller community councils and local boards. During its first 16 years of operation, Council has established strong governance procedures that respect and utilise traditional indigenous governance practices. Council serves the residents of 13 remote communities and associated outstations.

About Council

MacDonnell Regional Council is led by 12 elected members, selected from four wards. Councillors are elected for four years, with the most recent election held in August 2025.

There was one supplementary election and one by-election held during the 2025–26 financial year to fill vacant positions on council.

- The supplementary election was required in the Rodinga Ward as there were insufficient candidates and only 3 of the available positions were filled at the time of the General Election. Councillor Matthew Palmer was elected as a result of the supplementary election in November 2025.
- Councillor Garrard Anderson, elected in the General Election, resigned resulting in the by-election in the Luritja Pintubi Ward which was held in April 2026. Councillor Tommy Conway was the successful candidate.

There is currently one vacancy on Council as a result of the resignation of Councillor Peter Wilson which was accepted at the June meeting of Council. A by-election is planned to occur in the latter half of 2026.

Throughout its annual cycle, Council holds an Ordinary Council Meeting every two months, and Special Council Meetings as required. Meetings are generally held in Alice Springs and where possible on any of the 13 communities within the Council. All Council meetings are open to the public unless confidential business is being considered. Residents of MRC's communities and members of the public are encouraged to attend.



Council welcomed back Cr Tommy Conway at its June 2026 meeting – Cr Conway was re-elected in the by-election held in the Luritja Pintubi Ward.

Our Communities

MRC covers 13 major remote communities, as well as many outstations and enterprises in the pastoral, tourism and mining industries. The towns of Alice Springs and Yulara are excluded from the MRC. The 2022 Estimated Resident Population for MacDonnell Regional Council LGA is 6,640, with a population density of 0.02 persons per square km.

At MacDonnell Regional Council we recognise and respect the fact that Aboriginal culture is the oldest known continuing culture in the world and that Aboriginal people have had their own forms of governance for tens of thousands of years.

Having strong and effective Aboriginal representatives on the Council has provided an opportunity to discuss and develop effective two-way communication and engagement as well as strong governance principles and practices. Councillor discussions are multi-lingual, moving easily between the Aboriginal languages spoken in the MacDonnell region (mainly Luritja, Pintubi, Pitjantjatjara and Arrernte) and English.

In weighing-up the impacts of their decisions made, Councillors explore vastly different perspectives and expectations.

Council **Committees**

Finance and Risk Committee

The Finance and Risk Committee has delegated authority from Council to carry out Council's financial functions and approve any other urgent matters as required during the months that an Ordinary Council meeting is not convened. The primary purpose of the Finance and Risk Committee is to assist Council to discharge its responsibility to ensure the integrity of Council's financial reports, review Council's financial position and review Council's risks and protocols. The Committee is made up of the following Members:

- President Roxanne Kenny
- Deputy President Maryanne Malbunka
- Councillor Andrew Davis
- Councillor Patrick Allen
- Belinda Urquhart, Chief Executive Officer

During the 2025–26 financial year the Finance and Risk Committee held four meetings on the following dates:

1. 25 July 2025
2. 29 August 2025
3. 28 November 2025
4. 23 January 2026

Audit Committee

The Audit Committee is a key component of Council's governance framework. The Committee is an independent advisory body that monitors and reviews the integrity of Council's financial management including the review of internal controls. Advice and recommendations are provided to Council for further assessment. The Committee is made up of the following Members:

- Randle Walker, Independent Chair
- President Roxanne Kenny
- Deputy President Maryanne Malbunka
- Councillor Veronica Lynch Kngwarraye
- Councillor Dalton McDonald
- Belinda Urquhart, Chief Executive Officer

During the 2025–26 financial year the Audit Committee held two meetings on the following dates:

1. 3 October 2025
2. 18 December 2025



During the year ICAC delivered training to Council – L-R Roxanne Kenny, President, Rebecca Johnson and Margot Holliman, representatives from the Office of the Independent Commission Against Corruption, Keith Hassett, Deputy CEO and Belinda Urquhart, CEO.

Fourth Council 2021–2025

COUNCILLOR	WARD	SPECIAL COUNCIL MEETINGS	FINANCE & RISK COMMITTEE MEETINGS	ATTENDANCE SUMMARY		
				ELIGIBLE TO ATTEND	ATTENDED	
ROXANNE KENNY (PRESIDENT)[1]	LJIRAPINTA	1	2	3	3	100%
MARYANNE MALBUNKA	LJIRAPINTA	1	-	1	1	100%
MARK INKAMALA	LJIRAPINTA	1	-	1	1	100%
ABRAHAM POULSON	IYARRKA	1	-	1	1	100%
MARLENE ABBOTT	IYARRKA	1	-	1	1	100%
DALTON MCDONALD (DEPUTY PRESIDENT)[1]	LURITJA	-	2	3	2	67%
JASON MINOR	LURITJA	-	-	1	-	0%
TOMMY CONWAY	LURITJA	1	-	1	1	100%
ANDREW DAVIS[1]	RODINGA	1	2	3	3	100%
LISA SHARMAN[1]	RODINGA	-	2	3	2	67%
PATRICK ALLEN	RODINGA	1	-	1	1	100%

[1] Member of Council's Committees

Council **Committees** > CONT

Fifth Council 2025–2029

COUNCILLOR	WARD	COUNCIL MEETINGS	SPECIAL COUNCIL MEETINGS	FINANCE & RISK COMMITTEE MEETINGS	AUDIT COMMITTEE MEETINGS	ATTENDANCE SUMMARY		
						ELIGIBLE TO ATTEND	ATTENDED	
ROXANNE KENNY (PRESIDENT)[1,2]	LJIRAPINTA	6	1	2	2	11	11	100%
MARYANNE MALBUNKA (DEPUTY PRESIDENT)[1,2,3]	LJIRAPINTA	6	1	2	2	11	11	100%
MARK INKAMALA	LJIRAPINTA	6	1	-	-	7	7	100%
ABRAHAM POULSON	IYARRKA	4	1	-	-	7	5	71%
PETER WILSON[4]	IYARRKA	5	-	-	-	5	5	100%
DALTON MCDONALD[2]	LURITJA	6	1	-	2	9	9	100%
GARRARD ANDERSON[5]	LURITJA	2	-	-	-	2	2	100%
LYNN WARD	LURITJA	6	1	-	-	7	7	100%
TOMMY CONWAY[6]	LURITJA	1	-	-	-	2	1	50%
ANDREW DAVIS[1]	RODINGA	6	1	1	-	9	8	89%
MATTHEW PALMER[7]	RODINGA	4	-	-	-	5	4	80%
PATRICK ALLEN[1]	RODINGA	6	1	2	-	9	9	100%
VERONICA LYNCH KNGWARRAYE[2]	RODINGA	5	1	-	2	9	8	89%

[1] Member of Council's Finance and Risk Committee
[2] Member of Council's Audit Committee
[3] Cr Malbunka appointed as Deputy President September 2025
[4] Cr Wilson resigned in May 2026
[5] Cr Anderson resigned in November 2025
[6] Cr Conway was not elected in the 2025 LG elections but was elected in a by-election in April 2026
[7] Cr Palmer was elected in a supplementary election in November 2025

Local **Authorities**

	July-Sep 2025	Oct-Dec 2025	Jan-Mar 2026	Apr-June 2026
Amoonguna	✓	✓	✓	✓
Areyonga	✓	✓	✓	✓
Docker River	✓	✓	✓	✓
Finke	✓	✓	✓	✓
Haasts Bluff	✓	✓	✓	✓
Hermannsburg	✓	✓	✓	✓
Imanpa	✓	✓	✓	✓
Kintore	✓	✓	✓	✓
Mt Liebig	✓	✓	✓	✓
Papunya	✓	✓	✓	✓
Santa Teresa	✓	✓	✓	✓
Titjikala	✓	✓	✓	✓
Wallace Rockhole	✓	✓	✓	✓

Key: Quorum | Provisional – Meeting helf without quorum | Cancelled

Local Authorities

Local Decision Making (LDM) is a Northern Territory Government commitment to provide opportunities to transfer government service delivery to Aboriginal Territorians and organisations, based on their community aspirations. It sets out a 10 year plan aiming to provide a pathway towards communities exercising greater control over their own affairs.

Local Authorities have been established under the Local Government Act 2019 and have the following functions:

- To involve local communities more closely in issues related to local government.
- To ensure local communities have an opportunity to express their opinions on questions affecting local government.
- To allow local communities a voice in the formulation of policies for the locality, as well as policies for the area and the region.
- To take the views of local communities back to council and act as advocates on their behalf.
- To develop a Local Authority Plan for their community and contribute to the Regional Plan.

MacDonnell Regional Council recognises that building, supporting and investing in strong governance is necessary to ensure local people drive local solutions, and that the members of our communities are supported in managing local decision making. To this end Council is a strong supporter of its Local Authorities.

Local Authorities may also from time to time represent their community on other matters, with governments and other organisations able to approach them for advice and consultation on a range of issues.

The table, above, shows the outcome of scheduled meetings by community throughout the financial year. 77% of meetings were held successfully with a quorum, 10% were held as provisional meetings and 13% were cancelled.

Local Authorities CONT

Unfortunately meetings had to be cancelled for a number of reasons – bad weather conditions, the conduct of sorry business, clashes with CLC meetings and members not being available.

LA Projects

Across the 13 communities a significant number of projects have been recommended to Council by the Local Authorities. Many projects have been completed during the year, are currently being actioned or are in the process of being costed with resources to be allocated.

These projects include initiatives such as:

- Bin Trailers, Mobile Water Trailer, Ride on Mowers – 2 Amoonguna, 1 Docker, 2 Kintore.
- Allocation of funding for initiatives requested by MRC's Youth Boards.
- Solar Street Lighting in several communities. Construction projects to enhance community facilities including;
  - new playgrounds and playground upgrades
  - industrial fans for a basketball court
  - football oval upgrades including new grandstands, site improvements in preparation for new football change rooms
  - basketball court upgrades
  - community masterplan projects
  - shade and seating at a cemetery

And so much more.



A new playground has been installed at Kintore as part of the Kintore Local Authority Master Plan project funding. This funding is provided by the Northern Territory Government.

	Funds Expended 25/26	Balance of Funds
Amoonguna	$14,156	$73,408
Areyonga	$20,407	$90,624
Docker River	$34,747	$133,516
Finke	$19,137	$54,806
Haasts Bluff	$14,726	$73,664
Hermannsburg	$132,813	$183,468
Imanpa	$13,500	$45,119
Kintore	$208,636	$116,498
Mt Liebig	$26,506	$54,004
Papunya	$36,740	$260,412
Santa Teresa	$28,801	$215,655
Titjikala	$14,851	$95,475
Wallace Rockhole	$43,739	$27,915

Our **Councillors**



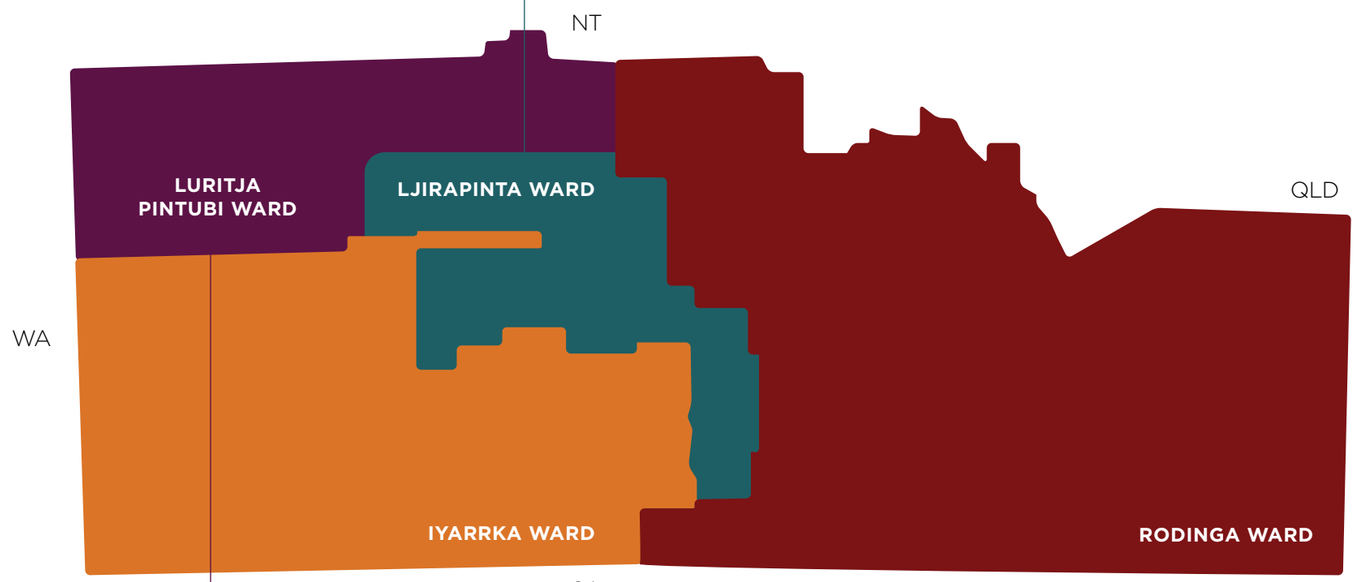
President
Roxanne Kenny
Hermannsburg (Ntaria)



Deputy President
Maryanne Malbunka
Hermannsburg (Ntaria)



Councillor
Mark Inkamala
Hermannsburg (Ntaria)





Councillor
Dalton McDonald
Papunya (Warumpi)



Councillor
Lynn Ward
Papunya (Warumpi)



Councillor
Tommy Conway
Kintore (Walungurru)

Ljirapinta Ward

Ljirapinta Ward represents residents in and around the communities of Hermannsburg and Wallace Rockhole where Western Arrernte is the predominant language. Its elected Councillors are Roxanne Kenny, Maryanne Malbunka and Mark Inkamala from Hermannsburg. Roxanne is the Council President and Maryanne is the Council Deputy President.

Luritja Pintubi Ward

As suggested by its name, this Ward predominantly represents Luritja and Pintubi speakers living in the communities of Kintore, Mount Liebig, Papunya and Haasts Bluff. Elected Councillors for Luritja Pintubi Ward are Dalton McDonald and Lynn Ward, both from Papunya, and Tommy Conway from Kintore.

Our **Councillors**



Councillor
Matthew Palmer
Amoonguna



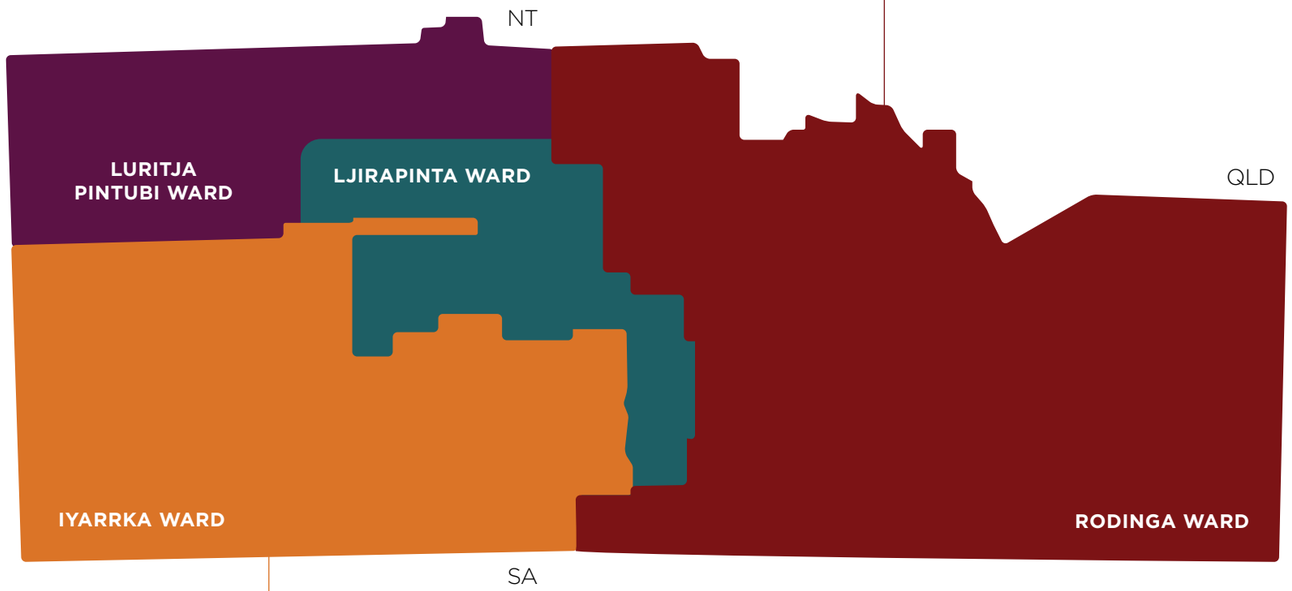
Councillor
Veronica Lynch Kngwarraye
Santa Teresa
(Ltyentye Apurte)

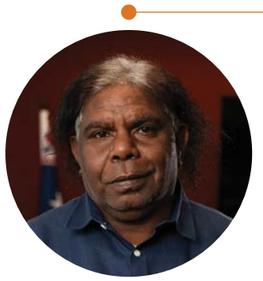


Councillor
Andrew Davis
Amoonguna



Councillor
Patrick Allen
Finke (Aputula)





Councillor
Abraham Poulson
Areyonga (Utju)



Councillor
Position Vacant
Docker River
(Kaltukatjara)

Rodinga Ward

Rodinga Ward, takes its name from the Rodinga railway station siding that stood beside the old Ghan railway line, and includes the communities of Amoonguna, Santa Teresa, Titjikala and Finke. Its elected Councillors are Matthew Palmer and Andrew Davis, both from Amoonguna, Veronica Lynch Kngwarraye from Santa Teresa and Patrick Allen from Finke.

Iyarrka Ward

Iyarrka Ward covers an area where Pitjantjatjara is predominantly spoken. Consequently it takes in Docker River and Imanpa communities and hooks around neighbouring wards to also include Areyonga. Abraham Poulson from Areyonga is currently the only elected Councillor for the Ward. A by-election will be held in 2026-27 to fill the existing vacancy.

Our **Executive Leadership Team**



Belinda Urquhart
Chief Executive Officer

The Chief Executive Officer provides effective and instrumental senior leadership for MacDonnell Regional Council. Main responsibilities include setting future direction of the council, managing operations and resources with an emphasis on long-term goals, growth and sustainability.

The Executive Leadership Team (ELT) reports to the CEO and provides continual communication and engagement of the overall operations for council.

The CEO's responsibilities also include being an active decision-maker on set strategies and other key policy issues.



Keith Hassett
Deputy Chief Executive Officer and Director Council Services

The Director of Council Services (DCS) is responsible for providing local government, municipal, and essential services to each of the 13 MRC communities. This includes overseeing housing services, managing contracts, and leading various projects within these communities. The role is further supported by Area Managers who provide guidance to Council Services Coordinators and their teams in each community.

The delivery of Council Services is the core business of the Council and is responsible for delivering essential services that each community relies on. The Director also oversees the Project Management Office, ensuring the successful planning, coordination, and execution of housing and infrastructure projects, alongside the management of key contracts and service agreements.



Currently Vacant
Chief Financial and Information Officer

The Chief Financial and Information Officer (CFIO) is responsible for the comprehensive management of the organisation's financial operations, information systems, and technology infrastructure. In addition to overseeing financial planning, budgeting, and reporting, the CFIO ensures the smooth operation and strategic alignment of all information technology systems.

This role also includes managing critical operational areas such as road infrastructure and fleet services, ensuring these departments run efficiently and support the broader organisational goals. The CFIO works closely with other executive leaders to drive financial sustainability, technological innovation, and operational excellence across the Council.



Katie Fuller
Executive Manager People and Capabilities

The Executive Manager of People & Capabilities (EM P&C) actively contributes to the strategic management and development of the P&C department through the provision of a high quality professional and Council focused human resource services. Additionally, the EM P&C provides strategic leadership and management of the WHS, Learning & Development, and staff wellbeing functions to facilitate the delivery of relevant and appropriate services to the Council which promotes best industry practice and legislative compliance.

This role is also responsible for leading the development and implementation of related policies and procedures that provide support and direction to all staff. The EM P&C works closely with other executive leaders to drive efficiency and effectiveness of P&C initiatives through Council's strategic and operational plans.



Libby Taylor
Executive Manager Youth and Community Safety

The Executive Manager of Youth and Community Safety is responsible for providing strategic leadership and oversight of Youth Services and Community Safety programs across the region. The position drives policy implementation, strengthening governance, and ensuring the delivery of high-quality, culturally responsive services in collaboration with government, community, and sector partners.

This requires a commitment to fostering safe, inclusive, and resilient communities through effective program management, workforce development, and strong stakeholder engagement.



Ainsley Roscrow
Executive Manager Aged and Children's Services

The Executive Manager – Aged and Childcare Services is accountable for the leadership, strategic direction, operational management, and service delivery of MacDonnell Regional Council's Aged Care, School Nutrition, and Childcare programs. The role ensures services are culturally responsive, compliant with legislation and funding agreements, and aligned with Council's regional plan.

