

2024-25

Annual Report



Contents



Cover:

A day in the life of MRC's busy Elected Members - since the first meeting back in 2021.

The 2024-25 Annual Report of MacDonnell Regional Council is produced in accordance with the Local Government Act 2019. It is a report on MacDonnell Regional Council's progress against the 2024-25 Regional Plan.

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

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Message from our President

I would like to extend my heartfelt thanks to everyone at MacDonnell Regional Council (MRC) for your unwavering dedication throughout the 2024–2025 year. Whether you are an Elected Member, Council staff member, or part of a Local Authority, your contributions are the foundation of our organisation and central to our ability to deliver services to our remote communities.

Over the past year, MRC has continued to demonstrate strong leadership and a deep commitment to community engagement, collaborative decision-making, and working closely with Local Authorities. The insights and advice provided by Local Authorities remains instrumental in shaping our direction, helping us tailor services that reflect the unique cultural and social needs of each community.

A key focus of our work remains the growth and development of our people. We are committed to supporting professional development and building local capacity - creating pathways for employment within our communities and providing opportunities for staff to thrive both personally and professionally. While workforce retention continues to present challenges, I am confident that our shared determination and resilience will allow us to navigate this effectively.

I also wish to acknowledge the continued support of the Northern Territory and Australian Governments. Their funding and collaboration plays a critical role in enabling us to deliver services and infrastructure that make a tangible difference in the lives of our residents. These partnerships are valued, and we look forward to continuing this shared work into the future.

As we reflect on this year's progress, I feel a strong sense of pride in what we have achieved together. Our focus remains on delivering the outcomes we committed to at the start of this term - enhancing the liveability of our communities and creating sustainable employment opportunities for local residents.

To all Council staff, Elected Members, and Local Authority members - thank you for your commitment, your hard work, and your belief in the value of what we do. I look forward to the year ahead with optimism and confidence.

Roxanne Kenny
President, MacDonnell Regional Council



Message from our Chief Executive Officer

I am pleased to present the MacDonnell Regional Council (MRC) 2024–2025 Annual Report, which outlines our achievements, challenges, and strategic direction for the year ahead.

This year's successes reflect the collective efforts of our dedicated staff, whose commitment has made a meaningful impact both within the organisation and across the thirteen (13) communities we serve. Their hard work has been central to advancing our mission of delivering excellent services that respond to the needs of our residents.

At the core of MRC's approach is a strong commitment to community engagement. Our work is shaped by regular consultation with Local Authorities and Elected Members, ensuring that decisions are informed by those who know their communities best. Transparent and consistent communication remains a priority, enabling us to deliver services that are both responsive and relevant.

It is both a privilege and a source of pride to see MRC's mission and vision realised through the work we do every day. I extend my sincere thanks to President Roxanne Kenny and all Elected Members for their ongoing guidance and leadership, which continues to support us in meeting our responsibilities and delivering on our goals.

Despite a number of operational challenges - including workforce shortages and recruitment pressures - we have consistently maintained service delivery across all communities, upholding quality standards and compliance. We are actively investing in workforce development through targeted recruitment and training initiatives, including a strong focus on succession planning within communities. This ensures that local residents are empowered to gain skills, pursue training, and engage in meaningful professional development.

Our community services remain comprehensive and inclusive, catering to residents of all ages. We are working to strengthen early childhood education through increased parental engagement and improved staff retention in childcare centres, supported by strong partnerships with

funding bodies. Aged care also remains a key priority, in recognition of the vital role that senior residents play in preserving culture and law within their communities.

Like many regional organisations, we continue to face constraints related to skilled labour shortages and supply chain disruptions. We remain transparent about these challenges and are grateful for the ongoing support and understanding of our community members.

Looking ahead, the next twelve months promise to deliver a range of infrastructure projects that will enhance community life. These include the installation of shade shelters, upgrades to sporting facilities and oval lighting, the development of community laundries, and the construction of two new water splash pads.

We remain focused on collaboration with stakeholders and forward planning to ensure MRC evolves with the needs of our communities. While MRC has long been a trusted service provider, it is essential that we continue to adapt and innovate to remain both effective and relevant in a changing environment.

Finally, I extend my gratitude to our Elected Members, staff, and community residents. Your partnership, commitment, and shared vision make our progress possible.

Belinda Urquhart
Chief Executive Officer, MacDonnell Regional Council



The Mt Liebig Civil Works Team is typical of the enthusiastic MRC workforce.



1

The Council

The Council

Covering 268,329 km² 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.

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 2021.

There were three by-elections held during the 2024-25 financial year to fill vacant positions on council. This resulted in three new councillors, two in Rodinga Ward and one in Luritja Pintubi Ward.

Mr Bobby Abbott ceased to be an elected member in June 2024. The resulting casual vacancy was filled by Ms Maryanne Malbunka. Mr Aloyisiois Hayes ceased to be an elected member in February 2025. Due to the upcoming Local Government elections Council determined that the position would be left vacant.

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

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.



Sunset in the MacDonnell region.

Council Committees

Special Finance and Risk Committee

The Special 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 Dalton McDonald
- Councillor Lisa Sharman
- Councillor Andrew Davis
- Belinda Urquhart, Chief Executive Officer

During the 2024-25 financial year the Special Finance and Risk Committee held six meetings on the following dates:

1. 9 August 2024
2. 27 September 2024
3. 11 December 2024
4. 31 January 2025
5. 28 March 2025
6. 29 April 2025

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 Dalton McDonald
- Councillor Lisa Sharman
- Councillor Andrew Davis
- Belinda Urquhart, Chief Executive Officer

During the 2024-25 financial year the Audit Committee held two meetings on the following dates:

1. 23 October 2024
2. 11 December 2024



COUNCILLOR	WARD	COUNCIL MEETINGS	SPECIAL COUNCIL MEETINGS	FINANCE & RISK COMMITTEE MEETINGS	AUDIT COMMITTEE MEETINGS	ATTENDANCE SUMMARY		
						ELIGIBLE TO ATTEND	ATTENDED	
ROXANNE KENNY (PRESIDENT) ¹	LJIRAPINTA	6	1	6	2	15	15	100%
MARYANNE MALBUNKA ²	LJIRAPINTA	4	1	-	-	5	5	100%
MARK INKAMALA	LJIRAPINTA	6	1	-	-	7	7	100%
ABRAHAM POULSON	IYARRKA	5	1	-	-	7	6	86%
MARLENE ABBOTT	IYARRKA	6	-	-	-	7	6	86%
DALTON MCDONALD (DEPUTY PRESIDENT) ¹	LURITJA	6	1	4	2	15	13	87%
JASON MINOR	LURITJA	5	1	-	-	7	6	86%
TOMMY CONWAY	LURITJA	5	1	-	-	7	6	86%
ALOYISCOIS HAYES ³	RODINGA	2	-	-	-	4	2	50%
ANDREW DAVIS ⁴	RODINGA	5	1	4	2	14	12	86%
LISA SHARMAN ¹	RODINGA	6	1	6	2	15	15	100%
PATRICK ALLEN	RODINGA	5	1	-	-	7	6	86%

¹ Member of Council's Committees

² Cr Malbunka was appointed in October 2024.

³ Cr Hayes ceased as an elected member following the February 2025 council meeting.

⁴ Cr Davis was appointed to the Finance & Risk and Audit Committees in September 2024.

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, below, shows the outcome of scheduled meetings by community throughout the financial year. 75% of meetings were held successfully with a quorum, 17% were held as provisional meetings and 6% were cancelled.

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.

	JULY-SEP 2024	OCT-DEC 2024	JAN-MAR 2025	APR-JUNE 2025
Amoonguna	Quorum	Quorum	Provisional - meeting held without quorum	Quorum
Areyonga	Quorum	Quorum	Quorum	Quorum
Docker River	Quorum	Quorum	Quorum	Quorum
Finke	Provisional - meeting held without quorum	Quorum	Quorum	Quorum
Haasts Bluff	Cancelled	Cancelled	Quorum	Provisional - meeting held without quorum
Hermannsburg	Quorum	Quorum	Quorum	Quorum
Imanpa	Provisional - meeting held without quorum	Quorum	Provisional - meeting held without quorum	Deferred - meeting held in following quarter
Kintore	Cancelled	Quorum	Quorum	Provisional - meeting held without quorum
Mt Liebig	Quorum	Quorum	Quorum	Quorum
Papunya	Provisional - meeting held without quorum	Quorum	Quorum	Provisional - meeting held without quorum
Santa Teresa	Quorum	Quorum	Quorum	Quorum
Titjikala	Quorum	Quorum	Quorum	Quorum
Wallace Rockhole	Quorum	Quorum	Quorum	Provisional - meeting held without quorum

	Quorum		Deferred - meeting held in following quarter
	Provisional - meeting held without quorum		Cancelled

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.

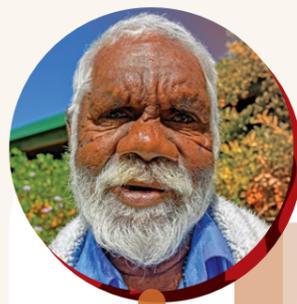
These projects include initiatives such as:

- Extensive upgrades to sporting facilities including softball fencing, building separate space for males and females at a recreation hall, bench seating for basketball courts, secure sheds and lockable storage area within the basketball courts area.

- Allocation of funding for initiatives requested by MRC's Youth Boards.
- Infrastructure at the Mt Liebig Airport - inc 4x4m shade shelter, concrete flooring, aluminium seating and a Stealth Solar light.
- Installation of solar lighting and shade shelters.
- Purchase of a mobile water trailers and installation of water bottle refill stations.
- Construction projects to enhance community facilities.

	FUNDS EXPENDED 24/25	BALANCE OF FUNDS
Amoonguna	\$60,715	\$53,764
Areyonga	\$50,552	\$76,831
Docker River	\$48,285	\$123,473
Finke	\$14,555	\$45,143
Haasts Bluff	\$3,988	\$67,490
Hermannsburg	\$100,303	\$225,982
Imanpa	\$26,588	\$35,819
Kintore	\$34,172	\$256,334
Mt Liebig	\$34,819	\$47,410
Papunya	\$48,645	\$228,352
Santa Teresa	\$120,717	\$157,856
Titjikala	\$39,612	\$76,127
Wallace Rockhole	\$1,847	\$55,334

Our Councillors



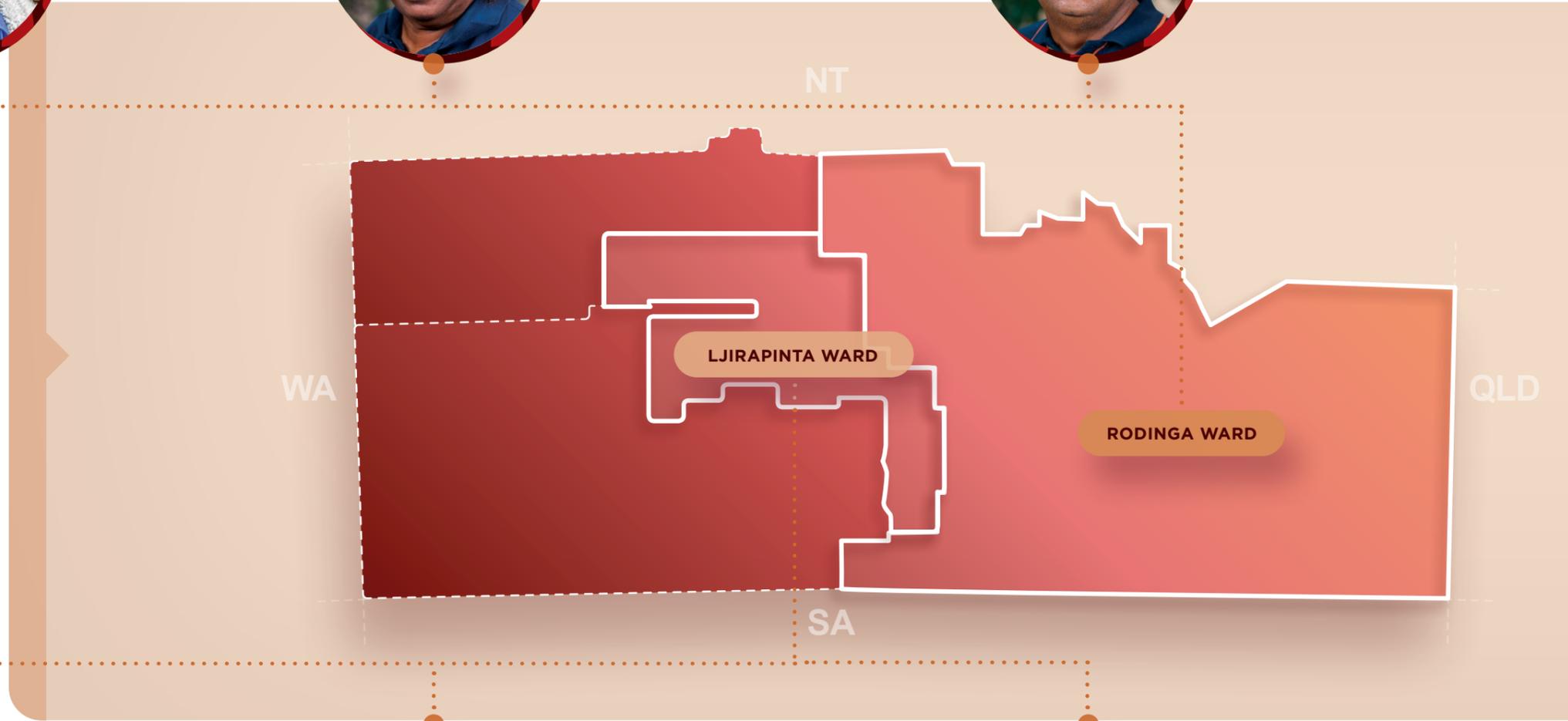
Councillor
Andrew Davis
Amoonguna



Councillor
Lisa Sharman
Titjikala



Councillor
Patrick Allen
Finke (Aputula)



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 Andrew Davis from Amoonguna, Lisa Sharman from Titjikala and Patrick Allen from Finke. Languages predominantly spoken in the ward include Pitjantjatjara, Yankunytjatjara, Central and Eastern Arrernte.

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.



President
Roxanne Kenny
Hermannsburg (Ntaria)



Councillor
Maryanne Malbunka
Hermannsburg (Ntaria)



Councillor
Mark Inkamala
Hermannsburg (Ntaria)

Our Councillors



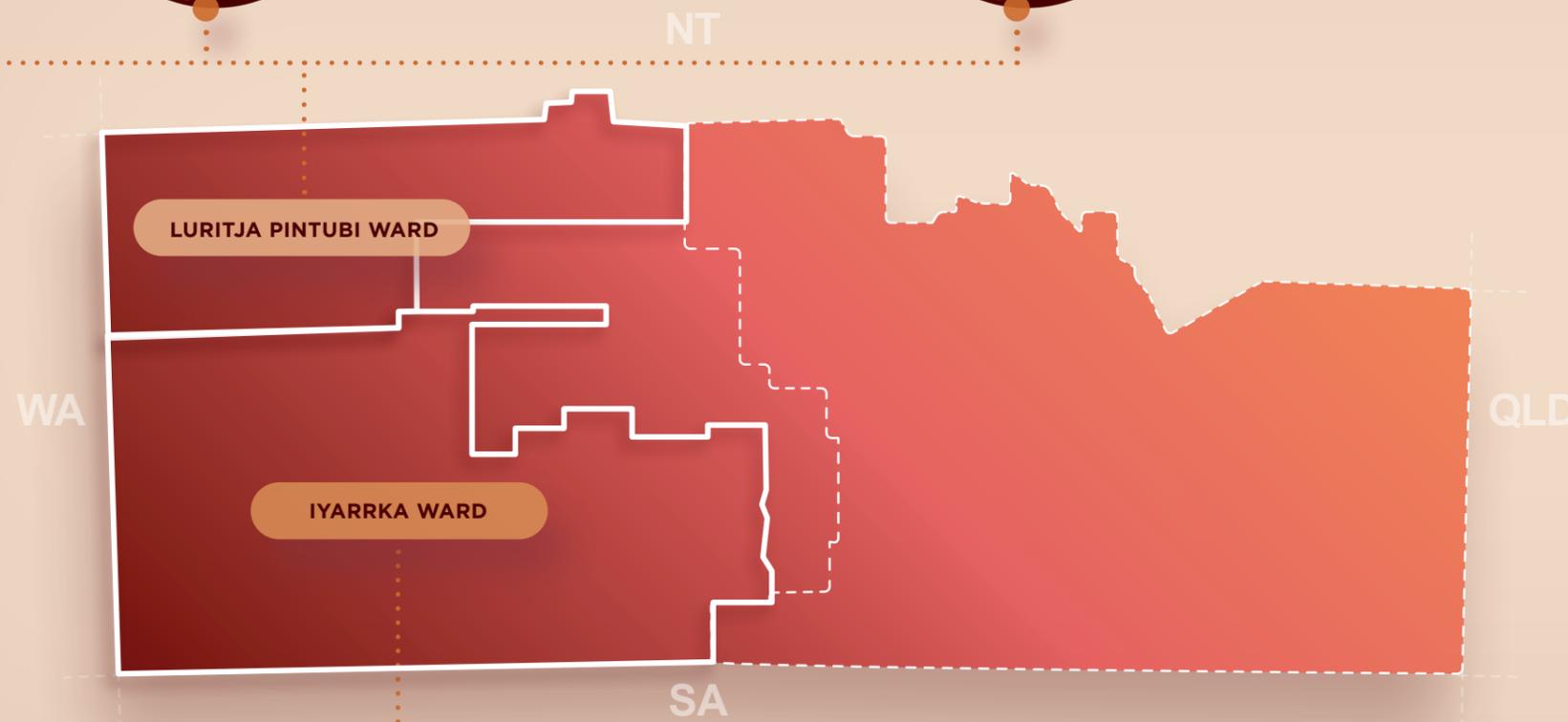
Deputy President
Dalton McDonald
Papunya (Warumpi)



Councillor
Jason Minor
Mt Liebig (Watiyawanu)



Councillor
Tommy Conway
Kintore (Walungurru)



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 Tommy Conway from Kintore, Jason Minor from Mount Liebig and Dalton McDonald from Papunya. Dalton is the Council Deputy President .

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. Its elected Councillors, Marlene Abbott and Abraham Poulson, are from Docker River and Areyonga respectively.



