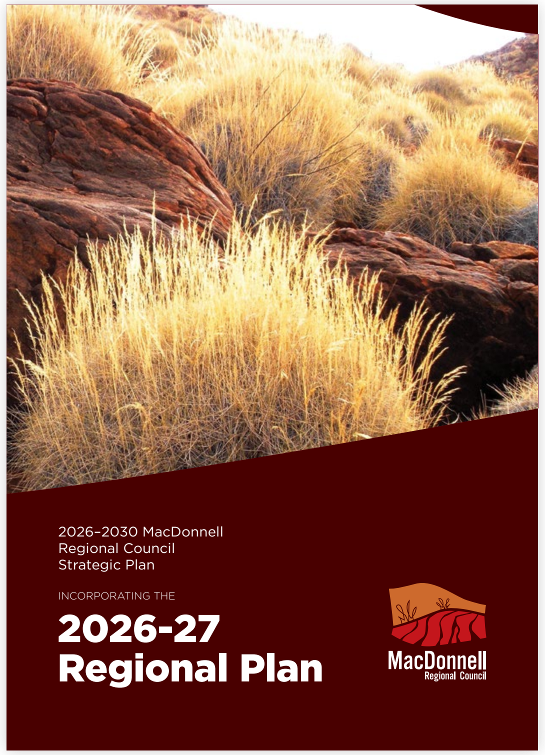
2026–2030 MacDonnell
Regional Council
Strategic Plan

INCORPORATING THE

2026-27 Regional Plan

MacDonnell
Regional Council



This year's Regional Plan celebrates the flora of the region. Spinifex dominates vast areas of Central Australia and can grow to about two metres high and spread out to around three metres. The grass provides a home for many small mammals and reptiles.

Contents

Message from our President	2
Message from our Chief Executive Officer	3
OUR COUNCIL	**4**
Our Governance	6
The Council	7
Local Authorities	7
Local Authority Projects	8
Our Councillors	12
Our Executive Leadership Team	16
Our Workforce	18
OUR STRATEGIC PLAN	**20**
Our Vision, Mission and Values	22
Our Goals & Objectives	24
OUR REGIONAL PLAN	**26**
Goal #1 – Strong Community Leadership and Shared Decision-making	28
Goal #2 – Liveable, Healthy and Inclusive Communities	30
Goal #3 – Resilient Infrastructure, Roads and Essential Community Assets	32
Goal #4 – A Strong, Accountable and Sustainable Organisation	34
The Regional Plan	36
Council Services	36
Core Council Services	38
Infrastructure/Asset Management Services	40
Commercial Services	42
Internal Support and Administration Services	44
Agency Services	50
Services MRC provides	56
List of Council and other Services	60
Performance Monitoring and Reporting	61
Our Services	62
OUR FINANCIAL PLAN	**64**
Our Long Term Financial Plan	66
Appendix 1	84
Appendix 2	86

Message from our **President**

Welcome to the 2026–2027 Regional Plan

This plan continues to guide our shared direction, setting out a clear and practical pathway for strengthening our communities and supporting sustainable growth across the MacDonnell region.

Since the last Regional Plan, we have undertaken a Local Government election. I am honoured to have been re-elected as President for a further four-year term, and I am deeply proud to continue leading this organisation alongside my fellow elected Councillors. Together, we bring a strong sense of responsibility, continuity, and commitment to the communities we serve.

I would like to sincerely acknowledge and thank the many individuals, both within our organisation and across our communities, whose work often goes unseen, yet remains essential to our success. Their dedication, at every level, is what enables Council to deliver services, progress projects, and support the wellbeing of our thirteen (13) communities.

Our young people remain a central priority. Their future is the future of our region, and it is critical that we continue to provide the guidance, structure, and opportunities they need to thrive. As leaders, we must ensure that their voices are heard and reflected in our planning and decision-making. By investing in our youth today, we are building stronger, more resilient communities for tomorrow.