This position provides strategic and operational leadership across all program areas and ensures compliance with all relevant legislation, funding agreements, and standards (e.g. Aged Care Quality Standards, National Quality Framework, regulations etc).

The Executive Manager develops and maintains strong partnerships with stakeholders including funding bodies, Aboriginal community-controlled organisations, and government agencies.

The Executive Manager leads strategic and operational planning, budgeting, policy development and service review. Most importantly the Executive Manager champions workforce development, succession planning and continuous improvement.

Our **Workforce**

The MacDonnell region is home to more than 6,000 people, reflecting a vibrant and dynamic community beyond the 3,633 counted in the most recent Census.

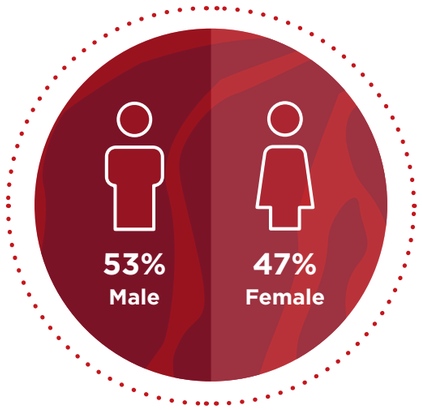
MacDonnell Regional Council is the region's largest employer, underpinning local jobs, services and economic stability.

Total employees: 404

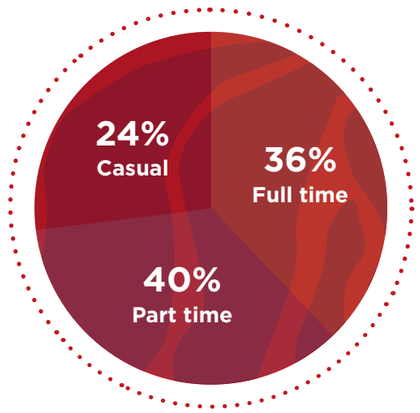
% Indigenous

Community based: 88%
Head office Alice Springs: 9%

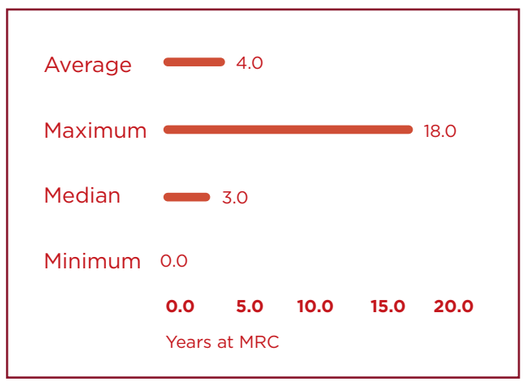
Gender Balance



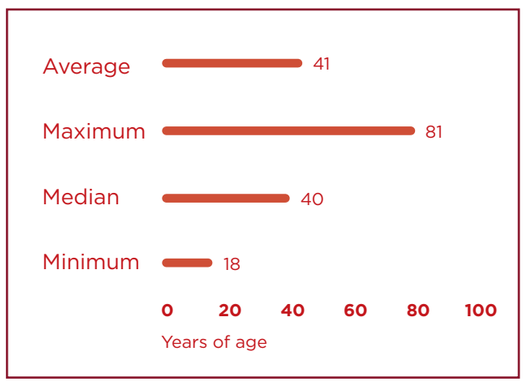
Division of Labour

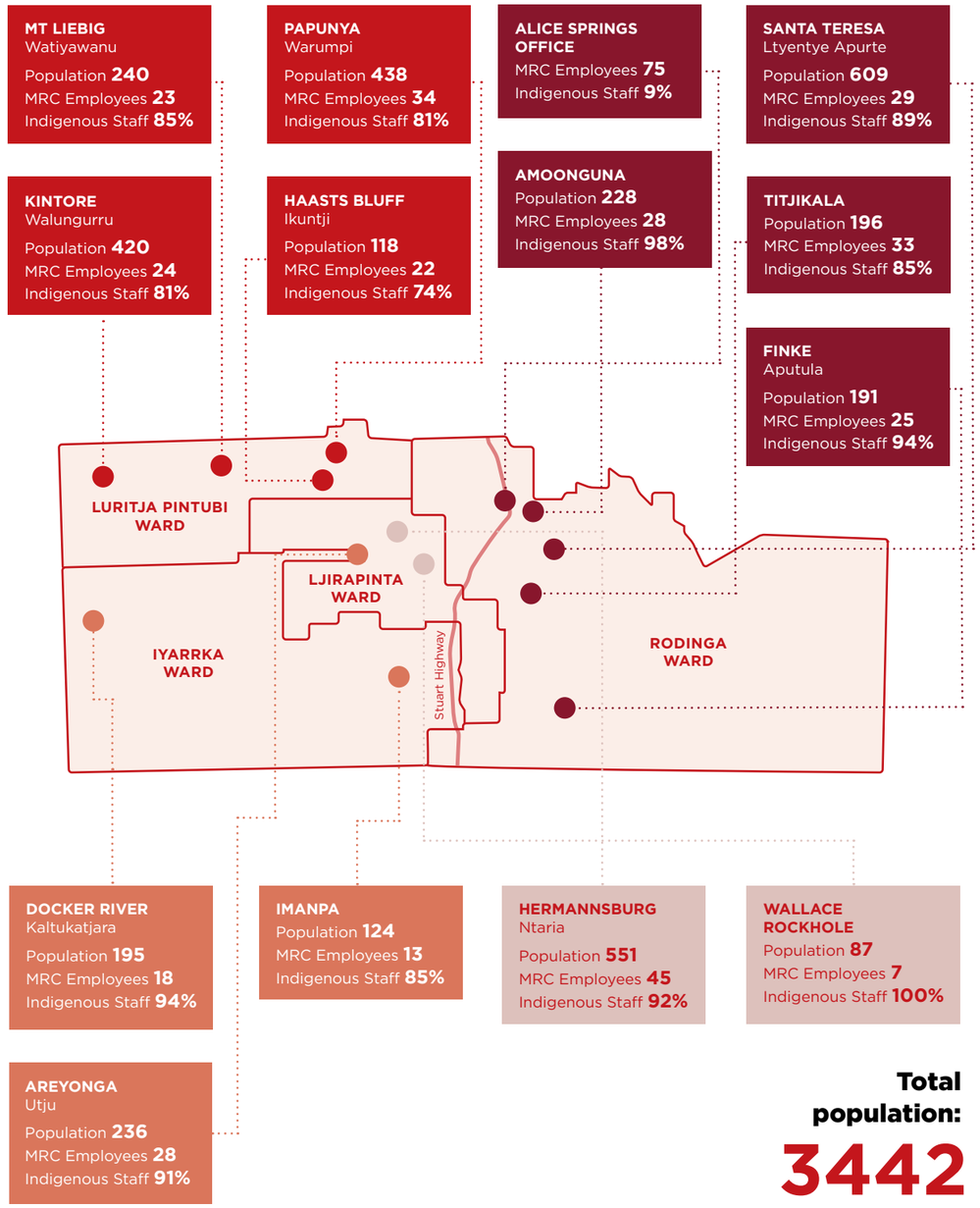


MRC Experience Statistics



Min/Max Age Statistics





Total population: 3442

Population figures shown are from ABS 2021 Census

Our **Services**

Services offered by MacDonnell Regional Council by Community

	Amoonguna	Areyonga	Docker River	Finke	Haasts Bluff	Hermannsburg
Council Infrastructure	■	■	■	■	■	■
Municipal Services	■	■	■	■	■	■
Libraries	■	■	■	■	■	■
Swimming Pools		■				
Airstrip Maintenance		■	■	■	■	■
Australia Post	■	■	■	■	■	
Centrelink	■	■	■	■	■	
Power Maintenance		■	■	■	■	
Water Maintenance	■	■	■	■	■	■
Sewerage Maintenance	■	■	■	■		■
Early Learning Centres		■	■	■	■	■
Youth Services	■	■			■	■
Community Safety	■	■	■	■	■	■
Aged Services	■	■		■	■	■
School Nutrition		■		■	■	

	Imanpa	Kintore	Mount Liebig	Papunya	Santa Teresa	Titjikala	Wallace Rockhole
Council Infrastructure	■	■	■	■	■	■	■
Municipal Services	■	■	■	■	■	■	■
Libraries	■	■	■	■	■	■	■
Swimming Pools					■		
Airstrip Maintenance		■	■	■	■		
Australia Post	■	■	■	■	■	■	■
Centrelink	■	■	■	■		■	■
Power Maintenance	■	■	■	■		■	
Water Maintenance	■	■	■	■	■	■	■
Sewerage Maintenance	■	■		■	■	■	
Early Learning Centres			■	■	■	■	
Youth Services		■	■	■	■	■	
Community Safety	■	■	■	■	■	■	
Aged Services	■			■		■	
School Nutrition						■	

■ Offered

Early Learning literacy
programs in action at Mt Liebig

Strategic & Regional Planning

02



Our Vision

Many voices, one dream, building a quality desert lifestyle

Our Mission

To improve the lives of Council residents by delivering valued and relevant services

This Strategic Plan was woven by our community, for our community.

Our Values

Open

We will build strong relationships and seek feedback and input on our work

Accountable

Our work must be transparent and accountable to MacDonnell Regional Council residents

Respectful

We will respect and support our diverse cultures and heritage

Inclusive

We will value and incorporate local knowledge, experience and perspectives into the work we do

Innovative

We will seek new ideas and ways to achieve our outcomes and improve our services

Our Goals **& Objectives**

1

Developing Communities

- MRC'S infrastructure meets community needs
- Create employment opportunities
- Increase Aboriginal employment opportunities
- Support local Aboriginal enterprise

2

Healthy Communities

- Support active and healthy lifestyles
- Improve environmental health outcomes
- Support community and cultural events

3

Empowered Communities

- Young people are empowered to be engaged representatives
- Local Authority and Council members are trained and empowered in their roles to lead into the future
- Local Authority and Council members, constituents and stakeholders are engaged and informed

4

A Supportive Organisation

- Support new employees
- Support the development and advancement of our staff
- Improve efficiencies through our use of technology
- Support staff safety and wellbeing
- Staff are empowered to inform MRC decision-making

Strategic & Regional **Planning Assessments**

MacDonnell Regional Council's mission is to improve the lives of Council residents by delivering valued and relevant services. Our vision is many voices, one dream, building a quality desert lifestyle. To fulfil our mission and accomplish our vision we set goals, objectives and strategies that are supported by key performance indicators that provide a measure of our progress.

In the development of the Regional Plan for 2025–26 the Key Performance Indicators were reviewed and revised with a particular emphasis placed on developing and building MacDonnell Regional Council's key asset – its staff. This had been identified as a critical element in achieving its Vision for the future.

It is pleasing to note that all of the KPI's for Goal 4 were either fully achieved or were progressing well.

With the election of a new Council the Goals and Objectives for 2022-26 have come to a conclusion. They have been thoroughly reviewed with a Strategic Plan for the life of the new Council 2026-2030 set in the 2026-27 Regional Plan

MRC acknowledges the financial assistance of both Federal and Northern Territory governments in their support of services provision to MacDonnell Regional Council communities and the importance of this funding in the support of our continued delivery of quality services.

In order to measure progress across all our goals, outcomes (sub-goals) strategies and key performance indicators (KPIs), MacDonnell Regional Council has again used the following ratings system to quickly show the progress.

Strategic rating key

- **A** Achieved completely or almost completed
- **B** Partially achieved
- **C** Not achieved or very little achieved

Rating summary

KPIS

A	Achieved	18
B	Partially achieved	20
C	Not achieved	1
	TOTAL	**39**



Belinda Urquhart, CEO, delivers a presentation to Council on the important role Council plays in the achievement of Council's Vision.

Goal 1: **Developing Communities**

OBJECTIVE	STRATEGY	KPI	TARGET	TARGET DATE	RATING	OVERALL PROGRESS - SUPPORTING COMMENTS
1.1 MRC's infrastructure meets community needs	Develop MRC Community Infrastructure Plans to guide infrastructure investment and development.	Develop and adopt 10 year MRC Strategic Asset Management Plans for each community.	Develop comphrensive plans that includes roads, housing and facilities	June 2027	**B**	Currently working on a Housing and Facilities Asset Management Plan as well as having the community Infrastructure Plans finalised. The Fleet Asset Management Plan has been drafted is under review.
	Secure long term land tenure for lots used in the delivery of MRC services.	Community based lots that utilised by MRC to deliver services are leased under Section 19 leases.	All leasing applications are current and relevant to each MRC facility.	June 2026	**A**	Ongoing as leases expire but majority are done. Delays can be experienced with issuing of leases by CLC.
	Improve internal road networks to support community development.	Develop a long-term advocacy plan and approach for increased funding opportunities.	Advocate for MRC to tender for new funding opportunities.	December 2027	**B**	This is a work in progress with the target date extended to December 2027. With the complexities of NTG and the RAIS program, there is a level of uncertainty in the West MacDonnell Region regarding continuing all Council services and MRC is awaiting further information.
	Implement Local Authority funding efficiencies.	Within set timeframes.	All projects completed within the LA Funding Guidelines.	June 2026	**A**	The Project Management Office and Area Managers are driving delivery of all projects. Some unavoidable delays can be encountered but the majority are compliant.
	Improve energy efficiency.	Implement energy efficient solutions in each Council facility.	Upgrade of facilities in three (3) communties annually.	June 2029	**B**	Ongoing as the Annual budget allows - all new upgrades include LED lighting and other energy saving equipment.
1.2 Create employment opportunities	Develop local employment pathways through Council.	Increase Aboriginal employment in leadership roles through the implementation of a Special Measures policy for all community based roles.	All community based positions are advertised under the Special Measures policy.	June 2028	**B**	Position Descriptions are being updated as vacancies and advertising occur.
1.3 Increase Aboriginal employment opportunities	Promote Aboriginal employment within MRC.	Community-based positions are filled by Aboriginal staff.	90%	June 2028	**A**	91.4% of community-based positions are currently filled by Aboriginal staff.
		Commercial Contracts undertaken by MRC use Aboriginal employment.	50%	June 2027	**A**	All Commercial Contracts employ over 50% indigenous staff.
		Local Aboriginal labour achieved through delivery of MRC's tendered contracts.	10%	June 2028	**A**	All tenders allocate 10% weighting to aboriginal businesses.
1.4 Develop career pathways for Youth and emerging leaders	Implement training and mentorship programs for young people.	Establish at least two (2) career pathway programs.	50% participation and uptake by Youth.	June 2029	**B**	Delayed due to staff shortages. Some activities have been planned to support the creation of these programs. One being an eyelash masterclass in Amoonguna where 4 young women have received accreditation to be able to apply false lashes to beauty clients. We are hoping to expand this training to additional communities. Youth Services is also working closely with Ngurratjuta in the Western communities to try and support career pathway opportunities. 2 emerging young leaders are being supported by MRC through Early Childhood Eduction and Care Qualifications to lead the services in Finke and Titjikala.

Goal 2: **Healthy Communities**

OBJECTIVE	STRATEGY	KPI	TARGET	TARGET DATE	RATING	OVERALL PROGRESS - SUPPORTING COMMENTS
2.1 Support active and healthy lifestyles	Collaborate with community stakeholders to promote health initiatives.	Implement MRC led Healthy Communities events to encourage healthy hygiene,eating and sustainability.	Thirteen (13) MRC Communities over five years.	June 2029	**B**	11 out of 13 Healthy Community Events have been completed - the last 2 will take place in the second half of 2026 - waiting for exact dates from contractors.
	Promote healthy eating through MRC's services, meetings, functions and events.	All MRC services, meetings, functions and events provide healthy and nutritious food.	Development and Implementation of an MRC Healthy and Nutritious Food policy.	June 2026	**C**	Work on this will happen in early 2027 with policy development.
2.2 Improve environmental health outcomes	Promote sustainable communities through waste management awareness and education.	MRC to participate in the NT Tidy Towns program each year.	Participation by all MRC communities.	June 2026	**A**	All communites competed.
	Improve the health of animals living in communities.	Using information gained from census to implement animal health programs targeting identified health issues.	Two visits per community per year.	June 2027	**A**	Completed.
		Source funding to increase regularity of animal health visits on MRC communities.	An additional two visits per community per year.	June 2027	**B**	New providers have been engaged which has helped with allocating funds for extra visits where required.
		Implement animal health education and management through schools in the MRC region.	Deliver to each community once per year.	June 2027	**A**	Completed - education is delivered every year.
	Recycling at MRC's waste management facilities.	Expand waste recycling programs in all communities.	70% of community participation.	June 2028	**B**	Cash for containers is happening in most communities - we are trying to expand and update equiment to make it even more accesible to communities.
2.3 Improve access to cultural and recreational activities	Provide in-kind support for community and cultural initiatives.	Support community and cultural initiatives by providing in-kind support.	One significant event in each ward in each calendar year to the value of $50,000.	June 2027	**A**	Council services supported numerous community events such as sports weekends and 50 year celebrations in Kintore. There has been an increase in cultural activities as part of the CS and AC programs including: development of visual philosphy statements in all ELC's. Open/Community BBQ and cook up days monthly. Incorporating cultural activities in AC programs including On Country excursions, and art materials provided as part of daily service provision.
	Expand youth engagement in youth programs and sport and rec programs.	Establish safe community spaces for program delivery.	Increase in program attendance across all communities.	June 2028	**B**	Some communities have had refurbishments completed to their Youth spaces to increase safety. MRC is still waiting on a new Rec Hall for Kintore and further upgrades for other communities to improve the spaces. This will be reliant on funding becoming available. Community Safety has also increased patrols from the Youth spaces to improve supervision and provide a safe method of transport for young people to get home.
		Improving and consistently delivering engaging youth programs.	80% of youth on community engaging in school holiday and youth programs.	June 2027	**B**	Due to the transient nature of residents and vistors and the recurring funerals and ceremonies it is difficult to record exact numbers, however regular attendance is recorded - consistency is improving as staffing levels increase. Updates and investments made into the Youth Services app has assisted in documenting numbers of participants in the youth program. This is helped by having more experienced staff who can train the youth workers in community about the app and technology and the importance of documentation.

Goal 3: **Empowered Communities**

OBJECTIVE	STRATEGY	KPI	TARGET	TARGET DATE	RATING	OVERALL PROGRESS - SUPPORTING COMMENTS
3.1 Young people are empowered to be engaged representatives	Provide support for youth leadership across the MRC region.	Manage Youth Boards in thirteen (13) communities.	Youth Boards meet twice (2) per community per year.	June 2026	**A**	The Coordinator Youth Boards has successfully run two (2) Youth Board meetings in the 9 communities serviced by MRC Youth Services. Youth services are managed by the NPY Council in Finke, Docker River and Imanpa.
		Implement governance training plan including formal meeting procedures, agendas and minutes.	Provide one module at each Youth Board meeting.	June 2026	**A**	The Coordinator Youth Boards has successfully implemented governance training with all communities completing one module and some completing two modules over the year. All Youth Board Meetings have formal meeting procedure, agendas, minutes and an action item register.
	Council engages with Youth Boards.	One representative from each Youth Board to attend the June OCM.	Representative attends June OCM.	June 2026	**B**	Delayed due to staff shortages. Young people will be attending the October OCM in 2026.
		One whole of Council Youth Board meeting to take place immediately prior to the October OCM with a representative from each Youth Board.	October Youth Board, whole of Council meeting.	June 2026	**B**	Young people are attending Alice Springs before the October OCM in 2026.
		Local Authorities approve funding for Youth Boards for appropriate wish list items.	$1,000 is provided to each Youth Board in each community per year.	June 2026	**A**	All Local Authorities have allocated a minimum of $1000 for discretionery spending for each Youth Board which have contributed to furniture, equipment and gurnseys being purchased for the Youth program.
3.2 Local Authority and Council members are trained and empowered in their roles to lead into the future	Mandatory governance training is undertaken by all Elected Members.	Each Elected Member completes the NTG's governance training within 12 months of being elected.	Within 12 months of elections and by-elections.	June 2026	**B**	All members elected in August 2025 have undertaken compulsory NTG training. One member elected in by-election will complete his training in the second half of 2026.
	Governance training is delivered to all appointed members of Local Authorities.	Governance training program delivered to all LAs each year.	Training delivered on all thirteen communities.	June 2026	**B**	Training is being delivered on an ongoing basis.
3.3 Local Authority and Council members, constituents and stakeholders are engaged and informed	Increase Local Authority meeting participation.	Increase attendance at Local Authority meetings.	85% attendance and participation at each community.	June 2026	**B**	During 2025–26 the average attendance at LA meetings was 70%. Many meetings in the first half of 2026 were affected by adverse weather conditions.
	Increase community input to inform Council and Local Authority decision-making.	Undertake annual Community Satisfaction Survey, and consultation on Regional and Strategic Plans.	Annually.	June 2026	**B**	All Local Authorities were askED to make contributions to the development of the 2026-27 Regional Plan. This worked well with many suggestions being incorporated. A community Satisfaction Survey was not undertaken due to staff shortages.