Councillor
Abraham Poulson
Areyonga (Utju)



Councillor
Marlene Abbott
Docker River (Kaltukatjara)

Our Organisation Structure



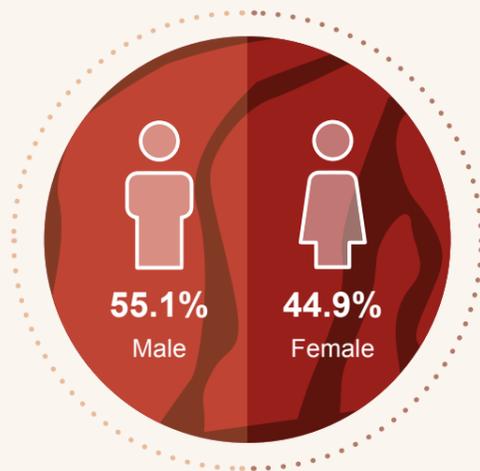
Our Workforce

Total employees: 430

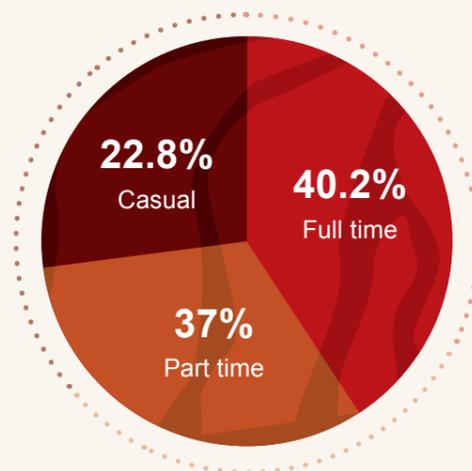
% Indigenous

Community based: **96%**
Head office Alice Springs: **4%**

Gender Balance



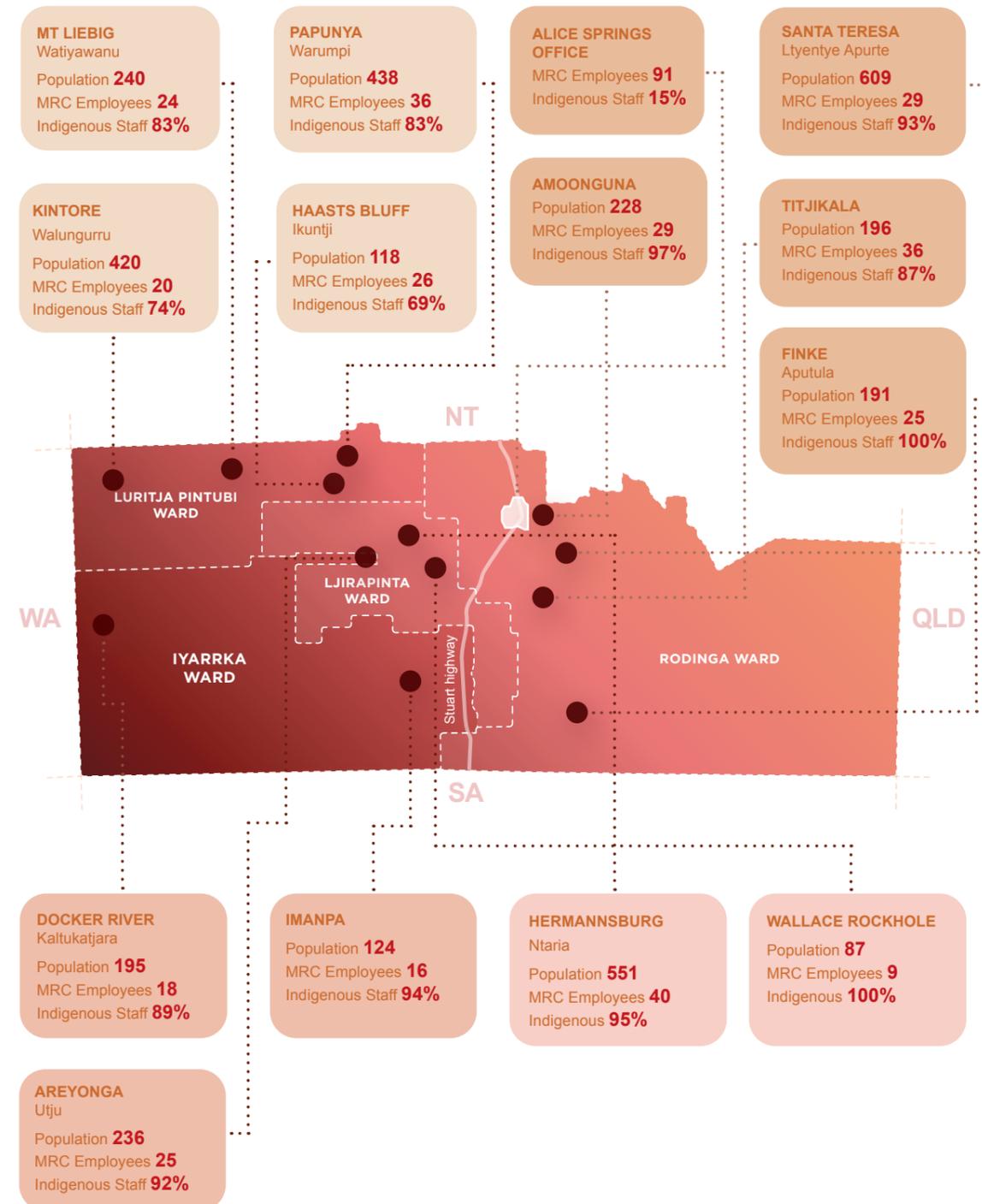
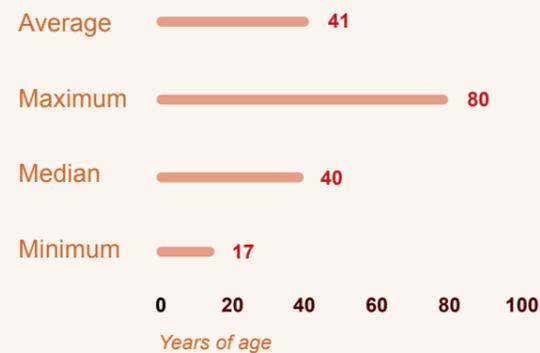
Division of Labour



MRC Experience Statistics



Min/Max Age Statistics



Population figures shown are from ABS 2021 Census

Our Services

Services offered by
MacDonnell Regional Council
by Community

Not offered

Offered

	AMOONGUNA	AREYONGA	DOCKER RIVER	FINKE	HAASTS BLUFF	HERMANNSBURG
Council Infrastructure	Offered	Offered	Offered	Offered	Offered	Offered
Municipal Services	Offered	Offered	Offered	Offered	Offered	Offered
Libraries	Offered	Offered	Offered	Offered	Offered	Offered
Outstations	Not offered	Not offered	Offered	Not offered	Offered	Offered
Swimming Pools	Not offered	Offered	Not offered	Not offered	Not offered	Not offered
Airstrip Maintenance	Offered	Offered	Offered	Offered	Offered	Offered
Australia Post	Offered	Offered	Offered	Offered	Offered	Not offered
Centrelink	Offered	Offered	Offered	Offered	Offered	Not offered
Power Maintenance	Not offered	Offered	Offered	Offered	Offered	Not offered
Water Maintenance	Offered	Offered	Offered	Offered	Offered	Offered
Sewerage Maintenance	Offered	Offered	Offered	Offered	Not offered	Offered
Early Learning Centres	Not offered	Offered	Offered	Offered	Offered	Offered
Youth Services	Offered	Offered	Not offered	Not offered	Offered	Offered
Community Safety	Offered	Offered	Offered	Offered	Offered	Offered
Aged and Disability Services	Offered	Offered	Not offered	Offered	Offered	Offered
School Nutrition	Not offered	Offered	Not offered	Offered	Offered	Offered
Sport and Recreation	Offered	Offered	Offered	Offered	Offered	Offered

	IMANPA	KINTORE	MOUNT LIEBIG	PAPUNYA	SANTA TERESA	TITJIKALA	WALLACE ROCKHOLE
Council Infrastructure	Offered	Offered	Offered	Offered	Offered	Offered	Offered
Municipal Services	Offered	Offered	Offered	Offered	Offered	Offered	Offered
Libraries	Offered	Offered	Offered	Offered	Offered	Offered	Offered
Outstations	Not offered	Not offered	Offered	Offered	Offered	Offered	Not offered
Swimming Pools	Not offered	Not offered	Not offered	Not offered	Offered	Not offered	Not offered
Airstrip Maintenance	Not offered	Offered	Offered	Offered	Offered	Not offered	Not offered
Australia Post	Offered	Offered	Offered	Offered	Not offered	Offered	Offered
Centrelink	Offered	Offered	Offered	Offered	Not offered	Offered	Offered
Power Maintenance	Offered	Offered	Offered	Offered	Not offered	Offered	Not offered
Water Maintenance	Offered	Offered	Offered	Offered	Offered	Offered	Offered
Sewerage Maintenance	Offered	Offered	Not offered	Offered	Offered	Offered	Not offered
Early Learning Centres	Not offered	Not offered	Offered	Offered	Offered	Offered	Not offered
Youth Services	Not offered	Offered	Offered	Offered	Offered	Offered	Not offered
Community Safety	Offered	Offered	Offered	Offered	Offered	Offered	Not offered
Aged and Disability Services	Offered	Not offered	Not offered	Offered	Not offered	Offered	Not offered
School Nutrition	Offered	Not offered	Not offered	Not offered	Not offered	Offered	Not offered
Sport and Recreation	Offered	Offered	Offered	Offered	Offered	Offered	Not offered

Council takes every opportunity to engage with the wider community including having a stand each year at the Alice Springs Show to encourage people to think about working for MRC.



Strategic & Regional Planning

2

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**

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

This Strategic Plan comes from the people of our region and is for the future of the people of our region.

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.

The 2024–25 financial year was one of building on solid foundations established from previous years whilst working within a challenging fiscal environment.

MRC is faced with increasing constituent expectations against what is overall a shrinking income stream and rising costs. To address this, we have had to look to other sources of income and a reduction in expenditure. Our performance measures below should be seen in that context. As a whole we remain very proud of our performance.

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	28
B	Partially achieved	11
C	Not achieved	4
TOTAL		43



Councillor Lisa Sharman delivers cultural awareness training to MRC staff – Goal 4, Objective 4.1

Goal 1 Developing Communities

OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR - AND MEASURE	TARGET DATE
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 Community Infrastructure Plans for each community - Develop a five year schedule to cover three communities per year.	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 - 90% of MRC's lots to have S19 leases.	June 2025
	Internal roads that support community development.	Develop a long-term road and storm water drainage maintenance plan for council-controlled roads - Maintenance plan developed for three communities per quarter.	June 2025
	Implement funding decisions of Local Authorities.	Complete LA projects within 2 years of funding allocation being released - Complete LA projects outstanding as at 30 June 2023.	June 2025
	Focus on ensuring MRC's facilities are safe and secure and fit for purpose.	Undertake a risk assessment of MRC's facilities to determine areas to be targeted and quality standards to be maintained - Assessment of three communities per quarter.	December 2024
	Improve energy efficiency.	Install solar panels on Council buildings - Install on three council facilities per year.	June 2027
1.2 Create employment opportunities	Collaborate with training providers and funding partners.	MRC staff to convene meetings with indigenous organisations and funding partners to collaborate on key projects to enhance economic opportunities - Meetings convened with appropriate agencies.	June 2028
1.3 Increase Aboriginal employment opportunities	Promote Aboriginal employment within MRC.	90% of Community-based positions are filled by Aboriginal staff.	June 2028
		50% of Commercial Contracts undertaken by MRC use Aboriginal employment.	June 2026
		10% of Local Aboriginal labour achieved through delivery of MRC's tendered contracts.	June 2028
1.4 Support local Aboriginal enterprise	Engage with stakeholders to develop a collaborative approach to enterprise development.	Convene community meetings on communities, with stakeholders, to facilitate connections between community members and business knowledge specialists - One workshop per ward per year.	June 2028
		Support a Business Enterprise project a in each community - One business supported per ward per year.	June 2028

RATING	OVERALL PROGRESS - SUPPORTING COMMENTS
B	Eight (8) communities (roads, footpaths, drains) have had infrastructure plans completed and PMO is consulting with communities through LA's. On track and progressing well.
A	All MRC leases have been applied for and paid. Awaiting CLC processing.
C	This KPI has been superseded by #1 KPI. This KPI is considered to represent operational business as usual.
B	13% of pre-2023 projects remain incomplete. With the appointment of a Project Manager the focus on the completion of outstanding projects has improved considerably.
A	This has been completed.
B	Currently on Amoonguna and Papunya buildings. Business cases put forward for installation. Capital upgrades in 2025 to some Council buildings will include solar panels and sustainability options.
A	All infrastructure projects and employment opportunities are discussed with DEWR and Aboriginal Corporations overseeing communities.
A	96% of community positions are filled by Aboriginal staff.
A	Achieving consistently over 50%.
A	All tenders required minimum 10% Aboriginal employment.
C	This KPI has been removed. Has been confirmed with NTG/DEWR that they lead this.
A	Support is provided as Indigenous enterprises arise in community.

Goal 2 Healthy Communities

OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR - AND MEASURE	TARGET DATE	RATING	OVERALL PROGRESS - SUPPORTING COMMENTS
2.1 Support active and healthy lifestyles	Collaborate with community stakeholders to promote health initiatives.	Implement NT Healthy Communities project to encourage healthy hygiene and eating - Eight MRC Communities over four years.	June 2027	A	Achieved. Have already done eleven (11) communities with Papunya and Haasts Bluff holding events in mid 2025.
	Facility increased physical activity.	Add a dedicated Sport and Recreation role to the Organisation Structure - Implement Sport and Rec Program in each community.	Dec 2024	A	Achieved. MRC has a dedicated Sports and Rec Coordinator within Youth Services.
	Promote healthy eating through MRC's services, meetings, functions and events.	Secure funding for the provision of School Nutrition Program at Papunya and Mt Liebig - One community per year.	June 2026	A	SNP continues to be successful through NIAA funding at these communities.
		Policy developed and approved for all client menus - Implement policy and campaign - All client menus are approved by a nutritionist/dietician.	June 2025	A	Achieved. All menus approved by a registered Dietician.
2.2 Improve environmental health outcomes	Promote sustainable communities through waste management awareness and education.	All MRC communities to participate in the NT Tidy Towns program each year.	June 2025	A	Achieved.
	Improve the health of animals living in communities.	Using established baseline data implement animal health programs targeting identified health issues - Two visits per community per year.	June 2025	A	Achieved.
		Source funding to increase regularity of animal health visits on MRC communities - An additional two visits per community per year.	June 2026	A	New position funded to facilitate all companion animal health and improvement of outcomes.
		Working in partnership with AMRRIC, implement animal health education and management through schools in the MRC region - Deliver to each community once per year.	June 2025	A	The new position is facilitating this training. MRC continues to work with the community and provides education through the school program.
Recycling at MRC's waste management facilities.	Increase management of waste facilities by creating separation bays - Target 2 communities per year.	June 2028	A	Achieved and consistently seeking process improvements to facilitate recycling. With the creation of new WMF in some communities, recycling bays will also be built at that site.	
2.3 Support community and cultural events	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 2025	A	Achieved and documented through Healthy Community events, Sports weekends, Bush trips and Guts Music Tour.
	Provide support and assistance with the conduct of cultural and sporting events.	Engage with external stakeholders to encourage annual events in community - One event per ward per calendar year.	June 2025	B	Consultation through LA's, Youth Boards and community meetings.
		Support all sports across communities - One significant sporting event per ward per calendar year.	June 2025	A	Achieved.

Goal 3 Empowered Communities

OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR - AND MEASURE	TARGET DATE
3.1 Young people are empowered to be engaged representatives	Provide support for youth leadership across the MRC region.	Maintain established Youth Boards in nine MacYouth communities - Youth Boards meet two times per community per year.	June 2025
		Implement governance training plan including formal meeting procedures, agendas and minutes - Provide one module at each Youth Board meeting.	June 2025
	Local Authorities engage with Youth Boards.	There is a standing invitation for Youth Board members to attend Local Authority meetings in their community - Representative attends one LA meeting.	June 2026
		Seek opportunities outside MRC's region to advance the development of young people - One significant event attended.	June 2025
		Local Authority Project Funding continues to be allocated to local Youth Board identified projects - 10% of LA Project Funding per year.	June 2025
Provide support for 25-40 year olds residents to be leaders.	Encourage new LA membership nominations from those in the 25-40 years age group - 30% of new LA members within 25-40 age group.	June 2025	
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 2025
	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
3.3 Local Authority and Council members, constituents and stakeholders are engaged and informed	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 - Each community holds one outdoor meeting per year.	June 2025
	Increase community input to inform Council and Local Authority decision-making.	Undertake annual Community Satisfaction Survey, and public consultation on Regional and Strategic Plans.	June 2025

RATING	OVERALL PROGRESS - SUPPORTING COMMENTS
A	Achieved. A dedicated Youth board Coordinator has been appointed and is driving the success of the Youth Boards in all 13 MRC communities.
B	A Training Plan for Youth Boards has been created, along with training materials. The training consists of 7 units. The training will be delivered over 3 years starting February 2025.
B	Participation has been inconsistent due to scheduling conflicts with school hours and lower youth engagement in morning meetings. To facilitate engagement between Local Authorities and Youth Boards, Youth Board Reports have been developed and submitted for Local Authority meetings. These reports include meeting minutes and Youth Board's recommendations, ensuring that Youth Board priorities are formally presented and considered. This approach has proven to be the most effective and reliable method for maintaining communication and encouraging Local Authorities to engage with Youth Boards.
B	It is intended that Youth Board members will attend the October 2025 Council meeting in Alice Springs in agreement with the CEO's Office. This opportunity will support the members' leadership development and exposure to the Council's decision-making. While no external events are currently planned for 2025, Future opportunities for youth leadership development will be explored as Youth Boards become more established.
A	Achieved.
C	Participation has been inconsistent due to scheduling conflicts with school hours and lower youth engagement in morning meetings.
A	Achieved.
B	All members and Chairs of LA's are provided with guidance and support to engage in the conduct of meetings. Formal training modules will commence from July 2025.
A	Achieved by allocating on meeting calendar.
A	Currently in progress via PMO updates and conversation at LA meetings.