Equally important is our responsibility to listen carefully to all members of our communities, including those whose voices may not always be the loudest. Thoughtful engagement and genuine listening help us better understand local needs and ensure that our decisions are inclusive, respectful, and responsive.

The progress we have achieved over the past year reflects the strength of our collective effort. From frontline staff delivering essential services to those working behind the scenes, every contribution plays a part in shaping the outcomes we see on the ground.

As we move forward, I encourage us all to remain united in purpose. By working together, with openness, accountability, respect, we can continue to deliver meaningful outcomes for our communities.

I extend my gratitude to my fellow Councillors for their leadership and commitment, and to our Local Authority members whose insights are vital to effective local decision making. I also thank all MRC staff across all departments for their continued dedication.

Finally, I acknowledge the leadership of our CEO, Belinda Urquhart, whose guidance and vision continue to strengthen our organisation and position us well for the future.

I look forward to the year ahead and to working together to achieve the best possible outcomes for our communities.

Nurna ingkarraka urrkaapu-tjka pmara mape-nha marra mparrtjka

Roxanne Kenny
President, MacDonnell Regional Council

Message from our **Chief Executive Officer**

As we look toward the 2026–2027 financial year, I am honoured to present a Regional Plan that reflects both our shared ambitions and our maturing strategic path. At MacDonnell Regional Council (MRC), we are moving beyond simply maintaining services; we are actively transforming the liveability of our region through purposeful innovation and a renewed commitment to the thirteen (13) communities we serve.

This plan serves as our strategic roadmap, but more importantly, it is a testament to the power of collective vision. Our progress is not accidental; it is the result of disciplined planning, rigorous accountability, and a leadership culture that prioritises listening as much as it does acting.

The momentum we have built over the past year is palpable. We are seeing major milestones come to fruition, from the vital sporting infrastructure in Kintore, Titjikala, Hermannsburg, and Papunya, to the essential community amenities and laundries in Areyonga and Docker River. These projects are the physical manifestations of our promise to improve daily life. However, our greatest asset remains our people. I want to personally thank our staff for their incredible hard work and tireless dedication to the communities we serve. Their ongoing commitment is the driving force behind everything we achieve, and it is an honour to lead such a resilient team. The continued growth and resilience of the MRC workforce are what allows us to translate these high-level strategies into tangible community outcomes.

Leadership, in my view, is a collaborative endeavour. I want to express my deep gratitude to the community leaders and Local Authority members who provide the essential insights that shape our decision making. Your voices ensure that our governance remains local, relevant, and impactful. As CEO, my commitment is to amplify those voices, advocating at every level of government to ensure our region receives the investment and recognition it deserves.

Our focus for the coming year is clear. We will continue to align every operational goal with our broader Strategic Plan, ensuring that our infrastructure and services evolve in step with the needs of our residents. We are particularly focused on sustainable employment which means creating not just jobs, but meaningful career pathways that empower our people and strengthen our local economy.

I invite you to join me in looking at the year ahead with a mindset of creative problem solving. Every challenge we face is an opportunity to strengthen our unity and refine our approach. By leaning into our core values of respect and listening, we will continue to build a region that is resilient, proud, and prepared for a thriving future.

Thank you for your continued trust and for being our partners in this journey of progress. Together, we are ensuring that the MacDonnell Regional Council remains a pillar of excellence and a catalyst for positive change across Central Australia.

Belinda Urquhart
Chief Executive Officer,
MacDonnell Regional Council

Common name:
Gum tree / Eucalyptus
Latin name:
Eucalyptus spp.

Our Council

01

Our Governance

Our Council, Culture and History
MacDonnell Regional Council covers 268,329km^2 of arid, desert environment at the heart of the Australian continent. The landscape of the region includes picturesque waterholes, iconic flora and fauna, striking red desert sands and rough-hewn mountain ranges.

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

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

The Australian Bureau of Statistics estimate a resident population of 6,583 based on the 2021 Census. The towns of Alice Springs and Yulara are excluded from the MRC boundaries.