Goal 4: **Supportive Organisation**

OBJECTIVE	STRATEGY	KPI	TARGET	TARGET DATE	RATING	OVERALL PROGRESS - SUPPORTING COMMENTS
4.1 Build a skilled and motivated workforce	Improve staff retention and satisfaction.	Maintain a high workforce retention rate.	85% annual staff retention.	June 2026	**A**	On average only 3% of staff per month have left MRC - various retention strategies are in development and will be implemented in 2026–27.
4.2 Support the development and advancement of our staff	Expand training and professional development opportunities.	Increase staff training and development participation.	80% of training agreed in staff APRs are commenced.	June 2027	**B**	Ongoing and need funding to support this. However, there has been an increase in ECEC quals across the CS services (community staff). Cert III roll out across all AC services for all home care assistants IN community.
		Continue development of online learning management system to keep existing staff up to date with policy, procedures and changes to MRCs operations and to assist in ongoing staff development.	60% of staff using the online LMS effectively.	December 2028	**B**	Ongoing efforts - currently have 22% of staff actively engaged in the LMS. Continue to push learnings and LMS importance to staff for increased numbers.
		MRC to focus on Aboriginal employment in the Alice Springs office.	Minimum 20% of Alice Springs staff are Aboriginal.	June 2026	**B**	MRC has averaged 14% over the past 18months; currently 19% of Alice Springs staff are Aboriginal.
		Provide staff with tools and training to improve service delivery and efficiency.	Deliver two (2) staff development training sessions per calendar year.	June 2026	**A**	At least two Microlearnings are delivered per quarter with WHS providing monthly safety trainings at the All Staff meetings.
		Recognise and reward staff contrbution to achieving Council objectives.	Annual staff awards	June 2026	**A**	Awards are presented at each year end. These are driven by staff-nominations. Internal awards/recognition certificates were presented to AC staff after successful mock audit of NATSIFAC program.
4.3 Improve efficiencies through our use of technology	Increase digital transformatin for efficient service delivery.	Develop and adopt a comprehensive IT strategy including a review of enterprise architecutre, business applications and platforms.	Three communities upgraded and reviewed as per the IT strategy each calendar year.	June 2028	**B**	The IT strategy has been completed. IT continues to upgrade equipment across communities. All communities have had computer and printers replaced and currently 9 communities have had video conferencing equipment replaced.
4.4 Support staff safety and wellbeing	Develop best practice Work Health and Safety strategy.	Maintain best practice Work Health and Safety Strategy.	Monitor and review WHS Management systems.	June 2026	**A**	WHS Manual has been adopted and circulated to all staff.
	Standardise staff housing security to ensure wellbeing.	Implement minimum safety standards for staff housing.	Standards rolled out to all staff housing over three years.	June 2028	**A**	Completed but also ongoing - staff were consulted and asked their priorities with issues being identified - there is now a framework supporting this work.
4.5 Staff are empowered to inform MRC decision-making	Empower staff to contribute to MRC's success.	Encourage a culture of collaboration and innovation.	Adopt a revised and endorsed Change management framework that focuses on improving culture.	June 2026	**B**	Staff survey was completed in 2025 which has informed a range of changes implemented over the past 12 months. A new staff survey will be distributed by September 2026 to assess the impact of these improvements and support ongoing cultural development in the years ahead.

New Shade Structures opened in all communities including here at Kintore

Council Services

03

Council **Services**

Our story in 2025–26

Local **jobs.** Local **skills.** Local **leadership.**

In 2025–26, the Council Services Directorate delivered the everyday services people rely on while completing major projects that will benefit communities for years to come. Across 13 remote communities, teams kept local services operating, completed new infrastructure, supported Aboriginal employment and improved the way Council plans, tracks and reports its work.

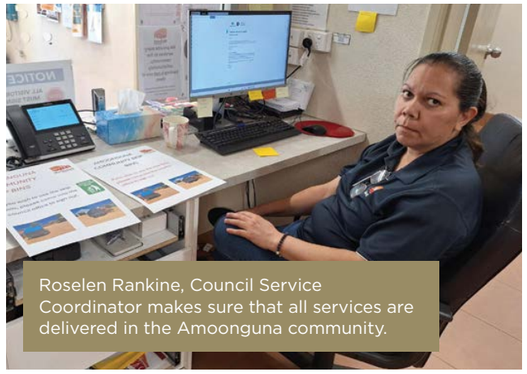
At the centre of this work are local people. Aboriginal employment in community-based positions remained above Council's Regional Plan target of 90% during the year.

The Directorate's focus is not only to create local jobs, but to build local skills, qualifications and pathways into Team Leader, Coordinator, specialist and leadership roles.

Communities also saw practical improvements on the ground: oval lighting at Kintore and Titjikala, new changerooms at Hermannsburg, the upgraded Mount Liebig Sports Complex, 30 shade structures across all communities and Local Authority projects shaped by local priorities.

The year brought strong external recognition. Council, communities and staff received eight awards at the 2025 Territory Tidy Towns Awards, with Ikuntji (Haasts Bluff) named the overall Territory Tidy Town for the second consecutive year and representing the Northern Territory at the 2026 National Tidy Towns Sustainability Awards in Launceston.

Council also improved community-level reporting, giving a clearer picture of what services were delivered, where work was completed and where further effort is needed.



Roselen Rankine, Council Service Coordinator makes sure that all services are delivered in the Amoonguna community.

These achievements were delivered despite the realities of remote service delivery: distance, road access, freight, contractor availability, housing, land tenure, ageing infrastructure and workforce pressures.

Together, the results tell a story of local employment, practical infrastructure, stronger partnerships and steady improvement in how services are delivered across the MacDonnell region.

Council Services Overview

The Directorate delivered core local government services, infrastructure projects, housing and facilities management, commercial services and workforce development throughout 2025–26.

Working across 13 remote communities, the Directorate manages many of the services and facilities residents use every day.

The Directorate's responsibilities include:

- core municipal and local government services;
- Project Management Office;
- Housing and Facilities Management;
- Commercial Services; and
- staff training, development and capability building.

Council Services is one of MacDonnell Regional Council's largest operational directorates and one of its strongest sources of local Aboriginal employment. Its work supports reliable services, safer community infrastructure and local opportunities across the region.

Core Council **Services**

Council Services continued to deliver essential municipal services across all 13 communities. Core responsibilities include:

- waste management;
- internal roads;
- parks and open spaces;
- sporting grounds;
- animal management;
- cemetery management;
- street lighting;
- weed control and fire hazard reduction; and
- community Council administration.

During 2025–26, community reporting improved across office operating hours, workforce participation, waste services, parks and sporting-ground maintenance, streetlight condition, commercial service activity and other frontline work.

This gives Council a clearer picture of work completed in each community and supports consistent service levels across the region.

Waste Management and Environmental Sustainability

Waste management remained one of Council Services' most visible responsibilities. Community teams continued regular household and community waste collection together with operation and maintenance of Council Waste Management Facilities.

Council also worked to improve facility standards, community presentation, recycling, litter reduction and environmental sustainability. This work was recognised through the 2025 Territory Tidy Towns Awards, including:

- Waste Management Award;
- Climate Change Readiness Award;
- Plastic-Free Communities Award; and
- Best Regional Council Award.

The awards reinforce the importance of environmental sustainability and community presentation as core Council business.



Keith Hassett, Deputy CEO and Belinda Urquhart, CEO showing off the multitude of Territory Tidy Towns Awards presented to Council in Darwin, 2025.

Core Council **Services** CONT

2025 Territory Tidy Towns Awards

The 2025 Territory Tidy Towns Awards were one of the standout achievements of the year for MacDonnell Regional Council. Council, its communities and staff received eight awards, recognising work across environmental sustainability, waste management, liveability, community presentation and leadership.

Our Eight Awards

1. Climate Change Readiness Award – MacDonnell Regional Council
2. Waste Management Award – MacDonnell Regional Council
3. Plastic-Free Communities Award – MacDonnell Regional Council
4. Liveable Communities Award – MacDonnell Regional Council Community Beekeeping Project
5. Citizen of the Year Award – Keith Hassett, Deputy Chief Executive Officer/Director Council Services
6. Best Regional Council Award – MacDonnell Regional Council
7. Best Small Community Award – Ikuntji (Haasts Bluff)
8. 2025 Territory Tidy Towns Award – Ikuntji (Haasts Bluff)



At the Australian Tidy Towns Sustainability Awards presented in June 2026 in Launceston, Douglas Multa was awarded the joint winner of the Dame Phyllis Frost Local Hero category. Congratulations Douglas!



The Civil Works Crew installing a new speed bump in community.

Parks, Open Spaces and Sporting Infrastructure

Council Services teams continued maintaining parks, playgrounds, sporting grounds and public spaces throughout the year. Activities included:

- mowing;
- irrigation;
- vegetation management;
- litter removal;
- facility inspections; and
- general maintenance.

Major sporting projects complemented the day-to-day work of local teams maintaining parks, playgrounds, sporting grounds and public spaces.

Internal Roads and Drainage

Council continued maintenance of internal roads and drainage infrastructure throughout 2025–26. Activities included:

- grading;
- defect repairs;
- drainage works;
- vegetation management; and
- responses to weather and traffic damage.

The size of the Council area, distances between communities and access to suitable resources all affect road-maintenance delivery. Council is moving towards more planned maintenance supported by infrastructure-condition information, long-term planning and funding advocacy.

Infrastructure/Asset **Management Services**

Infrastructure was a major achievement area in 2025–26. Through the Project Management Office, Council delivered community infrastructure, capital works and Local Authority projects across the region.

With Australian Government support, Council turned community needs into completed assets. Major projects included:

- Kintore Oval Lighting;
- Titjikala Oval Lighting;
- Hermannsburg Changerooms;
- Mount Liebig Sports Complex;
- 30 new shade structures across all 13 communities; and
- numerous Local Authority-funded community projects.

Kintore Oval Lighting

New sports oval lighting was completed at Kintore (Walungurru) in partnership with the Northern Territory Government. The lighting makes the oval more usable for sport, recreation and community activities, including in the cooler evening hours.



Pictured is one of the 30 Shade Structures erected across Council's communities.

For remote communities, well-lit sporting facilities provide shared spaces that support recreation, youth activities and community events.

Titjikala Oval Lighting

New oval lighting was also completed at Titjikala (Tapatjatjaka) with Australian Government support. The upgrade gives the community more flexibility for football, recreation, youth programs and community events, particularly after sunset.

Together, the Kintore and Titjikala projects improved sporting and recreational infrastructure across the region.

Hermannsburg Changerooms

New sporting changerooms were completed at Hermannsburg (Ntaria) during 2025–26. The project was delivered by MacDonnell Regional Council in partnership with the Australian Government and provides an important addition to the community's sporting precinct. Delivery required coordination across land tenure, servicing, design, approvals, procurement and construction before works could proceed.

The completed changerooms provide better amenities for players, sporting teams and community activities and add to continuing improvements at the Hermannsburg oval precinct.

Mount Liebig Sports Complex

The upgraded Mount Liebig Sports Complex was officially opened in December 2025. The project delivered:

- a new basketball court;
- high-quality sports lighting;
- improved fencing around the football oval; and
- improved access to drinking water.

The project was delivered with Australian Government support and created a safer, more functional facility for sport, recreation and community events.

Regional Shade Structure Project

Thirty new shade structures were completed across Council's 13 communities during 2025–26. The project was delivered with Australian Government support and provides additional shaded public areas across the region.

The structures respond directly to Central Australia's environmental conditions and improve the usability of community spaces throughout the year.

Project Management Office

Council's Project Management Office continued to strengthen the planning, procurement and delivery of Council's capital and community infrastructure program. Established in 2024, the PMO provides central coordination for major projects and works closely with Local Authorities, community teams, Housing and Facilities, funding agencies, contractors and other stakeholders. During 2025–26 the portfolio included:

- sporting and recreational infrastructure;
- shade infrastructure;
- Council buildings;
- staff housing;
- roads and drainage;
- waste-management infrastructure;
- Local Authority projects;
- energy-efficiency initiatives; and
- other grant and capital-funded infrastructure.

These projects show the growing role of the PMO in coordinating complex infrastructure work across the region.



One of the fantastic new oval lights erected in Kintore with funding provided by the NT Government's Community Infrastructure Package.

Housing and **Facilities Management**

Housing and Facilities continued to manage repairs, maintenance, upgrades and capital works across Council's property portfolio. The portfolio includes:

- staff housing;
- visiting accommodation;
- Council Service Delivery Centres;
- operational facilities;
- community facilities; and
- other Council buildings.

Staff housing remains important to recruitment and retention in remote communities. During the year, the team managed responsive maintenance while progressing planned works to improve the safety, reliability and condition of Council properties.

Housing Safety

Council continued strengthening minimum safety expectations across employee accommodation. This work supports Council's Workplace Health and Safety responsibilities while recognising that the standard of housing has a direct impact on workforce recruitment, retention and employee wellbeing.

Council Facilities

Maintenance and upgrades continued across Council facilities. The longer-term aim is to use better condition information and preventative planning so work can be prioritised by risk, asset condition and future service needs.



Part of the refurbishment of one of the staff houses in Haasts Bluff included a full kitchen renovation.



And a staff house in Santa Teresa had a new fence erected.

Fleet **Services**

The Fleet Services team operates from the Alice Springs based workshop where Council vehicles are maintained and major works on larger fleet items are undertaken.

The team includes a coordinator, fleet officer and four mobile mechanics who travel to communities every week to maintain MacDonnell Regional Council's large fleet of more than 350 items including vehicles, trucks, garbage compactors, buses, tractors, trailers, skid steers, backhoes and large earthmoving plant.

Key Achievements:

1) Fleet Services had a successful year in procurement. MRC procured three new executive vehicles, a new workshop vehicle and a range of Kubota Ride Mowers and Tractors.

2) During this past year the team has covered over 65,000km to deliver this vital service and performed over nine hundred individual services. The team use a web-based application called Fleetio to assist with the task of managing the fleet. This is a collaborative tool which has been used by MRC for 12 years. The data collected in that time has been invaluable for understanding usage patterns and costs for forward planning and record keeping.



A new ute acquired for the Workshop.



The Plant Crew completing remediation works.

Transport **Infrastructure**

The Transport Infrastructure team made up of a Grading Team and Plant Crew is responsible for management of 1,565km of MRC funded road network, maintenance of community Waste Management Facilities (WMF) and minor capital works projects.

Key Achievements:

1) The Transport Infrastructure department successfully developed Community Infrastructure Plans for all 13 communities. These plans will allow council to seek appropriate funding for shovel ready projects around roads, drainage, lighting, footpaths, and driveways.

2) Despite a very challenging 12 months with extreme weather events, the MRC Operators had a successful year completing maintenance grading and firebreaks in Amoonguna, Wallace Rockhole, Hermannsburg, Haasts Bluff, Santa Teresa and Mount Liebig communities.

3) The plant crew had a successful year completing waste management rehabilitation and car collection in Santa Teresa, Titjikala, Hermannsburg and Amoonguna. The crew is currently engaging in capital upgrades the Amoonguna Tip. Construction includes a new site and the decommissioning of the existing site.



Capital works being undertaken at the Amoonguna Waste Management Facility.

Commercial **Services**

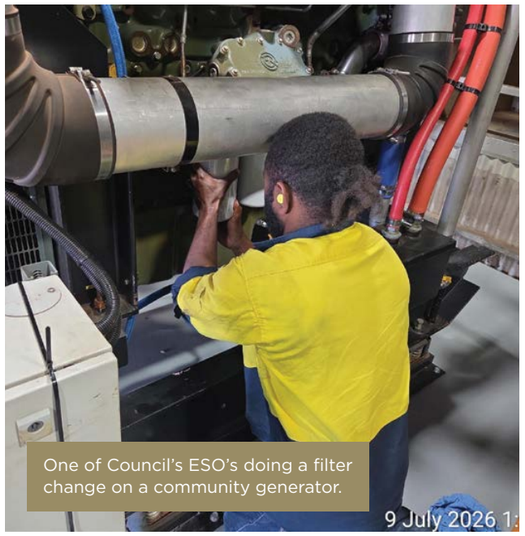
Commercial Services delivered contracted and agency services that residents rely on, while also supporting local employment and Council revenue. Key activities included:

- Indigenous Essential Services;
- Centrelink;
- Australia Post; and
- airstrip maintenance.

A major priority during the year was strengthening assurance that contractual obligations were completed, appropriate evidence was retained and Council captured all revenue to which it was entitled.

Indigenous Essential Services

Locally based Essential Services Officers undertook routine inspections, generator servicing, water testing and other scheduled operational and maintenance work for community power, water and sewerage infrastructure.



One of Council's ESO's doing a filter change on a community generator.

Centrelink

Council continued operating Centrelink agency services in participating communities. These services allow residents to access important Australian Government services locally rather than travelling significant distances to Alice Springs.

Australia Post

Council continued to provide postal services across participating communities, including receiving, sorting and distributing mail and parcels. Postal services remain particularly important as online purchasing and parcel delivery continue to increase.

Airstrip Maintenance

Council continued contracted airstrip inspection and maintenance activities. Remote airstrips are critical supporting infrastructure:

- passenger travel;
- health services;
- emergency response;
- government operations; and
- community access.



ESO Kendelle Satour checking and cleaning the sewer station floats.

In **Closing**



The Papunya Team Leader and Works Assistant completing a LMS course online.

Safety and Wellbeing

The Directorate continued to build safety into day-to-day operations across roads, waste facilities, infrastructure, essential services, community facilities and remote travel.

Areas of focus included:

- workplace inspections;
- hazard identification and risk assessment;
- employee safety training;
- housing safety standards;
- safe operating procedures;
- contractor safety;
- remote-travel safety; and
- completion of corrective actions.

Diploma-level Workplace Health and Safety training will further strengthen internal capability and support a more proactive safety culture.

Partnerships and External Investment

Partnerships were central to a number of Council Services achievements during 2025–26. Major infrastructure delivered with Australian Government support included:

- Kintore Oval Lighting;
- Titjikala Oval Lighting;
- Hermannsburg Changerooms;
- Mount Liebig Sports Complex; and
- the regional delivery of 30 shade structures across all 13 communities.

These partnerships show Council's ability to identify community needs, develop fundable projects, secure external investment and manage delivery in complex remote environments. Local Authorities remained critical partners by identifying priorities and directing project funding towards local needs.

Council will continue to work with the Australian Government, Northern Territory Government, Local Authorities, communities, agencies and other funding partners to improve infrastructure and services across the region.

In **Closing**

CONT

Challenges

Delivering services across 13 remote communities continues to present significant operational challenges.

These include:

- workforce recruitment, retention and attendance;
- extreme distances between communities;
- road access and weather;
- freight costs;
- contractor availability;
- ageing infrastructure;
- staff housing availability and condition;
- land tenure;
- external approval processes;
- access to training; and
- funding constraints.

Project delivery can involve complex funding, procurement, land tenure, cultural clearance, freight, contractor and community-priority requirements. This reinforces the need for realistic planning and clear reporting on delays within and outside Council's control.

Despite these pressures, the Directorate maintained essential services, completed major infrastructure and kept investing in its local workforce.

Looking Forward

Priorities for 2026–27

In 2026–27, the Directorate will build on the progress made this year by focusing on reliable services, stronger planning, safer assets, local employment and better evidence of what is being delivered in each community.

1. Consistent core services

Continue implementing measurable service levels across all 13 communities and strengthen monthly reporting so Council can see what is being delivered and where support is needed.

2. Infrastructure and project delivery

Continue delivering capital and Local Authority projects, strengthen governance, reduce older outstanding projects and maintain partnerships that attract external investment into communities.

3. Housing and facilities

Move further towards preventative maintenance, condition-based planning and consistent safety standards across Council housing and facilities.

4. People and capability

Maintain Aboriginal community employment above Council's target while increasing qualifications, leadership development and career pathways for local employees.

5. Commercial performance

Strengthen contract compliance, evidence collection, invoicing and revenue assurance so Council receives the full value of the services it delivers.



The grader in action at Haasts Bluff

Community Safety Night Patrols in Docker River

Community Services

04



Agency **Services**

The Agency Services Directorate delivers intentional, sustainable, community led services that seek to positively impact the lives of our residents. Services delivered across the four Wards within MacDonnell Regional Council include:

- Aged and Disability Services provided in 7 remote communities.
- School Nutrition Program provided in 4 remote communities.
- Children's Services provided in 8 remote communities.
- Community Safety provided in 12 remote communities.
- NT Library Services provided in 13 remote communities.
- Youth Services provided in 9 remote communities.

Our Agency Services programs are culturally sensitive services which meet the needs of community residents through innovative service delivery models. We are committed to investing in our local Aboriginal staff and supporting progress into senior roles within the organisation.

Aged Care **Services**

MacDonnell Regional Council Aged Care delivers services across 7 remote communities. We are committed to providing person-centred, culturally safe care that enables older people to remain connected to their communities.

Services provided include meals, personal care, domestic assistance, transport, shopping assistance, social support, equipment coordination, package management and referrals with Allied Health Services.

The service also delivers a School Nutrition Program across 4 of our remote communities within the region, promoting healthy and nutritious eating habits, contributing to school attendance leading to positive educational outcomes.