Goal 4 Supportive Organisation

OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR - AND MEASURE	TARGET DATE
4.1 Support new employees	Develop induction and orientation processes that ensure new starters settle in quickly and become productive in their jobs.	Implement and maintain cultural awareness training for all new staff - All new staff have undertaken cultural awareness training.	June 2025
		Update cultural awareness training for all existing staff.	June 2025
4.2 Support the development and advancement of our staff	Train and retain a skilled workforce.	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 - Existing staff to complete a review of induction topics.	December 2025
		Promote and train Aboriginal staff to increase representation in Alice Springs based positions - 17% of Alice Springs staff are Aboriginal.	June 2025
		Review MRC Workforce Development Plan and set targets for implementation - Complete review and implement targets.	June 2025
	Develop current workforce to meet current and future capability needs.	June 2025	
4.3 Improve efficiencies through our use of technology	Provide network capability to sustain modern computer systems.	Point to point connectivity established - Rollout to Papunya and Docker River in 2024 - Rollout to Ammoonguna and Haasts Bluff in 2025 - Rollout to remaining communities by 2026	June 2026
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 2025
	Standardise staff housing security to ensure wellbeing.	Implement minimum safety standards for staff housing - Standards rolled out to all staff housing over two years.	June 2025
4.5 Staff are empowered to inform MRC decision-making	Consult staff on MRC's strategic direction.	Staff are surveyed annually so that the views of staff can be appreciated and to improve operations - 70% of staff complete annual survey.	June 2025

RATING	OVERALL PROGRESS - SUPPORTING COMMENTS
A	Achieved and being delivered by Elected Members for appropriateness for MRC region.
B	Ongoing - People and Capabilities is working on a solution to provide this training in the coming months.
A	In progress - it will be completed by December 2025.
A	Being achieved - currently at 18.8%.
C	These KPI's need to be revisited with more appropriate targets set relating to cultural change initiatives.
A	All 13 communities have been updated with Brand new Computers. All council offices have now been provided with Starlink internet services. Work on Point to Point hasn't commenced as yet. In the meantime the Internet Plans in all communities have been upgraded to Unlimited Speed which is providing enough speed and stability to run in cloud.
B	Considerable work is going into the development and review of WHS policy, procedures and manual with a WHS manual to be adopted by the end of February. MRC has ongoing high level WHS consultant oversight.
A	Housing safety standards have been outlined, agreed and rolled out.
A	Pulse Survey and staff satisfaction survey completed.

The impressive Light Towers installed in Tirjikalala.



Council
Services

3

Council Services

The 2024–2025 year has been one of exceptional achievement, major organisational change and significant progress for our Directorate. Our collective efforts have delivered essential services, strengthened community connections, and enhanced the overall quality of life for residents. This report outlines key milestones, major achievements, and the challenges we addressed along the way, showcasing our commitment to outstanding local government delivery.

Alignment with the Strategic Plan

Our work this year closely aligned with four key strategic goals:

- **Goal 01:** Developing Communities
- **Goal 02:** Healthy Communities
- **Goal 03:** Empowered Communities
- **Goal 04:** A Supportive Organisation

All initiatives and outcomes reflect our focus on community development, health, empowerment, and strong organisational support.

Executive Summary

The Council Services Directorate plays a vital role in delivering municipal and essential services, enhancing community well-being, and managing a range of commercial contracts within the MacDonnell Regional Council (MRC). With a strong emphasis on environmental sustainability and community engagement, our work continues to improve quality of life across the region.

Council Services Overview

We are responsible for:

- Delivering essential core council services
- Delivering infrastructure and asset management services
- Managing and delivering grant funded projects
- Delivering commercial services and community support programs

Structure & Funding

The Directorate consists of a central management team, community-based service coordinators, and operational staff. Funding is sourced from:

- NTG Operational Funds and Special Purpose grants
- Federal Assistance Grants
- Commercial contracts with partners such as Australia Post, Power and Water Corporation, and Services Australia

Our diversified funding model ensures stable service delivery and provides significant employment opportunities within communities.



Core Council Services

Key Achievements in the delivery of Core Council Services

1. Training & Staff Development

- Staff awards: Won four of five categories at the inaugural staff recognition event.
- Partnered with College of Public Employment to upskill 80+ staff, enabling qualifications up to Diploma level in the Local Government Industry.
- Special commendation to local Titjikala woman Caitlin Palmer, new CSC at Titjikala, for taking on the challenge of the Coordinator role.

2. Healthy Community Initiatives

- Successful community health events held in Hermannsburg, Docker River, Santa Teresa, Titjikala, Amoonguna, and Areyonga.
- National recognition for creativity and collaboration in community health.
- Creation of the Animal Management Role to improve health outcomes for pets, people, and the environment.

3. Tidy Towns

- Recognised for excellence in maintaining and improving local environments.
- Haasts Bluff won the National Heritage and Culture award and the Young Legends award with highly commended efforts in the Water Conservation and Protection and Dame Phyllis Frost Local Hero Award categories.
- NT Tidy Town Awards: Best Region for the eleventh consecutive year.

4. Chilled Water Refill Stations Initiative

The installation of chilled water refill stations has successfully reduced single-use plastic waste and promoted healthy hydration practices. Positive community feedback highlights the value and effectiveness of these initiatives.

Recently the Finke school has installed a donated chilled bottle filler they won from MRC as part of the NAIDOC week competition held in 2024. The school is reporting positive uptake of the new bubbler with children reported as more likely to bring a reusable water bottle to school rather than a single use plastic bottle.



Animal Management visit to Imanpa – Michelle Seco (right) pictured training MRC civil staff in completing dog census.



CSC Simon Walmy giving community dogs anti-parasitic medication.



Bradley Horn completing ESO water sampling training.

5. Animal Management

Significant advancements were made in Animal Management, including increased veterinary visits and expanded educational outreach, improving both animal welfare and public health outcomes.

Michelle Seco is the new Animal Management Coordinator with MRC, she will visit each community 3 times a year conducting animal health censuses, administering anti-parasitic treatments and delivering education programs to staff, the schools and residents.

6. Cemetery and Road Maintenance

Cemeteries were maintained with dignity and respect, while road maintenance works improved accessibility and safety across the region.

7. Parks, Open Spaces, and Sporting Facilities

High standards were upheld for the maintenance of parks and open spaces. Civil works teams prepared and maintained sporting facilities, supporting local events and recreation.

8. Outstation Services

Outstation services were effectively managed to ensure consistent and proactive support. Transition plans were implemented to enable other providers to take over service delivery where required.

9. Waste Management and Environmental Initiatives

Notable progress included the development of the new Docker River Landfill site and the introduction of innovative waste-reduction measures, such as trialling the new waste baler in Santa Teresa.

Core Council Services CONT.

10. Weed Control and Fire Hazard Reduction

Updated Fire Management Plans and proactive weed control reduced fire risks and improved community safety.

11. Other Successes

- LED Street Lighting Upgrade: Achieved 100% conversion to LED lighting in all MRC communities, improving energy efficiency and community safety.
- Grant Success: Secured significant capital works grants to fund 7 significant essential works projects on MRC Homelands to improve infrastructure and include sustainable features such as remote Starlink monitoring of power systems.
- Sustainable Infrastructure: New Beehive installed in Haasts Bluff as part of MRC's 'pollination highway' project, also allowing community residents to get access to fresh honey at no cost.

Key Challenges

1. Budget Constraints

Ongoing financial pressures necessitated careful management and strategic prioritisation to ensure service commitments could be met with available resources.

2. Staff Recruitment and Retention

Recruitment and retention of qualified staff, particularly in remote areas, remained challenging, affecting service continuity and quality.

3. Staff Absenteeism

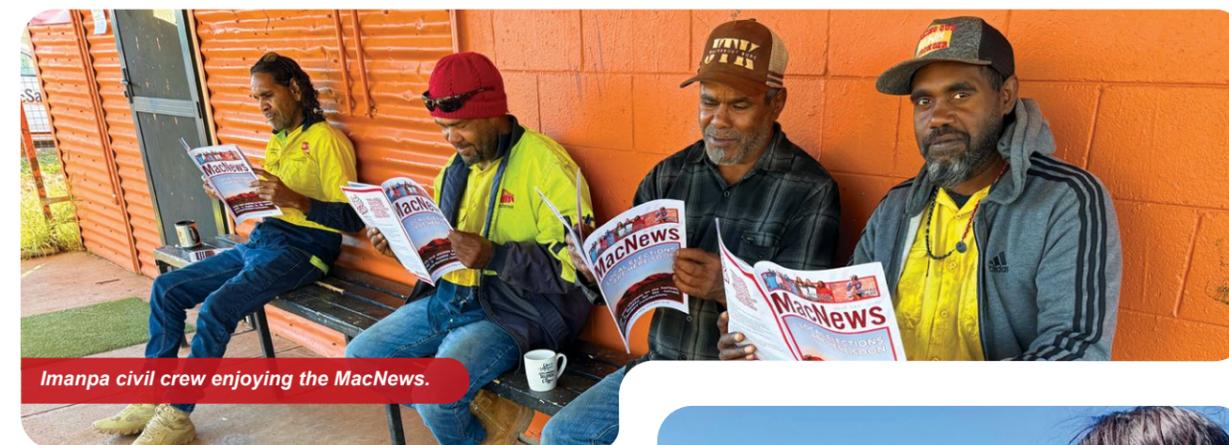
High levels of absenteeism placed additional strain on resources, prompting targeted strategies to support staff and maintain operational efficiency.



Some of the community pets benefiting from MRC's Animal Management.



Civil Crew helping Early Child Care in Docker River.



Imanpa civil crew enjoying the MacNews.



Imanpa Civil Crew getting ready to celebrate Christmas.



Shane Wongway completing ESO water sampling training.

Infrastructure & Asset Management Services

The overarching role of Infrastructure and Asset Management Services is to manage Council's Building Infrastructure, Transport Infrastructure and Fleet. Incorporated in this management is responsibility for:

- Section 19 Leasing
- Staff Housing Capital Works and Repairs and Maintenance
- Building and Facility Capital Works and Repairs and Maintenance
- Outstation Housing Repairs and Maintenance
- Outstation Housing Special Funded Projects
- Staff and Visitor Accommodation
- Community Swimming Pools
- Program Delivery and Project Management
- Master Planning of Community Infrastructure

- Repairs and Maintenance and Capital Upgrades of the Road Network
- Waste Management Facility Capital Works
- Fleet Planning and Procurement
- Mobile Mechanical Workshop and Team

Building Infrastructure

The Building Infrastructure team is responsible for repairs, maintenance, upgrades and capital works for all MacDonnell Regional Council (MRC) buildings and facilities as well as tenancy services for staff housing.

Our buildings include Service Delivery Centres, Home Care and Childcare Centres, depots, recreation halls, staff and outstation housing as well as swimming pools and other sporting facilities. The team also delivers commercial and grant funded projects on behalf of both the Northern Territory Government and Federal Government Departments.

Project Management

The Project Management Office (PMO) Team is responsible for applying for, tendering and managing grants. The Team also oversees projects initiated by Local Authorities, ensuring these projects stay within budget and achieve their specified objectives. The PM team strives to align projects with strategic goals and community needs to ensure successful completion.

The PMO have been busy with over 7 major projects, LA projects and prepping for 10 new Tranche 2 projects.



MRC couldn't function without its heavy duty plant and equipment.

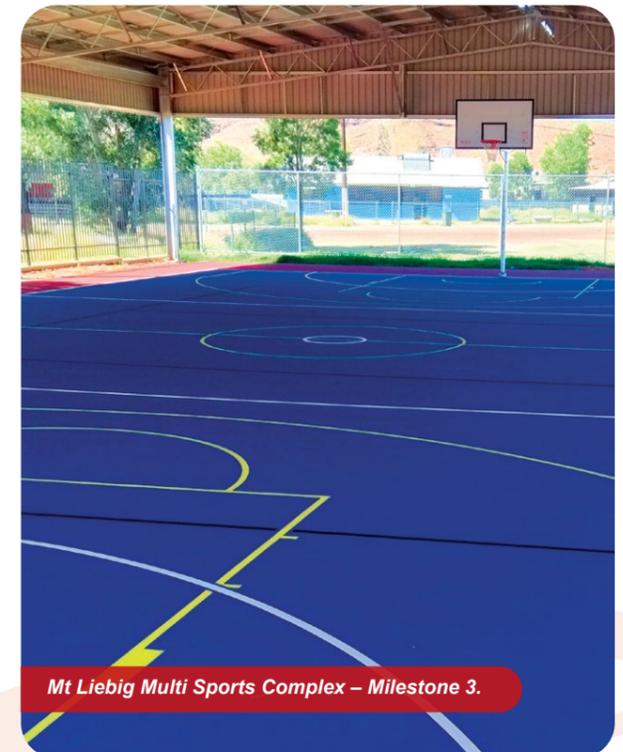
- PCIP0004 Mt Liebig Sports Precinct is nearing completion. Just waiting on water to be connected and lights to be installed
- liOC and PCIP0005: All structures have been installed, 30 in total. Solar lighting in each is currently underway along with some seating
- PCIP0006 Hermannsburg Changerooms: lease for lot 111 has come through. Works are planned to start in September. Site servicing plan with PW for approval
- PCIP0016 Papunya Changerooms: PMO are looking at other design options such as a modular style to bring build within budget
- Tranche 1: Titjikala and Kintore Light Towers - Titjikala light towers install has been completed. Kintore to be completed 1st week of September
- Tranche 2: Confirmation of the location within the communities is currently being finalised. The PMO is working with the CLC regarding lease arrangements for some of these lots
- DSS Safe Families: Is nearly complete. Providing safe spaces in community. (Haast Bluff, Hermannsburg, Mt Liebig, Santa Teresa and Titjikala). Works from landscaping, new kitchen, sound proofing, couches, fans and solar BBQ's
- Community Benefit Fund(CBF): MRC were successful in applying for the CBF. PMO have ordered the playground equipment for Amoonguna and Haasts Bluff. Once they arrive contractor can begin the install. PMO are currently working on application for the next round of funding

Key achievements

The Community Benefit Funding grant 2025 has been successful, securing two new playgrounds for Kintore and Haasts Bluff. All 30 new shade structures have now been installed, and five youth spaces have been upgraded through support from the DSS grant.

Key challenges

With staff turnover, it has been challenging to stay on top of existing projects while also managing rising construction costs, ensuring that upcoming projects remain achievable within the committed grant funding across the MRC region.



Mt Liebig Multi Sports Complex – Milestone 3.

Aboriginal Benefits Account Homelands Project Update



New Shade Structure in Haasts Bluff Park.



New Shade Structure in Areyonga.



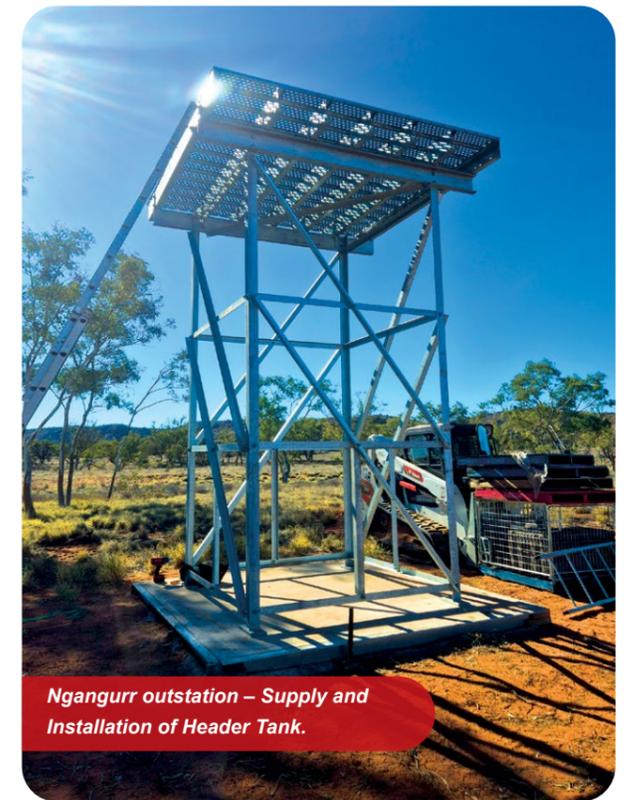
A light tower being erected in Titjikala.

Aboriginal Benefits Account Homelands Project Update Capital works are continuing on Outstations under the Council's approved ABA Homelands Projects.

Works completed in 2024-25 include:

- Ngankiritja O/S – installation of playground
- Philipson Bore O/S – Supply and install of ablution block
- West Waterhouse – Completion of shade structure/shed/house
- Ngangurr – Supply and install of header tank

The supply and install of the Green Valley ablution block is the only remaining project left in this ABA program.



Ngangurr outstation – Supply and Installation of Header Tank.



Ngankiritja Outstation – Installation of Playground.

Housing and Facilities Management

The Housing and Facilities team oversees the repairs, maintenance, upgrades, and capital works for all MacDonnell Regional Council buildings and facilities, as well as providing tenancy services for staff housing. Our portfolio includes Service Delivery Centres, Home Care and Childcare Centres, depots, recreation halls, staff and outstation housing, swimming pools, and various sporting facilities. Capital works projects are designed with a strong focus on staff safety, particularly through improved security and connectivity. The team also manages commercial and grant-funded projects on behalf of both the Northern Territory and Federal Government departments. All works are tendered with specific criteria to support Aboriginal employment opportunities.

The current refurbishment and projects to Council houses and facilities includes the following:

Completed Projects

The following upgrades have been successfully completed:

Docker River:

- Lot 227 – Upgrade to Council office meeting room
- Lot 177 (3 units) – Deck replacement
- Lot 177c – Unit upgrade
- Lot 178 – Septic lid upgrade

Finke:

- Lot 9 – Conversion of the steep ramp to steps for safety

Papunya:

- Lot 250 – Fence upgrade
- Lot 467 - Upgrade to staff house including flooring, internal paint and new kitchen

Haasts Bluff Lot 84 – Staff House:

- Upgrade to property including flooring, internal paint and new kitchen

Kintore Various Locations:

- Installation of security cameras at staff houses, the Council office and the works depot through a Starlink connection

Mt Liebig Various Locations:

- Installation of security cameras at staff houses, the Council office and the works depot through a Starlink connection

Santa Teresa:

- Lot 227 – New fence and replacement of section of veranda

Areyonga, Kintore & Mt Liebig: Installation of security cameras through Starlink at staff houses, the Council office, and the works depot.



