

2022-26 MACDONNELL REGIONAL COUNCIL  
STRATEGIC PLAN INCORPORATING THE

# 2022-23 REGIONAL PLAN





**Cover image:** Travion Marshall and Galvin Stockman at the Papunya Fun Day.

The 2022-26 Strategic Plan of the MacDonnell Regional Council incorporates the 2022-23 Regional Plan and is produced in accordance with the Northern Territory of Australia *Local Government Act 2019*.

MacDonnell Regional Council consistently works with its funding partners in an endeavour to achieve shared goals, provide real employment and improve life opportunities for constituents.

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## Message from our Council President

I would like to start by thanking the staff at MacDonnell Regional Council (MRC) for their patience and diligence during the COVID pandemic.

It took a whole-team approach to keep our communities safe and I am extremely proud to say our efforts have not been in vain.

Now as a sense of normality returns, it's important that we don't let our guard down just yet. We must continue to follow the latest directions from health officials to keep our vulnerable people safe. COVID-19 is unpredictable and we must not underestimate the impact a new variant could have on our region.

As much as I've enjoyed seeing our communities open back up with events back on the planner, I remain cautious that it could also change again with the blink of an eye.

Looking to the future, I am extremely excited about what is on the horizon. I believe our goals and KPIs will ensure Council is prepared, come what may.

We want to support our staff in advancing their knowledge to help attract and retain a skilled team. Council is also developing training programs and a Learning Management System to help prepare the current workforce to meet current and future capability needs.

As always, increasing Aboriginal employment opportunities remains a high priority, especially on community where we aim for 90%. I know how proud people are to take care of their communities.

Council will also continue to engage and collaborate with stakeholders on the development of local Aboriginal enterprises. But at the end of the day, the most important step in securing our future is working with and building up the next generation of leaders. We really need more young people to step up and become involved in Council, whether it is through our Youth Boards or our Future Leaders Pilot Program. We will support you and in turn you will support us into the future.

I extend a massive congratulations to the MacYouth and MacKids teams for their continual work with our young people. At a time when some use our differences to tear us apart, your dedication to creating a better future for our kids is commendable.

It would be remiss of me not to mention the work done by our Service Centre Delivery and Community Services teams. You all continue to do an amazing job, taking care of our communities and their residents. I know you will continue to improve our desert lifestyle well into the future.

Finally, I must say thank you to all the dedicated Local Authority members and elected Councillors for their contributions over the past year. I am grateful for all your wisdom and support, as we've guided MacDonnell Regional Council through extremely tough times.

You continue to make your communities proud.

**ROXANNE KENNY, President**  
**MacDonnell Regional Council**

## Message from our Chief Executive Officer

Welcome to MacDonnell Regional Council's 2022-2023 Regional Plan. After 2 years of the COVID-19 pandemic there is finally a light at the end of the tunnel.

As we navigate our way through the COVID recovery phase, MRC will continue to support all staff to comply with the directions from the Federal and NT Health departments. Sadly, a number of long serving staff have chosen to leave the region during the pandemic. Our Directors, Managers and the dedicated HR team are working extremely hard to deal with the increased recruitment workload. Recruiting quality staff to Central Australia is proving to be very difficult. In spite of the many challenges, we have continued to deliver our valued services, although some have had to be redesigned. I hope our residents and stakeholders understand the situation as we strive to minimise the impact on our services.

As we await the outcome of the May Federal Election, we stand ready to work closely with the elected government. Due to MRC's strong fiscal management, Council is well placed to deliver this Plan. Facing escalating costs, we have made conservative increases to rates and charges.

The Council has set the strategic direction of MRC and approved the Key Performance Indicators to ensure we meet the goals of the 2022-23 Regional Plan.

Council has acknowledged the ever increasing issues around young people as a priority focus area. They are very keen to give youth a voice at the table. A number of strategies to develop and facilitate the sharing of knowledge and experience with the next generation of young leaders have been identified.

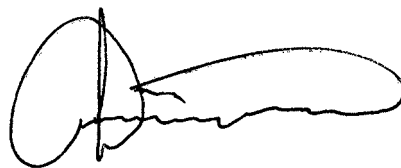
Our Youth Boards provide the opportunity for young people with a key interest in helping build a better future for their communities. It will give them the chance to develop their decision-making skills, and eventually take part in the Future Leaders Program. A new position called the Community Engagement Project Coordinator has been created and they will facilitate the Youth Leadership Support Program and will also provide support for Youth boards across the MRC region.

Council is extremely proud of our high Aboriginal employment rates on community. Moving forward we will be focusing on providing our Aboriginal staff with the training and development needed to advance their careers to higher-level jobs like coordinators and managers.

We have also committed additional funding for our partnership with Animal Management in Rural and Remote Indigenous Communities (AMRRIC). Providing culturally appropriate veterinary services improves the health and wellbeing of companion animals on community and reduces overpopulation.

Keeping our community's healthy remains another major priority. We continue to focus on the development of our waste management facilities and look to improve our recycling rates. Our residents take pride in their communities and we aim to help them celebrate their achievements.

I would also like to extend my gratitude to all elected members for their ongoing dedication to the job, especially when acting as positive role models in their respective wards. Our residents look to the Councillors for leadership and guidance in tough times, of which there have been many over the past few years.



**JEFF MACLEOD, Chief Executive Officer  
MacDonnell Regional Council**







**Left page, from left to right:** (back row) Councillor Mark Inkamala, Councillor Peter Turner; (middle row) Councillor Annie Young; (front row) Chief Executive Officer Jeff MacLeod, President Roxanne Kenny.