Programs delivered by Aged Care Services in 2025–26 included:

- National Aboriginal and Torres Strait Islander Flexible Aged Care Program (NATSIFACP) – funded by the Commonwealth Department of Health.



Aged Care client Josephine Minor enjoying painting activities during celebrations for Aged Care Senior Day.

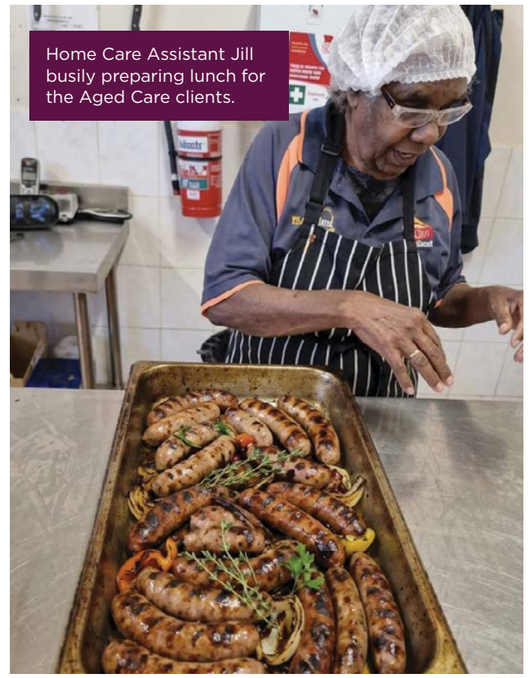
- Commonwealth Home Support Program (CHSP) – funded by the Commonwealth Department of Health.
- School Nutrition Program (SNP) – funded by the National Indigenous Australians Agency.

Key Achievements

- 110 elderly clients were supported to live in their community
- 22,272 meals delivered
- 1,891 transports provided
- 2,702 hours of personal and domestic care provided
- 3,429 hours of social support provided which included bush trips, centre-activities, individual social support, and money business.
- 12,430 meals were delivered through the School Nutrition Program.
- Ongoing engagement with NT wide and community-based stakeholders.
- Successful Aged Care Quality Commission review audit completed as part of the Quality Framework for the NATSIFAC Program.
- Implemented a new Client Management System (CMS), representing a significant milestone in strengthening service delivery, information management, and operational efficiency across aged care programs.

Training and Development

- First Aid training and Certificate III in Individual Support training continues across the communities with positive engagement.
- Compliance and Reports Coordinator successfully completed the Leadership and Management Diploma through Response Training.
- Aged Care Senior Leadership team have engaged in targeted training and assistance specifically to the NATSIFAC Program. This training is supporting the transition to the Aged Care Act 2024. This training included online and in person support with a three-day visit from NintiOne.



Home Care Assistant Jill busily preparing lunch for the Aged Care clients.

- Positive compliance feedback from the NintiOne team recognising program strengths, client centred care and culturally responsive training and development of community staff.

Key Challenges

- Increasing freight and food costs continue to impact budgets creating challenges to maintain consistent and nutritious meal provisions.
- Collection of client and parent contributions continues to be a significant factor in managing the daily operations of client and SNP meals directly affecting budgeting and meal planning.
- Recruitment and retention have led to some service disruptions and challenges including staff absenteeism in community roles. This has impacted the quality of service delivery. There have been positive steps taken to improve staff attendance including the implementation of rosters and regular toll box talks.

Children's **Services**

In 2025–26 Early Learning programs were delivered in 8 MacDonnell Regional Council communities. The Australian Children's Education and Care Quality Authority, Department of Education, Family Assistance Law Regulatory Team, and Early Childhood Australia support the delivery and review of our remote programs.

Engaging with stakeholders and compliance teams underpins MacDonnell Regional Council's commitment to delivering high-quality education and care and improved outcomes for children. Children's Services deliver the following programs funded in entirety by the Department of Education CCCFR funding stream.

- Early Learning Program
- Healthy Eating & Nutrition Program
- Language & Cultural Program
- Protective Behaviour Curriculum
- Physical Activity & Gross Motor Program
- Child safety training
- Integrated service models to encourage streamlined access to NT Health nurses, occupational therapists, dieticians, and hearing professionals
- School Readiness and Transition Program

Children's Services programs support improved access to early learning services for our remote community residents and positive educational, social and emotional, and health outcomes for young children.

Key Achievements:

- 1 Team Leader completed Diploma of Early Education and Care.
- 1 Team Leader completed Certificate III Early Education and Care.
- 3 Team Leaders working towards their Diploma of Early Education and Care.
- Positive recruitment across the Children's Service Department.
- 2 Indigenous Team Leaders lead program delivery.
- Positive engagement with annual Children's Services training program including risk management and culturally responsive program and planning.
- Implementation of the legislated National Child Safe Foundations training.



Children engaging with Educators in sand play in Mt Liebig.



Educator Kael with Rexies, Kayani, Frenita and Daniel in Papunya.

The Children's Services team encourages participation in the early years program through consultative practice, recognising a place based educational approach that centres on learning experiences within the remote context of each community, utilis ing the local environment as a foundation for learning. We champion two-way learning, acknowledging the interconnectedness of Aboriginal pedagogy including narrative-driven learning, visualised learning processes, hands on and reflective techniques, use of symbols, learning on country and connectedness to community underpin program objectives.

The Children's Services team is committed to the provision of a child safe environment and meeting compliance obligations. The child is at the heart of our program.



Jesseamia and Stanley enjoying a reading session in Mt Liebig.



Tychris and Hensaliya enjoy playing in the sand with Educator Shone Inkamala in Hermannsburg.

Community **Safety**

In 2025–2026, MacDonnell Regional Council's Community Safety program was delivered in 12 of MRC's remote communities.

Community Safety supports vulnerable people in community to get home somewhere safe and works with residents and stakeholders to make community safe at night. This program was delivered in partnership with the National Indigenous Australian's Agency (NIAA).

Our Program

The program takes a proactive and preventative approach to:

- Divert local people away from contact with the criminal justice system.
- Increase personal and community safety.
- Support school attendance by transporting children home or to a safe location at night.

Community Safety is a responsive service that works collaboratively with communities. Continuous consultation and engagement are maintained through:

- Local Authority meetings.
- Ongoing engagement with internal and external stakeholders.
- Regular consultation with Community Safety teams and community members.

This approach enables the program to provide place-based service delivery while still meeting the objectives and core deliverables of the project. It ensures a strong partnership approach to addressing issues identified by communities as impacting resident safety.

Key Achievements

- 15,173 hours of Community Safety services delivered across 12 communities.
- 94% Aboriginal staff out of Total 58 staff.
- 34% of staff are female, with 5 women in leadership positions.
- 28,973 engagements with community residents, providing assistance with safety issues.
- 20,1614 engagements with young people, providing transport home or to a safe location at night.
- All Staff are currently completing a Certificate III in Local Government.

Throughout the year, community safety teams worked Monday to Friday between 5pm to 2am, with each community working hours as decided by the community. Our community safety teams have remained responsive to community needs and worked with community members to address key safety concerns.



Ashley and Abraham at the footy field at sunset in Imanpa.



Byron Ratara looking after the youth in Hermannsburg.

Community Safety addressed key safety issues such as:

- Supporting young people to attend youth programs and ensuring safe transport home.
- Assisting vulnerable residents to safe places.
- Providing services at community events.
- De-escalating arguments or family disputes.
- Collaborating closely with NT Police and other stakeholders.

The digital Community Safety Reporting App continues to be used consistently across all 12 communities, providing the Alice Springs Coordinator Team with daily insights into community activities, emerging issues, and areas where additional support may be needed. This real-time reporting has strengthened communication between remote communities and the support office, enabling a more responsive and coordinated approach to service delivery.

The Community Safety Team combines traditional knowledge, strong community relationships, collaborative partnerships, and innovative approaches to respond to local needs and challenges. Through this work, the team continues to make a positive contribution to enhancing community wellbeing and supporting a quality desert lifestyle for the people we serve.

Key Challenges

1. Staff Absenteeism

Throughout the year, we have continued to focus on supporting staff attendance and engagement across the service. This has included ongoing conversations and education about the importance of attending rostered shifts and the positive impact that consistent attendance has on colleagues, service delivery, and community outcomes.

While improving attendance remains an ongoing priority, we have seen encouraging progress, with many staff taking positive steps towards greater consistency and reliability. This has contributed to stronger team stability and improved continuity of support within communities.

2. Turnover of support staff

We experienced some turnover within the support office team during the year. This included staff taking extended leave, moving on to new opportunities, and periods where positions remained vacant during recruitment processes. Recruiting and retaining skilled staff continues to present challenges, and vacancies can place additional demands on existing team members as they work to maintain service delivery and support to communities.

Youth **Services**

In 2025–2026, Youth Services worked with young people aged 5 to 25 years across nine communities in the MacDonnell region through a diverse range of programs. These initiatives were delivered in partnership with the National Indigenous Australian's Agency (NIAA) and supported young people to grow up healthy, happy and strong.

Programs included:

- Outside of School Hours Learning Program – funded by the National Indigenous Australians Agency
- School Holiday Program – funded by the National Indigenous Australians Agency

Key Achievements

Our Impact

- 67 employees, with 91% Aboriginal employment – with Aboriginal employment increasing by 20% from the previous year.
- 2,536 hours of programs – an increase of 23% of activity hours from last year.
- 4,189 activities delivered for 2,279 young people – an increase of 14% for activities delivered and 19.95% increase in young people engaged with our programs from last year.



Tamika Upton, Brisbane Broncos Captain and Aussie Rugby Union fullback, made a special visit to Santa Teresa and ran a fun and engaging rugby league skills clinic – it was nothing short of amazing!

- 2 days of professional development was held for all 67 Youth Services employees, delivering crucial internal information sharing and access to relevant accredited training.
- 12 weeks of school holiday programs delivered across all 9 communities.

Youth Voice

- Youth Services remained 100% youth-led and community driven.

Youth Boards

- Youth Boards are active in all 9 MRC Youth Service communities providing leadership opportunity and input into Youth program design and Council decision-making. Youth Board policies have been developed internally to support the ongoing initiative with a dedicated Youth Boards Coordinator to oversee and coordinate regular Youth Board meetings.

Program Highlights

This year was one of significant transition and growth for Youth Services. We implemented structural changes to improve operational effectiveness and strengthen service delivery, including the creation of an Executive Manager role and Senior Coordinator positions. We also acknowledged the departure of several long-term staff members and adapted to a changing funding environment. Despite these challenges, the service continued to deliver meaningful outcomes and make a positive impact within the community.

Some of the key highlights for the year included:

- increased Aboriginal representation in senior leadership positions across the service
- strengthened partnerships with important local stakeholders, and
- the delivery of a diverse range of engaging programs for young people and families.



One of the bush outings held during the June school holidays



Hermannsburg young people and staff preparing to stand in the guard of honour on the MCG for the Melbourne Demons.

Youth **Services** CONT

Throughout the year, Youth Services continued to build and strengthen relationships with organisations including Ngurratjuta/Pmara Ntjarra Aboriginal Corporation, NIAA, Atyenhenge Atherre Aboriginal Corporation, local schools, and Northern Territory Police.

These partnerships have enhanced our ability to deliver responsive, community-focused programs and support positive outcomes for young people and their families. A highlight of these partnerships was the creation of the Papunya women's football team which travels to Yuendumu each week to play against other football teams from the Tanami region. With support from local stakeholders in Papunya and Yuendumu, we have supported this important community driven initiative.

A significant achievement was the successful recruitment of three Aboriginal men into Coordinator positions, each responsible for overseeing services across three communities. These leaders have made valuable contributions to their teams, strengthened program delivery, and regularly travelled across the region to provide practical, face-to-face support to staff working in remote locations.

Notably, two of the Coordinators progressed from Team Leader roles into permanent Coordinator positions, demonstrating both their capability and commitment to leadership within the service. To support their continued professional growth, these staff have participated in the Northern Territory Government's First Circles Leadership Program. The program has provided meaningful professional development opportunities, strengthening their leadership skills and supporting their ongoing career progression within the organisation.

Throughout the year, service delivery consistency has remained a key focus and goal for the youth service. Youth Services have delivered a wide range of exciting and engaging programs throughout the region, some of our biggest highlights include:

- Ladies nights focussing on health and wellbeing sessions with qualified beauticians.
- The annual Glen Iris Football cultural exchange program – where young people get an opportunity to travel to Melbourne and experience museums, football and the city.
- The start of the Papunya women's football team.
- Exciting school holiday inclusions such as Blakdoll Role models, Bikes Mwerre, Deadly Hair Dude, Top End Rhythm Academy, RecLink, NT Health Dieticians, AFLTNT, NT Cricket, Bushwok cooking competitions, GUTS dance and colour smash fun runs.
- Bush trips on country with Elders from community.
- Supported school excursions and school-led events in community.
- Youth Board attendance at the Local Authority Meetings.
- Trips to Alice Springs to visit the Desert Park, Swimming Pool, Movie theatre, the bowling alley, Newland Skate Park and Reptile centre.

Through strong leadership, community partnerships and a commitment to youth-led programming, Youth Services continues to create meaningful opportunities for young people across the MacDonnell region, empowering them to develop confidence, leadership skills and strong connections to culture and community.

Key Challenges

1. Difficulties Recruiting

Recruitment in Senior level positions at the Alcie Springs support office have proved difficult, often advertisements will go on for months at a time with no suitable applicants found. We have also had difficulty attracting staff to remote roles in the team leader positions.

2.Staff Absenteeism

Whilst consistency has improved across the department, absenteeism has affected some programming and puts pressure on staff who are turning up to work regularly. Youth Services are working towards educating and motivating staff on the benefits of showing up to work regularly.



Another one of the many activities conducted by Youth Services during the school holidays.

Thaddeus doing
LMS Training

Administrative Support Services

05



Administrative **Support Services**

The Finance, Governance, ICT and People & Capabilities Teams provide the professional functions which support MRC's service delivery across the region. These functions include, but are not limited to the provision of administrative, information technology, accounting, finance, budgeting, customer services, insurance and risk, governance, compliance, engagement and planning services plus the management of MRC's invaluable human resources.



The Finance Team and IT Team were named joint Team of The Year. The award is presented in commemoration of Mr P Wilyuka.

Finance **Team**

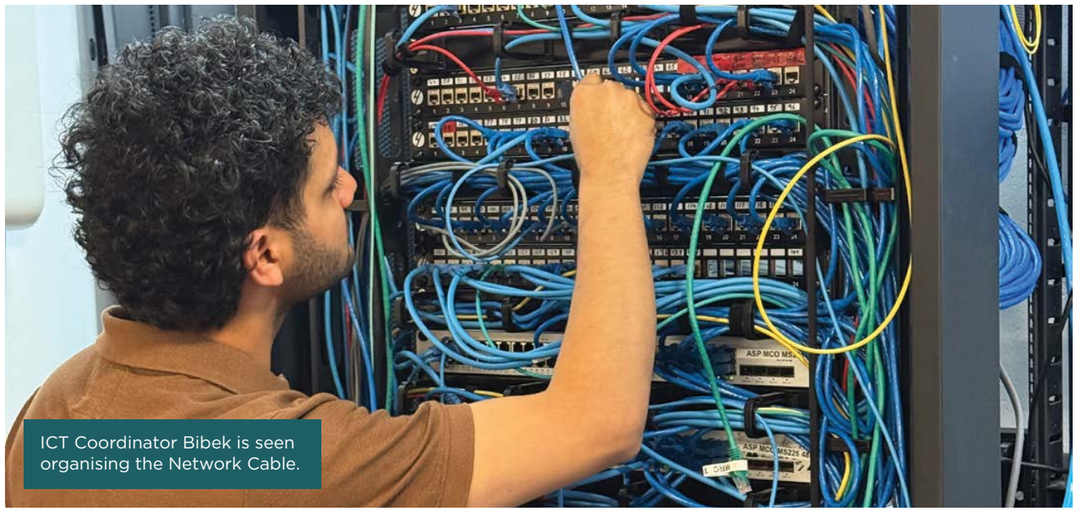
The Finance Team provides strong financial management and reporting systems which ensure that MRC's income, payments and financial reporting is done in a timely and accountable manner. The Finance team manages all payments and receipts across the 14 offices of MRC, as well as the acquittals of all grant money received.

The Team prepares the annual Audited Finance Statements which are included later in the Annual Report.

Key challenges

Staff turnover within MRC presents challenges in that extensive training is required to teach users in the use our accounting system, how to ensure our procurement procedures are adhered to and what and when information is required by the Finance Team.

Information Communications **Technology Team**



ICT Coordinator Bibek is seen organising the Network Cable.

The ICT team has continued to deliver key technology improvements across the organisation to enhance communication, reliability, security, and service delivery.

Meeting room audio systems were upgraded in all 13 communities, with extendable microphones installed to improve sound quality for hybrid meetings and larger group discussions. The organisation has also been enrolled in Apple Business Manager (ABM), ensuring all future Apple devices can be centrally managed and deployed using consistent standards.

The Cyber Security Review conducted with the Northern Territory Government (NTG) was completed on 25 August 2026. Most high and medium-priority findings have already been addressed, with work continuing the remaining items to further strengthen the organisation's security posture.

A printer refresh program was completed across Council operations, including the installation of 13 new printers in Council offices and 8 new printers in Child Care sites. All devices were supplied under lease arrangements, improving reliability while avoiding large upfront capital costs.

To improve business continuity at Head Office, a secondary internet uplink and a new Uninterruptible Power Supply (UPS) were installed. These upgrades provide internet redundancy and are expected to maintain network operations for up to two hours during power outages.

A major network infrastructure refresh is underway following the identification that all organisational switches and wireless access points have reached end-of-life. Replacement equipment has been ordered for all communities and Head Office, with deployment expected to be completed by the end of September 2026.

Connectivity for travelling staff has also been improved through the purchase of Starlink Mini units for Directors and Area Managers. The new devices have replaced ageing satellite phones and are providing significantly better connectivity between communities.

These initiatives continue to strengthen Council's technology environment, improve operational resilience, and support staff across all Council locations and communities.

Governance, Engagement, Policy and Records Management and **Customer Service Team**



Staff in all of Council's communities appreciated the work that everyone did in organising the Christmas lunches

The activities of the Governance Team ensure that Council and its 13 Local Authorities have a strong governance framework and are compliant with the Local Government Act, other relevant legislation and related regulations and guidelines. This is achieved by good regional planning, consistent and accurate secretariat support for Council and Local Authority meetings, training for Councillors and Local Authority members, and the development and review of a wide range of policies to guide MRC operations and services in communities. The Governance Team encompasses Governance, Engagement and Customer Service.

Governance

Governance ensures the organisation complies with all statutory, legal, and policy requirements. Governance specifically offers assistance to the 13 Local Authorities and the Council, as well as delivering Council's key corporate documents including the Regional Plan and Annual Report.

During the year Governance managed a significant Local Government compliance audit. The final Compliance Review Report was viewed as an opportunity to examine our processes and practices, to learn from the mistakes of the past and to move forward knowing that the policies and procedures MRC has in place are being implemented fully and in accordance with all legislative requirements. It is to be noted that there were no adverse findings regarding any of MRC's Governance and Human Resources processes, practices or procedures.

Key challenges

Management of its responsibilities in relation to the conduct and scheduling of 52 meetings for the 13 Local Authorities is always challenging in that community members are often required to attend to other commitments and other community meetings resulting in difficulties in achieving quorum.

Engagement

Through chosen media outlets, the Engagement Unit handles the organisation's communications both internally for the workforce and outside for stakeholders. Along with assisting the organisation's planning and reporting procedures, the Unit implements community engagement initiatives that foster communication between local residents, MRC services, Council members, and members of the local authority.

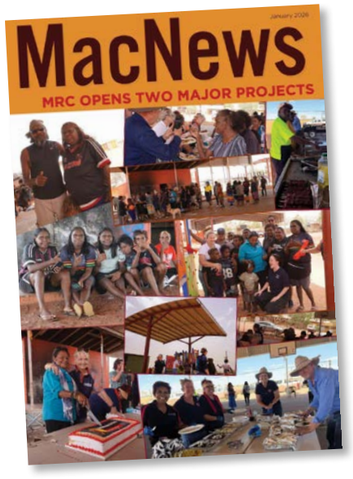
This is particularly evident in the MacNews which is published on Council's website where great stories are shared.

Extensive media and community engagement was required due to the heavy involvement in:

- the supplementary election required in the Rodinga Ward as the result of insufficient nominations received at the August Local Government Elections. This was held in November 2025 with Matthew Palmer being elected;
- the by-election for the Luritja Pintubi Ward, required as a result of the resignation of Mr Anderson, was held in April 2026 with Cr Tommy Conway being elected; and
- a further by-election to be held in the Iyarrka Ward in the latter part of 2026 due to the resignation of Cr Peter Wilson.

Key challenges

Dealing with the multitude of means of communication poses issues with ensuring consistency with MRC's branding, presentation to the public and compliance with policy.



Despite staff shortages there have been great social media posts on Council's Instagram and Facebook pages plus much work has gone into producing the MacNews.