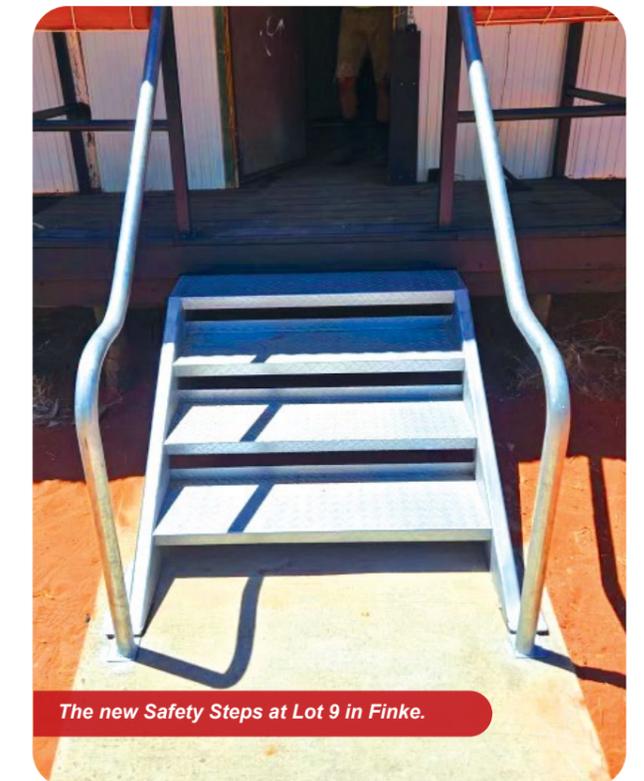
The new kitchen in Lot 467 at Papunya.

Ongoing and Allocated Works

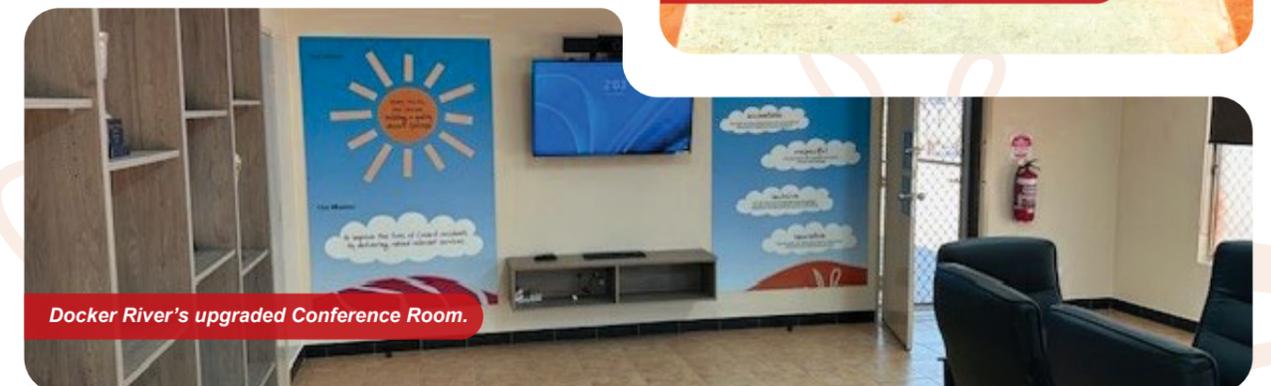
The following projects are currently underway.

Santa Teresa Lot 150 – Council Office:

- New fence installation at the Council Office



The new Safety Steps at Lot 9 in Finke.



Docker River's upgraded Conference Room.

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.

During this past year the team has covered over 65,000km to deliver this vital service and perform 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.

Key achievements

With key consultation and procurement planning MRC used the LocalBuy platform to engage an asset management service to assist council with an **Asset Management Plan** for Fleet for the next 10 years.

The **Asset Management Plan** has been developed to assist council with opportunities to improve the financial sustainability of fleet assets and improve the management of fleet assets within the region

Fleet Services have had a successful year in procurement. MRC has procured a fleet of new tipper trucks, light vehicles and skid steers.



Kintore Civil Works new Isuzu Tipper.

Transport Infrastructure

The Transport Infrastructure team 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

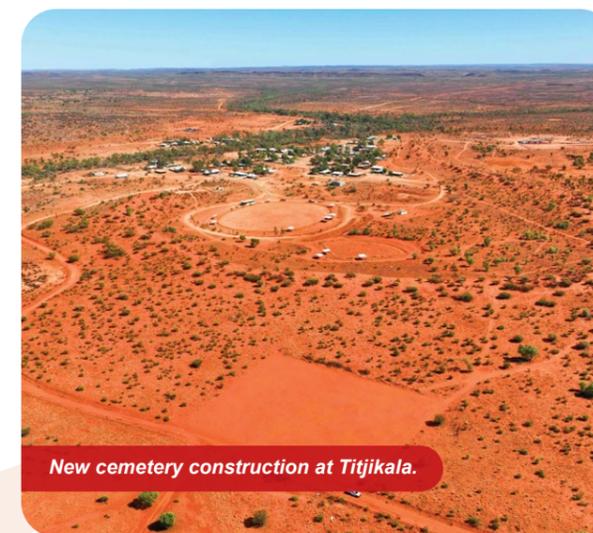
The MRC Operators had a successful year completing maintenance grading in all 13 communities, the rehabilitation of the Papunya, Haasts Bluff, Imanpa, Amoonguna, Areyonga waste management facilities and the construction of a new cemetery in Titjikala.



The grader in use at Haasts Bluff.



The Papunya Waste Management Facility after remediation.



New cemetery construction at Titjikala.

Commercial Services & Community Support Programs

Commercial Services has experienced a successful year marked by strong growth, exceptional service delivery, and a continued commitment to excellence. Through strategic planning, efficient operations, and a customer-focused approach, the team has expanded its capabilities while maintaining the highest standards of quality and reliability.

This year's achievements reflect the dedication and professionalism of staff, whose efforts have strengthened stakeholder relationships, enhanced service outcomes, and reinforced the organisation's reputation as a trusted provider. By consistently delivering on commitments and exceeding expectations, Commercial Services has set a solid foundation for sustained success in the years ahead.

Executive Summary

Commercial Services oversees the management and delivery of six major commercial contracts on behalf of Council, including Indigenous Essential Services (Power and Water), Airstrips, Homelands, Streetlights, Services Australia, and Australia Post. The department is committed to maintaining the highest standards of service delivery while ensuring full contractual and legislative compliance. Managing complex stakeholder relationships with professionalism and integrity, Commercial Services continues to focus on operational enhancements, workforce growth, and targeted skills development. This commitment ensures the delivery of reliable, high-quality services that remain valued, relevant, and responsive to the needs of MRC communities.

Key Achievements in the delivery of Commercial Services and Community Support Programs

1. Training & Staff Development

- Recognition for Areyonga Essential Services Officer (ESO) from Power and Water Corporation, writing a compelling article about the role of Kendelle Satour and her above and beyond attitude on Facebook
- 25 out of 29 ESOs have participated in on country training to gain the Monitor and Operate Hypochlorite Disinfection Processes qualification as part of their Essential Services Training
- Shane Wongway, a local man from Imanpa, has been appointed to the full-time Imanpa ESO position, following the successful completion of on-the-job training during his tenure as a Civil Works Assistant

2. Australia Post

- Implemented mobile scanning devices in 12 community postal agencies, improving parcel tracking, customer messaging and assisting in the reduction of customer complaints



All MRC Coordinators undertaking training - a vital requirement so that MRC's communities are supported.

3. Airstrips

- Implemented nine (9) aeronautical radios across the community airstrips, enabling staff to communicate directly with pilots and thereby reducing the risk of unauthorised plane landings
- Achieved above-average KPI scorecard results against contract performance indicators, demonstrating a high standard of service delivery and effective contract management

4. Homelands

Applied for and won 4 Capital Works Grants to upgrade the following:

1. Installed gutters, ceilings, and insulation for tin shed housing at John Holland Homeland, improving residents' ability to maintain temperature-controlled living areas.
2. Installed a new poly water tank on the elevated stand in New Bore to manage overflow from the bore and provide backup water storage for residents.
3. Designed and installed a new hybrid power system at New Bore Homeland, replacing the failing system and ensuring residents have a reliable source of electricity for their homes.
4. Installed a new poly water storage tank and replaced water lines to all houses at Mount Peachy Homeland, addressing the ageing infrastructure and reducing frequent leaks.

5. Power and Water

- Achieved the highest recorded KPI scorecards for quality, service delivery, and stakeholder management
- Secured a one-year extension to the existing contract
- Advanced the use of virtual reality (VR) technology for training and induction purposes

6. Services Australia

- Secured a one-year extension to the existing contract

7. Streetlights

- Achieved 100% LED streetlight coverage across all MRC communities, delivering significant sustainability benefits through reduced energy consumption and lower maintenance requirements, while enhancing community safety with improved lighting quality and reliability

Key Challenges

Staffing and recruitment challenges have continued to impact day-to-day operations, with delays in filling key positions placing additional pressure on existing team members. Limited availability of suitably qualified candidates has, at times, resulted in reduced capacity to deliver services at the desired standard or within planned timeframes. These shortages have required operational adjustments, including the redistribution of workloads, the prioritisation of critical tasks, and the deferment of non-urgent activities. While teams have demonstrated resilience and adaptability in maintaining essential services, sustained staffing gaps have increased operational strain and highlighted the need for long-term recruitment and retention strategies.

Commercial Services & Community Support Programs CONT.

Conclusion

The 2024–2025 achievements of the Council Services Directorate reflect the dedication, professionalism, and commitment of our teams. We have delivered exceptional services that not only met but exceeded community expectations. Looking ahead, we remain focused on building upon this success, setting new standards for excellence in local government service delivery.

Acknowledgements

We extend our gratitude to all staff, stakeholders, and community members who contributed to this year's successes. Together, we have demonstrated the strength of collaboration, innovation, and a shared vision for thriving communities.



Council Services Titjikala - Caitlin Palmer leading a Toolbox talk with the Civil Team.



Kendelle Satour Areyonga ESO completing morning reads.

School Nutrition Program Team Leader Amr preparing
SNP lunches in Haasts Bluff.



Community
Services

4

Community Services

The Community Services Directorate delivers intentional, sustainable, community-led services that seek to positively impact the lives of our residents.

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

- Aged and Disability Services provided in 8 remote communities
- School Nutrition Program provided in 5 remote communities
- Children's Services provided in 10 remote communities
- Community Safety provided in 12 remote communities
- NT Library Services provided in 13 remote communities
- Youth Services provided in 12 remote communities

These programs are delivered by our team of 286 dedicated staff, of which approximately 80% are Indigenous. Our Community Services programs are culturally sensitive programs that meet the needs of community residents through innovative service delivery models. We are committed to investing in our local Aboriginal staff and seeing them progress into senior roles within the organisation.

Aged Care Services

MacDonnell Regional Councils Aged Care delivers services across 8 of our remote communities. Through a client centred approach, we support clients to live in their communities whilst providing choice and flexibility in the way their care and services are delivered.

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 2024-25 included:

- National Aboriginal and Torres Strait Islander Flexible Aged Care Program (NATSIFACP) – funded by the Commonwealth Department of Health.
- Commonwealth Home Support Program (CHSP) – funded by the Commonwealth Department of Health.
- School Nutrition Program (SNP) – funded by the National Indigenous Australians Agency.



Team Leader Janie and Coordinator Ashton distributing blankets to clients in Titjikala.

Community Services CONT.

Key Achievements

- 110 elderly clients were supported to live in their community
- 41,140 meals delivered
- 2,598 transports provided
- 2,196 hours of domestic care provided
- 925 hours of personal care provided
- 5,146 hours of social support provided which included bush trips, centre-activities, individual social support, and money business
- 25,019 meals were delivered through the School Nutrition Program with an average of 82 students fed per day across 4 communities, this has decreased since last year due to the closure of SNP support in 2 communities.
- The recruitment of three new Community Coordinators, two of whom are based in community and responsible for overseeing the day-to-day operations across multiple sites, ensuring consistent support, coordination, and service delivery.
- Nine community staff members successfully completed the Certificate III in Individual Support and graduated in October 2024, strengthening local capacity to deliver quality care and support services within their communities.
- The Local Network Meeting provided an opportunity to connect with other Alice Springs care providers, receive key updates from the Department, and network with aged care services across the region.
- Ongoing engagement with Alice Springs-based and community-based stakeholders to foster collaboration, ensure culturally appropriate practices, and support the development and delivery of locally driven initiatives.



MRC's proud Aged Care graduates.

Training and Development

- The Aged Care Services leadership team attended an information session in Alice Springs focused on Commonwealth-funded in-home aged care, aimed at supporting older people to remain independent and living at home for longer
- All aged care staff remained committed to progressing toward the completion of the Certificate III in Individual Support through Response Training, demonstrating dedication to professional development and quality care
- Coordinators and Team Leaders across all sites successfully completed the Food Safety Supervisor training, ensuring compliance with food safety standards and enhancing the quality of meal services
- New recruits successfully completed the internal MacDonnell Regional Council cross-cultural training, enhancing their understanding of local cultures and improving their capacity to work respectfully and effectively within community settings
- The leadership team completed e-Tools training to further strengthen their knowledge of DEX reporting requirements, supporting ongoing compliance with the Commonwealth Home Support Programme (CHSP)
- The Aged Care Services leadership team attended the Aged Care Reform Workshop in Alice Springs to stay informed about upcoming changes, engage with sector experts, and support the effective implementation of reforms within the organisation
- Internal budget review training was conducted with senior mentors within MacDonnell Regional Council to enhance financial management skills and support effective budget oversight

Key Challenges

- Building and infrastructure require additional investment to ensure safe and secure service delivery, address aging facilities, meet compliance standards, and support the growing needs of the community effectively
- Increases in freight and food costs have significantly impacted budgets, limiting the ability to purchase sufficient food for both aged care clients and the School Nutrition Program, thereby creating challenges in maintaining consistent and nutritious meal provisions
- The collection of parental and client contributions remains a significant factor in managing the daily operations of client meals and the School Nutrition Program in communities, directly affecting budgeting, meal planning, and the overall sustainability of these essential services
- Multiple services experienced disruptions this year due to recruitment and retention challenges, compounded by general staff shortages and a limited pool of qualified personnel, which has impacted the consistency and quality of service delivery

Children's Services

Children's Services operates 5 days a week, from Monday to Friday, with a variety of operational hours to suit individual community needs. In consultation with stakeholders, program objects are developed and delivered to best reflect the diverse needs of each community.

The Australian Children's Education and Care Quality Authority, Department of Education, Early Childhood and Youth 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
- 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:

- 3 Team Leaders successfully completed Cert III in 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 appointed to lead program delivery
- Successfully annual Children's Services training program with positive engagement

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, utilizing 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 understand compliance obligations. The child is at the heart of our program.



Santa Teresa - Exploring the new environment by the newly enrolled child with our Educator Tamika Bloomfield and the family.



Areyonga - Alywan, Kay and Michael are playing outside, and the educator Mary Jessica is helping them on the slide.



Titjikala - Free painting.



Hermannsburg - Soft mattress activities: Safe decision making with educator Chantelle Campbell.

Community Safety

MacDonnell Regional Council's Community Safety program is delivered in 12 of the MRC's remote communities.

The program takes a proactive and preventative approach to:

- Divert Aboriginal 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 specifically targeted services—sometimes unique to individual communities – 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.

In response to critical events, Community Safety teams may work longer hours and/or additional days.

Program Delivery 2024–25

Community Safety is funded by the National Indigenous Australians Agency (NIAA) as part of the Indigenous Advancement Strategy (IAS). The program received a new two-year contract, running until 30 June 2026.

Key Achievements

- 15,296 hours of Community Safety services delivered across 12 communities.
- 94% Aboriginal staff out of Total 81 staff.
- 38% of staff are female, with 10 women in leadership positions.
- 37,388 engagements with community residents, providing assistance with safety issues.
- 20,184 engagements with young people, providing transport home or to a safe location at night.
- Coordinators conducted training throughout the year, including LLN and Digital Literacy and Numeracy.

Community Safety operated a minimum of five nights per week across most communities, and six nights per week in Hermannsburg, Papunya, and Santa Teresa. Patrol times were adjusted based on community needs and Local Authority. This flexible approach improved safety and helped manage conflicts by building positive community relations.

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 (e.g., sports weekends, funerals).
- Collaborating closely with NT Police and other stakeholders.

The digital Community Safety Reporting App is now consistently used in all 12 communities. Staff strongly prefer it to paper records, and it provides more accurate data. The Alice Springs management team receives daily data through the app, which has been highly beneficial.

Christmas period is a crucial time where there are instances of heightened negative behaviours such as grog in communities. Community safety teams worked throughout the Christmas period to maintain a safe and secure environment for community residents.

Community Safety team (including 12 remote staff) attended the Community Safety forum in Alice Springs, organised by the National Indigenous Australians Agency (NIAA), which funds Community Safety. It was a collaborative learning experience for 10 different local councils and NIAA staff to share industry knowledge and experience. MRC Community staff presented the Community Safety Reporting App which was received well with positive discussions and feedback.

Community Safety was proactive in providing extra services during large community events to maximise resident safety. Early involvement in event planning (e.g., sports carnivals) allows for better coordination with stakeholders such as NT Police and CAFL. Extra shifts were approved to support events in Hermannsburg, Santa Teresa, Finke, and Papunya.

MRC also partnered with the Menzies Health Association of Central Australia to address suicide prevention. The program supported the development and delivery of the NT two-day Suicide Prevention Workshop, attended by Community Safety staff.

Community Safety team endeavours to utilise traditional, collaborative and innovative means to contribute positively to building a quality desert lifestyle for our constituents.

Key Challenges

Key challenges have included staffing and financial limitations.



Caption: Ashley Wiseman and Tyrone Hayes presenting at the NIAA Forum.



Community Safety's Liza Mulda and Darren Dixon about to start their day.



The MacDonnell Regional Council Night Patrol Team.

Youth Services

In 2024–2025, Youth Services supported 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 key funding bodies and focused on learning, engagement, diversion, and wellbeing.