**Right page, from left to right:** (back row) Councillor Lisa Sharman, Councillor Lynette Ellis, Councillor Patrick Allen; (front row) Deputy President Dalton McDonald

**Absent:** Councillors Bobby Abbott, Marlene Abbott, Jason Minor and Abraham Poulson





# 1 OUR COUNCIL

# OUR GOVERNANCE

## Our Council, Culture and History

MacDonnell Regional Council is situated at the centre of the Australian continent - surrounded by an arid, desert environment. The majestic landscape includes picturesque waterholes, iconic flora and fauna, striking red desert sands and captivating mountain ranges.

Our region is uniquely beautiful, with a powerful cultural and spiritual significance that can only truly be felt when living on or travelling across the land.

## Our Communities

Council takes its name from the ancient and spectacular MacDonnell Ranges, and covers 13 major remote communities, as well as many outstations and enterprises in the pastoral, tourism and mining industries.

A total population of 6,029 was recorded in the ABS 2016 Census from all dwellings in the MacDonnell region. The towns of Alice Springs and Yulara are excluded.

At council, we recognise and respect the fact that Aboriginal Australians are the oldest-known continuous culture on the planet and have had their own forms of governance for tens of thousands of years.

We have been able to develop strong governance principles and practices by using effective two-way communication and engagement with the Aboriginal representatives on Council. Our discussions often move easily between the Aboriginal languages spoken in the MacDonnell region (mainly Arrernte, Pitjantjatjara, Pintubi and Luritja) and English. Councillors also explore vastly different perspectives and expectations when weighing up the impacts of their decisions.

Council remains committed to providing quality assistance for all of our residents, operating from Service Delivery Centres in all 13 communities. The coordination of all services and the administration of governance, finance, funding arrangements, program management and human resources are undertaken centrally from our Alice Springs headquarters.

Community	MRC Workforce	Aboriginal Workforce	Community Population*
Amoonguna	34	91%	239
Areyonga	43	90%	195
Docker River	33	89%	290
Finke	29	89%	192
Haasts Bluff	38	89%	138
Hermannsburg	42	88%	605
Imanpa	22	95%	151
Kintore	37	86%	410
Mt Liebig	39	87%	169
Papunya	38	87%	404
Santa Teresa	34	88%	579
Titjikala	36	91%	227
Wallace Rockhole	8	100%	102

\*Population figures shown are from ABS 2016 Census



## THE COUNCIL

MacDonnell Regional Council was established in 2008, with 12 elected members in four wards. Councillors are elected for four years, with the last election held in August 2021.

Following these elections, newly-elected councillors joined with re-elected councillors to nominate and vote for their principal members. Roxanne Kenny was re-appointed as President of MacDonnell Regional Council and Dalton McDonald was appointed as Deputy President.

Throughout each annual cycle, MRC holds an Ordinary Council Meeting every two months, and Special Council Meetings as required. Meetings are held in Alice Springs, on one of Council's 13 communities, or at a local business within the region.

All Council meetings are open to the public unless confidential business is being considered. MRC encourages attendance from residents of our communities and members of the public.

### COMMITTEES OF COUNCIL

- Finance and Risk Committee
- Audit Committee
- Local Authorities (see following)

Dates, times, agendas and minutes for all Council and committee meetings, including Local Authority meetings, are available on the MacDonnell Regional Council website:

[www.macdonnell.nt.gov.au/meetings](http://www.macdonnell.nt.gov.au/meetings)

### Local Authorities

Local Authorities are 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.

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

As vacancies arise, potential members nominate themselves for a Local Authority and Council approves the nominations at a Council Meeting. The Chair is chosen from the members of each Local Authority. Each Local Authority meeting is attended by its Ward Councillors and the President, when available, as well as by senior MacDonnell Regional Council staff.

### Staff

MacDonnell Regional Council currently employs 462 staff of whom 76% are Aboriginal. 89% of community based positions are filled by Aboriginal staff. Council employs a diverse range of people in a variety of service areas (see the Organisational Structure on page 11 and the detailed list of services in the "Our Services" section).

## Our Councillors

### LJIRAPINTA WARD



*President*

**Roxanne Kenny**  
Hermannsburg (Ntaria)



*Councillor*

**Bobby Abbott**  
Wallace Rockhole



*Councillor*

**Mark Inkamala**  
Hermannsburg (Ntaria)

### RODINGA WARD



*Councillor*

**Annie Young**  
Santa Teresa



*Councillor*

**Lisa Sharman**  
Titjikala



*Councillor*

**Lynette Ellis**  
Amoonguna



*Councillor*

**Patrick Allen**  
Finke (Aputula)

### IYARRKA WARD



*Councillor*

**Abraham Poulson**  
Areyonga



*Councillor*

**Marlene Abbott**  
Docker River (Kaltukatjara)

### LURITJA PINTUBI WARD



*Deputy President*

**Dalton McDonald**  
Papunya (Warumpi)



*Councillor*

**Jason Minor**  
Mt Liebig



*Councillor*

**Peter Turner**  
Mt Liebig



# Our Organisational Structure



Chief Executive Officer  
**Jeff MacLeod**



**Director  
Corporate Services**  
*Bhan Pratap*

Manager  
Information Services

- Information Services
- Records Management

Manager  
Human Resources

- Recruitment
- Workplace Health and Safety
- Employee Relations
- Training and Development
- Performance Management
- Workplace Investigation

Manager Finance

- Grants
- Rates
- Accounts Payable and Receivable
- Payroll
- Financial Management and Reporting
- Audit and Risk Management

Manager Governance  
and Engagement

- Governance
- Community Engagement
- Media and Public Relations
- Policy
- Customer Service



**Director  
Technical Services**  
*Simon Murphy*

Manager  
Building Infrastructure

- Section 19 Leasing
- Staff Housing Capital Works and R&M
- Building and Facility Capital Works and R&M
- Outstation Housing R&M
- Staff and Visitor Accommodation
- Swimming Pools
- Project Management