Governance, Engagement, Policy and Records Management and **Customer Service Team** > CONT



Keheli Nagahawatte (P&C Operations Coordinator), Judy Peters (Customer Service Officer, Amoonguna), Georgia Little (P&C Generalist), Jenny Murnik (P&C Generalist), Roselene Rankine (Coordinator Service Delivery, Amoonguna)

Policy and Records Management

During the course of 2026 Council embarked on a special project to establish a Records Management System to control Council's records to ensure that they are stored, secure, accessible and disposed of in accordance with the NTG's Records Disposal Schedule. This is a significant project which will result in greater efficiency in accessing information and reduce the risk to Council by ensuring Council is compliant and that its records are secure.

Intensive work was undertaken on the consideration and impementation of this new Electronic Document and Records Management System (EDRMS). An EDRMS Implementation project Plan was developed in conjunction with an EDRMS Implementation Communication and Engagement Plan to keep staff abreast of the progress and timing of this project.

Despite the work being undertaken in relation to the development of the new Electronic Document and Records Management System (EDRMS) the updating of policies has continued apace with a significant number of amended/revised policies being presented to Council for its consideration.

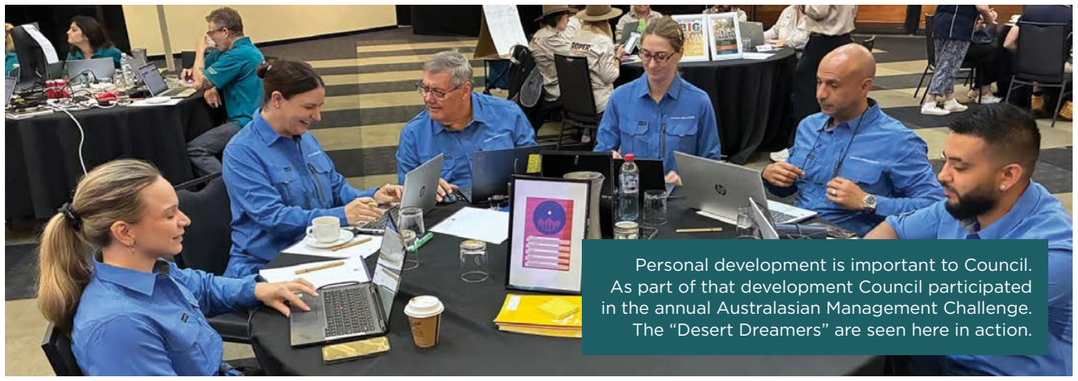
Customer Service

Our Alice Springs Customer Service Unit is the first contact point for many people visiting council. Our Customer Service Unit collaborates closely with clients and employees both inside and externally, which creates a very efficient and effective workplace.

The Unit's professional and friendly services also include:

- Greeting, welcoming and communicating with guests
- Correspondence phone enquiries
- Receive letters, packages and appropriate redirection
- Prepare and manage outgoing mail
- Monitor office and cleaning supplies
- Answer customers' questions and complaints
- Place supply orders when necessary
- Connecting our remote communities with Council services

People and **Capabilities Team**



Personal development is important to Council. As part of that development Council participated in the annual Australasian Management Challenge. The "Desert Dreamers" are seen here in action.

The People & Capabilities team continues to be key for supporting and strengthening the organisational capacity, compliance, and staff development over the 2025–2026 financial year.

The team oversees recruitment, onboarding, inductions, performance management, workplace relations, Work Health and Safety, learning and development, staff records, and offboarding, with a focus on practical support for managers, community-based teams and employees working in complex remote service environments.

A key focus was responding to ongoing workplace relations reforms, including Positive Duty provisions, casual employment changes, award and agreement obligations, and strengthened expectations around safe, respectful and inclusive workplaces.

MRC's workforce remains a key organisational strength and a reflection of our enduring commitment to Aboriginal employment and community-led service delivery. As at 30 June 2026, MRC employed 404 staff, with 74% of employees identifying as Indigenous. The organisation also maintained a strong presence across the region, with 82% of staff based in remote communities.

This workforce profile underscores MRC's commitment to fostering local employment opportunities, strengthening community capability, and ensuring services are delivered by people with a deep understanding of the communities in which they work. Through sustained investment in workforce development and local leadership, MRC continues to build a culturally strong and community-connected organisation that is responsive to the needs and aspirations of the people it serves.

Workforce development in Council Services was a significant focus throughout 2025–26. Council supported employees through:

- Certificate III qualifications in local government operations;
- Certificate IV qualifications in local government operations;
- Diploma-level qualifications in local government;
- Diploma-level Workplace Health and Safety training; and
- numerous other accredited and non-accredited training activities.

This training helped Council Services to:

- build local capability;
- improve service quality;
- develop future leaders;
- retain skills within communities;
- improve workplace safety; and
- reduce reliance on external recruitment.

People and **Capabilities Team** CONT

Key Achievements:

- Implementation of a Learning Management System (LMS) to strengthen workforce capability, improve access to training, and support compliance and professional development across the organisation.
- Advancement of MRC's commitment to workplace health and safety through the delivery of comprehensive WHS training and awareness initiatives, fostering a culture of accountability, pride, and shared responsibility that supports a safe, healthy, and high-performing workforce.
- Enhancement of recruitment and onboarding processes to deliver a more consistent, efficient, and positive employee experience, supporting workforce attraction, engagement, and retention.
- The delivery of a range of staff engagement initiatives to create meaningful opportunities for employees to share feedback, contribute ideas, and feel heard, valued, and connected. Through increased involvement across all stages of the employee lifecycle, our People & Capabilities team has gained valuable insights that inform workforce initiatives and support positive employee outcomes.
- The successful implementation of a new three-year Enterprise Agreement, effective 1 July 2026, enhancing employment conditions and creating greater opportunities for employee wellbeing, growth, and long-term workforce sustainability.

Key Challenges:

- Like many regional employers across the Northern Territory, MRC continues to face challenges in attracting and retaining a sustainable workforce. Ongoing competition for skilled workers, combined with the unique challenges of remote service delivery, requires a proactive and adaptable approach to workforce retention.
- Throughout the year, MRC continued to invest in initiatives that strengthen employee engagement, wellbeing, professional development, and employment conditions, supporting its goal of becoming an employer of choice across the region.



The recipients of the 2025 Staff Awards.

Staff Awards for 2025:

- **Safety Award in commemoration of Mr L Abbott Winner:** Yarran Cavalier, Coordinator Community Safety
- **Team of the Year Award in commemoration of Mr P Wilyuka Joint Winners:** Finance & IT Departments (Osman Kassem, Zubair Ali, Ranjita Gautam, Nisha Gartaula, Rose Byron, Tymara Murnik, Praful Gautam, Bibek Paudel)
- **Leadership Award in commemoration of Ms L Ellis Winner:** Joe Rawson, Council Services
- **Spirit of Council Award in commemoration of Mr S Anderson Joint Winners:** Christine Allen, Children's Services & Matthew Rabuntja, Council Services
- **Employee of the Year Award in commemoration of Mr B Abbott Winner:** Paul Fly, Council Services
- **President's Award:** Praful Gautam, IT Department

Children in Mount Liebig learning how to responsibly look after a dog

Our Financial Planning

06

Financial Analysis **of Reports**

MacDonnell Regional Council (MRC) is required to prepare Financial Statements in accordance with Section 207 of the *Local Government Act 2019* (the Act), the *Local Government (Accounting) Regulations*, the Australian Accounting Standards and Interpretations and other authoritative pronouncements of the Australian Accounting Standards Board. When completed Section 208 of the Act dictates that the Financial Statements must be audited.

The financial report provides information about the financial performance and financial position of Council. It is one means by which the Elected Members of Council advise interested parties on how the finances of Council have performed during the year.

The Audited Financial Statements 2025-2026 which follow consist of four primary financial statements for the current financial period and the comparative previous financial period and the notes to the financial statements.

The four primary financial statements are:

- the Statement of Comprehensive Income
- the Statement of Financial Position
- the Statement of Changes in Equity
- the Statement of Cash Flows

Below is a snapshot of MRC's financial results as at 30 June 2026. The graphics have been created to assist readers in their understanding of MRC's financial results and highlight the key indicators of MRC's performance.

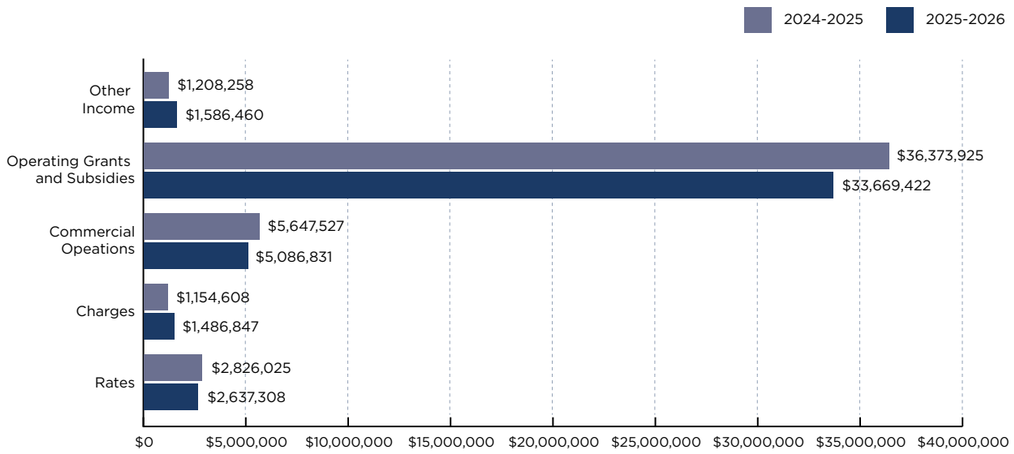
2025–2026 Financial Results – figures in millions

Revenue CURRENT YEAR **$44.47m**	**Expenditures (Excluding Depreciation)** ACTUAL **$38.03m**	**Operating Surplus** **$6.44m**
Assets **$45.07m**	**Fixed Assets Acquired** **$2.61m**	**Cash on Hand** **$24.66m**
Unexpended Grants – Tied & United GRANT LIABILITY & RESERVE **$4.35m**	**Reserved** **$12.08m**	**Unrestricted Cash** **$20.31m**

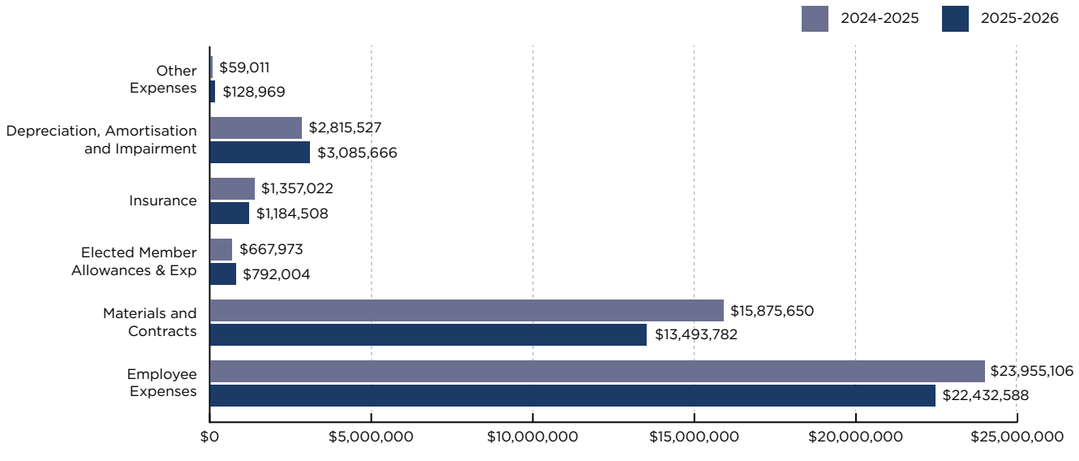
Financial Analysis **of Reports** > CONT

Key takeaways:

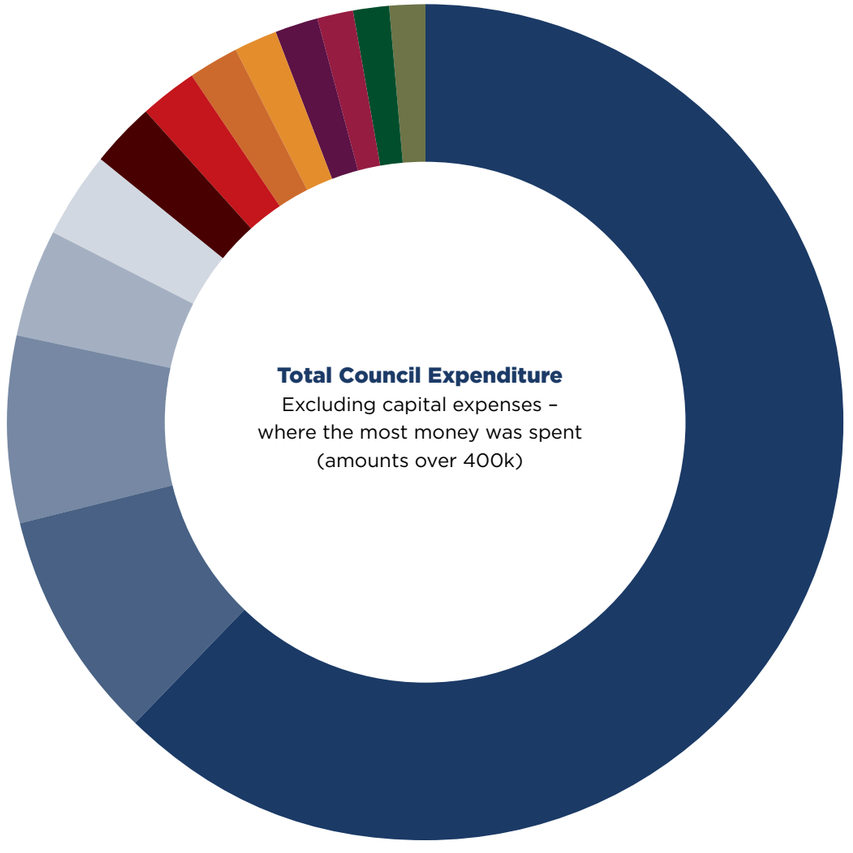
REVENUE – The most significant component of MRC's Operating Income is the $33.67m received in Operating Grants. This represents 75% of Council's total income. This demonstrates Council's reliance on grant funding to continue to provide services to its communities. The prior year comparisons are shown below.



EXPENDITURE – Expenses for the year totalled $41.1m (including Depreciation), this is only marginally less than 2024-25 due to reduced Employee and Materials costs. Employee costs account for 54.6% of all expenses The prior year comparisons are shown below.



The chart below shows all items of expenditure which were in excess of $400k. As can be seen Employee costs account for 62.5% of these expenses. This demonstrates MRC's commitment as the most significant employer in the region.

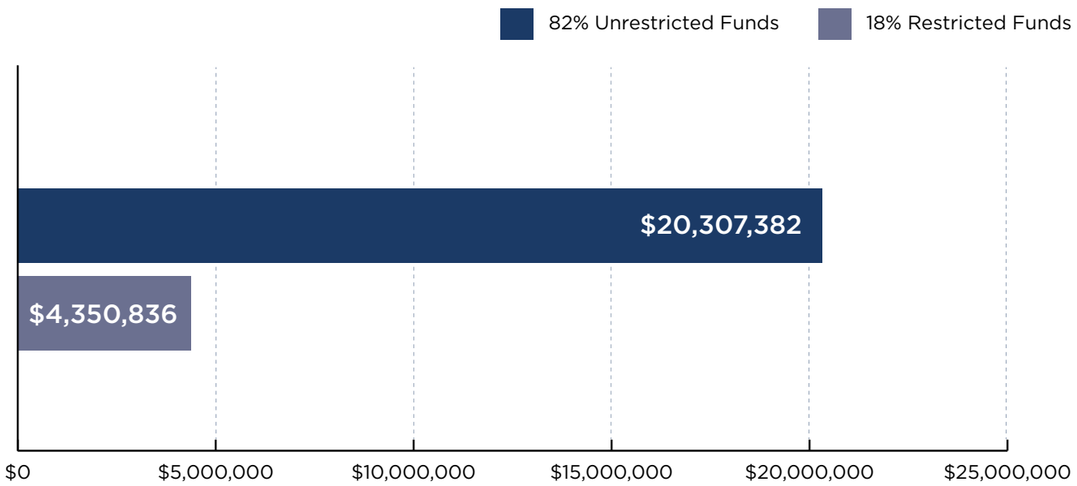


Key:

- **62.5%** Total Operating Employee Costs
- **8.8%** Contract Labour
- **7.3%** Community Infrastructure
- **4.2%** Buildings Repairs & Maintenance
- **3.3%** Insurance Premiums & Fees
- **2.6%** Computer Services
- **2.2%** Elected Members' Allowances & Training
- **1.8%** Gas, Power, Sewerage & Water
- **1.8%** Travel, Accommodation & Entertainment
- **1.7%** Vehicle Registration, Repairs & Maintenance
- **1.4%** Telephone & Internet Services
- **1.3%** Fuel for Plant & Vehicles
- **1.3%** Food for Services & Catering Costs

Financial Analysis **of Reports** > CONT

UNRESTRICTED CASH – As at 30 June 2026 MRC was fortunate to have funding of $20.31m in unrestricted funding available to meet its operational commitments and for the acquisition of assets.



Other matters

WORKING CAPITAL / CURRENT RATIO – MRC maintains a strong financial position. As mentioned previously it has significant available resources to fund its daily operations. As at 30 June 2026 MRC had total Working Capital of $19.50m – the difference between its total Current Assets ($26.44m) and total Current Liabilities ($6.93m).

ASSETS	30 JUNE 2026 $
Cash at bank	24,658,218
Accounts Receivable	1,641,246
Inventory	136,907
TOTAL CURRENT ASSETS	**26,436,371**
Less:	
LIABILITIES	
Accounts Payable	1,563,921
Provisions	2,255,830
Grant liability	3,084,508
Other Current Liabilities	30,091
TOTAL CURRENT LIABILITIES	**6,934,350**
NET CURRENT ASSETS (Working Capital)	**19,502,021**
CURRENT RATIO	**3.8**

Current Ratio Formula = $\frac{\textbf{Current Assets}}{\textbf{Current Liabilities}}$

The Cash Ratio measures Council's ability to pay its short term debts (Current Liabilities) when they fall due. The ratio for June of 3.8 meant that Council had $3.80 in cash (Current Assets) for every $1 of debt, including unexpended grants.

Financial Analysis **of Reports** > CONT

Comparison of Actual Performance against Budget

Clause 5 of Guideline 6: Annual Reports requires populated tables, set out in the required form provided in Schedule 2 of the Guideline, to be included in the Council's annual report to satisfy section 291(1)(h) of the Act.

The required form provides for the minimum information that is required for section 291(1)(h) of the Act but does not preclude a council from including additional information.