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
- Community Youth Diversion – funded by the Northern Territory Government
- Engagement and Education – funded by the NT Department of Health
- Additional Support for Youth Program – funded by the NT Department of Health
- Meeting the Youth Gap – delivered in partnership with the Central Australian Youth Link Up Service

Key Achievements

Our Impact

- 85 employees, with 71% Aboriginal employment
- 10,171 hours of programs (average 22 hours per week of programming per community)
- 3,644 activities delivered with 51,881 engagements for 1,900 young people
- 1,114 students supported into education pathways
- 2,590 sport activities and 12 regional competitions
- 33 training opportunities for staff
- 12 weeks of school holiday programs across all 9 communities

Youth Voice

- Youth Services remained 100% youth-led and community driven.
- Youth Boards active in all 13 communities (9 MacYouth communities + 4 Youth Boards funded by the Council), providing leadership opportunity and input into Youth program design and Council decision-making.



Program Highlights

- First Intercommunity Dodgeball Competition in Hermannsburg
- Community events: International Women's Day, Condiments Band Night, and Fellas (Men's) Night at Papunya Hair Salon
- Junior Ranger Camps at New Haven

Culture & Learning

- Bush trips, damper making, honey ant hunting, kangaroo tail cooking
- Traditional dances, ceremonies, and intergenerational learning with Elders

Partnerships

Strengthened collaboration with schools, health organisations, CAYLUS, NT Police, Ngurratjuta/Pmara Ntjarra Aboriginal Corporation, NT Basketball, AFLNT, and other community groups



Key Challenges

1. **Infrastructure, Resources & Staffing** – safe and reliable spaces are critical for youth programs. Damage to recreation halls and limited vehicles and equipment meant fewer program activities, bush trips, cultural activities, and sporting events — reducing opportunities for young people to connect and engage. Staff shortages also stretched capacity. Despite these pressures, Youth Services staff showed adaptability and dedication, ensuring programs continued across communities and that young people had access to safe, supportive, and engaging activities.
2. **Systems & Reporting** – the introduction of the Creatio reporting app in December 2024 created some early challenges. Staff are still learning the system, which led to gaps in recording program activities. Accurate reporting is important in youth work as it ensures young people's participation is fully recognised and helps demonstrate program impact to funders.
3. **Engagement & Opportunity** – low school attendance, peer pressure, and limited pathways into training or jobs are ongoing barriers for young people. These challenges increase the risk of disengagement, boredom, and unsafe behaviours, making it harder to sustain regular youth program attendance.

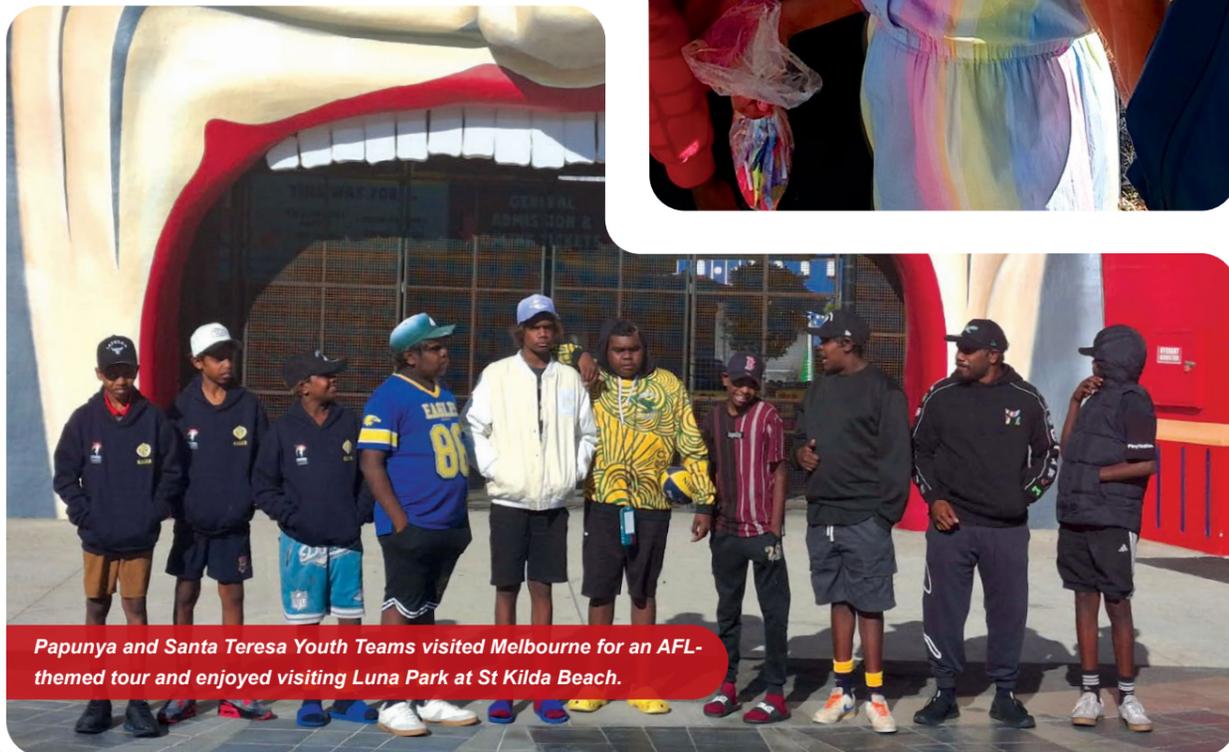
Youth Services CONT.

4. Safety & Wellbeing – young people continue to be affected by substance use, mental health struggles, and exposure to violence. These issues can disrupt education, increase vulnerability, and place them at greater risk of entering the justice system. Youth Services plays an important role in providing safe spaces, positive role models, and alternatives to risk-taking behaviours.

Despite these challenges, Youth Services staff have shown commitment and strength, ensuring that young people across the MacDonnell region continue to access safe, supportive and fun programs.



Youth from Amoonguna, Hermannsburg, Titjikala and Santa Teresa enjoying the face painting session at the Amoonguna Sports Day.



Papunya and Santa Teresa Youth Teams visited Melbourne for an AFL-themed tour and enjoyed visiting Luna Park at St Kilda Beach.



And having a great time ready for the 100 metre race!

All MRC employees undertake 4wd training to ensure their safety when travelling on MRC's vast road network.

Administrative
Support
Services

5

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.

Finance Team

The Finance Team provides strong financial management and reporting systems which ensure that MRC 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 of our accounting system, how to ensure our procurement procedures are adhered to and what and when information is required by the Finance Team.



Meet the MRC Finance Team.

Information Communications Technology Team

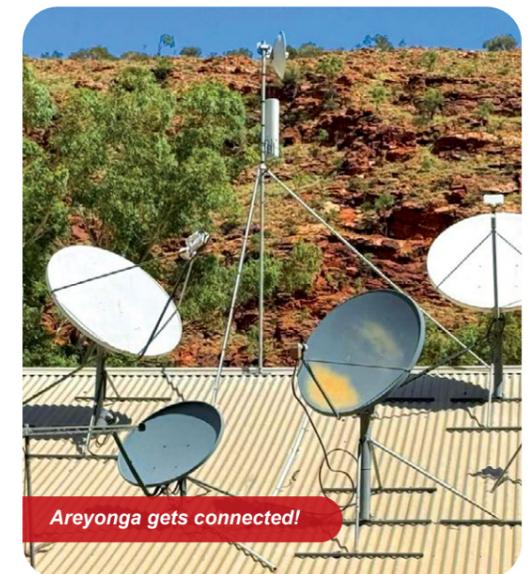
The MRC IT team consists of two staff members - ICT Manager and ICT Officer. The team provides IT support across 14 locations to a total of 227 staff who use MRC's systems. The IT department is responsible for ensuring that hardware, software, and network systems operate smoothly.

This includes applying security patches as needed, managing user access, and maintaining a secure and reliable digital environment. IT also maintains the asset register, manages access to buildings, and oversees building CCTV systems. In addition, IT monitors third-party service providers to ensure they meet service level agreements, cancels services that are no longer required, upgrades systems and software, manages user accounts, and ensures the IT budget is used wisely.

Over the past year, IT successfully moved all applications and the RDMS system to the cloud and set up a reliable file backup system. IT also completed the transition of the TechOne finance system to the CIA platform and transferred the Microsoft tenancy from CBIZ to MRC's own. A SharePoint clean-up was carried out to improve the organisation and performance of files and folders, and the process is still ongoing. Key documents including the ICT Risk Management Plan, Business Continuity Plan, and ICT Policy have been drafted and are now awaiting Council approval. IT also rolled back to Infocouncil cloud and is preparing to upgrade to the latest version once testing is complete. Staff across MRC have been trained to use the new TechOne CIA platform. In addition, new Computer for video conferencing has been purchased and is ready for rollout in 13 Communities including Council Chamber which is located at the Head office.

There have been some challenges during this period. With many changes happening at once, it was difficult to provide in-person training across all 13 remote communities. Licensing costs also increased by up to four times, putting pressure on the budget. On top of that, limited suppliers in the APY region have made it harder to get IT equipment delivered on time.

Something to celebrate



MacDonnell Regional Council is proud to be working alongside Mapping the Digital Gap and respected co-researcher Mary Ebararinja to improve digital inclusion across our remote communities. One of the most promising examples of this collaboration is the community-wide NBN Wi-Fi network installed in Areyonga in December 2024.

With no existing mobile coverage in the community, the Wi-Fi network has already proven to be a critical resource enabling residents to connect with services, loved ones, and opportunities. Feedback from locals has been overwhelmingly positive, and the network is being used extensively.

Governance, Engagement & Customer Service Team

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 Unit

The Governance Unit ensures the organisation complies with all statutory, legal, and policy requirements. The Unit specifically offers assistance to the 13 Local Authorities and the Council, as well as stewardship for the creation of MRC operational policies, procedures, and supporting materials.

Successful meetings, such as those below at Finke and Kintore, are achieved through the hard work of the governance Coordinators.



A meeting of the Kintore Local Authority.



A meeting of the Finke Local Authority.

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 Unit

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, such as that below are shared.

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.

Customer service unit

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

Naidoc week art competition prize installed

In 2024, MacDonnell Regional Council proudly hosted a NAIDOC Week art competition for all schools across the MRC local government area. Children as young as four years old submitted A4 artworks inspired by the theme "Keep the Fire Burning: Blak, Loud and Proud." Elected members of Council had the honour of judging the incredible submissions, and Finke School was awarded second place for their vibrant, collaborative piece. As part of their prize, Finke School received a brand new water bottle filling station delivering chilled, filtered water for students, staff, and families.

Adding a special touch, the bottle filler proudly features the school's award-winning artwork, transformed into a stunning 3D display that now brightens the school and celebrates the creativity and spirit of the Finke community.



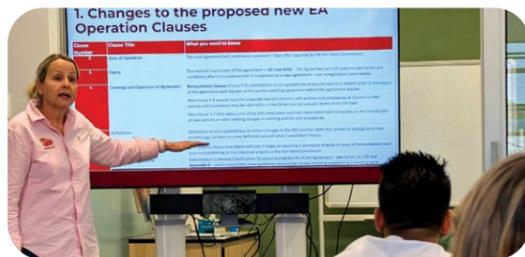
People and Capabilities Team

The People and Capabilities team at MRC continues to play a central role in supporting our workforce and strengthening organisational capacity.

We oversee all aspects of employment, including recruitment, onboarding, inductions, performance management, workplace relations, Work Health and Safety, learning and development, and offboarding. Our team also manages staff records and ensures compliance with legislative and policy requirements.

In 2024–2025, we maintained an ongoing and proactive response to a suite of Fair Work Commission legislative changes, ensuring MRC workplaces remain fair, safe, and inclusive for all employees. Recruitment efforts have remained strong, with a consistent focus on promoting and encouraging Indigenous employment across the organisation.

Our workforce remains a source of pride, with 73% of employees identifying as Indigenous. As at the end of the 2024–2025 financial year, MRC employed 430 staff, with 79% based in remote communities, demonstrating MRC's dedication to remain deeply connected to the communities we serve.



CEO Belinda Urquhart presented the proposed new EBA to Head Office staff ahead of the vote which resulted in an overwhelming YES. It was formally adopted in December 2024.

Key achievements

- Continued focus on operational improvement initiatives, strongly emphasising employment-focused enhancements.
- Streamlined recruitment and onboarding processes, supported by improved documentation frameworks and strengthened mandatory training practices.
- Rebuilding the P&C team for effective and sustainable service delivery across the Council.

Something to celebrate



Amal Ahmed (pictured), works in Haasts Bluff, and completed her Certificate III in under 12 months, a remarkable achievement. Now working towards her Diploma, Amal is known for her creative approach and commitment to quality care. She has built strong relationships with local families and educators and creates colourful, joyful learning environments that reflect the culture and spirit of the communities she serves. Amal leads with pride and delivers early education that is engaging, inclusive, and impactful.

Caitlin Palmer (pictured) was promoted during the year from Customer Services Officer to Council Services Coordinator in Titjikala! A proud local Indigenous woman and mother of three, Caitlin brings passion, determination, and a strong sense of community to her new leadership role. She's been steadily building her skills through on-the-job training and has received ongoing one-on-one support from her manager to help her transition into the position. Her enthusiasm for growth and commitment to her community have already made a positive impact.

At the 2024 Staff Awards, MRC recognised the incredible efforts of our staff, who go above and beyond every day. Congratulations to all winners, runners-up, and nominees for their outstanding contributions!



- **Safety Award** in commemoration of Mr L Abbott Winner: Council Services Team, Alice Springs (Ken Satour, Libby Taylor, Damien Ryan, Mark O'Bryan, Stuart Millar, Ellen Fitzgerald)
- **Team of the Year Award** in commemoration of Mr P Wilyuka Winner: Santa Teresa Civil Team (Darren Young, Mervyn Young, John Young, David Farrell, David Marshall, Dylan Alice, Justin Hayes, Graeme Stuart)
- **Leadership Award** in commemoration of Ms L Ellis Winner: Samantha Stuart, Youth Services
- **Spirit of Council Award** in commemoration of Mr Sid Anderson Joint Winners: Lizzinna Ford, Governance & Strategy; Tony Palmer, Council Services
- **Employee of the Year Award** in commemoration of Mr Barry Abbott Winner: Darren Young, Council Services

Key challenges

The attraction and retention of staff in remote locations continues to be a significant challenge across the Council. In response, MRC has undertaken a range of collaborative strategies, including:

- Developing and applying considered staffing models tailored to remote service delivery.
- Providing inclusive cultural inductions for all staff.
- Promoting work-life balance to support retention.
- Expanding training opportunities to upskill local employees into leadership roles.



Lizzie and Tony are congratulated by CEO Belinda Urquhart on their Spirit of Council Awards.

The delivery of projects, including the new beehive installed in Haasts Bluff, are made possible due to the financial management provided by MRC's Finance Department.

General Purpose Financial Report

6

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 2024-2025 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

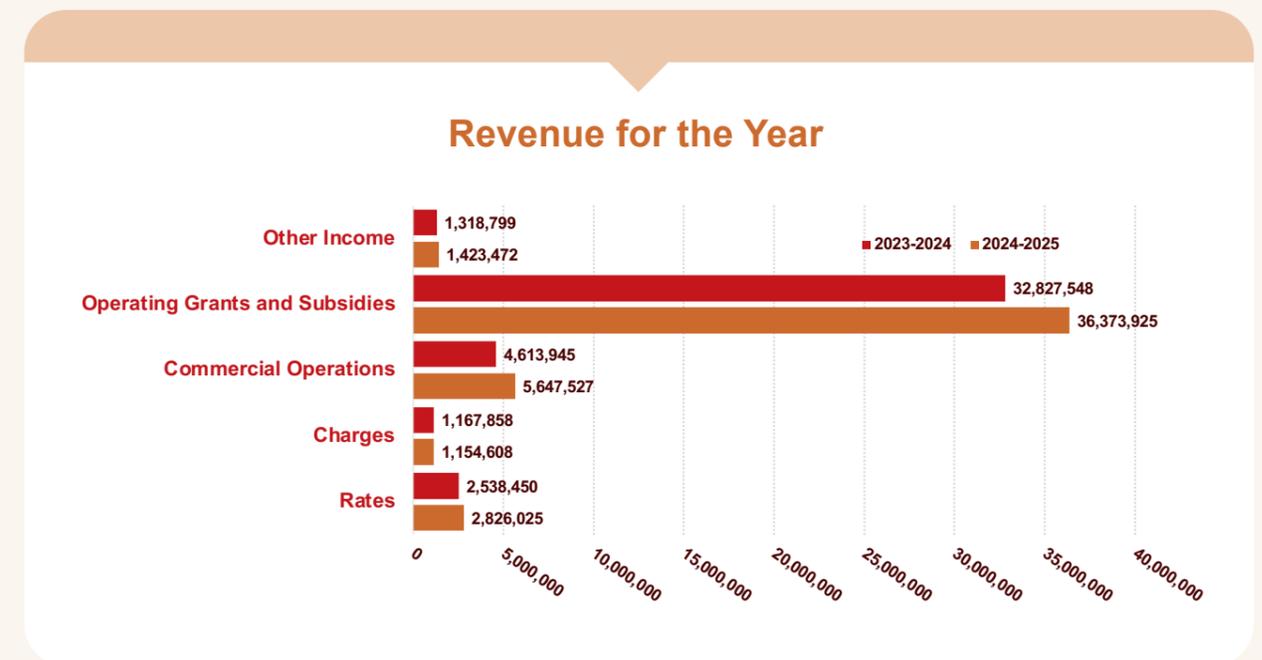
Below is a snapshot of MRC's financial results as at 30 June 2025. The graphics have been created to assist readers in their understanding of MRC's financial results and highlight the key indicators of MRC's performance.