Manager Transport  
Infrastructure and Fleet

- Road Network R&M
- Road Capital Upgrades
- Waste Management Facility Capital Works
- Fleet Planning and Procurement
- Mobile Mechanical Workshop and Team
- Project Management



**Director  
Service Centre Delivery**  
*Belinda Urquhart*

Area Managers x 3  
Council Services

- Administration
- Animal Management
- Cemeteries
- Waste Management
- Internal Roads
- Parks and Open Spaces
- Sports Grounds
- Outstations
- Weed Control and Fire Hazard Reduction
- Street Lights

Manager Contracts  
and Projects

- Power and Water Corporation
- Australia Post
- NDIS
- Services Australia (Centrelink)
- Airstrips



**Director  
Community Services**  
*Sabine Wedemeyer*

Manager  
Children's Services

- MacKids:**
- Early Learning Program

Manager  
Youth Services

- MacYouth:**
- Youth Development
  - Youth Diversion
  - Outside School Hours Learning
  - Sport and Recreation

Manager Aged  
and Disability Services

- MacCare:**
- Aged Care
  - Disability Services
  - School Nutrition

Manager Community  
Safety and Libraries

- MacSafe:**
- Community Safety
- MacConnect:**
- Library Services



**MacDonnell**  
Regional Council



*Works assistant William Godwin at Amoonguna's waste management facility*



## 2 OUR SERVICES

# COUNCIL SERVICES

## Service Centre Delivery

Service Delivery receives funding from a number of sources and employs almost 200 people on our 13 communities across nine different programs.

NT Operational Funding and Federal Assistance Grants fund the bulk of our employees that enables us to operate our community offices; our Civil Works teams on communities; the Amoonguna community store; as well as some Alice Springs based staff.

Commercial contracts to provide employment opportunities for community-based Essential Services Officers; Centrelink Agents; NDIS Remote Connectors; and collection and delivery of mail services for Australia Post.

Other Grants received are for specific purposes, such as maintaining municipal and essential services on Outstations and to hold community events as part of the NT Healthy Communities program.

Service Delivery consistently has a 90% Indigenous employment rate, with about 75% male and 25% female staff. This is understandable as most workers are in the Civil Works teams in each community and these positions are most often filled by male employees.

Within Service Delivery, we are very proud of the work we do in our communities and generally the feedback has been positive and encouraging.

## Service Level Guidelines

In order to ensure continuous improvement in service delivery in our 13 communities, MacDonnell Regional Council (MRC) has established service level guidelines for Council service delivery.

These guidelines are linked to multiyear implementation plans and our Strategic Plan to continuously improve the standards. All service level guidelines are accompanied by staff management and training strategies.

More information about MRC standards and service levels can be found on our website at: [www.macdonnell.nt.gov.au/about/standards](http://www.macdonnell.nt.gov.au/about/standards)

The standards and service level guidelines are briefly summarised over the following pages:

## ANIMAL MANAGEMENT

MacDonnell Regional Council has developed Animal Management Guidelines to improve the health and numbers of dogs and other animals in a culturally-sensitive way; and, to achieve a long term reduction in animal numbers without the need for mass culling.

The success of any animal management plan is based on three factors – Regular and frequent Veterinarian visits; Surgical or medical de-sexing; and a Continual Educational program.

Principally, animal management refers to dog management but can also include cats, horses, etc.

## CEMETERY MANAGEMENT

12 Council Service Delivery Centres have responsibility for cemeteries. Four service levels have been identified:

1. Site identification and clearing including fencing, car parks and grave shoring
2. Shade structures, seating, wheelie bins and water
3. Signage and plot markers, including a cemetery register and grid plan of grave locations
4. Pathways and landscaping

## INTERNAL ROADS MAINTENANCE AND TRAFFIC MANAGEMENT

MRC has an Internal Roads Management plan that is based on five (5) factors

1. Repair damage to existing roads.
2. Complete an audit of existing traffic management road furniture (signs, speed bumps, etc.).
3. Develop traffic management asset plans in consultation with Local Authorities.
4. Implement the traffic management asset plan and install the approved road furniture.
5. Maintain repairs to roads, verges, storm/flood damaged areas and replace any damaged road furniture.



Internal Roads Management refers to improving the overall safety of roads within our communities with appropriate signage.

## PARKS AND OPEN SPACES

The MRC Parks and Open Spaces guidelines outline standards to be achieved over a five-year timeframe. This Regional Plan extends that timeframe.

All 13 Council Service Delivery Centres oversee open spaces with widely varying maintenance standards and infrastructure. Six service standards have been developed:

1. Site identification and clearing (retaining trees if present)
2. Fencing or bollards and carpark installation
3. Shade structure and wheelie bins
4. Signage, water bubbler, table and seating and BBQ
5. Lighting, pathways, landscaping and playground equipment
6. Irrigation and grass where feasible

## SPORTS GROUNDS

The MRC Sports Ground guidelines outline standards to be achieved over a five-year timeframe. This Regional Plan extends that timeframe.