Statement 1 – Comparison of Actual Performance against Budget

Table 1.1 Income and Expenditure Statement for the year ended 30th June 2026

	NOTE	FINANCIAL YEAR ORIGINAL BUDGET $	FINANCIAL YEAR FINAL BUDGET $	ACTUAL RESULT $	VARIATION BETWEEN FINAL BUDGET AND ACTUALS $
OPERATING INCOME					
Rates	A	1,608,964	1,656,223	1,500,665	(155,558)
Charges		1,148,875	1,159,193	1,136,643	(22,550)
Fees and Charges	B	413,095	437,263	1,486,847	1,049,584
Operating Grants & Subsidies	C	34,973,481	35,486,971	32,471,911	(3,015,060)
Interest / Investment Income	D	401,100	322,174	594,719	272,545
Commercial and Other Income	E	5,828,884	5,815,102	6,078,572	263,470
TOTAL OPERATING INCOME		**44,374,399**	**44,876,926**	**43,269,357**	**(1,607,569)**
OPERATING EXPENDITURE					
Employee Expenses	F	26,676,813	25,209,271	22,432,588	(2,776,683)
Materials and Contracts	G	15,280,980	16,495,182	9,491,413	(7,003,769)
Elected Member Allowances		357,120	405,740	436,697	30,957
Elected Member Expenses		365,280	292,761	216,678	(76,083)
Council Committee & LA Allowances		134,650	117,350	113,868	(3,482)
Council Committee & LA Expenses		70,802	75,401	71,361	(4,040)
Depreciation, Amortisation and Impairment	H	9,205,374	9,205,374	3,085,666	(6,119,708)
Interest Expenses	I	3,500	3,500	17,888	14,388
Other Expenses	J	5,295,473	7,724,424	4,032,751	(3,691,673)
TOTAL OPERATING EXPENDITURE		**57,389,992**	**59,529,003**	**39,898,910**	**(19,630,093)**
OPERATING SURPLUS / DEFICIT		**(13,015,593)**	**(14,652,077)**	**3,370,447**	**18,022,524**

Table 1.2 Annual Operating Position

	NOTE	FINANCIAL YEAR ORIGINAL BUDGET $	FINANCIAL YEAR FINAL BUDGET $	ACTUAL RESULT $	VARIATION BETWEEN FINAL BUDGET AND ACTUALS $
OPERATING SURPLUS / DEFICIT		(13,015,593)	(14,652,077)	3,370,447	18,022,524
Remove NON-CASH ITEMS					
Less NON-Cash Income		0	0	0	0
Add Back NON-Cash Expenses	K	9,205,374	9,205,374	3,085,666	(6,119,708)
TOTAL NON-CASH ITEMS		**9,205,374**	**9,205,374**	**3,085,666**	**(6,119,708)**
Less ADDITIONAL OUTFLOWS					
Capital Expenditure	L	(908,000)	(1,405,890)	(1,218,607)	187,283
Borrowing Repayments (Principal Only)		0	0	0	0
Other Outflows	M	0	(2,397,643)	(3,084,508)	(686,865)
TOTAL ADDITIONAL OUTFLOWS		**(908,000)**	**(3,803,533)**	**(4,303,114)**	**(499,581)**
Add ADDITIONAL INFLOWS					
Capital Grants Income	N	500,428	103,098	0	(103,098)
Gain from sale of Assets		0	0	0	0
Prior Year Carry Forward Tied Funding	O	3,927,791	8,601,059	4,282,019	(4,319,040)
Other Inflow of Funds		0	0	0	0
Transfers from Reserves	P	290,000	546,079	0	(546,079)
TOTAL ADDITIONAL INFLOWS		**4,718,219**	**9,250,236**	**4,282,019**	**(4,968,217)**
NET OPERTING POSITION		**0**	**0**	**6,435,018**	**6,435,018**

Financial Analysis **of Reports** > CONT

Statement 2 – Reasons for material variations between the Final Budget and Actual Performance

	VARIATION BETWEEN FINAL BUDGET AND ACTUALS $	NOTE	COMMENTS
OPERATING INCOME			
Rates	(155,558)	A	During the year rates remissions to the value of $36,000 were granted by Council. The balance was made up of corrections to some entries in some assessment records due to the misclassification of allotments.
Charges	(22,550)	-2%	No comment required.
Fees and Charges	1,049,584	B	Receipts from Fees and Charges come from a significant range of activities including Propery Service Fees, Visitor Accomodation, Equipment Hire, Landfill Tipping Fees, Service Fees, etc., all of which recorded receipts greater than budgetted. The most significant material variance related to the revenue generated through MRC's Visitor Accommodation with receipts being $540,167 greater than the budget. Council has entered into tenancy agreements with several Northern Territory Government agencies to support staff housing to ensure continuity of services.
Operating Grants & Subsidies	(3,015,060)	C	This variation is directly attributable to the non-receipt of funding from the Federal Government for the Papunya Sports Precinct Women's Change Rooms. Only $405,000 was received of the budget of $4,050,000. This project has not been able to proceed due to exisiting sewerage infrastructure issues.
Interest / Investment Income	272,545	D	The increase in interest resulted from increased investment balances and higher than anticipated interest rates.
Commercial and Other Income	263,470	E	This category of income represents a multitude of activities. However, the variance can be attributed to an 8% increase in receipts relating to the Power and Water contract - this accounted for $245k of the total variance. Additional essential services were requested by PWC due to the adverse weather conditions experienced in the first part of 2026.
TOTAL OPERATING INCOME	**(1,607,569)**		
OPERATING EXPENDITURE			
Employee Expenses	(2,776,683)	F	This underspend has resulted from there being vacant positions across the organisation.
Materials and Contracts	(7,003,769)	G	The budget for Materials and Contracts consists of a multitude of expense accounts (72 in total). Many accounts were over budget but the variances were not material. However, General Contractor Exepenses were underspent, especially in grant funded projects, which amounted to $5,805,263. Road Contractor Expenses were underspent $500k. Severe adverse weather events, contractor availability and cultural obligations all contributed to the underspend.
Elected Member Allowances	30,957	8%	No comment required.
Elected Member Expenses	(76,083)		Budget consists of a multitude of expense accounts all of which were less than that budgetted but no individual variances were material in nature. The most significant item of expenditure related to the 2025 Local Government Election which was $122,233.
Council Committee & LA Allowances	(3,482)	-3%	No comment required.
Council Committee & LA Expenses	(4,040)	-5%	No comment required.
Depreciation, Amortisation and Impairment	(6,119,708)	H	Please refer to Note 1.12 in the Financial Statements. Council undertook a significant asset revaluation which resulted in a decrease of $6.4m in depreciation charges for the year. This decrease was not reflected in the budget.
Interest Expenses	14,388	I	During the year Council entered into 3 new Section 19 leases. The increase in this expense reflects the interest payable for these leases.
Other Expenses	(3,691,673)	J	Budget consists of a multitude of expense accounts with many variances above and below budget by amounts not considered material. However there were four items with material variances including: Buildings and Infrastructure Repairs and Maintenance $1,500,293 Tools, Equipment and Minor Assets $354,402 Local Authority Community Infrastructure $1,398,290 Food and Meeting Supplies $449,299
TOTAL OPERATING EXPENDITURE	**(19,630,093)**		
OPERATING SURPLUS / DEFICIT	**18,022,524**		

Financial Analysis **of Reports** > CONT

	VARIATION BETWEEN FINAL BUDGET AND ACTUALS $	NOTE	COMMENTS
Remove **NON-CASH ITEMS**			
Add Back NON-Cash Expenses	(6,119,708)	K	Please refer to Note 1.12 in the Financial Statements. Council undertook a significant asset revaluation which resulted in a decrease of $6.4m in depreciation charges for the year. This decrease was not reflected in the budget.
TOTAL NON-CASH ITEMS	**(6,119,708)**		
Less ADDITIONAL OUTFLOWS			
Capital Expenditure	187,283	L	Council budgetted $559,930 on upgrades to its council buildings in its communities. Due to the unavailability of contractors only works totalling $421,929 were completed. Budgetted IT Upgrades of $18,000 were not undertaken. New vehicles were purchased at a cost of $287,755 whereas the budget was $395,000. These underspends were offset by an increase in the number of properties acquired by Council through Section 19 lease - refer Note 13 LEASES - resulting in the value of Right of Use Assets increasing by $459,589.
Other Outflows	(686,865)	M	$3.08m represents the value of Unearned Grant Income transferred from the Operating Profit to Liabilities whereas the budget anticipated that a surplus would be achieved through cost reductions which would be transferred to reserve.
TOTAL ADDITIONAL OUTFLOWS	**(499,581)**		
Add ADDITIONAL INFLOWS			
Capital Grants Income	(103,098)	N	This Northern Territory grant was fully expended in 2024-25 but overlooked when the 2025-26 budget was prepared.
Prior Year Carry Forward Tied Funding	(4,319,040)	O	The figure included in the budget incorrectly represented Unexpended Grant Reserves ($4,319,039) and Unearned Grant Income ($4,282,019) totalling $8,601,058. The amount should only have represented the Unearned Grant Income as the Reserve amount is not tied funding.
Transfers from Reserves	(546,079)	P	Council budgetted for capital expenditure to be funded through transfers from reserves. The reserve funds were not required.
TOTAL ADDITIONAL INFLOWS	**(4,968,217)**		
NET OPERTING POSITION	**6,435,018**		

Section 291(1)(e) of the Act states that the annual report of a council must include an itemisation of any amounts of fees or allowances made to committee members in the relevant financial year.

Statement 3 Total Expenditure for each Council Committee and Local Authority

For The Year Ending 30 June 2025	COUNCIL COMMITTEE & LA ALLOWANCES	COUNCIL COMMITTEE & LA EXPENSES	TOTAL
Audit Committee	3,451	-	3,451
Finance and Risk Committee	5,814	-	5,814
LA Amoonguna	8,985	4,926	13,911
LA Areyonga	6,843	6,953	13,795
LA Docker River	5,606	5,067	10,674
LA Finke	10,305	5,304	15,609
LA Haasts Bluff	3,353	4,800	8,153
LA Hermannsburg	6,600	5,040	11,640
LA Imanpa	11,589	5,116	16,705
LA Kintore	9,091	4,801	13,892
LA Mt Liebig	4,257	6,425	10,682
LA Papunya	6,935	4,971	11,906
LA Santa Teresa	14,902	5,047	19,949
LA Titjikala	10,196	8,356	18,552
LA Wallace Rockhole	5,940	4,556	10,496
Total	**113,868**	**71,361**	**185,229**

MacDonnell Regional Council
General Purpose Financial Reports
for the year ended 30 June 2026

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MacDonnell Regional Council
Chief Executive Officer's Certificate
for the year ended 30 June 2026

I hereby certify that to the best of my knowledge, information and belief:

· The Financial Statements have been properly drawn up in accordance with the applicable Australian Accounting Standards, the Local Government Act 2019, and the Local Government (General) Regulations 2021 so as to present fairly the financial position of the Council for the year ended 30 June 2026, and

· The Financial Statements are in accordance with the accounting and other records of the Council, and

· There are reasonable grounds to believe that the Council will be able to pay its debts when they become due and payable.

burquhart

Belinda Urquhart
CHIEF EXECUTIVE OFFICER

Date: 30/10/2026

MacDonnell Regional Council
Statement of Comprehensive Income
for the year ended 30 June 2026

	Notes	2026 $	2025 * (As Restated - see Note 1.12) $
INCOME			
Rates & Statutory charges - waste management		**2,637,308**	2,826,025
User charges	2a	**1,486,847**	1,154,608
Grants, subsidies and contributions	2d	**33,669,422**	36,373,926
Income from commercial operations	2b	**5,086,831**	5,647,527
Reimbursements and other income	2c	**569,047**	949,957
Net gain/(loss) from disposal of property, plant & equipment	4	**422,694**	(178,016)
Investment income		**594,719**	436,316
Total Income		**44,466,868**	47,210,343
EXPENSES			
Employee costs	3a	**22,432,588**	23,955,106
Materials, contracts & other expenses	3b	**15,599,263**	17,959,656
Total Expenses		**38,031,851**	41,914,762
OPERATING SURPLUS BEFORE DEPRECIATION		**6,435,018**	5,295,580
Depreciation and amortisation	3c	**3,085,666**	2,815,527
NET SURPLUS BEFORE OTHER COMPREHENSIVE INCOME		**3,349,352**	2,480,053
OTHER COMPREHENSIVE INCOME		**-**	**-**
		-	-
TOTAL COMPREHENSIVE INCOME		**3,349,352**	2,480,053

This Statement is to be read in conjunction with the attached Notes.

MacDonnell Regional Council
Statement of Financial Position
as at 30 June 2026

	Notes	2026 $	2025 (As Restated - see Note 1.12) $
ASSETS			
Current Assets			
Cash and cash equivalents	5a	**24,658,218**	20,588,893
Trade & other receivables	5b	**1,641,246**	1,666,920
Inventories	5c	**136,907**	93,019
Total Current Assets		**26,436,371**	22,348,832
Non-current Assets			
Property, plant & equipment	6a	**18,495,935**	20,340,978
Capital Work In Progress	6c	**142,196**	30,000
Total Non-current Assets		**18,638,131**	20,370,978
Total Assets		**45,074,502**	42,719,810
LIABILITIES			
Current Liabilities			
Trade & other payables	7a	**1,563,921**	1,557,987
Employee benefits	7b	**2,255,830**	2,290,429
Lease liabilities	7c	**30,091**	183,482
Unearned grant income	14b	**3,084,508**	4,282,019
Total Current Liabilities		**6,934,350**	8,313,917
Non-current Liabilities			
Employee benefits	7b	**337,563**	362,093
Lease liabilities	7c	**409,437**	-
Total Non-current Liabilities		**747,000**	362,093
Total Liabilities		**7,681,350**	8,676,010
NET ASSETS		**37,393,152**	34,043,800
EQUITY			
Accumulated Surplus		**24,044,392**	17,642,329
Unexpended Grant Reserve	14a	**1,266,328**	4,319,039
Assets Revaluation Reserves	8	**7,082,432**	7,082,432
Other Reserves	8	**5,000,000**	5,000,000
TOTAL EQUITY		**37,393,152**	34,043,800

This Statement is to be read in conjunction with the attached Notes.

MacDonnell Regional Council
Statement of Changes in Equity
for the year ended 30 June 2026

	Accummulated Surplus $	Unexpended Grant Reserve (Note 14a) $	Assets Revaluation Reserves (Note 8) $	Other Reserves (Note 8) $	TOTAL EQUITY $
30 June 2026					
Balance at beginning of year	17,642,329	4,319,039	7,082,432	5,000,000	34,043,800
Net Surplus for Year	3,349,352	-	-	-	3,349,352
Pother comprehensive income	-	-	-	-	-
Total Comprehensive Income	3,349,352	-	-	-	3,349,352
Transfers between Accumulated Surplus and Reserves	3,052,711	(3,052,711)	-	-	-
Balance at end of Year	24,044,392	1,266,328	7,082,432	5,000,000	**37,393,152**
30 June 2025 (As restated - see Note 1.12)					
Balance at beginning of year, as previously reported	7,169,288	1,574,325	86,297,468	5,000,000	100,041,081
Correction of previously recognised revaluation increment	10,737,701	-	(79,215,036)	-	(68,477,335)
Balance at beginning of year, as restated	17,906,989	1,574,325	7,082,432	5,000,000	31,563,746
Net Deficit for Year, as previously reported	(3,921,812)	-	-	-	(3,921,812)
Correction of previously recognised depreciation charges on revaluation increment	6,401,866	-	-	-	6,401,866
Net Surplus for Year, as restated	2,480,054	-	-	-	2,480,054
Other comprehensive income	-	-	-	-	-
Total comprehensive income	2,480,054	-	-	-	2,480,054
Transaction with owners, as previously reported					
Transfer of assets revaluation reserves on fixed assets disposed	1,157,086	-	(1,157,086)	-	-
Transfers between Accumulated Surplus and Reserves	(2,744,714)	2,744,714	-	-	-
	(1,587,628)	2,744,714	(1,157,086)	-	-
Reversal of previously recognised assets revaluation reserves	(1,157,086)	-	1,157,086	-	-
Transaction with owners, as resated					
Transfer of assets revaluation reserves on fixed assets disposed	-	-	-	-	-
Transfers between Accumulated Surplus and Reserves	(2,744,714)	2,744,714	-	-	-
	(2,744,714)	2,744,714	-	-	-
Balance at end of the year	17,642,329	4,319,039	7,082,432	5,000,000	34,043,800

This Statement is to be read in conjunction with the attached Notes.

MacDonnell Regional Council
Statement of Cash Flows
for the year ended 30 June 2026

	Notes	**2026 $**	2025 $
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts:			
Rates - general and other		**3,051,429**	2,596,108
User charges		**1,486,847**	1,154,608
Income from commercial operations		**4,701,299**	6,440,508
Grants, subsidies and contribution		**32,471,911**	33,621,181
Reimbursements and other income		**569,047**	949,957
Payments:			
Employee costs		**(22,491,716)**	(23,566,491)
Materials and contracts		**(5,362,377)**	(5,434,047)
Other operating expenses		**(10,277,756)**	(12,273,424)
Net Cash provided by / (used in) Operating Activities	9b	**4,148,684**	3,488,400
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts:			
Interest received		**594,719**	436,316
Proceeds on sale of property, plant and equipment		**430,678**	553,102
Payments:			
Purchase of Property, Plant and Equipment		**(901,214)**	(2,609,849)
Net Cash used in Investing Activities		**124,183**	(1,620,430)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments:			
Repayments of lease liabilities	13	**(203,542)**	(155,186)
Net Cash used in Financing Activities		**(203,542)**	(155,186)
Net Decrease in cash held		**4,069,325**	1,712,784
Cash & cash equivalents at beginning of period	5a, 9a	**20,588,893**	18,876,109
Cash & cash equivalents at end of period	5a, 9a	**24,658,218**	20,588,893

This Statement is to be read in conjunction with the attached Notes

MacDonnell Regional Council

Notes to and forming part of the Financial Statements for the year ended 30 June 2026

Note 1 - Material Accounting Policies

The material accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

1.1 Basis of Preparation

1.1.1 Compliance with Australian Accounting Standards

This general purpose financial report has been prepared in accordance with Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board and Interpretations, the requirements of the Local Government Act 2021, the Local Government (General) Regulations 2021, and the relevant Northern Territory legislation.

The date the general purpose financial report were authorised for issue is as shown on the Chief Executive Officer's Certificate.

1.1.2 Historical Cost Convention

Except as stated below, these financial statements have been prepared in accordance with the historical cost convention, except for the revaluation of non-current assets. Cost is based on the fair values of the consideration given in exchange for assets.

The Council is a not for profit entity for financial reporting purposes under Australian Accounting Standards.

1.1.3 Critical Accounting Estimates

The preparation of financial statements in conformity with Australian Accounting Standards requires the use of certain critical accounting estimates and requires management to exercise its judgement in applying Council's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are specifically referred to in the relevant sections of this note.

1.1.4 Rounding

All amounts in the financial statements have been rounded to the nearest dollar.

1.2 The Local Government Reporting Entity

MacDonnell Regional Council has its principal place of business at 2/1 Bagot Street, The Gap NT. This general purpose financial statements include the Council's direct operations and all cost centres through which the Council controls resources to carry on its functions. In the process of reporting on the Council as a single unit, all transactions and balances between activity areas and cost centres have been eliminated.

1.3 Income recognition

1.3.1 Revenue

The Council recognises revenue under AASB 1058 Income of Not-for-Profit Entities (AASB 1058) or AASB 15 Revenue from Contracts with Customers (AASB 15) when appropriate.

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

In other cases, AASB 1058 applies when a not-for-profit (NFP) entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. The excess of the asset recognised (at fair value) over any 'related amounts' is recognised as income immediately, except in the case where a financial asset has been received to enable the council to acquire or construct a recognisable non-financial asset that is to be controlled by the council. In this case, the council recognises the excess as a liability that is recognised over time in profit and loss when (or as) the entity satisfies its obligations under the transfer.

1.3.2 Construction Contracts

Construction works undertaken by Council for third parties are generally on an agency basis where the third party reimburses Council for actual costs incurred, and usually do not extend beyond the reporting period. Reimbursements not received are recognised as receivables and reimbursements received in advance are recognised as "payments received in advance".

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

1.3.3 Rates and levies

Rates are recognised at the commencement of rating period. Rates overpaid at the reporting period are classified as current liability.

1.3.4 Rendering of Services

Revenue from rendering of services is recognised when the Council satisfies the performance obligation by transferring the promised services. The Council typically satisfies its performance obligations when:

- the amount of revenue, stage of completion and transaction costs incurred can be reliably measured and
- it is probable that the economic benefits associated with the transaction will flow to the Council.

1.3.5 Fees and Other Charges

Other revenue includes fees for services provided to community and other organisations. These fees charged for providing ongoing services are recognised as income over the period the service is provided.

1.3.6 Interest

Interest received from term deposits is accrued over the term of the investment.

1.4 Cash, Cash Equivalents and Other Financial Instruments

1.4.1 Cash, Cash Equivalent Assets

Cash assets include all amounts readily convertible to cash on hand at Council's option with an insignificant risk of changes in value with a maturity of three months or less from the date of acquisition.

1.4.2 Other Financial Instruments

Receivables for rates and annual charges are secured over the subject land, and bear interest at rates determined by the Council. Other receivables are generally unsecured and do not bear interest.

All receivables are reviewed as at the reporting date and adequate allowance made for amounts the receipt of which is considered doubtful. Council uses an allowance matrix to measure expected credit losses (ECL) for receivables from individual customers, which comprise a large number of small balances. As rates and annual charges are secured over subject land no allowance for such receivables is made. Impairment analysis is performed each reporting date. ECLS are based on credit history adjusted for forward looking estimates and economic conditions.

All financial instruments are recognised at fair value at the date of recognition. A detailed statement of the accounting policies applied to financial instruments also form part of Note 11.

1.5 Inventories

Inventories held in respect of stores have been valued by using the weighted average cost on a continual basis, after adjustment for loss of service potential. Inventories held in respect of business undertakings have been valued at the lower of cost and net realisable value.

1.6 Infrastructure, Property, Plant & Equipment

1.6.1 Initial Recognition

All assets are initially recognised at cost. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held "ready for use". Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees and engineering design fees and all other costs incurred. The cost of non-current assets constructed by the Council includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead.

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

1.6.2 Materiality

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset. In determining (and in annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life. Examples of capitalisation thresholds applied to property, plant and equipment (except land) during the year are given in Note 6. No capitalisation threshold is applied to the acquisition of land.

1.6.3 Subsequent Recognition

Following initial recognition at cost, property, plant and equipment are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Formal revaluations are at fair value, being re-valued with sufficient frequency such that the carrying amount of each asset class is not materially different, as at reporting date, from its fair value. The regularity of independent valuations depends upon the volatility of movements in the market value of the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class. Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amounts of the assets and the asset is restated to the revalued amount.

Additions acquired subsequent to initial recording are recognised as cost. These costs are deemed to be the fair value at 30 June 2026. Significant uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure. Further detail of these uncertainties, and of existing valuations, methods and valuers are provided at Note 6.

At each reporting date, the Council reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where the asset does not generate cash flows that are independent from other assets, the Council estimates the recoverable amount of the cash-generating unit to which the asset belongs.