2024-2025 Financial Results - figures in millions

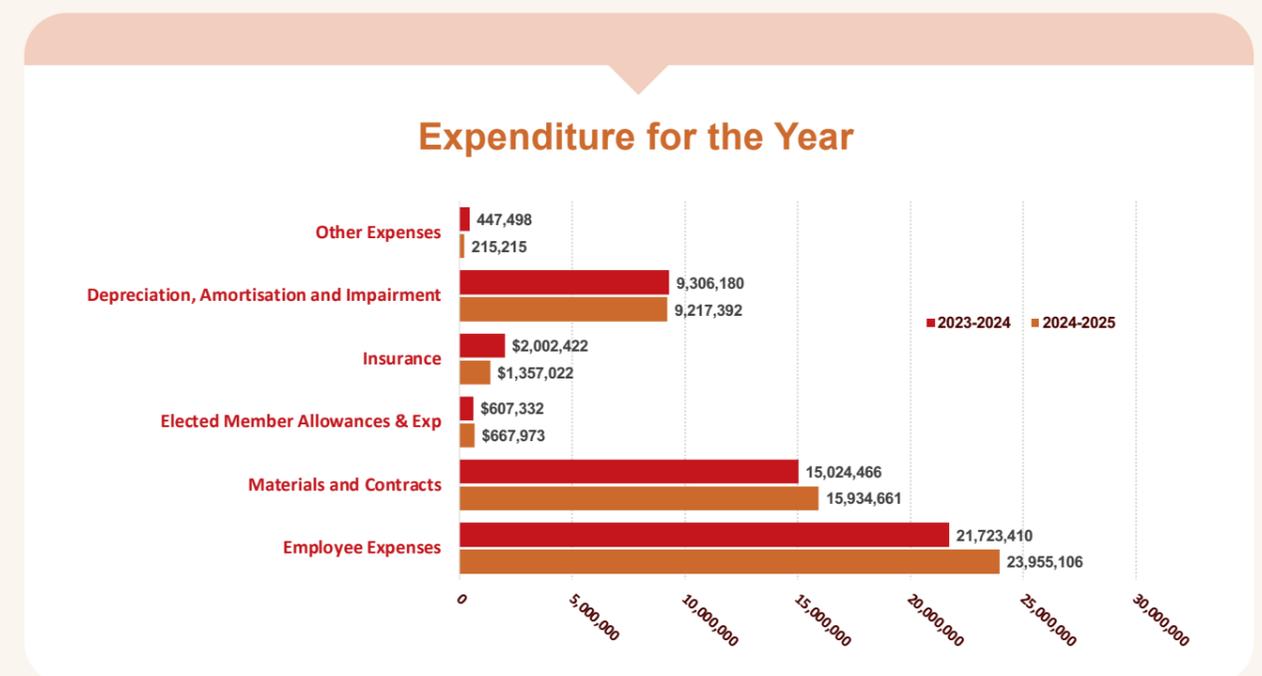
Revenue <small>CURRENT YEAR</small> \$47.43M	Expenditures <small>(EXCLUDING DEPRECIATION)</small> <small>ACTUAL</small> \$42.13M	Operating Surplus \$5.3M
Assets \$104.8M	Fixed Assets Acquired \$2.61M	Cash on Hand \$20.59M
Unexpended Grants <small>TIED & UNTIED</small> <small>GRANT LIABILITY & RESERVE</small> \$8.60M	Reserves \$94.46M	Unrestricted Cash \$16.31M

Key takeaways:

- **REVENUE** – The most significant component of MRC's Operating Income is the \$36.37m received in Operating Grants. This represents 76.7% 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.

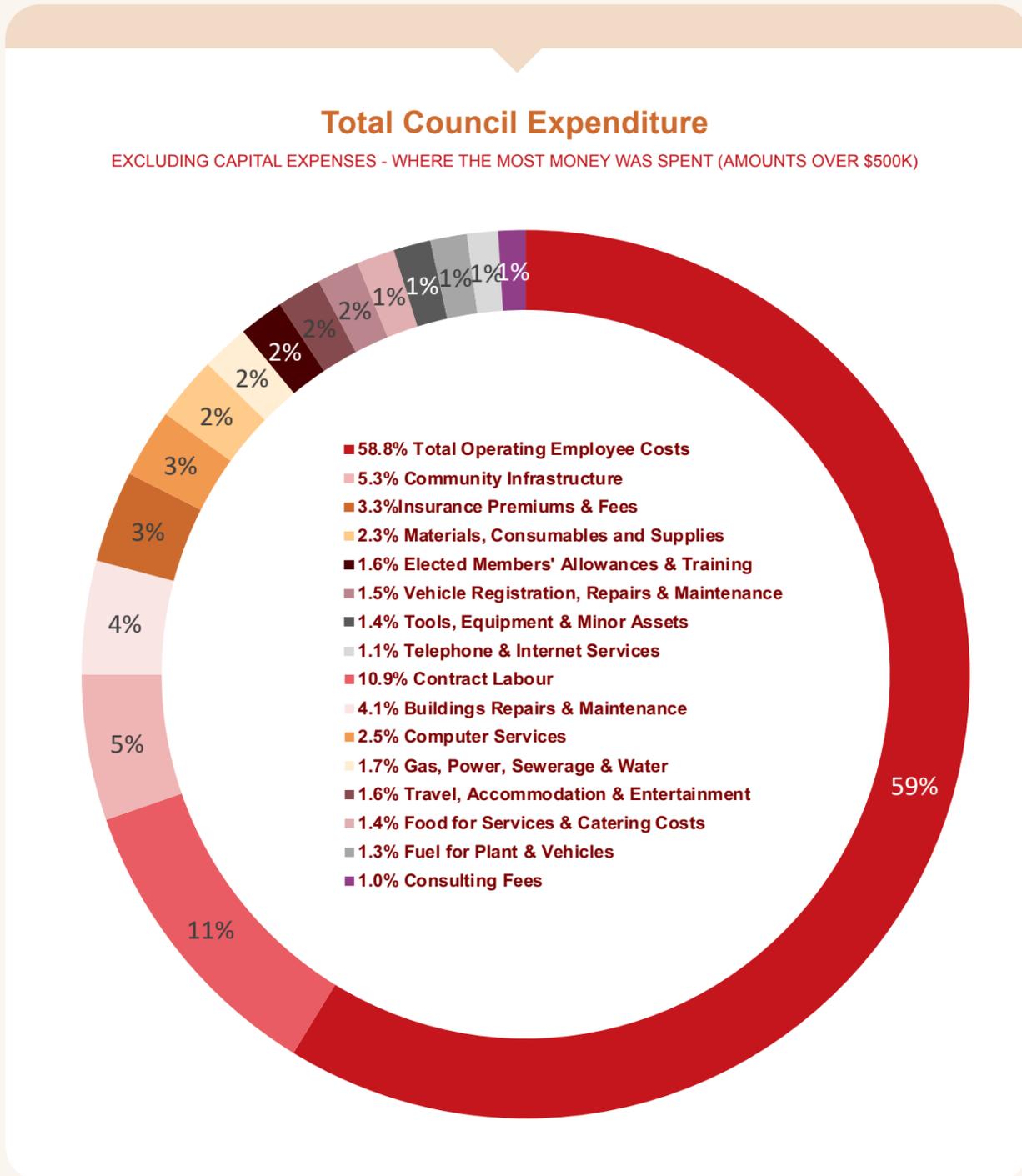


- **EXPENDITURE** – Expenses for the year totalled \$51.35m (including Depreciation), an increase of 4.6% on 2023-24. Employee costs account for 46.7% of all expenses. The prior year comparisons are shown below.

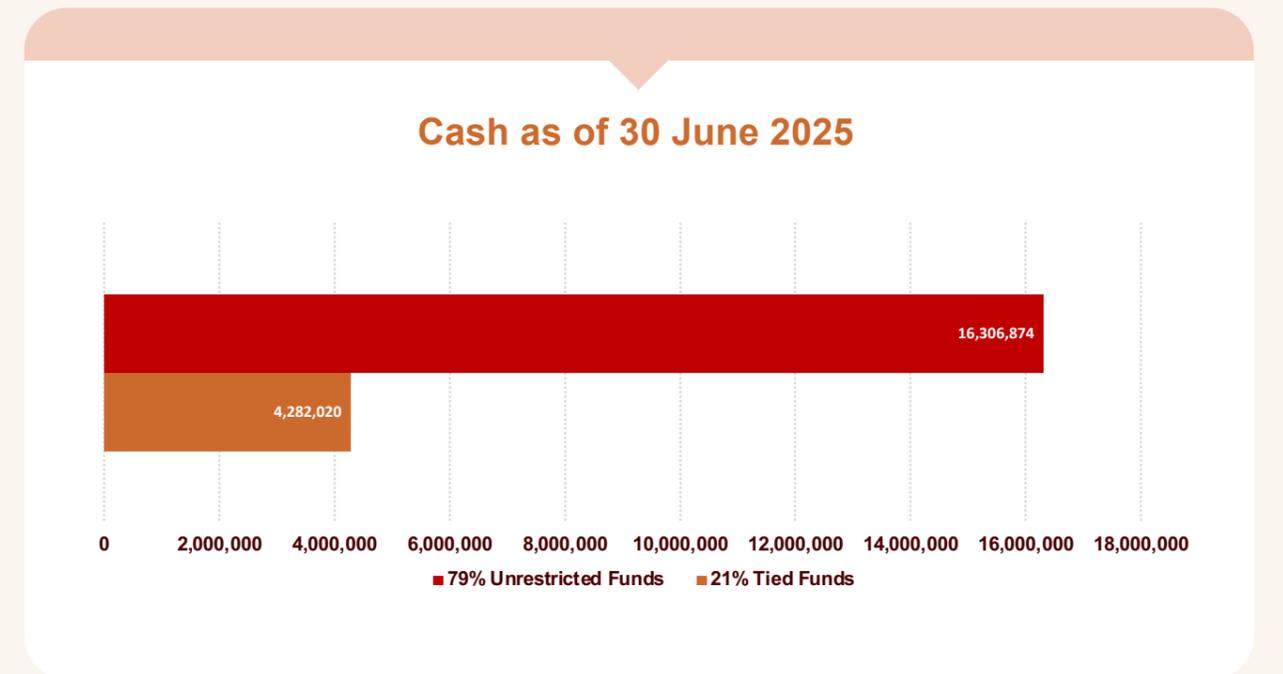


Financial Analysis of Reports CONT.

The following chart shows all items of expenditure which were in excess of \$500k. As can be seen Employee costs account for 58.8% of these expenses. This demonstrates MRC's commitment as the most significant employer in the region.



- **NET OPERATING RESULT** – MRC's Operating Surplus Before Depreciation was \$5.30m, an improvement of \$2.63m on 2023-2024 which, in the main, is attributable to an increase in Grants (\$3.5m) and Commercial Operations (\$1.03m) offset by an increase in Employee Costs (\$2.23m).
- **ASSETS** – The carrying amount of Council's fixed assets decreased from \$89.76m in 2023-24 to \$82.42m in 2024-25. The reduction is due, in the main, to the application of an additional \$9.22m in depreciation for the year (refer Note 6b).
- **FIXED ASSETS ACQUIRED** – During the year a total of \$2.61m was expended in the acquisition of assets. Stories regarding expenditure in relation to these assets are provided earlier in this report.
- **CASH ON HAND** – MRC had \$20.59m in its operating accounts as at 30 June 2025 to pay for its daily operating costs, an increase of \$1.71m on the amount held at 30 June 2024.
- **UNEXPENDED GRANTS** – From total grant funding received of \$36.37m only \$8.61m remains unspent as at 30 June 2025. The \$8.60m includes \$4.28m in unearned grant income (tied grant funding received but not spent) and \$4.32m in the unexpended grant reserve (untied funding received in advance). For a full reconciliation of MRC's grant funding please refer to notes 2(d) GRANTS, SUBSIDIES, CONTRIBUTIONS and 14(b) UNEARNED GRANT INCOME.
- **RESERVES** – The Civil Infrastructure Upgrade Reserve of \$1.5m and Future Works Reserve of \$3.5m have remained static. The Assets Revaluation Reserve was established in 2022-23 as a result of the revaluation of MRC's assets undertaken that year. There has also been no movement in this reserve during the year.
- **UNRESTRICTED CASH** – As at 30 June 2025 MRC was fortunate to have funding of \$16.31m in untied funding available to meet its operational commitments and for the acquisition of assets.



Financial Analysis of Reports CONT.

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 2025 MRC had total Working Capital of \$14.03m – the difference between its total Current Assets (\$22.35m) and total Current Liabilities (\$8.31m). This means that MRC's Current Ratio was 2.7 – for every \$1 MRC currently owes it had \$2.70 to cover those debts.

Working Capital / Current Ratio

MACDONNELL REGIONAL COUNCIL FOR THE PERIOD ENDED 30 JUNE 2025

	30 JUNE 2025 \$
ASSETS	
Cash at bank	20,588,894
Accounts Receivable	1,666,920
Inventory	93,019
TOTAL CURRENT ASSETS	22,348,833
Less:	
LIABILITIES	
Accounts Payable	1,557,987
Provisions	2,290,429
Grant liability	4,282,020
Other Current Liabilities	183,482
TOTAL CURRENT LIABILITIES	8,313,918
NET CURRENT ASSETS (Working Capital)	14,034,915
CURRENT RATIO	2.7

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

The Cash Ratio measures Council's ability to pay its short term debts (Current Liabilities) when they fall due. The ratio for June of 2.7 meant that Council had \$2.70 in cash (Current Assets) for every \$1 of debt, including unexpended grants.

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 2025

	FINANCIAL YEAR ORIGINAL BUDGET	FINANCIAL YEAR FINAL BUDGET	ACTUAL RESULT	VARIATION BETWEEN FINAL BUDGET AND ACTUALS
OPERATING INCOME				
Rates	1,498,742	1,615,027	1,660,225	45,198
Charges	1,094,922	1,142,142	1,165,800	23,658
Fees and Charges	490,890	637,412	1,154,609	517,197
Operating Grants & Subsidies	35,470,464	35,484,929	27,050,194	(8,434,735)
Interest / Investment Income	500,000	332,026	436,316	104,290
Commercial and Other Income	6,108,426	6,354,906	6,812,698	457,792
TOTAL OPERATING INCOME	45,163,444	45,566,442	38,279,842	(7,286,600)
OPERATING EXPENDITURE				
Employee Expenses	27,791,994	26,255,722	23,955,106	2,300,616
Materials and Contracts	18,849,548	18,979,810	12,002,440	6,977,370
Elected Member Allowances	354,000	354,000	338,365	15,635
Elected Member Expenses	196,600	238,570	329,608	(91,038)
Council Committee & LA Allowances	124,800	123,250	57,152	66,098
Council Committee & LA Expenses	76,075	75,395	80,511	(5,116)
Depreciation, Amortisation and Impairment	9,163,665	9,205,374	9,217,392	(12,018)
Interest Expenses	3,500	3,500	10,330	(6,830)
Other Expenses	6,679,136	7,335,136	5,356,465	1,978,671
TOTAL OPERATING EXPENDITURE	63,239,318	62,570,757	51,347,368	11,223,389
OPERATING SURPLUS / DEFICIT	(18,075,874)	(17,004,315)	(13,067,525)	3,936,791

Financial Analysis of Reports CONT.

Table 1.2
Annual Operating Position

	FINANCIAL YEAR ORIGINAL BUDGET	FINANCIAL YEAR FINAL BUDGET	ACTUAL RESULT	VARIATION BETWEEN FINAL BUDGET AND ACTUALS
OPERATING SURPLUS / DEFICIT	(18,075,874)	(17,004,315)	(13,067,525)	3,936,791
Remove NON-CASH ITEMS				
Less NON-Cash Income	0	0	0	0
Add Back NON-Cash Expenses	9,163,665	9,205,374	9,217,390	12,016
TOTAL NON-CASH ITEMS	9,163,665	9,205,374	9,217,390	12,016
Less ADDITIONAL OUTFLOWS				
Capital Expenditure	(3,557,208)	(3,172,010)	(2,609,850)	562,160
Borrowing Repayments (Principal Only)	0	0	0	0
Transfers to Reserves	(258,031)	(122,690)	0	122,690
Other Outflows	0	0	0	0
TOTAL ADDITIONAL OUTFLOWS	(3,815,239)	(3,294,700)	(2,609,850)	684,850
Add ADDITIONAL INFLOWS				
Capital Grants Income	736,428	736,428	722,672	(13,756)
Gain from sale of Assets	1,935,000	650,000	(178,016)	(828,016)
Prior Year Carry Forward Tied Funding	8,609,757	8,640,946	8,601,059	(39,887)
Other Inflow of Funds	0	0	0	0
Transfers from Reserves	1,446,263	1,066,268	0	(1,066,268)
TOTAL ADDITIONAL INFLOWS	12,727,448	11,093,642	9,145,715	(1,947,927)
NET OPERATING POSITION	0	0	2,685,730	2,685,730

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

	VARIATION BETWEEN FINAL BUDGET AND ACTUALS \$	COMMENTS
OPERATING INCOME		
Rates	45,198	-
Charges	23,658	-
Fees and Charges	517,197	Receipts from Fees and Charges come from a significant range of activities including Property Service Fees, Visitor Accommodation, Equipment Hire, Landfill Tipping Fees, Service Fees, etc., all of which recorded receipts greater than budgeted. The most significant material variances related to Services Fees (\$138,317) and Aged & Disability Centrelink deductions (\$110,265).
Operating Grants & Subsidies	(8,434,735)	The budget did not include the receipt of FAA and NT Operational Funding for 2025-26 of \$4,319,039. Additionally releases for the following grants were budgeted but not received in 2024-25: Hermannsburg Sports Precinct \$(450,000) Papunya Change Rooms (\$2,430,000) Titjikala Oval lights (\$625,525) Kintore Oval Lights (\$684,025)
Interest / Investment Income	104,290	The increase in interest resulted from higher than anticipated interest rates.
Commercial and Other Income	457,792	This variance primarily relates to increases in the PAWA contract resulting in revenue being \$571,927 over budget. This was offset by a decrease in receipts for Airstrip Maintenance of \$156,000. The difference was offset by increases in Insurance claims finalised.
TOTAL OPERATING INCOME	(7,286,600)	
OPERATING EXPENDITURE		
Employee Expenses	2,300,616	This underspend has resulted from there being vacant positions across the organisation.
Materials and Contracts	6,977,370	The significant variance in Materials and Contracts directly correlates to the reduction in Grants received. Projects were not able to proceed as funding was not available. MRC also experiences difficulties in sourcing contractors to undertake major infrastructure projects. Some savings were also achieved in Food Expenses for the Youth Services, Aged & Disability Services, School Nutrition Program and Early Learning Program totalling \$187,478 and Tools and Equipment required for Youth Services totalling \$114,757.

Financial Analysis of Reports CONT.