All 13 Council Service Delivery Centres oversee and maintain sports grounds and infrastructure at widely varying standards. Six service standards have been developed:

1. Shade shelters and wheelie bins
2. Seating, backstop netting and drinking water
3. Shade trees and parking area
4. Fencing
5. Lighting and irrigation (where funding is available, as these require significant start-up)
6. Grass (where funding is available as this requires significant start-up and ongoing funding)

## STREET LIGHTING

MRC maintains street lights in the region based on the following five standards:

1. Total number of MRC street lights
2. Audit of all street lights within the first week of each month
3. Restore community street light levels that drop below 70% within 30 days
4. Average year to date level of operational street lights in each community at 75%+
5. Deliver services on budget



*Service Delivery Area Manager Kathleen Abbott, NT Training Services trainer Ged Ryan and Civil Assistant John Palmer at Imanpa*



*Works Assistant Laurence Webb climbing into heavy machinery*

## Council Services (cont'd)

### WASTE MANAGEMENT

MacDonnell Regional Council Waste Management guidelines provide baseline standards which MRC aims to achieve within three years. All 13 Service Delivery Centres have responsibility for landfill sites of widely varying standards and all provide waste collection services. Four service levels have been identified:

1. Reduce Risk – two wheelie bin collections per week; no burning at landfill and secure storage of waste, plant and equipment
2. Remediate Old Sites – community education about waste management; milestones for management of landfill sites
3. Review and Improve – removal of bulky goods historically dumped around the community; higher level landfill management milestones
4. New waste management facilities as funding becomes available

### WEED CONTROL AND FIRE HAZARD REDUCTION

MacDonnell Regional Council has developed Weed Control & Fire Hazard Reduction Guidelines to improve the safety of its communities. At the same time, a Council goal is Healthy Communities – where we work to improve environmental health outcomes.

The success of any Weed Control & Fire Hazard Reduction plan is based on six (6) factors:

1. Slashing
2. Mowing
3. Chemical spraying
4. Clearing
5. Manual control
6. Pruning (tree lopping)



## Non-Council Services

### AGED AND DISABILITY SERVICES

Aged Care services operate in compliance with eight standards set out in the national Aged Care Quality Standards. These standards were implemented on 1 July 2019 and replaced the Home Care Common standards.

These standards are:

1. Consumer dignity and choice
2. Ongoing assessment and planning with consumers
3. Personal care and clinical care
4. Services and supports for daily living
5. Organisation's service environment
6. Feedback and complaints
7. Human resources
8. Organisational governance

### CHILDREN'S SERVICES

Our Early Learning Program works towards the National Quality Framework (NQF), with a focus on respecting Aboriginal child-rearing practices and ways of learning.

The NQF is divided into seven Quality Areas:

1. Educational program and practice
2. Children's health and safety
3. Physical environment
4. Staffing arrangements
5. Relationships with children
6. Collaborative partnerships with families and communities
7. Leadership and service management.

Each service has a Quality Improvement Plan that documents progress against these standards.

### COMMUNITY SAFETY

The NT Community Safety Operational Framework is based on the principle that all individuals have the right to be safe in their community. This framework outlines the standards that our Community Safety services work to achieve:

1. Service Delivery standards
2. Asset Management
3. Program Administration
4. Training and Development

### YOUTH SERVICES

The Youth Model standards have been developed for youth services in Central Australia. Our Youth Services operate in accordance with these standards, which are:

1. Resources and Infrastructure
2. Regularity and Consistency of Activities.
3. Gender and Age Status Appropriate Activities
4. Activities which are Meaningful, Stimulating and Culturally Relevant
5. Involvement of Role Models

### OTHER SERVICES

Other areas of Council service delivery are developing standards and service levels as relevant and appropriate.



MacYouth workers Rajan Khadka and Waylon Dixon help MacKids Coordinator Helen Meredith at the Papunya Fun day

# LIST OF COUNCIL AND OTHER SERVICES

## Council Services

### Service Centre Delivery - Municipal Services

- Administration
- Animal Management
- Cemeteries
- Internal Roads
- Parks and Open Spaces
- Sports Grounds
- Waste Management
- Weed Control and Fire Hazard Reduction
- Street Lights

### Council Infrastructure

- Buildings and Facilities
- Fleet Management
- Swimming Pools

### Council Engagement

- Communications
- Community Engagement
- Council and Local Authorities
- Customer Service
- Governance

### Support and Administration

- Financial Management
- Human Resources
- Information Technology
- Records Management
- Staff Training
- Staff Housing
- Workplace Health and Safety

## Non-Council Services

### Outstation Services

- Infrastructure
- Housing Maintenance Services
- Municipal and Essential Services

### Commercial Operations

- Airstrip Maintenance
- Centrelink Agency
- Community Store
- Essential Services Maintenance
- Postal Services
- National Disability Insurance Scheme (NDIS) Remote Community Connectors

### Community Services

#### *Aged and Disability Services*

- Aged Care Services
- Disability Support Service
- School Nutrition Program

#### *Children's Services*

- Early Learning Program

#### *Community Safety*

- Community Safety Program

#### *Library Services*

- Library Program

#### *Youth Services*

- Outside School Hours Learning Program
- Sport and Recreation Program
- Youth Development Program
- Youth Diversion Program



# PERFORMANCE MONITORING AND REPORTING

## Community

Community members can provide feedback directly to MRC staff, Local Authority members and Ward Councillors. All Local Authority and Council meetings are open to the public. Community members are encouraged to attend these meetings to observe their deliberations and decisions. At the request of the Local Authorities, draft Community Infrastructure Plans were displayed in Council Offices and Community Stores to engage residents.

## Local Authorities

Local Authorities exist in each of MRC's 13 communities. The members of Local Authorities work with their communities to find solutions to local issues. They are involved in planning, give feedback on service delivery and identify priority community projects. MRC helps to plan and deliver local projects that have been identified as priorities by each Local Authority. This gives community members more input into the services which affect them. MRC is responsible for ensuring an efficient secretarial and administrative service supports all Local Authority meetings. MRC must also ensure that reports are provided at each meeting to ensure that members are fully informed about services and activities being provided in their communities. Local Authorities are a key component of Council's Goal #3 – Empowered Communities.

## Council

MRC reports quarterly to Council on Regional Plan progress against the KPIs, budget performance as well as issues and strategies identified by Council. Councillors monitor and guide Council's spending and progress to ensure that identified objectives are achieved. All directorates report to Council at each Ordinary Council Meeting.

## Directorate

Directors are responsible for monitoring, reporting and implementing their Operational Plans to ensure KPIs are achieved. Much of MRC's funding is sourced by agreements or commercial contracts from external agencies that impose detailed performance targets and reporting regimes to monitor outcomes.