1.6.4 Depreciation of Non-Current Assets

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

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

Major depreciation periods for each class of asset are shown in Note 6. Depreciation periods for infrastructure assets have been estimated based on the best information available to Council, but appropriate records covering the entire life cycle of these assets are not available, and extreme care should be used in interpreting financial information based on these estimates.

1.6.5 Impairment

Assets whose future economic benefits are not dependent on the ability to generate cash flows, and where the future economic benefits would be replaced if Council were deprived thereof, are not subject to impairment testing.

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

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

1.7 Payables

1.7.1 Goods & Services

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

1.7.2 Payments Received in Advance & Deposits

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

1.8 Provisions

1.8.1 Employee Benefits

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

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

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

1.8.2 Superannuation

The superannuation expense for the reporting period is the amount of the contributions MRC makes to the superannuation plans which provide benefits to its employees plus provision for superannuation in respect of leave entitlements owed.

The Council does not have any employees who are members of defined benefit funds.

All superannuation schemes to which the Council makes contributions on behalf of employees are of the accumulation type, where the superannuation benefits accruing to the employee are represented by their share of the net assets of the scheme, and no further liability attaches to the Council.

1.8.3 Provisions

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

1.9 Leases

Leases The Council assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Council as a lessee:

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

i) Right-of-use assets

The Council recognises right-of-use assets at the commencement date of the lease. Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, lease payments made at or before the commencement date less any lease incentives received and the estimate of costs to be incurred to restore the leased asset.

Note 1 - Material Accounting Policies

Right of use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Office Accommodation 5 to 10 years
- S19 Aboriginal Land 6 to 12 years

The right-of-use assets are also subject to impairment. Refer to the accounting policies in section 6.5 - Impairment of non-financial assets above.

ii) Lease liabilities

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

iii) Short-term leases and leases of low-value assets

The Council applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date). It also applies the low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

1.10 GST Implications

In accordance with UIG Abstract 1031 "Accounting for the Goods & Services Tax"

- Receivables and Creditors include GST receivable and payable.
- Except in relation to input taxed activities, revenues and operating expenditures exclude GST receivable and payable.
- Non-current assets and capital expenditures include GST net of any recoupment.
- Amounts included in the Statement of Cash Flows are disclosed on a gross basis.

1.11 New and amended standards and interpretations

During the year, the Council adopted all new and amended Australian Accounting Standards and Interpretations that became mandatorily effective for the annual reporting period beginning 1 July 2025. The adoption of these standards did not have a material impact on the recognised amounts, financial position, financial performance or cash flows of the Council. The relevant standards for the Council were:

- AASB 2023-5 Amendments to Australian Accounting Standards – Lack of Exchangeability — amends AASB 121 The Effects of Changes in Foreign Exchange Rates to require a consistent approach to assessing whether a currency is exchangeable, and how to estimate the exchange rate where it is not. The Council does not transact in nonexchangeable or hyperinflationary currencies; this amendment has had no impact on the financial statements.

- AASB 2026-1 Amendments to Australian Accounting Standards – Disclosures about Uncertainties in the Financial Statements — amends AASB 136 Impairment of Assets and AASB 137 Provisions, Contingent Liabilities and Contingent Assets to add illustrative examples of disclosures relating to uncertainties in the financial statements. The Council has assessed the amendments and determined that they have had no impact on the financial statements

The AASB has issued Australian Accounting Standards and Interpretations which are not effective at 30 June 2026, these standards have not been adopted by Council and will be included in the financial statements on their effective date. Where the standard is expected to have a significant impact for Council then further information has been provided in this note. The following list identifies all the new and amended Australian Accounting Standards, and Interpretation, that were issued but not yet effective at the time of compiling these illustrative statements that could be applicable to Councils.

Effective for NFP annual reporting periods beginning on or after 1 January 2026
- AASB 2024-2 Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments
- AASB 2024-3 Amendments to Australian Accounting Standards – Annual Improvements Volume 11 [AASB 1, AASB 7, AASB 9, AASB 10 and AASB 107]

Effective for NFP annual reporting periods beginning on or after 1 July 2026 for public sector
- AASB 17 Insurance Contracts (amended by AASB 2020-5, AASB 2024-1, AASB 2024-8 and AASB 2024-9 Insurance Contracts in the Public Sector).

Effective for NFP annual reporting periods beginning on or after 1 January 2028
- AASB 2014-10 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (amended by AASB 2015-10, AASB 2017-5, AASB 2023-7 and AASB 2024-4)
- AASB 18 Presentation and Disclosure in Financial Statements.

Note 1 - Material Accounting Policies

1.12 Comparatives

Where necessary, comparative information for the 2024–25 financial year has been reclassified to provide consistency with current year disclosures.

Restated Comparative Financial Statements due to change in accounting policy
The Council undertook its first independent asset revaluation on 1 January 2022 which was performed by AssetVal / Marsh Pty Ltd. The Council's assets subjected to valuation included land, buildings and improvements, furniture and fixtures, plant and equipment and motor vehicles. The results of the revaluation, which resulted in an asset revaluation increment of $86.4 million, were recognised by the Council on its account effective 1 July 2022.

In 2025-26 financial year, the Council determined that only its own land and building and facilities located in Alice Springs and Finke should have been carried at revalued amount. All other property plant and equipment should have been carried at costs. Furthermore, building and improvements located in leased assets should have been recognised as leasehold improvements rather than building and facilities.

The effect of these restatements has resulted in a reduction to property, plant and equipment values of $62.1 million and asset revaluation reserves of $78.1 million and increase of accumulated surplus of about $16.1 million in the Council's statement of financial position as at 30 June 2025. Furthermore, the Council's depreciation charges in its statement of comprehensive income for the year ended 30 June 2025 decreased by $6.4 million and its net surplus increased to $2.5 million.

Given a portion of these corrections relates to the 2022–23 and 2023–24 financial years, accounting standards require restatement of the opening balances of the earliest period presented. Consequently, the 1 July 2024 opening balances have been restated for the effects of misstatements relating to the 2022–23 and 2023–24 financial years, resulting in a reduction in property, plant and equipment of $68.5 million and asset revaluation reserves of $79.2 million, and an increase in accumulated surplus of $10.7 million as at 1 July 2024.

The following tables report the 2024–25 financial statements restated for each line affected by the above adjustments compared to those published in the 2024–25 annual report.

Statement of Comprehensive Income - for the year ended 30 June 2025

	Previously Reported 2024-25 $	Restatement 2024-25 $	As Restated 2024-25 $
Depreciation expense	9,217,392	(6,401,866)	2,815,526
Surplus/(deficit) for the year	(3,921,812)	6,401,866	2,480,054

Statement of Financial Position - As At 30 June 2025

	Previously Reported 2024-25 $	Restatement 2024-25 $	As Restated 2024-25 $
Property, plant and equipment	82,416,447	(62,075,469)	20,340,978
Total assets	104,795,279	(62,075,469)	42,719,810
NET ASSETS	96,119,269	(62,075,469)	34,043,800
Accumulated Surplus	1,659,848	15,982,481	17,642,329
Unexpended Grant Reserve	4,319,039	-	4,319,039
Assets Revaluation Reserves	85,140,382	(78,057,950)	7,082,432
Other Reserves	5,000,000	-	5,000,000
TOTAL EQUITY	96,119,269	(62,075,469)	34,043,800

Statement of Financial Position - As At 1 July 2024

	Previously Reported 1 July 2024 $	Restatement 1 July 2024 $	As Restated 1 July 2024 $
Property, plant and equipment	89,757,995	(68,477,335)	21,280,660
Total assets	111,208,800	(68,477,335)	42,731,465
NET ASSETS	100,041,081	(68,477,335)	31,563,746
Accumulated Surplus	7,169,288	10,737,701	17,906,989
Unexpended Grant Reserve	1,574,325	-	1,574,325
Assets Revaluation Reserves	86,297,468	(79,215,036)	7,082,432
Other Reserves	5,000,000	-	5,000,000
TOTAL EQUITY	100,041,081	(68,477,335)	31,563,746

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 2 - INCOME

	2026	2025
	$	$
a) USER CHARGES		
Equipment Hire	**27,322**	17,065
Landfill Tipping Fees	**21,895**	70,758
Property Fees	**987,426**	550,092
Service Fees	**450,204**	516,693
	1,486,847	1,154,608
b) INCOME FROM COMMERCIAL OPERATIONS		
Contract Fees	**5,086,831**	5,647,527
	5,086,831	5,647,527
c) REIMBURSEMENTS & OTHER INCOME		
Fuel Tax Rebate	**15,264**	25,201
Insurance Recoveries	**320,621**	529,822
Reimbursements	**122,896**	161,577
Other Income	**110,266**	233,357
	569,047	949,957
d) GRANTS, SUBSIDIES, CONTRIBUTIONS		
Commonwealth of Australia Government Agencies		
Operating Grants	**18,842,742**	18,980,086
Capital Grants		
Northern Territory Government Agencies		
Operating Grants	**14,649,901**	14,286,992
Capital Grants		722,672
Other Agencies		
Operating Grants	**10,794**	2,500
Total Grants received during the year	**33,503,437**	33,992,250
Add:		
Grants collected in previous years brought forward to the current year [Note 14(b)]	**4,282,019**	7,034,764
Less:		
Grant returned/refunded during the year	**(1,031,526)**	(371,069)
Unearned grant income as at end of year [Note 14(b)]	**(3,084,508)**	(4,282,019)
	33,669,422	36,373,926

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 2 - INCOME (con't)

	2026	2025
	$	$
e) CONDITIONS OVER GRANTS AND CONTRIBUTIONS		
Grants and contributions which were obtained on the condition that they be expended for specified purposes or in a future period, but which are not yet expended in accordance with those conditions, are as follows:		
Unexpended at the close of the previous reporting period	**4,282,020**	7,034,764
Less: expended during the current period from revenues recognised in previous reporting periods:		
Less: expended during the current period from grant collected in previous reporting periods:	**(1,695,474)**	(4,536,379)
Less: amounts recognised as liabilities in current reporting period due to obligation to pay back the funding body	-	-
Prior year unexpended grants repaid to funding bodies	**(1,031,526)**	(371,070)
Subtotal	**(2,727,000)**	(4,907,449)
Plus: amounts recognised as revenues in this reporting period but not yet expended in accordance with the conditions		
Plus: amounts received in this reporting period but not yet expended in accordance with the conditions	**1,529,488**	2,154,704
Subtotal	**1,529,488**	2,154,704
Unexpended at the close of this reporting period	**3,084,508**	4,282,020
Net decrease in assets subject to conditions in the current reporting period	**(1,197,512)**	(2,752,744)

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 3 - EXPENSE

	2026 $	2025 * (As Restated - see Note 1.12) $
a) EMPLOYEE COSTS		
Salaries, Wages, Leave and Allowances, including On-Costs	**19,632,346**	21,185,902
Employer's Superannuation Contributions	**2,110,394**	2,206,886
Workers Compensation paid	**102,669**	91,098
Protective Clothing	**4,541**	5,103
Recruitment Expenses	**53,869**	66,440
Training Programs	**422,327**	268,254
Employee Benefits & Other Employee Costs	**106,442**	131,423
Total Operating Employee Costs	**22,432,588**	23,955,106
Total Number of Employees	***370***	*398*
b) MATERIALS, CONTRACTS & OTHER EXPENSES		
Other Operating expenses		
Advertising & Promotional Activities	**31,830**	41,961
Assurance Services	**70,000**	120,038
Bad debts	**204,199**	62,830
Computer Services	**920,720**	1,023,545
Consulting Fees	**281,740**	404,505
Contract Labour	**3,143,205**	4,455,377
Elected Members' Allowances & Training	**792,004**	667,973
Freight Charges	**90,919**	91,602
Fuel for Plant & Vehicles	**461,684**	543,648
Gas, Power, Sewerage & Water	**657,599**	703,366
Insurance Premiums & Fees	**1,184,508**	1,357,022
Legal & Professional Services	**23,094**	121,004
Local Authority Members' Allowances	**46,600**	48,200
Memberships & Subscriptions	**102,695**	82,887
Operating Leases	**293,119**	114,230
Interest on Leased assets	**17,888**	10,330
Telephone & Internet Services	**505,720**	458,148
Materials, Consumables and Supplies	**141,869**	952,099
Travel, Accommodation & Entertainment	**641,194**	659,312
Vehicle Registration, Repairs & Maintenance	**608,348**	626,104
Other Expenses	**128,969**	59,011
	10,347,905	12,603,191

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 3 - EXPENSE (con't)

	2026 $	2025 * (As Restated - see Note 1.12) $
Other Materials & Contracts Expenses		
Buildings Repairs & Maintenance	**1,500,293**	1,687,498
Cleaning Services & Materials	**119,786**	57,385
Community Infrastructure	**2,616,897**	2,159,451
Food for Services & Catering Costs	**449,299**	563,281
Furniture & Fittings	**35,594**	94,844
Plant & Equipment	**154,468**	215,100
Road Furniture & Signage	**20,620**	27,933
Tools, Equipment & Minor Assets	**354,402**	550,973
	5,251,358	5,356,465
	15,599,263	17,959,656
c) DEPRECIATION AND AMORTISATION		
Depreciation		
Buildings & Facilities	**695,564**	758,089
LeaseHold Improvements	**547,841**	448,882
Furniture & Fittings	**118,580**	116,516
Plant & Equipment	**529,403**	473,967
IT Equipment	**11,649**	8,848
Vehicles	**1,000,477**	860,036
Right-of-use	**182,152**	149,189
	3,085,666	2,815,527

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 4 - NET GAIN/(LOSS) FROM DISPOSAL OF PROPERTY, PLANT AND EQUIPMENT

	2026	2025 * (As Restated - see Note 1.12)
	$	$
Vehicles		
Proceeds from disposal	**318,481**	255,385
Less: Carrying amount of assets sold	**7,984**	364,057
Gain/(Loss) on disposal	**310,497**	(108,672)
Buildings & Facilities		
Proceeds from disposal	**-**	-
Less: Carrying amount of assets sold	**-**	39,733
Loss on disposal	**-**	(39,733)
Plant and Equipment		
Proceeds from disposal	**112,197**	297,717
Less: Carrying amount of assets sold	**-**	327,328
Gain/(Loss) on disposal	**112,197**	(29,611)
Proceeds on sale of property, plant and equipment	**430,678**	553102
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS	**422,694**	(178,016)

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 5 - CURRENT ASSETS

	2026	2025
	$	$
a) CASH & CASH EQUIVALENTS		
Cash on Hand and at Bank	**24,658,218**	20,588,893
	24,658,218	20,588,893
b) TRADE & OTHER RECEIVABLES		
Rates - General & Other	**709,930**	1,121,135
Accrued Revenues	**109,574**	7,540
Debtors - general	**759,513**	550,040
GST Recoupment	**62,229**	2,243
Total	**1,641,246**	1,680,958
Less: Allowance for Doubtful Debts	**-**	(14,038)
	1,641,246	1,666,920
c) INVENTORIES		
Fuel	**136,907**	93,019
	136,907	93,019

MacDonnell Regional Council

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 6a - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT (IPP&E)

	2025 (Restated) $				2026 $			
	Fair Value	Cost	Acc' Dep'n	Carrying Amount	**Fair Value**	**Cost**	**Acc' Dep'n**	**Carrying Amount**
Land	520,000	-	-	520,000	**520,000**	-	-	**520,000**
Buildings & Facilities	11,312,262	-	(2,677,328)	8,634,934	**11,408,378**	**-**	**(3,378,497)**	**8,029,881**
Leasehold Improvement	-	19,596,376	(14,783,481)	4,812,895	-	**19,957,794**	**(15,331,323)**	**4,626,472**
Furniture & Fittings	-	1,572,297	(855,082)	717,215	-	**1,380,846**	**(793,860)**	**586,986**
Plant & Office Equipment	-	9,479,975	(7,081,334)	2,398,641	-	**9,521,325**	**(7,610,737)**	**1,910,588**
Vehicles	-	6,916,413	(3,808,223)	3,108,190	-	**7,204,168**	**(4,808,700)**	**2,395,468**
Right-to-use - Note 13	-	1,032,085	(882,982)	149,103	-	**459,589**	**(33,050)**	**426,539**
Total IPP&E	11,832,262	38,597,147	(30,088,431)	20,340,978	**11,928,378**	**38,523,723**	**(31,956,166)**	**18,495,935**

MacDonnell Regional Council

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 6b - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT

	2025					**2026**
		Additions				
	Carrying Amount $	New / Upgrade $	Transfer from WIP $	Disposals $	Depreciation $	**Carrying Amount $**
Land	520,000	-	-	-	-	**520,000**
Buildings & Facilities	8,634,934	60,511	30,000	-	(695,564)	**8,029,881**
Leasehold Improvement	4,812,895	361,418	-	-	(547,841)	**4,626,472**
Furniture & Fittings	717,215	-	-	-	(130,229)	**586,986**
Plant & Equipment	2,398,641	49,334	-	(7,984)	(529,403)	**1,910,588**
Vehicles	3,108,190	287,755	-	-	(1,000,477)	**2,395,468**
Right-to-use - Note 13	149,103	459,589	-	-	(182,152)	**426,540**
Total IPP&E	**20,340,978**	**1,218,607**	30,000.00	**(7,984)**	**(3,085,666)**	**18,495,935**

MacDonnell Regional Council

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 6b - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT (Cont'd)

	2024						2025
	Carrying Amount (Restated)	Additions		Disposals	Depreciation	Modification	Carrying Amount (Restated)
		New / Upgrade	Transfer from WIP				
	$	$	$	$	$	$	$
Land	520,000	-	-	-	-	-	**520,000**
Buildings & Facilities	9,188,007	214,749	30,000	(39,733)	(758,089)	-	**8,634,934**
Leasehold Improvement	4,894,932	366,845	-	-	(448,882)	-	**4,812,895**
Furniture & Fittings	793,982	48,597	-	-	(125,364)	-	**717,215**
Plant & Equipment	2,318,940	880,996	-	(327,328)	(473,967)	-	**2,398,641**
Vehicles	3,263,620	1,068,663	-	(364,057)	(860,036)	-	**3,108,190**
Right-to-use - Note 13	301,179	-	-	-	(149,189)	(2,887)	**149,103**
Total IPP&E	**21,280,660**	**2,579,850**	**30,000.00**	**(731,118)**	**(2,815,527)**	**(2,887)**	**20,340,978**

Note 6c - CAPITAL WORK IN PROGRESS

	2026	2025
	$	$
Building	**142,196**	30,000

MacDonnell Regional Council

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 6 – INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT (Cont'd)

Asset recognition threshold

Purchases of property, plant and equipment (except for land) are recognised initially at cost in the balance sheet, except for purchases costing less than $10,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located, including any necessary make good provisions.

Revaluations

Following initial recognition at cost, property, plant and equipment are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Revaluations are undertaken with sufficient regularity to ensure that the carrying amount of each asset class is not materially different from its fair value at the reporting date. The frequency of revaluations depends upon the volatility of movements in the fair value of the relevant assets.

Revaluation adjustments are made on a class basis. Revaluation increments are recognised in other comprehensive income and accumulated in equity under the asset revaluation reserve, except to the extent that they reverse a previous revaluation decrement of the same asset class that was previously recognised in surplus or deficit. Revaluation decrements are recognised in surplus or deficit, except to the extent that they reverse a previous revaluation increment for the same asset class.

Any accumulated depreciation at the revaluation date is eliminated against the gross carrying amount of the asset and the asset is restated to its revalued amount.

The Council's infrastructure, property, plant and equipment are subject to periodic independent valuations to ensure that their carrying amounts remain materially consistent with fair value.

Valuation of Assets

The fair value of assets and liabilities must be estimated in accordance with various Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Depreciation rate

Items of property, plant and equipment are depreciated over their estimated useful lives using the straight line method. The main rates used are:

Buildings	10%
Plant	20%
Motor vehicles	20%
Furniture and equipment	20%

MacDonnell Regional Council

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 7 - LIABILITIES

	2026 $		2025 $	
	Current	**Non-current**	Current	Non-current
a) TRADE & OTHER PAYABLES				
Creditors	**(24,559)**	**-**	(7,361)	-
Rates received in advance	**5,166**	**-**	2,248	-
Accrued expenses	**1,530,335**	**-**	1,502,357	-
Others	**52,979**	**-**	60,743	-
	1,563,921	**-**	1,557,987	-
b) EMPLOYEES BENEFITS				
Long Services Leave - employee entitlements	**726,946**	**337,563**	660,868	362,093
Annual Leave - employee entitlements	**1,528,884**	**-**	1,629,560	-
	2,255,830	**337,563**	2,290,428	362,093
c) LEASE LIABILITIES				
Leases Liabilities	**30,091**	**409,437**	183,482	-
	30,091	**409,437**	183,482	-

MacDonnell Regional Council

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 8 - RESERVES

ASSET REVALUATION RESERVE	Opening Balance 1 July 2025 $	Net Increments/ (Decrements) $	Transfers, Impairments $	**Ending Balance 30 June 2026 $**
				-
Assets Revaluation Reserves	7,082,432	-	-	**7,082,432**
TOTAL	7,082,432	-	-	**7,082,432**

OTHER RESERVES	Opening Balance 1 July 2025 $	Transfers to Reserve $	Transfers from Reserve $	**Ending Balance 30 June 2026** $
Civil - infrastructure upgrade	1,500,000	-	-	**1,500,000**
Future Works	3,500,000	-	-	**3,500,000**
TOTAL OTHER RESERVES	5,000,000	-	-	**5,000,000**

PURPOSES OF RESERVES

Civil infrastructure upgrade reserve is used for future upgrade of waste management system, drainage and footpaths within the Council area.