	VARIATION BETWEEN FINAL BUDGET AND ACTUALS \$	COMMENTS
Elected Member Allowances	15,635	-
Elected Member Expenses	(91,038)	Budget consists of a multitude of expense accounts all of which were in excess on the budget but no individual variances were material in nature.
Council Committee & LA Allowances	66,098	This variance is attributable to vacancies in the positions of Chairpersons and Ordinary Members on various Local Authorities and the poor attendance at meetings generally.
Council Committee & LA Expenses	(5,116)	-
Depreciation, Amortisation and Impairment	(12,018)	-
Interest Expenses	(6,830)	-
Other Expenses	1,978,671	Budget consists of a multitude of expense accounts with many variances above and below budget by amounts not considered material. However there were three items with material variances including: ABA Infrastructure costs \$131,450 Local Roads Maintenance \$343,907 Local Authority Community Infrastructure \$387,802
TOTAL OPERATING EXPENDITURE	11,223,389	
OPERATING SURPLUS / DEFICIT	3,936,791	
Remove NON-CASH ITEMS		
Less NON-Cash Income	0	-
Add Back NON-Cash Expenses	12,016	-
TOTAL NON-CASH ITEMS	12,016	

	VARIATION BETWEEN FINAL BUDGET AND ACTUALS \$	COMMENTS
Less ADDITIONAL OUTFLOWS		
Capital Expenditure	562,160	Council budgetted \$1,056,418 on upgrades to staff housing and its council offices in its communities. Due to the unavailability of contractors only works totalling \$611,593 were completed. New vehicles were purchased at a cost of \$1,068,663 whereas the budget was \$1,171,210 because it was determined that fewer new vehicles were required.
Borrowing Repayments (Principal Only)	0	-
Transfers to Reserves	122,690	Transfer to reserve to fund additional operational expenditure was not required.
Other Outflows	0	-
TOTAL ADDITIONAL OUTFLOWS	684,850	
Add ADDITIONAL INFLOWS		
Capital Grants Income	(13,756)	-
Gain from sale of Assets	(828,016)	The intention of the budget was to realise gains of \$250,000 from the sale of motor vehicles and \$400,000 from the sale of equipment as part of an upgrade of Council's fleet. However net losses of \$178,016 were realised on the sale of Facilities, Equipment and Vehicles as detailed in note 4.
Prior Year Carry Forward Tied Funding	(39,887)	-
Other Inflow of Funds	0	
Transfers from Reserves	(1,066,268)	Council budgetted for capital expenditure to be funded through transfers from reserves. The reserve funds were not required.
TOTAL ADDITIONAL INFLOWS	(1,947,927)	
NET OPERATING POSITION	2,685,730	

Financial Analysis of Reports CONT.

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

Table 3.1

FOR THE YEAR ENDING 30 JUNE 2025	COUNCIL COMMITTEE & LA ALLOWANCES	COUNCIL COMMITTEE & LA EXPENSES	TOTAL
Audit Committee	1,066	-	1,066
CEO Review Committee	1,224	-	1,224
Finance and Risk Committee	6,661	-	6,661
LA Amoonguna	3,100	1,019	4,119
LA Areyonga	4,150	1,031	5,181
LA Docker River	4,300	26,437	30,737
LA Finke	3,850	1,658	5,508
LA Haasts Bluff	2,150	1,038	3,188
LA Hermannsburg	3,150	1,254	4,404
LA Imanpa	1,800	940	2,740
LA Kintore	2,800	20,747	23,547
LA Mt Liebig	5,600	21,700	27,300
LA Papunya	5,200	1,237	6,437
LA Santa Teresa	4,100	845	4,945
LA Titjikala	5,150	1,408	6,558
LA Wallace Rockhole	2,850	1,197	4,047
Total	57,152	80,511	137,663



Celebrating NAIDOC Day 2025 - Head Office Smoking Ceremony - Lighting the Fire.

**MacDonnell Regional Council
General Purpose Financial Reports
for the year ended 30 June 2025**

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**MacDonnell Regional Council
Chief Executive Officer's Certificate
for the year ended 30 June 2025**

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 2020 so as to present fairly the financial position of the Council for the year ended 30 June 2025, 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.


Belinda Urquhart
CHIEF EXECUTIVE OFFICER

Date: 09/10/2025

MacDonnell Regional Council
Statement of Comprehensive Income
for the year ended 30 June 2025

	Notes	2025 \$	2024 \$
INCOME			
Rates & Statutory charges - waste management		2,826,025	2,538,450
User charges	2a	1,154,608	1,167,858
Grants, subsidies and contributions	2d	36,373,925	32,827,548
Income from commercial operations	2b	5,647,527	4,613,945
Reimbursements and other income	2c	949,957	812,730
Net gain from disposal of property, plant & equipment	4	37,199	69,159
Investment income		436,316	436,910
Total Income		47,425,557	42,466,600
EXPENSES			
Employee costs	3a	23,955,106	21,723,410
Materials, contracts & other expenses	3b	17,959,656	17,634,220
Net loss from disposal of property, plant & equipment	4	215,215	447,498
Total Expenses		42,129,977	39,805,128
OPERATING SURPLUS BEFORE DEPRECIATION		5,295,580	2,661,472
Depreciation and amortisation	3c	9,217,392	9,306,180
NET DEFICIT BEFORE OTHER COMPREHENSIVE INCOME		(3,921,812)	(6,644,708)
OTHER COMPREHENSIVE INCOME			
Revaluation (decrement)/increment	6b	-	(54,571)
		-	(54,571)
TOTAL COMPREHENSIVE INCOME		(3,921,812)	(6,699,279)

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

MacDonnell Regional Council
Statement of Financial Position
as at 30 June 2025

	Notes	2025 \$	2024 \$
ASSETS			
Current Assets			
Cash and cash equivalents	5a	20,588,894	18,876,109
Trade & other receivables	5b	1,666,920	2,425,855
Inventories	5c	93,019	118,841
Total Current Assets		22,348,833	21,420,805
Non-current Assets			
Property, plant & equipment	6a	82,416,447	89,757,995
Capital Work In Progress	6c	30,000	30,000
Total Non-current Assets		82,446,447	89,787,995
Total Assets		104,795,280	111,208,800
LIABILITIES			
Current Liabilities			
Trade & other payables	7a	1,557,987	1,527,495
Employee benefits	7b	2,290,429	1,903,565
Lease liabilities	7c	183,482	176,137
Unearned grant income	14b	4,282,020	7,034,764
Total Current Liabilities		8,313,918	10,641,961
Non-current Liabilities			
Employee benefits	7b	362,093	360,341
Lease liabilities	7c	-	165,418
Total Non-current Liabilities		362,093	525,759
Total Liabilities		8,676,011	11,167,720
NET ASSETS		96,119,269	100,041,080
EQUITY			
Accumulated Surplus		1,659,848	7,169,288
Unexpended Grant Reserve	14a	4,319,039	1,574,325
Assets Revaluation Reserves	6b, 8	85,140,382	86,297,468
Other Reserves	8	5,000,000	5,000,000
TOTAL EQUITY		96,119,269	100,041,081

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 2025

	Accumulated Surplus	Unexpended Grant Reserve (Note 14a)	Assets Revaluation Reserves (Note 8)	Other Reserves (Note 8)	TOTAL EQUITY
	\$	\$	\$	\$	\$
30 June 2025					
Balance at beginning of year	7,169,288	1,574,325	86,297,468	5,000,000	100,041,081
Net (Deficit)/Surplus for Year	(3,921,812)	-	-	-	(3,921,812)
Assets Revaluation	-	-	-	-	-
Total Comprehensive Income	(3,921,812)	-	-	-	(3,921,812)
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)	-	-
Balance at end of Year	1,659,848	4,319,039	85,140,382	5,000,000	96,119,269
30 June 2024					
Balance at beginning of year	15,043,658	344,663	86,352,039	5,000,000	106,740,360
Net (Deficit)/Surplus for Year	(6,644,708)	-	-	-	(6,644,708)
Assets Revaluation	-	-	(54,571)	-	(54,571)
Total Comprehensive Income	(6,644,708)	-	(54,571)	-	(6,699,279)
Transfers between Accumulated Surplus and Reserves	(1,229,662)	1,229,662	-	-	-
Balance at end of Year	7,169,288	1,574,325	86,297,468	5,000,000	100,041,081

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 2025

	Notes	2025	2024
		\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES			
<i>Receipts:</i>			
Rates - general and other		2,596,108	2,344,815
User charges		1,154,608	1,167,858
Income from commercial operations		6,440,508	3,781,128
Grants, subsidies and contribution		33,621,181	33,314,774
Reimbursements and other income		949,957	812,730
<i>Payments:</i>			
Employee costs		(23,566,490)	(21,876,902)
Materials and contracts		(5,434,047)	(5,098,432)
Other operating expenses		(12,273,424)	(12,180,015)
Net Cash provided by / (used in) Operating Activities	9b	3,488,401	2,265,956
CASH FLOWS FROM INVESTING ACTIVITIES			
<i>Receipts:</i>			
Interest received		436,317	436,910
Proceeds on sale of property, plant and equipment		553,102	476,847
<i>Payments:</i>			
Purchase of Property, Plant and Equipment		(2,609,849)	(3,231,361)
Net Cash used in Investing Activities		(1,620,430)	(2,317,604)
CASH FLOWS FROM FINANCING ACTIVITIES			
<i>Payments:</i>			
Repayments of lease liabilities	13	(155,186)	(235,607)
Net Cash used in Financing Activities		(155,186)	(235,607)
Net Decrease in cash held		1,712,785	(287,255)
Cash & cash equivalents at beginning of period	5a, 9a	18,876,109	19,163,364
Cash & cash equivalents at end of period	5a, 9a	20,588,894	18,876,109

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 2025

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. 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.

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 1 - Material Accounting Policies (cont'd)

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.

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 1 - Material Accounting Policies (cont'd)

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.

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.

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 1 - Material Accounting Policies (cont'd)

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 2025. Significant uncertainties exist in the estimation of fair value of a number of asset classes including land, buildings and associated structures and infrastructure.

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 1 - Material Accounting Policies (cont'd)

Further detail of these uncertainties, and of existing valuations, methods and values 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.

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 1 - Material Accounting Policies (cont'd)

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.

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 1 - Material Accounting Policies (cont'd)

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.

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.

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 1 - Material Accounting Policies (cont'd)

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

"The Council adopted all standards which became mandatorily effective for annual reporting periods beginning on 1 July 2024, none of the standards had an impact on the reported position, performance and cash flows."

The relevant standards for the Council were:

- AASB 101 Presentation of Financial Statements (amended by AASB 2020-1, AASB 2020-6, AASB 2022-6, AASB 2023-3) relating to current / non-current classification of liabilities

The above standards amends AASB 101 to clarify the requirements for classifying liabilities as current or noncurrent, in particular (a) specify that the conditions existing at the end of the reporting period are those used to determine if a right to defer settlement of a liability exists; (b) management intention or expectation does not affect the classification of liabilities; and (c) in cases where an instrument with a conversion option is classified as a liability, the transfer of equity instruments would constitute settlement of the liability for the purpose of classifying it as current or non-current. Adoption of this standard has no material impact in the Council's financial statements.

- AASB 13 Fair Value Measurement (amended by AASB 2022-10)

AASB 2022-10 amends AASB 13, including adding authoritative implementation guidance and providing illustrative examples, for fair value measurement of nonfinancial assets of not-for-profit public sector entities, not held primarily to generate net cash inflows. Adoption of this standard has no material impact in the Council's financial statements.

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 statements that could be applicable to Councils.

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 1 - Material Accounting Policies (cont'd)

Effective for NFP annual reporting periods beginning on or after 1 January 2025

- AASB 2023-5 Amendments to Australian Accounting Standards - Lack of Exchangeability

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

Effective for NFP annual reporting periods beginning on or after 1 January 2026 for public sector

- AASB 17 Insurance Contracts (amended by AASB 2020-5, AASB 2023-1, AASB 2023-8 and AASB 2023-9 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.

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 2 - INCOME

	2025	2024
	\$	\$
a) USER CHARGES		
Equipment Hire	17,065	15,251
Landfill Tipping Fees	70,758	95,458
Property Fees	550,092	572,924
Service Fees	516,693	484,225
	1,154,608	1,167,858
b) INCOME FROM COMMERCIAL OPERATIONS		
Contract Fees	5,647,527	4,577,042
Sales - Amoonguna Store (closed)	-	36,903
	5,647,527	4,613,945
c) REIMBURSEMENTS & OTHER INCOME		
Fuel Tax Rebate	25,201	32,759
Insurance Recoveries	529,822	530,786
Reimbursements	161,577	222,597
Other Income	233,357	26,588
	949,957	812,730
d) GRANTS, SUBSIDIES, CONTRIBUTIONS		
Commonwealth of Australia Government Agencies		
Operating Grants	18,980,086	18,494,395
Capital Grants	-	664,306
Northern Territory Government Agencies		
Operating Grants	14,286,992	14,345,534
Capital Grants	722,672	114,469
Other Agencies		
Operating Grants	2,500	245,290
Total Grants received during the year	33,992,250	33,863,994
Add:		
Grants collected in previous years brought forward to the current year [Note 14(b)]	7,034,764	6,547,538
Less:		
Grant returned/refunded during the year	(371,069)	(549,220)
Unearned grant income as at end of year [Note 14(b)]	(4,282,020)	(7,034,764)
	36,373,925	32,827,548

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 2 - INCOME (cont'd)

	2025	2024
	\$	\$
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	7,034,764	6,547,538
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:	(4,536,379)	(4,052,816)
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	(371,069)	(549,220)
Subtotal	(4,907,448)	(4,602,036)
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	2,154,704	5,089,262
Subtotal	2,154,704	5,089,262
Unexpended at the close of this reporting period	4,282,020	7,034,764
Net increase / (decrease) in assets subject to conditions in the current reporting period	(2,752,744)	487,226

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 3 - EXPENSE

	2025	2024
	\$	\$
a) EMPLOYEE COSTS		
Salaries, Wages, Leave and Allowances, including On-Costs	21,185,902	18,969,510
Employer's Superannuation Contributions	2,206,886	2,013,954
Workers Compensation paid	91,098	97,915
Protective Clothing	5,103	6,405
Recruitment Expenses	66,440	123,723
Training Programs	268,254	392,852
Employee Benefits & Other Employee Costs	131,423	119,051
Total Operating Employee Costs	23,955,106	21,723,410
Total Number of Employees	398	459
b) MATERIALS, CONTRACTS & OTHER EXPENSES		
Other Operating expenses		
Advertising & Promotional Activities	41,961	15,599
Audit Services	120,038	63,604
Computer Services	1,023,545	1,397,505
Consulting Fees	404,505	269,892
Contract Labour	4,455,376	3,418,124
Elected Members' Allowances & Training	667,973	607,332
Freight Charges	91,602	97,103
Fuel for Plant & Vehicles	543,648	645,279
Gas, Power, Sewerage & Water	703,366	755,892
Insurance Premiums & Fees	1,357,022	2,002,422
Legal & Professional Services	121,004	28,636
Local Authority Members' Allowances	48,200	41,411
Memberships & Subscriptions	82,887	103,851
Operating Leases	114,230	696,672
Interest on Leased assets	10,330	17,658
Telephone & Internet Services	458,148	673,758
Materials, Consumables and Supplies	952,099	102,997
Travel, Accommodation & Entertainment	659,312	743,856
Vehicle Registration, Repairs & Maintenance	626,104	640,792
Other Expenses	121,841	139,232
	12,603,191	12,461,615

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 3 - EXPENSE (cont'd)	2025 \$	2024 \$
<u>Other Materials & Contracts Expenses</u>		
Buildings Repairs & Maintenance	1,687,498	2,728,645
Cleaning Services & Materials	57,385	21,232
Community Infrastructure	2,159,451	795,631
Food for Services & Catering Costs	563,281	695,616
Furniture & Fittings	94,844	98,762
Plant & Equipment	215,100	165,876
Purchases - Amoonguna Store	-	35,993
Road Furniture & Signage	27,933	44,670
Tools, Equipment & Minor Assets	550,973	586,180
	<u>5,356,465</u>	<u>5,172,605</u>
	<u>17,959,656</u>	<u>17,634,220</u>
c) DEPRECIATION AND AMORTISATION		
Depreciation		
Buildings & Facilities	6,598,933	6,601,835
Furniture & Fittings	355,248	509,688
Plant & Equipment	831,127	800,837
IT Equipment	41,755	66,857
Vehicles	1,241,140	1,103,179
Right-of-use	149,189	223,784
	<u>9,217,392</u>	<u>9,306,180</u>

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 4 - NET (LOSS)/GAIN FROM DISPOSAL OF PROPERTY, PLANT AND EQUIPMENT	2025 \$	2024 \$
Vehicles		
Proceeds from disposal	37,199	69,159
Less: Carrying amount of assets sold	-	-
Gain on disposal	<u>37,199</u>	<u>69,159</u>
GAIN ON DISPOSAL OF ASSETS	<u>37,199</u>	<u>69,159</u>
Buildings & Facilities		
Proceeds from disposal	-	-
Less: Carrying amount of assets sold	39,733	290,123
Loss on disposal	<u>(39,733)</u>	<u>(290,123)</u>
Plant and Equipment		
Proceeds from disposal	297,717	146,615
Less: Carrying amount of assets sold	327,328	235,159
Loss on disposal	<u>(29,611)</u>	<u>(88,544)</u>
Vehicles		
Proceeds from disposal	218,186	261,073
Less: Carrying amount of assets sold	364,057	329,904
Loss on disposal	<u>(145,871)</u>	<u>(68,831)</u>
LOSS ON DISPOSAL OF ASSETS	<u>(215,215)</u>	<u>(447,498)</u>
NET (LOSS)/GAIN ON DISPOSAL OF ASSETS	<u>(178,016)</u>	<u>(378,339)</u>

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 5 - CURRENT ASSETS

	2025	2024
	\$	\$
a) CASH & EQUIVALENT ASSETS		
Cash on Hand and at Bank	20,588,894	18,876,109
	<u>20,588,894</u>	<u>18,876,109</u>
b) TRADE & OTHER RECEIVABLES		
Rates - General & Other	1,121,135	1,087,089
Accrued Revenues	7,540	-
Debtors - general	550,040	1,224,943
GST Recoupment	2,243	132,514
Total	1,680,958	2,444,546
Less: Allowance for Doubtful Debts	(14,038)	(18,691)
	<u>1,666,920</u>	<u>2,425,855</u>
c) INVENTORIES		
Fuel Stock	93,019	118,841
	<u>93,019</u>	<u>118,841</u>

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

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

	2024				2025			
	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	90,866,089	1,934,007	(16,314,773)	76,485,323	91,468,633	1,891,071	(22,901,454)	70,458,250
Furniture & Fittings	2,003,106	54,448	(1,426,286)	631,268	1,830,914	275,238	(1,823,290)	282,862
Plant & Office Equipment	6,382,790	1,895,427	(1,651,840)	6,626,377	5,815,090	2,776,424	(2,242,596)	6,348,918
Vehicles	3,546,000	3,633,477	(1,985,628)	5,193,849	2,838,500	4,702,140	(2,883,325)	4,657,315
Right-to-use - Note 13	-	1,400,021	(1,098,843)	301,178	-	1,032,085	(882,983)	149,102
Total IPP&E	103,317,985	8,917,380	(22,477,370)	89,757,995	102,473,137	10,676,958	(30,733,648)	82,416,447

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 6b - INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT

	2024				2025			
	Carrying Amount \$	Revaluation Decrement \$	Additions	Disposals \$	Dep'n \$	Modification / Reclassification \$	Carrying Amount \$	
Land	520,000	-	New / Upgrade \$	-	-	-	520,000	
Buildings & Facilities	76,485,323	-	Transfer from WIP \$	-	(6,598,933)	-	70,456,250	
Furniture & Fixings	631,268	-		611,593	(397,003)	-	282,862	
Plant & Equipment	6,626,377	-		48,597	(831,127)	-	6,348,918	
Vehicles	5,193,849	-		880,996	(1,241,140)	-	4,657,315	
Right-to-use - Note 13	301,178	-		1,068,663	(149,189)	(2,887)	149,102	
Total IPP&E	89,757,995	-		2,609,849	(9,217,392)	(2,887)	82,416,447	

Note 6c - CAPITAL WORK IN PROGRESS

2025	\$	30,000
2024	\$	30,000

Building

MacDonnell Regional Council

Notes to and forming part of the Financial Statements

for the year ended 30 June 2025

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. 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.