## Staff

MRC staff are required to contribute to their team's Regional Plan KPIs through their directorate's Operational Plans.

## NT Government and General Public

Many Council documents, including agendas, policies, financial reports and plans are available on the Council website. MRC has a principle of transparency wherever possible to ensure our stakeholders, community members and the public are aware of Council operations and key governance measures. MacDonnell Regional Council's Regional Plan and Annual Report must be presented to the Agency responsible for Local Government each year to ensure compliance with our governing legislation and a robust governance framework.

## Community Consultation

The 2022-23 Regional Plan has received input from varied sources, including MRC staff, Local Authority members and Councillors. Workshops were held with the elected members in December 2021, February, April and May 2022 and the Executive Leadership Team. The Regional Plan was discussed at all Local Authority meetings.

## OUR SERVICES

Services offered by MacDonnell Regional Council by Community

	AMOONGUNA	AREYONGA	DOCKER RIVER	FINKE	HAASTS BLUFF	HERMANNSBURG
Council Infrastructure						
Municipal Services						
Libraries						
Outstations						
Swimming Pools						
Airstrip Maintenance						
Australia Post						
Centrelink						
NDIS Community Connections						
Community Store						
Power Maintenance						
Water Maintenance						
Sewerage Maintenance						
Early Learning Centres						
Outside School Hours Learning						
Community Safety						
Aged and Disability Services						
School Nutrition						
Youth Services						

	Offered
	Not offered



	IMANPA	KINTORE	MOUNT LIEBIG	PAPUNYA	SANTA TERESA	TITJIKALA	WALLACE ROCKHOLE
Council Infrastructure							
Municipal Services							
Libraries							
Outstations							
Swimming Pools							
Airstrip Maintenance							
Australia Post							
Centrelink							
NDIS Community Connections							
Community Store							
Power Maintenance							
Water Maintenance							
Sewerage Maintenance							
Early Learning Centres							
Outside School Hours Learning							
Community Safety							
Aged and Disability Services							
School Nutrition							
Youth Services							



Offered



Not offered

*Recently completed roadworks into Kintore (Walungurru)*







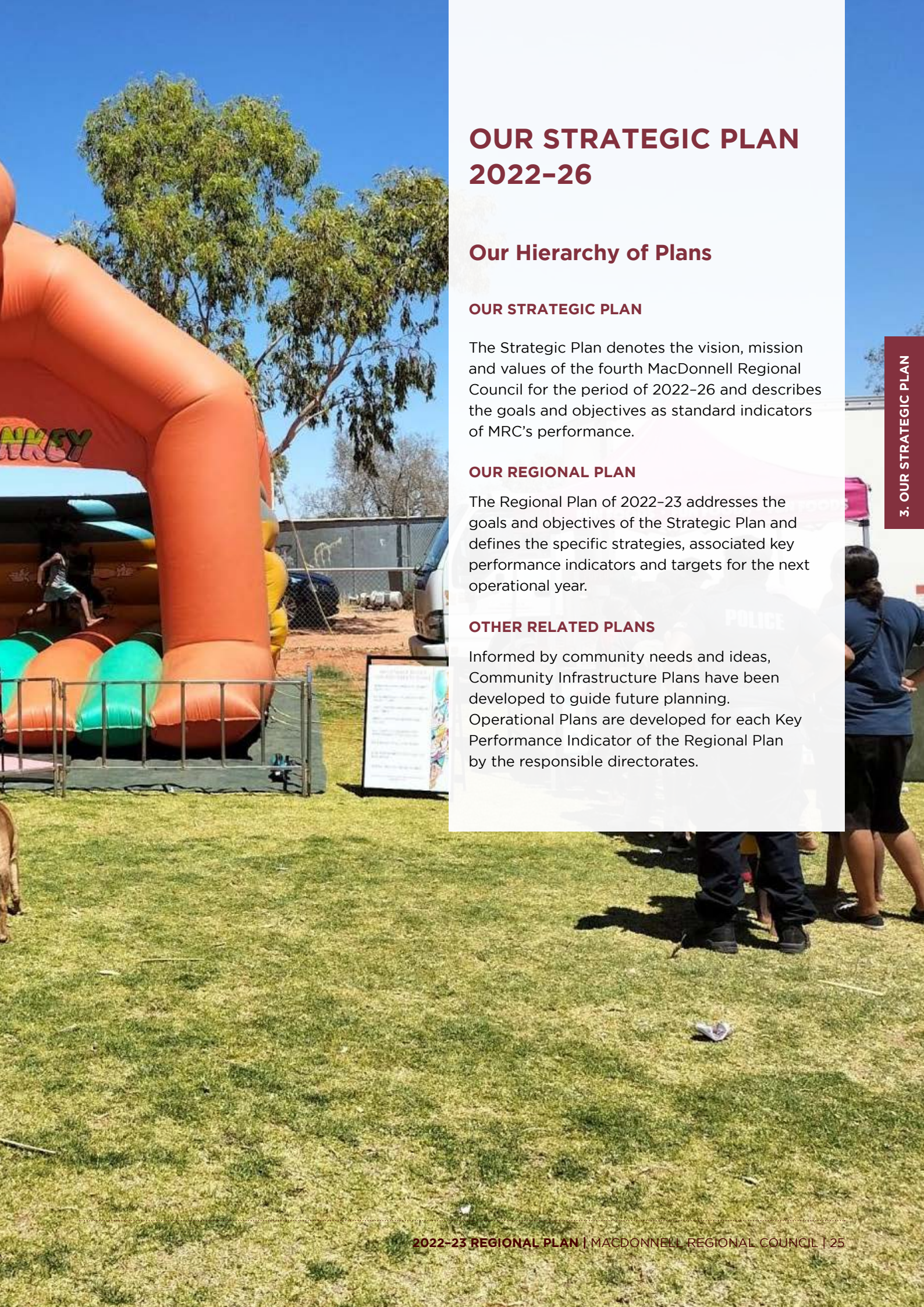
# 3 OUR STRATEGIC PLAN



*Community members and youths line up for a Fun Day in Santa Teresa (Ltyentye Apurte)*







# OUR STRATEGIC PLAN 2022-26

## Our Hierarchy of Plans

### OUR STRATEGIC PLAN

The Strategic Plan denotes the vision, mission and values of the fourth MacDonnell Regional Council for the period of 2022-26 and describes the goals and objectives as standard indicators of MRC's performance.