Future work reserve is used for future capital upgrade or replacement of the Council's property, plant and equipment.

Asset revaluation reserve is used to record increments and decrements arising from changes in fair value of non-current assets and available-for-sale financial assets.

MacDonnell Regional Council

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 9 - RECONCILIATION TO CASH FLOW STATEMENT

(a) Reconciliation of Cash

Cash Assets comprise highly liquid investments with short periods to maturity subject to insignificant risk of changes of value. Cash at the end of the reporting period as shown in the Cash Flow Statement is reconciled to the related items in the Balance Sheet as follows:

	2026	2025 (As Restated - see Note 1.12)
	$	$
Total cash & equivalent assets	**24,658,218**	20,588,893
Balances per Cash Flow Statement	**24,658,218**	20,588,893
(b) Reconciliation of Change in Net Assets to Cash from Operating Activities		
Net Profit	**3,349,352**	2,480,053
Non-cash items in Income statement		
Depreciation and amortisation	**3,085,666**	2,815,527
Interest received	**(594,719)**	(436,316)
Loss (Gain) on disposal of property, plant and equipment	**(422,694)**	178,016
	5,417,604	5,037,280
Add (Less): Changes in Net Current Assets		
Net decrease in receivables	**25,674**	758,935
Net (increase) decrease in inventories	**(43,888)**	25,822
Net increase in trade & other payables	**5,934**	30,492
Net (decrease) increase in other provisions	**(59,128)**	388,616
Net decrease in other liabilities	**(1,197,512)**	(2,752,745)
Net Cash provided by operations	**4,148,684**	3,488,400

MacDonnell Regional Council

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 10 – FUNCTIONS

The MacDonnell Regional Council commenced operations on 1 July 2008, it undertakes all local government functions in the following communities:

- Amoonguna
- Areyonga (Utju)
- Docker River (Kaltukatjara)
- Finke (Aputula)
- Haasts Bluff (Ikuntji)
- Hermannsburg (Ntaria)
- Imanpa
- Kintore (Walungurru)
- Mount Liebig (Watiyawanu)
- Papunya (Warumpi)
- Santa Teresa (Ltyentye Apurte)
- Titjikala
- Wallace Rockhole

The major functions undertaken are:

General public services

Corporate management, administrative support and governance.

Public Order and safety

Community Safety, Companion animal management.

Economic affairs

Centrelink services, Essential services, Local roads maintenance, Amoonguna Community store. Postal services, Commercial fuel sales.

Environment Protection

Waste management, litter control, open drains, street cleaning

Housing and Community

Outstation and Staff Housing repairs and maintenance, Fencing.

Health

Child Nutrition program.

Recreation, Culture & Religion

Provision of sports, recreation and leisure facilities, Swimming pools.

MacDonnell Regional Council

Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 10 - FUNCTIONS (Cont'd)

Note 10.1

	GENERAL PUBLIC SERVICES			PUBLIC ORDER & SAFETY			ECONOMIC AFFAIRS			ENVIRONMENTAL PROTECTION			HOUSING & COMMUNITY		
	BUDGET	**ACTUAL**	ACTUAL	BUDGET	**ACTUAL**	ACTUAL	BUDGET	**ACTUAL**	ACTUAL	BUDGET	**ACTUAL**	ACTUAL	BUDGET	**ACTUAL**	ACTUAL
	2026	**2026**	2025	2026	**2026**	2025	2026	**2026**	2025	2026	**2026**	2025	2026	**2026**	2025
	$	**$**	$	$	**$**	$	$	**$**	$	$	**$**	$	$	**$**	$
OPERATING REVENUES															
Rates	1,656,223	1,500,665	1,660,225	-	-	-	-	-	-	-	-	-	-	-	-
Statutory Charges - Waste Management	1,132,068	1,110,046	1,138,520	27,125	26,597	27,280	-	-	-	-	-	-	-	-	-
User Charges & Fees - Other	28,512	53,824	41,715	611,188	1,153,793	896,042	-	-	-	-	-	-	73,327	138,425	107,502
Grants - Cth Operational	-	-		-	-	-	2,375,605	1,964,794	2,287,261	-	-	-	-	-	-
Grants - Cth Capital	-	-		-	-	-	-	-	-	-	-	-	-	-	-
Grants - NT Operational	8,278,264	9,716,162	8,804,612	-	-	-	2,341,078	2,747,713	2,489,928	236,222	277,253	251,241	641,736	753,203	682,539
Grants - NT Capital	40,662	-	285,022	-	-	-	17,403	-	121,987	45,033	-	315,663	-	-	-
Grants - Other Operational	-	-		-	-	-	-	-		-	-	-	-	-	-
Grants - Other Capital	-	-		-	-	-	-	-		-	-	-	-	-	-
Interest	322,174	594,719	436,316	-	-	-	-	-		-	-	-	-	-	-
Net Gain(loss) from disposal of Property, plant & equipment		422,694	(178,016)												
Commercial operations	198	192	214	5,575	5,428	6,039	5,242,049	5,081,210	5,641,274	-	-	-	-	-	-
Reimbursement and other income	73,897	193,847	323,604	-	-	-	2,321	6,089	10,165	33,892	88,904	148,415	77,515	203,335	339,443
Total Income	11,531,997	13,592,149	12,512,213	643,888	1,185,819	929,360	9,978,456	9,799,806	10,550,616	315,147	366,157	715,320	792,577	1,094,963	1,129,484
OPERATING EXPENSES															
Employee Costs	10,400,097	9,847,906	10,516,292	2,480,388	2,348,692	2,508,100	2,331,138	2,207,367	2,357,182	255,857	242,272	258,715	267,702	253,488	270,693
Materials, Contracts & Other	12,433,476	8,015,621	8,970,365	858,584	535,117	634,303	3,823,036	2,382,729	2,824,375	369,019	229,993	272,623	2,105,868	1,312,494	1,555,769
Depreciation & Amortisation	9,205,374	3,085,666	2,815,527	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-			-			-			-
Total Expenses	32,038,948	20,949,193	22,302,184	3,338,972	2,883,809	3,142,403	6,154,174	4,590,096	5,181,558	624,875	472,265	531,338	2,373,570	1,565,983	1,826,462
Operating Surplus/(Deficit)	(20,506,950)	(7,357,044)	(9,789,971)	(2,695,084)	(1,697,990)	(2,213,042)	3,824,282	5,209,710	5,369,058	(309,729)	(106,108)	183,982	(1,580,992)	(471,019)	(696,978)
Net Carrying Value of Fixed Assets		18,638,131	20,370,978	-	-	-	-	-	-	-	-	-	-	-	-

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2026
Note 10 - FUNCTIONS (Cont'd)

Note 10.1

	HEALTH			RECREATION, CULTURE & RELIGION			EDUCATION			SOCIAL PROTECTION			TOTAL		
	BUDGET	**ACTUAL**	ACTUAL	BUDGET	**ACTUAL**	ACTUAL	BUDGET	**ACTUAL**	ACTUAL	BUDGET	**ACTUAL**	ACTUAL	BUDGET	**ACTUAL**	ACTUAL
	2026	**2026**	2025	2026	**2026**	2025	2026	**2026**	2025	2026	**2026**	2025	2026	**2026**	2025
			$	$	**$**	$	$	**$**	$	$	**$**	$	$	**$**	$
OPERATING REVENUES															
Rates	-	-	-	-	-	-	-	-	-	-	-	-	1,656,223	1,500,665	1,660,225
Statutory Charges - Waste Management	-	-	-	-	-	-	-	-	-	-	-	-	1,159,193	1,136,643	1,165,800
User Charges & Fees - Other	14,728	27,804	21,593	-	-	-	-	-	-	59,859	113,000	87,757	787,613	1,486,847	1,154,608
Grants - Cth Operational	774,820	640,831	746,006	-	-	-	-	-	-	19,738,207	16,324,900	19,004,186	22,888,631	18,930,525	22,037,453
Grants - Cth Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants - NT Operational	-	-	-	83,990	98,579	89,330	-	-	-	967,198	1,135,196	1,028,694	12,548,487	14,728,104	13,346,345
Grants - NT Capital	-	-	-	-	-	-	-	-	-	-	-	-	103,098	-	722,672
Grants - Other Operational	-	-	-	-	-	-	-	-	-	10,794	10,794	267,454	10,794	10,794	267,454
Grants - Other Capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-		-	-	-	-	-	-	322,174	594,719	436,316
Net Gain(loss) from disposal of Property, plant & equipment														422,694	(178,016)
Commercial operations	-	-	-	-	-		-	-	-	-	-	-	5,247,822	5,086,831	5,647,527
Reimbursement and other income	-	-	-	11,440	30,008	50,095	-	-	-	17,865	46,864	78,233	216,930	569,047	949,958
Total Income	789,548	668,635	767,598	95,430	128,587	139,425	-	-	-	20,793,922	17,630,753	20,466,324	44,940,964	44,466,868	47,210,343
OPERATING EXPENSES															
Employee Costs	1,168	1,106	1,181	94,762	89,730	95,820	-	-	-	7,859,316	7,442,027	7,947,123	23,690,427	22,432,588	23,955,106
Materials, Contracts & Other	172,209	107,330	127,224	462,504	288,258	341,688	-	-	-	4,376,564	2,727,719	3,233,310	24,601,259	15,599,263	17,959,656
Depreciation & Amortisation	-	-	-	-	-	-	-	-	-	-	-	-	9,205,374	3,085,666	2,815,527
Other Expenses			-			-			-			-	-	-	-
Total Expenses	173,377	108,436	128,405	557,265	377,988	437,508	-	-	-	12,235,880	10,169,746	11,180,433	57,497,060	41,117,517	44,730,289
Operating Surplus/(Deficit)	616,171	560,199	639,193	(461,836)	(249,402)	(298,083)	-	-	-	8,558,042	7,461,007	9,285,891	(12,556,096)	3,349,351	2,480,054
Net Carrying Value of Fixed Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	18,638,131	20,370,978

MacDonnell Regional Council

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 11 - FINANCIAL INSTRUMENTS

All financial instruments are categorised as *loans and receivables.*

Accounting Policies - Recognised Financial Instruments

Bank, Deposits at Call, Short Term Deposits	**Accounting Policy:** initially recognised atfair value and subsequently measured atamortised cost, interest is recognised when earned **Terms & conditions:** Terms & conditions: Short term deposits have an average maturity of 90 days and an average interest rate of 4.7% (2025: 90 days, 4.8%). **Carrying amount:** approximates fair value due to the short term to maturity.
Receivables - Rates & Associated	**Accounting Policy:** initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method **Terms & conditions:** Unsecured, and do not bear interest interest (2025: Nil%). Although Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries. **Carrying amount:** approximates fair value (after deduction of any allowance).
Liabilities - Creditors and Accruals	**Accounting Policy:** Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council. **Terms & conditions:** Liabilities are normally settled on 30 day terms. **Carrying amount:** approximates fair value.
Liabilities - Finance Leases	**Accounting Policy:** accounted for in accordance with AASB 16 as stated in Note 13

MacDonnell Regional Council

Notes to and forming part of the Financial Statements

for the year ended 30 June 2026

Note 11 - FINANCIAL INSTRUMENTS (Cont'd)

Liquidity Analysis

30 June 2026		Due < 1 year $	Due > 1 year ≤ 5 years $	Due > 5 years $	Carrying Values $
Financial Assets					
Cash	5(a)	24,658,218			24,658,218
Trade Receivables	5(b)	759,513	-	-	759,513
		25,417,731	**-**	**-**	**25,417,731**
Financial Liabilities					
Payables	7(a)	1,563,921	-	-	1,563,921
Lease Liabilities	7(c)	30,091	409,437	-	439,528
		1,594,012	**409,437**	**-**	**2,003,449**

30 June 2025		Due < 1 year $	Due > 1 year; ≤ 5 years $	Due > 5 years $	Carrying Values $
Financial Assets					
Cash	5(a)	20,588,893	-	-	20,588,893
Trade Receivables	5(b)	550,040	-	-	550,040
		21,138,933	-	-	21,138,933
Financial Liabilities					
Payables	7(a)	1,557,987	-	-	1,557,987
Lease Liabilities	7(c)	183,482	-	-	183,482
		1,741,469	-	-	1,741,469

Fair Value

All carrying values approximate fair value for all recognised financial instruments. There is no recognised market for the financial assets of the Council.

Risk Exposures:

Credit risk is the risk of financial loss to the Council in the event of the failure by a commercial debtor or funding agency to meet its contractual or statutory obligations. Credit risk is greatly mitigated by the fact that the only parties with whom the Council has material dealings are agencies of the Commonwealth and Northern Territory Governments.

Market Risk is the risk that fair values of financial assets will fluctuate as a result of changes in market prices. All of Council's financial assets are denominated in Australian dollars and are not traded on any market, and hence neither market risk nor currency risk apply.

Liquidity risk is the risk that the Council will not be in a position to meet its financial obligations as and when they fall due. The Council manages its liquidity risk by monitoring cash flows and through budget management. Liquidity is also supported by the fact that a high proportion of government subsidies and grants are received before the activities and projects to which they relate are undertaken.

Interest Rate Risk is the risk that future cash flows will fluctuate because of changes in market interest rates. The Council has no material exposure to interest rate risk.

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 12 - COMMITMENTS FOR EXPENDITURE

	2026	2025
	$	$
Capital Commitments		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Buildings	**50,852**	-
Vehicle	**191,512**	-
	242,364	-
These expenditures are payable:		
Not later than one year	**242,364**	-
	242,364	-

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 13 - LEASES

Council as a Lessee

Right of Use Aset

The Right-of-Use Assets includes all assets leased under s19 lease and two leased properties in Alice Springs. The net carrying value of theses right-to-use assets as at 30 June 2026 are as follows:

Set out below are the carrying amounts (written down value) of right of use assets recognised within Infrastructure Property

	2026	2025
	$	$
Right-of-Use Assets - S19 Aboriginal Land and Office Accommodation		
At 1 July 2026	**149,103**	301,179
Modification of lease	**459,589**	-
Other movement	**-**	(2,887)
Depreciation Charge	**(182,152)**	(149,189)
At 30 June 2026	**426,539**	149,103

Set out below are the carrying amounts of lease liabilities and the movements during the period:

	2026	2025
	$	$
Opening Balance 1 July 2026	**183,482**	341,555
Modification of lease	**459,589**	(2,887)
Payments	**(203,542)**	(155,186)
At 30 June 2026	**439,529**	183,482
Current	**30,091**	183,482
Non Current	**409,437**	-
The following are amounts recognised on profit or loss:		
Depreciation expense right of use asset	**182,152**	149,189
Interest expense on lease liabilities	**17,888**	10,330
Expenses relating to operating leases	**293,119**	114,230
Total amount recognised in profit and loss	**493,159**	273,749

The total of future lease payments are disclosed for each of the following periods:

Undiscounted future lease payments

	2026	2025
	$	$
Less than one year	**48,686**	204,848
One to five years	**215,945**	-
More than five years	**270,665**	-
Total undiscounted future lease payments	**535,296**	204,848

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 14 - UNEXPENDED GRANT RESERVE AND UNEARNED GRANT INCOME

The following grants and other income have been paid to the Council for specific purposes. Any unearned amounts are treated as unearned grant income at the end of the financial year. This is because funding bodies will require either that the unused funds be returned or be applied against activities undertaken in future periods.

Where grant agreements do not meet criteria above, it is accounted for under AASB 1058 and income is recognised upon receipt. Any unexpended portion are recognised as unexpended grants reserves in the equity section of the Council's statement of financial position. It is the policy of the Council to present grant monies separately as a reserve where the Council is contractually obliged to provide the services in a subsequent financial period.

The following unexpended grant reserves and unearned grant income, recognised in the Council's statement of changes in equity and statement of financial prosion, respectively, are as follows:

14(a) UNEXPENDED GRANT RESERVES	**2026** $	2025 $
Untied grant income	**1,266,328**	**4,319,039**
14(b) UNEARNED GRANT INCOME		
Commonwealth Grants	**991,248**	**1,079,030**
Northern Territory Government Grants	**1,838,434**	**2,748,387**
Other Grants	**254,826**	**454,602**
	3,084,508	**4,282,019**

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2026

Note 15 - RELATED PARTY DISCLOSURES

15 RELATED PARTY DISCLOSURES

The related parties of the Council include:

- the key Management persons because they have authority and responsibility for planning, directing and controlling the activities of the Council directly; and

- spouses, children and dependents who are close family members of the key Management persons; and

- any entities controlled or jointly controlled by key Management persons' or controlled or jointly controlled by their close family members.

KEY MANAGEMENT PERSONNEL

The Key Management Personnel of the Council include the Council President, Council Vice President, Councillors, CEO and certain prescribed officers as per the Related Party Disclosure policy, AASB 124 and Regulation 13 of the Local Government (General) Regulations 2021. In all, 21 persons excluding the CEO were paid the following total compensation:

	2026 $	2025 $
Salaries, allowances & other short term benefits	**1,141,057**	871,587
Post-employment benefits	**96,262**	59,426
Long term benefits	**17,001**	8,052
Termination benefits	**67,054**	105,893
TOTAL	**1,321,374**	1,044,958

Regulation 13 of the Local Government (General) Regulations 2021 requires a separate line for total remunation provided to the CEO for financial year. The total remuneration provided to the CEO was $404,419 (2025:$363,641), comprising of:

	2026 $	2025 $
Salaries, allowances & other short term benefits	**373,168**	333,503
Post-employment benefits	**30,000**	29,439
Long term benefits	**1,251**	699
TOTAL	**404,419**	363,641

Note 15 - RELATED PARTY DISCLOSURES - continued

PARTIES RELATED TO KEY MANAGEMENT PERSONNEL

14 close family members of key management personnel are employed by Council in accordance with the terms of the Award, and in accordance with Local Government Act 2019.

(a) Retirement Benefits

No retirement benefits have been made by the Council to a key management personnel.

(b) Loans to Responsible Persons

No loans have been made, guaranteed or secured by the Council to a key management personnel during the financial year ended 30 June 2026.

(c) Other Transactions

No other transactions, other than remuneration payments and the reimbursement of approved expenses, were entered into by Council with key management personnel during the reporting year.

(d) Outstanding Amounts

Other than those relating to accrued salaries and provision for employee entitlements, there are no outstanding receivables or payables from / to the Council's key management personnel as at 30 June 2026.

16 AUDITORS' REMUNERATION

	2026 **$**	2025 $
Audit or review services	**60,000**	60,000
Other services	**-**	-
TOTAL	**60,000**	60,000

17 CONTINGENT ASSETS AND LIABILITIES

Under the terms and conditions of the Constitution of CouncilBiz, the Council and other members have guaranteed the debts and liabilities of CouncilBiz. As at 30 June 2026, the amount of the obligation cannot be measured with sufficient reliability, and has not been recognised in the financial statements.

The Council is also currently involved in an ongoing legal matter. The outcome of the matter remains uncertain as at the date of these financial statements. Based on the information currently available, the Council is unable to reliably estimate the potential financial impact, if any, arising from the matter. Accordingly, no provision has been recognised in the financial statements in respect of this matter. The Council will continue to monitor the matter and assess the need for recognition or disclosure as further information becomes available.

There are no contingent assets as at 30 June 2026. (2025: Nil).

18 EVENTS AFTER THE STATEMENT OF FINANCIAL POSITION DATE

There are no events after the statement of financial position date that should be disclosed.

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Independent audit report to the Chief Executive Officer of MacDonnell Regional Council

Opinion

We have audited the accompanying general purpose financial report of MacDonnell Regional Council ("the Council"), which comprises the statement of financial position as at 30 June 2026, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of material accounting policies, other explanatory notes and the Chief Executive Officer's Certificate.

In our opinion, the financial report of MacDonnell Regional Council is in accordance with the *Northern Territory Local Government Act*, including:

(a) giving a true and fair view of the financial position of MacDonnell Regional Council as at 30 June 2026 and of the Council's performance for the year ended on that date; and

(b) complying with Australian Accounting Standards (including the Australian Accounting Interpretations) and the *Local Government (General) Regulations.*

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Council in accordance with the *Northern Territory Local Government Act 2008* and the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standard)* (the 'Code') that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

The Responsibility of the Chief Executive Officer and Those Charged with Governance for the Financial Report

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

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

Those charged with governance are responsible for overseeing the Council's financial reporting process.

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Auditor's Responsibilities for the Audit of the Financial Report

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

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

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the CEO.
- Conclude on the appropriateness of the CEO's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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

PKF Merit
PKF Merit

MunLi Chee
Partner
DARWIN

30 October 2026

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Lisa Multa contributing to the Ikuntji child care daily activities book.

MacDonnell Regional Council

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