The Fair Value measurement of the Council's infrastructure, property, plant and equipment as at 1 January 2022 was performed by AssetVal, who are independent valuers not related to the Council. AssetVal are members of the Australian Valuers Institute and have the appropriate qualifications and recent experience in the fair value measurement of the properties in remote locations. The outcome of the valuation report was recognised by the Council on 1 July 2022. There has been no valuation conducted during the 2024-25 and 2023-24 financial years.

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 2025

Note 7 - LIABILITIES

	2025		2024	
	\$		\$	
	Current	Non-current	Current	Non-current
a) TRADE & OTHER PAYABLES				
Creditors	-	-	252,613	-
Rates received in advance	2,248	-	198,119	-
Accrued expenses	1,502,357	-	1,057,353	-
Others	53,382	-	19,410	-
	1,557,987	-	1,527,495	-
b) EMPLOYEES BENEFITS				
Long Services Leave - employee entitlements	660,868	362,093	511,956	360,341
Annual Leave - employee entitlements	1,629,561	-	1,391,609	-
	2,290,429	362,093	1,903,565	360,341
c) LEASE LIABILITIES				
Leases Liabilities	183,482	-	176,137	165,418
	183,482	-	176,137	165,418

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 8 - RESERVES

	Opening Balance	Net Increments/ (Decrements)	Transfers to Accumulated Surplus	Ending Balance
	1 July 2024			30 June 2025
	\$	\$	\$	\$
ASSET REVALUATION RESERVE				
Assets Revaluation Reserves	86,297,468	-	-	86,297,468
TOTAL	86,297,468	-	-	86,297,468

	Opening Balance	Transfers to Reserve	Transfers from Reserve	Ending Balance
	1 July 2024			30 June 2025
	\$	\$	\$	\$
OTHER RESERVES				
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.

The 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 2025

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:

	2025	2024
	\$	\$
Total cash & equivalent assets	20,588,894	18,876,109
Balances per Cash Flow Statement	<u>20,588,894</u>	<u>18,876,109</u>
(b) Reconciliation of Change in Net Assets to Cash from Operating Activities		
Net Deficit	(3,921,812)	(6,644,708)
Non-cash items in Income statement		
Depreciation and amortisation	9,217,392	9,306,180
Interest received	(436,316)	(436,910)
Net loss on disposal of assets	178,016	378,339
	<u>5,037,280</u>	<u>2,602,901</u>
Add (Less): Changes in Net Current Assets		
Net (increase) decrease in receivables	758,935	(1,220,960)
Net (increase) decrease in inventories	25,822	(12,116)
Net increase (decrease) in trade & other payables	30,492	562,397
Net decrease in other provisions	388,616	(153,492)
Net increase (decrease) in other liabilities	(2,752,744)	487,226
Net Cash provided by / (used in) operations	<u>3,488,401</u>	<u>2,265,956</u>

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

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, 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.

Social Protection

Children's Services, Public Behaviour & Youth Program, Home Care

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 10 - FUNCTIONS (cont)

	GENERAL PUBLIC SERVICES		PUBLIC ORDER & SAFETY		ECONOMIC AFFAIRS		ENVIRONMENTAL PROTECTION		HOUSING & COMMUNITY	
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
OPERATING REVENUES										
Rates	1,615,027	1,405,731	-	0	-	-	-	-	-	-
Statutory Charges - Waste Management	1,115,416	1,132,718	26,726	27,182	-	-	-	-	-	-
User Charges & Fees - Other	38,320	184,861	400,297	3,960,611	-	-	-	-	98,551	473,836
Grants - Ch Operational	-	-	-	-	2,987,185	1,649,720	-	-	-	-
Grants - Ch Capital	-	-	236,000	2,500	-	-	-	-	-	-
Grants - NT Operational	8,004,612	8,812,999	-	-	3,791,918	3,103,924	307,176	251,241	834,485	682,831
Grants - NT Capital	197,369	285,022	-	-	84,472	19,325	218,587	315,663	-	-
Grants - Other Operational	-	-	-	-	-	-	-	-	-	-
Grants - Other Capital	-	-	-	-	-	-	-	-	-	-
Interest	332,026	436,316	-	-	5,763,937	4,613,771	-	-	-	-
Commercial operations	212	174	5,991	6,039	7,994	10,934	116,571	148,415	266,611	366,016
Reimbursement and other income	146,783	323,604	-	-	-	-	-	-	-	-
Total Income	14,209,967	12,690,314	689,014	3,962,293	12,635,497	9,397,674	642,334	715,320	1,199,657	1,522,663
OPERATING EXPENSES										
Employee Costs	11,526,262	9,537,475	2,748,974	2,274,576	2,583,563	2,357,182	283,562	258,715	296,680	246,205
Materials, Contracts & Other	16,044,785	8,911,472	1,013,242	616,214	4,511,683	2,824,375	435,491	272,623	2,485,200	1,503,362
Depreciation & Amortisation	9,205,374	9,217,392	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-
Total Expenses	36,776,421	28,202,625	3,762,216	2,890,790	7,095,246	5,181,558	719,052	531,338	2,781,889	1,755,567
Operating Surplus/(Deficit)	(22,566,454)	(15,983,135)	(3,083,201)	(1,094,503)	(5,460,251)	(5,406,173)	(76,719)	(183,962)	(1,582,232)	(232,884)
Net Carrying Value of Fixed Assets	82,446,447	89,787,995	-	-	-	-	-	-	-	-

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 10 - FUNCTIONS (cont)

	HEALTH		RECREATION, CULTURE & RELIGION		EDUCATION		SOCIAL PROTECTION		TOTAL	
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
OPERATING REVENUES										
Rates	-	-	-	-	-	-	-	-	1,615,027	1,405,731
Statutory Charges - Waste Management	-	-	-	-	-	-	-	-	1,142,142	1,159,900
User Charges & Fees - Other	19,795	21,593	94,997	94,997	-	-	80,450	87,757	637,412	5,091,248
Grants - Ch Operational	919,337	746,006	597,190	597,190	-	-	22,435,489	19,004,166	26,342,021	14,543,793
Grants - Ch Capital	-	-	-	-	-	-	-	-	236,000	2,500
Grants - NT Operational	-	-	109,218	89,330	89,609	1,029,631	1,257,715	1,028,694	17,065,337	13,970,894
Grants - NT Capital	-	-	-	-	-	-	-	-	500,428	114,469
Grants - Other Operational	-	-	-	-	-	-	718,517	267,454	718,517	267,454
Grants - Other Capital	-	-	-	-	222,244	-	-	-	332,026	436,316
Interest	-	-	-	-	-	-	-	-	5,770,141	4,618,945
Commercial operations	-	-	39,347	50,095	53,992	-	61,447	78,233	638,743	949,957
Reimbursement and other income	-	-	148,565	361,670	143,801	-	24,553,628	20,466,823	54,997,794	47,425,557
Total Income	939,131	767,598	602,187	1,438,060	143,801	1,433,371	24,553,628	20,466,823	47,425,557	42,466,600
OPERATING EXPENSES										
Employee Costs	1,294	1,181	105,023	95,620	86,682	-	8,710,354	7,947,123	26,255,722	23,955,106
Materials, Contracts & Other	203,229	127,224	545,815	341,688	330,823	-	5,164,919	3,233,310	30,404,362	18,174,871
Depreciation & Amortisation	-	-	-	-	-	-	-	-	9,205,374	9,217,392
Other Expenses	-	-	-	-	-	-	-	-	-	-
Total Expenses	204,523	128,405	650,838	437,308	417,505	-	13,875,273	11,180,433	65,865,458	51,347,369
Operating Surplus/(Deficit)	734,608	639,193	(47,651)	(73,704)	(73,704)	-	10,678,355	9,286,390	(10,867,664)	(6,644,766)
Net Carrying Value of Fixed Assets	82,446,447	89,787,995	-	-	-	-	-	-	82,446,447	82,446,447

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

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	<p>Accounting Policy: initially recognised at fair value and subsequently measured at amortised cost, interest is recognised when earned.</p> <p>Terms & conditions: Short term deposits have an average maturity of 90 days and an average interest rate of 4.8% (2024: 90 days, 3.50%).</p> <p>Carrying amount: approximates fair value due to the short term to maturity.</p>
Receivables - Rates & Associated	<p>Accounting Policy: initially recognised at fair value and subsequently measured at amortised cost. An impairment provision is recognised using the expected credit loss method</p> <p>Terms & conditions: Unsecured, and do not bear interest (2024: Nil%). Although Council is not materially exposed to any individual debtor, credit risk exposure is concentrated within the Council's boundaries.</p> <p>Carrying amount: approximates fair value (after deduction of any allowance).</p>
Liabilities - Creditors and Accruals	<p>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.</p> <p>Terms & conditions: Liabilities are normally settled on 30 day terms.</p> <p>Carrying amount: approximates fair value.</p>
Liabilities - Finance Leases	<p>Accounting Policy: accounted for in accordance with AASB 16 as stated in Note 13</p>

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 11 - FINANCIAL INSTRUMENTS (cont'd)

Liquidity Analysis

		Due < 1 year	Due > 1 year ≤ 5 years	Due > 5 years	Carrying Values
		\$	\$	\$	\$
30 June 2025					
Financial Assets					
Cash	5(a)	20,588,894			20,588,894
Trade Receivables	5(b)	550,040	-	-	550,040
		21,138,934	-	-	21,138,934
Financial Liabilities					
Payables	7(a)	1,555,739	-	-	1,555,739
Lease Liabilities	7(c)	183,482	-	-	183,482
		1,739,221	-	-	1,739,221
30 June 2024					
Financial Assets					
Cash	5(a)	18,876,109	-	-	18,876,109
Trade Receivables	5(b)	1,224,943	-	-	1,224,943
		20,101,052	-	-	20,101,052
Financial Liabilities					
Payables	7(a)	1,329,376	-	-	1,329,376
Lease Liabilities	7(c)	176,137	165,418	-	341,555
		1,505,513	165,418	-	1,670,931

Net 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 2025

Note 12 - COMMITMENTS FOR EXPENDITURE

Notes	2025 \$	2024 \$
Capital Commitments		
Capital expenditure committed to at the reporting date but not recognised in the financial statements as liabilities:		
Buildings	-	-
Plant & Equipment	-	208,946
Vehicle	-	56,329
	<u>-</u>	<u>265,276</u>
These expenditures are payable:		
Not later than one year	-	265,276
	<u>-</u>	<u>265,276</u>

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 13 - LEASES

Council as a Lessee

Right of Use Asset

The Right-of-Use Assets includes all assets leased under s19 lease and two leased properties in Alice Springs. The net carrying values of these right-to-use assets as at 30 June 2025 are as follows:

Set out below are the carrying amounts (written down value) of right of use assets recognised within Note 6a Infrastructure, Property, Plant & Equipment.

	2025 \$	2024 \$
Right-of-Use Assets - S19 Aboriginal Land and Office Accommodation		
At 1 July 2024	301,177	524,962
Modification of lease	-	-
Other movement	(2,887)	-
Depreciation Charge	(149,189)	(223,784)
At 30 June 2025	<u>149,102</u>	<u>301,177</u>

Set out below are the carrying amounts of lease liabilities (including under interest bearing loans and borrowings) and the movements during the period:

	2025 \$	2024 \$
Opening Balance 1 July 2024	341,555	577,162
Modification of lease	(2,887)	-
Other movement	-	-
Payments	(155,186)	(235,607)
At 30 June 2025	<u>183,482</u>	<u>341,555</u>
Current	183,482	176,137
Non Current	-	165,418
The following are amounts recognised on profit or loss:		
Depreciation expense right of use asset	149,189	223,784
Interest expense on lease liabilities	10,330	17,658
Expenses relating to operating leases	114,230	696,672
Total amount recognised in profit and loss	<u>273,749</u>	<u>938,114</u>

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2024

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 Position, respectively, are as follows:

14(a) UNEXPENDED GRANT RESERVES	2025	2024
	\$	\$
Untied grant income	<u>4,319,039</u>	<u>1,574,325</u>
14(b) UNEARNED GRANT INCOME		
Commonwealth Grants	1,079,030	2,395,436
Northern Territory Government Grants	2,748,388	4,087,326
Other Grants	454,602	552,002
	<u>4,282,020</u>	<u>7,034,764</u>

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

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, 18 persons (2024: 19 persons) excluding the CEO were paid the following total compensation:

	2025	2024
	\$	\$
Salaries, allowances & other short term benefits	871,587	1,394,872
Post-employment benefits	59,426	97,097
Long term benefits	8,052	8,933
Termination benefits	105,893	89,916
TOTAL	1,044,958	1,590,818
Local Government Act 2019 regulation 13 requires a separate line for total remuneration provided to the CEO for financial year. The total remuneration provided to the CEO was \$363,641 (2024:\$286,348), comprising of:		
	2025	2024
	\$	\$
Salaries, allowances & other short term benefits	333,503	261,463
Post-employment benefits	29,439	24,886
Long term benefits	699	-
TOTAL	363,641	286,348

MacDonnell Regional Council
Notes to and forming part of the Financial Statements
for the year ended 30 June 2025

Note 15 - RELATED PARTY DISCLOSURES (cont'd)

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 key management personnel.

(b) Loans to Responsible Persons

No loans have been made, guaranteed or secured by the Council to key management personnel during the financial year ended 30 June 2025.

(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 2025.

16 AUDITORS' REMUNERATION

	2025 \$	2024 \$
Audit or review services	60,000	60,000
Other services	-	-
TOTAL	60,000	60,000

17 CONTINGENT ASSETS AND LIABILITIES

The Council has no contingent assets or contingent liabilities as at 30 June 2025.

18 EVENTS AFTER THE STATEMENT OF FINANCIAL POSITION DATE

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



PKF Merit Partnership
 ABN 28 448 499 186
 Level 2, 9 Cavenagh Street
 Darwin NT 0800
 PO Box 3470
 Darwin NT 0801
 Australia
 +61 8 8982 1444
 clientservices@pkfmerit.com.au
 pkf.com.au

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 2025, 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 2025 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



MunLi Chee
Partner
DARWIN

31 October 2025

MRC Council offices contact information

Alice Springs OFFICE

2 / 1 Bagot Street, The Gap
Local call: 1300 360 959
Phone: 08 8958 9600
Mail: PO Box 5267, Alice Springs NT

Council Services Centres

Amoonguna

Phone: 08 8959 7402
Mail: PO Box 996 Alice Springs NT 0871
Email: amoonguna@macdonnell.nt.gov.au

Areyonga (Utju)

Phone: 08 8956 7877
Mail: CMB 219 via Alice Springs NT 0872
Email: areyonga@macdonnell.nt.gov.au

Docker River (Kaltukatjara)

Phone: 08 8954 4102
Mail: CMB 49 via Alice Springs NT 0872
Email: dockerriver@macdonnell.nt.gov.au

Finke (Aputula)

Phone: 08 8956 0966
Mail: CMB 184 via Alice Springs NT 0872
Email: finke@macdonnell.nt.gov.au

Haasts Bluff (Ikuntji)

Phone: 08 8956 8533
Mail: CMB 211 via Alice Springs NT 0872
Email: haastsbluff@macdonnell.nt.gov.au

Hermannsburg (Ntaria)

Phone: 08 8954 4702
Mail: CMB 185 via Alice Springs NT 0872
Email: hermannsburg@macdonnell.nt.gov.au

Imanpa

Phone: 08 8956 7454
Mail: CMB 119 via Alice Springs NT 0872
Email: imanpa@macdonnell.nt.gov.au

Kintore (Walungurru)

Phone: 08 8956 8566
Mail: CMB 13 via Alice Springs NT 0872
Email: kintore@macdonnell.nt.gov.au

Mount Liebig (Watiyawanu)

Phone: 08 8956 8588
Mail: CMB 97 via Alice Springs NT 0872
Email: mountliebig@macdonnell.nt.gov.au

Papunya (Warumpi)

Phone: 08 8993 7703
Mail: CMB 225 via Alice Springs NT 0872
Email: papunya@macdonnell.nt.gov.au

Santa Teresa (Ltyentye Apurte)

Phone: 08 8957 3802
Mail: CMB 190 via Alice Springs NT 0872
Email: santateresa@macdonnell.nt.gov.au

Titjikala

Phone: 08 8956 0844
Mail: CMB 149 via Alice Springs NT 0872
Email: titjikala@macdonnell.nt.gov.au

Wallace Rockhole

Phone: 08 8954 4802
Mail: CMB 168 via Alice Springs NT 0872
Email: wallacerockhole@macdonnell.nt.gov.au



MacDonnell
Regional Council

MacDonnell Regional Council

Alice Springs office

2 / 1 Bagot Street, The Gap,
Alice Springs

Local call: 1300 360 959

Phone: 08 8958 9600

Mail: PO Box 5267,
Alice Springs NT 0871

Email: info@macdonnell.nt.gov.au

www.macdonnell.nt.gov.au