### OUR REGIONAL PLAN

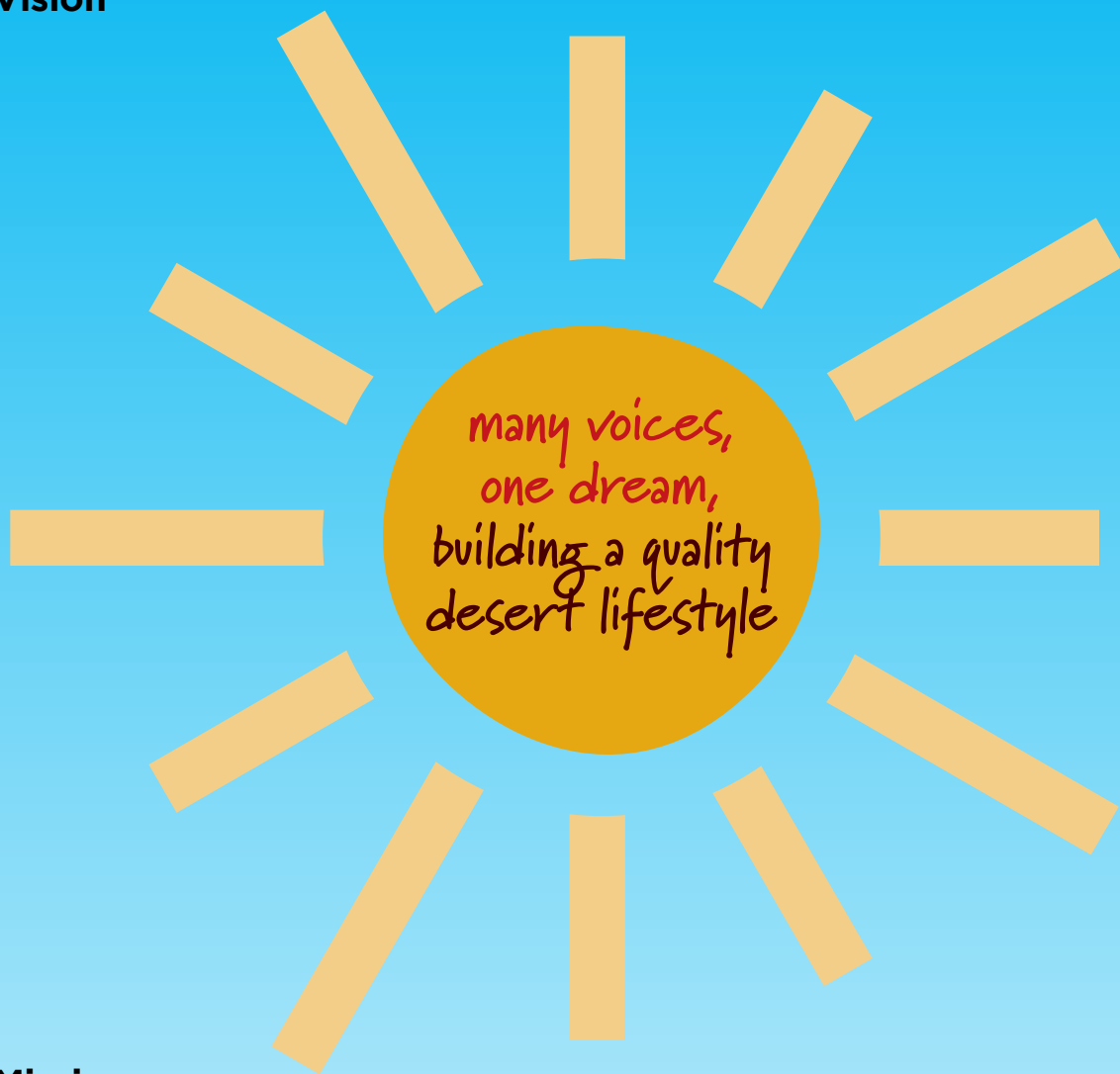
The Regional Plan of 2022-23 addresses the goals and objectives of the Strategic Plan and defines the specific strategies, associated key performance indicators and targets for the next operational year.

### OTHER RELATED PLANS

Informed by community needs and ideas, Community Infrastructure Plans have been developed to guide future planning. Operational Plans are developed for each Key Performance Indicator of the Regional Plan by the responsible directorates.



## Our Vision



## Our Mission

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



## 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 and Objectives



---

MRC'S infrastructure meets community needs

---

Create employment opportunities

---

Increase Aboriginal employment opportunities

---

Support local Aboriginal enterprise

---



---

Support active and healthy lifestyles

---

Improve environmental health outcomes

---

Support community and cultural events

---





## Empowered communities

COUNCIL GOAL #3

---

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

---



## A supportive organisation

COUNCIL GOAL #4

---

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

---

# GOAL #1

## DEVELOPING COMMUNITIES

---

MRC'S infrastructure meets  
community needs

Create employment  
opportunities

Increase Aboriginal  
employment opportunities

Support local Aboriginal  
enterprise



*Works Assistant Norm Raggett  
works on the oval at Papunya*



## GOAL #1 - Developing Communities

Objective	Strategy	Key Performance Indicator - and Measure	Target Date
<b>1.1 MRC's infrastructure meets community needs</b>	Develop MRC Community Infrastructure Plans to guide infrastructure investment and development	Develop and adopt 10 year MRC Community Infrastructure Plans for each community • <b>target = plans developed and adopted over 5 years</b>	June 2027
	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 • <b>target = 90% of MRC's lots have S19 leases</b> • <b>100% compliant within 2 years</b>	June 2024
	Internal roads that support community development	Develop a long-term road and storm water drainage maintenance plan for council-controlled roads • <b>100% compliant by June 2023</b>	June 2023
		Implement a long-term road and storm water drainage maintenance plan for council-controlled roads • <b>to be rolled out over 5 years</b> • <b>100% compliant by June 2027</b>	June 2027
	Implement funding decisions of Local Authorities	Complete LA projects within 2 years of funding allocation being released • <b>100% compliance for all local authority projects</b>	June 2025
	Focus on ensuring MRC's facilities are safe and secure	Undertake a risk assessment of MRC's facilities to determine areas to be targeted • <b>100% compliant by June 2024</b>	June 2024
	Improve Council's responsiveness to maintenance issues	Undertake a feasibility study and cost benefit analysis into the establishment of an in-house mobile maintenance team • <b>100% compliant by June 2023</b>	June 2023
	Partner with the NT Government to drive the Local Government 2030 Strategy	CEO to report to Council on progress made • <b>target = reports to be provided twice per year</b> • <b>100% compliance each year</b>	June 2023
	Improve energy efficiency	LED lighting, water saving devices and solar panels to be introduced to council buildings to improve energy efficiency and decrease power and water consumption • <b>to be rolled out over 5 years</b> • <b>100% compliant by June 2027</b>	June 2027
<b>1.2 Create employment opportunities</b>	Collaborate with training providers and funding partners	Create in-community training opportunities through collaboration with training providers and funding partners • <b>target = one (1) course to be delivered by external services providers in each community per year</b>	June 2023
		The ELT is to convene meetings with relevant agencies to clearly define MRC's employment gaps and job-ready requirements • <b>100% compliant by December 2022</b>	Dec 2022
<b>1.3 Increase Aboriginal employment opportunities</b>	Promote Aboriginal employment within MRC	Community-based positions filled by Aboriginal staff • <b>target = 90% Aboriginal staff</b> • <b>100% compliance each year</b>	June 2023
		Service contracts secured which guarantee Aboriginal employment and training opportunities • <b>target = 10% Aboriginal employment/training</b> • <b>100% compliance each year</b>	June 2023
		Local Aboriginal labour achieved through delivery of MRC's tendered contracts • <b>target = 10% Aboriginal labour</b> • <b>100% compliance each year</b>	June 2023
		Alice Springs based positions filled by Aboriginal staff • <b>target = 15% Aboriginal staff</b> • <b>100% compliance each year</b>	June 2023
<b>1.4 Support local Aboriginal enterprise</b>	Engage with stakeholders to develop a collaborative approach to enterprise development	Convene meetings with relevant stakeholders to identify clear pathways and coordinated approaches to Aboriginal enterprise development • <b>target = 2 meetings to be held each year with the CEO to report to Council on progress made</b>	June 2023

## GOAL #2

# HEALTHY COMMUNITIES

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Support active and healthy lifestyles

Improve environmental health outcomes

Support community and cultural events



*ABC TV Gardening Australia host Costa Georgiadis shares his knowledge with kids in Santa Teresa*



## GOAL #2 - Healthy Communities

Objective	Strategy	Key Performance Indicator - and Measure	Target Date
<b>2.1 Support active and healthy lifestyles</b>	Collaborate with community stakeholders to promote health initiatives	Implement NT Healthy Communities project to encourage healthy hygiene and eating • <b>target = 13 MRC communities over 5 years</b>	June 2027
	All MRC facilities are 'smoke-free' zones	Develop 'smoke-free' policy and campaign • <b>target = policy and campaign approved by June 2023</b>	June 2023
	Promote healthy eating through MRC's services, meetings, functions and events	Policy developed and approved on MRC provided food • <b>target = policy and campaign approved by June 2023</b>	June 2023
<b>2.2 Improve environmental health outcomes</b>	Promote sustainable communities through waste management awareness and education	MRC to participate in the NT Tidy Towns program each year • <b>participation by all 13 MRC communities</b> • <b>100% compliant</b>	June 2023
	Improve the health of animals living in communities	Using established baseline data develop and implement animal health programs targeting identified health issues • <b>target = development of program to be completed by June 2023</b> • <b>target = implementation to be completed by June 2024</b>	June 2023
		Working in partnership with AMRRIC, develop and implement animal health education and management through schools in the MRC region • <b>target = development of program to be completed by June 2024</b> • <b>target = implementation to be completed by June 2025</b>	June 2024
	Recycling at MRC's waste management facilities	Consider opportunities for recycling at MRC's waste management facilities • <b>target = undertake recycling trials at two communities</b>	June 2023
<b>2.3 Support community and cultural events</b>	Provide in-kind support for community and cultural initiatives	Develop templates which capture in-kind support provided in assisting with community events • <b>target = one significant event in each ward in each calendar year</b> • <b>target = \$50,000pa</b> • <b>100% compliant</b>	June 2023
	Provide support and assistance with the conduct of major cultural events	Engage with stakeholders to coordinate the development of an event checklist • <b>target = checklist to be completed by June 2023</b> • <b>100% compliant</b>	June 2023

## GOAL #3

# EMPOWERED COMMUNITIES

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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



*MRC President Roxanne Kenny reads the agenda at an ordinary council meeting*



## GOAL #3 - Empowered Communities

Objective	Strategy	Key Performance Indicator - and Measure	Target Date
<b>3.1 Young people are empowered to be engaged representatives</b>	Provide support for youth leadership across the MRC region	Develop and maintain Youth Boards in the 9 MacYouth communities • <b>target = 3 Youth Boards established per year</b> • <b>target = Youth Boards meet 3 times per community / per year</b>	June 2025
		Develop a governance training plan including formal meeting procedures, agendas, minutes • <b>target = training plan to be developed by June 2023</b> • <b>target = provide one module at each Youth Board meeting</b>	June 2025
		Develop meeting procedures, agendas, minutes appropriate to the Youth Boards • <b>100% compliance by June 2023</b>	June 2023
	Local Authorities engage with Youth Boards	A Youth Board chairperson is appointed as a member of the respective Local Authority in their community • <b>target = chairperson attends all LA meetings</b> • <b>100% compliance within 3 years</b>	June 2025
		Local Authority Project Funding continues to be allocated to local Youth Board identified projects • <b>target = 10% of LA Project Funding per year</b>	June 2023
	Provide support for 25-40 year olds residents to be leaders	Future Leaders pilot program in a community (Titjikala) completed • <b>100% compliance within 3 years</b>	June 2025
<b>3.2 Local Authority and Council members are trained and empowered in their roles to lead into the future</b>	Mandatory governance training is undertaken by all Elected Members	Each Elected Member completes the NTG's governance training within 12 months of being elected • <b>100% compliant with 12 months of 2021 elections</b> • <b>thereafter as new members are elected</b>	Sep 2022
	Governance training is delivered to all appointed members of Local Authorities	Local Authority governance training program developed and approved • <b>target = compliant by June 2024</b>	June 2024
		All Local Authority members complete the governance training program within 12 months of appointment • <b>target = 100% compliance on an ongoing basis</b>	June 2023
<b>3.3 Local Authority and Council members, constituents and stakeholders are engaged and informed</b>	Local Authority meetings are readily accessible to members and the public	Communities hold LA meeting outdoors which include lunch/shared meal at which all members - appointed and elected - can talk with members of the community • <b>target = each community holds one outdoor meeting per year</b>	June 2023
	Increase community awareness of LA decisions and services	Developed edited version of LA minutes to be posted in each community • <b>target = development to be completed by December 2022</b> • <b>target = minutes to be posted within 7 days of LA meetings on an ongoing basis</b>	Dec 2022
	Increase community input to inform Council and Local Authority decision-making	Undertake annual Community Satisfaction Survey, and public consultation on Regional and Strategic Plans • <b>target = 22/23 survey to be completed by June 2023</b> • <b>target = 100% compliance on an ongoing basis thereafter</b>	June 2023

## GOAL #4

# SUPPORTIVE ORGANISATION

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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



*Service Centre Delivery team  
members Tammy Shields and  
Stephen Trindle at a snake  
awareness workshop*



## GOAL #4 - Supportive Organisation

Objective	Strategy	Key Performance Indicator - and Measure	Target Date
<b>4.1 Support new employees</b>	Develop induction and orientation processes that ensure new starters settle in quickly and become productive in their jobs	Development of online, self-paced learning system to assist with orientation of new staff to explain MRC's policies, guidelines, processes and the completion of all required documentation and the setup of computers/phones, etc - first week of employment • <b>target = learning system to be finalised by June 2024</b>	June 2024
		Implement online Learning Management System for the delivery of staff training programs • <b>target = implementation completed by June 2024</b>	June 2024
<b>4.2 Support the development and advancement of our staff</b>	Train and retain a skilled workforce	Develop and adopt individual training programs for all positions within MRC resulting from annual performance reviews • <b>target = training programs adopted by December 2022</b>	Dec 2022
	Develop current workforce to meet current and future capability needs	Complete actions for MRC Workforce Development Plan Strategy • <b>target = Strategy 2 fully implemented by December 2022</b>	Dec 2022
		Complete actions for MRC Workforce Development Plan Strategy 3: Increase employee engagement • <b>target = Strategy 3 (increase employee engagement) fully implemented by June 2023</b>	June 2023
	Improve communication and collaboration across all areas within MRC	Complete actions for MRC Workforce Development Plan Strategy • <b>target = Strategy 4 (Improve communication and collaboration across all areas within MRC) fully implemented by December 2023</b>	Dec 2023
<b>4.3 Improve efficiencies through our use of technology</b>	Provide network capability to sustain modern computer systems	Rollout of upgraded network system in association with CouncilBiz, including training of staff and installation of equipment.	June 2022
		Rollout upgrade of software packages and resolution of connectivity and network issues: • <b>target = rollout to MRC Main Office, Papunya and Docker River - 2023</b> • <b>target = rollout to Ammoonguna and Haasts Bluff - 2024</b> • <b>target = rollout to remaining communities - 2025</b>	June 2025
<b>4.4 Support staff safety and wellbeing</b>	Develop best practice Work Health and Safety strategy	Establish WH&S Committees in each community • <b>target = 100% compliance by December 2022</b>	Dec 2022
		Work Health and Safety Electronic Management System implemented and all staff have received training • <b>target = 100% compliance by June 2023</b>	June 2023
	Standardise staff housing security to ensure wellbeing	Develop minimum safety standards for staff housing • <b>target = standards finalised by December 2022</b>	Dec 2022
		Implement minimum safety standards for staff housing • <b>target = standards rolled out to all staff housing over two years</b>	June 2024
<b>4.5 Staff are empowered to inform MRC decision-making</b>	Consult staff on MRC's strategic direction	Staff are surveyed annually or complete an employee survey annually so that the views of staff can be appreciated and to improve operations • <b>target = 70% of staff complete annual survey"</b>	June 2023





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MacDonnell Regional Council's Alice Springs office.

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