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

We have been able to develop strong governance principles and practices by using effective two-way communication and engagement with the Aboriginal representatives on Council.

Our discussions often move easily between the Aboriginal languages spoken in the MacDonnell region (mainly Arrernte, Pitjantjatjara, Pintubi and Luritja) and English. Councillors also explore vastly different perspectives and expectations when weighing up the impacts of their decisions.

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

The newly elected members at the September meeting of Council.

The Council

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

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

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

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

Committees of Council

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

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

macdonnell.nt.gov.au/council-meetings

Local Authorities

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

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

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

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

OUR COUNCIL 01

Local Authority **Projects**

PROJECT NUMBER	COMMUNITY	BUDGET
AMOONGUNA		
2102	New Playground	**$17,000.00**
2105	Solar Street Lights	**$20,000.00**
2108	Pool Table for the Rec Hall	**$3,000.00**
AREYONGA (UTJU)		
2111	Ride on Mower	**$15,000.00**
2112	Water Bubbler near bus stop	**$9,993.00**
2119	Solar Light at Entrance	**$1,091.62**
2261	Community Healthy Event	**$65,064.67**
DOCKER RIVER (KALTUKATJARA)		
2125	Bases for the Solar Lights	**$10,000.00**
2128	Maintenance and Flood Management to Lasseter Park	**$56,113.67**
NEW	Upgrades to the Cemetery	**$35,000.00**
NEW	Sports Uniforms	**$5,000.00**
FINKE (APUTULA)		
2134	Bench Seats, Concrete and Sporting Equipment	**$2,260.94**

PROJECT NUMBER	COMMUNITY	BUDGET
HAASTS BLUFF (IKUNTJI)		
2142	Playground near Basketball Court	**$23,000.00**
2143	Additional electrical work for the water dispenser	**$5,000.00**
2145	Community Healthy Event	**$35,410.33**
2392	Trees around the Park	**$4,000.00**
HERMANNSBURG (NTARIA)		
2152	Change Room Site	**$85,034.79**
2153	Scoreboard	**$24,977.71**
2154	Water Bottle Refill Stations	**$8,990.00**
2158	Shade Shelter with Cement Floor	**$95,000.00**
2381	Upgrade of Football Oval	**$90,889.46**
IMANPA		
2162	Imanpa Master Plan	**$35,818.66**
KINTORE (WALUNGURRU)		
2171	Demolish Building at the Basketball Court	**$20,000.00**
2173	2 x Bin Trailers	**$35,000.00**

Local Authority **Projects** CONT

PROJECT NUMBER	COMMUNITY	BUDGET
MOUNT LIEBIG (WATIYAWANU)		
2186	Solar lights for the Cemetery	**$7,902.63**
2189	Area of Cultural Significance Exclusion Zone Signs	**$5,000.00**
2420	Basketball Court Upgrade - inc Switchboard, water bubblers	**$42,000.00**
2421	New Beehive	**$1,500.00**
PAPUNYA (WARUMPI)		
2191	Additional Resources towards the Community Development Plan	**$3,000.00**
2195	Healthy Community event	**$45,000.00**
2505	Yarning Circle	**$4,734.66**
SANTA TERESA (LTYENTYE APURTE)		
2201	2 x Pedestrain Crossings with Signage	**$10,000.00**
2233	Mural with Historical Timeline	**$101,848.40**
TITJIKALA		
2212	Cemetery Upgrades	**$40,000.00**
2213	Solar lights near Lots 62 and 78	**$25,699.00**
2214	Outdoor Dining Area	**$20,000.00**
2400	Solar lights at Entrance	**$20,000.00**

PROJECT NUMBER	COMMUNITY	BUDGET
WALLACE ROCKHOLE		
2221	Plumbing Repairs	**$7,000.00**
2222	Moveable Bench Seating	**$8,000.00**
2223	Upgrade to Gordon Ida Park - inc irrigation, plants and trees.	**$39,927.92**

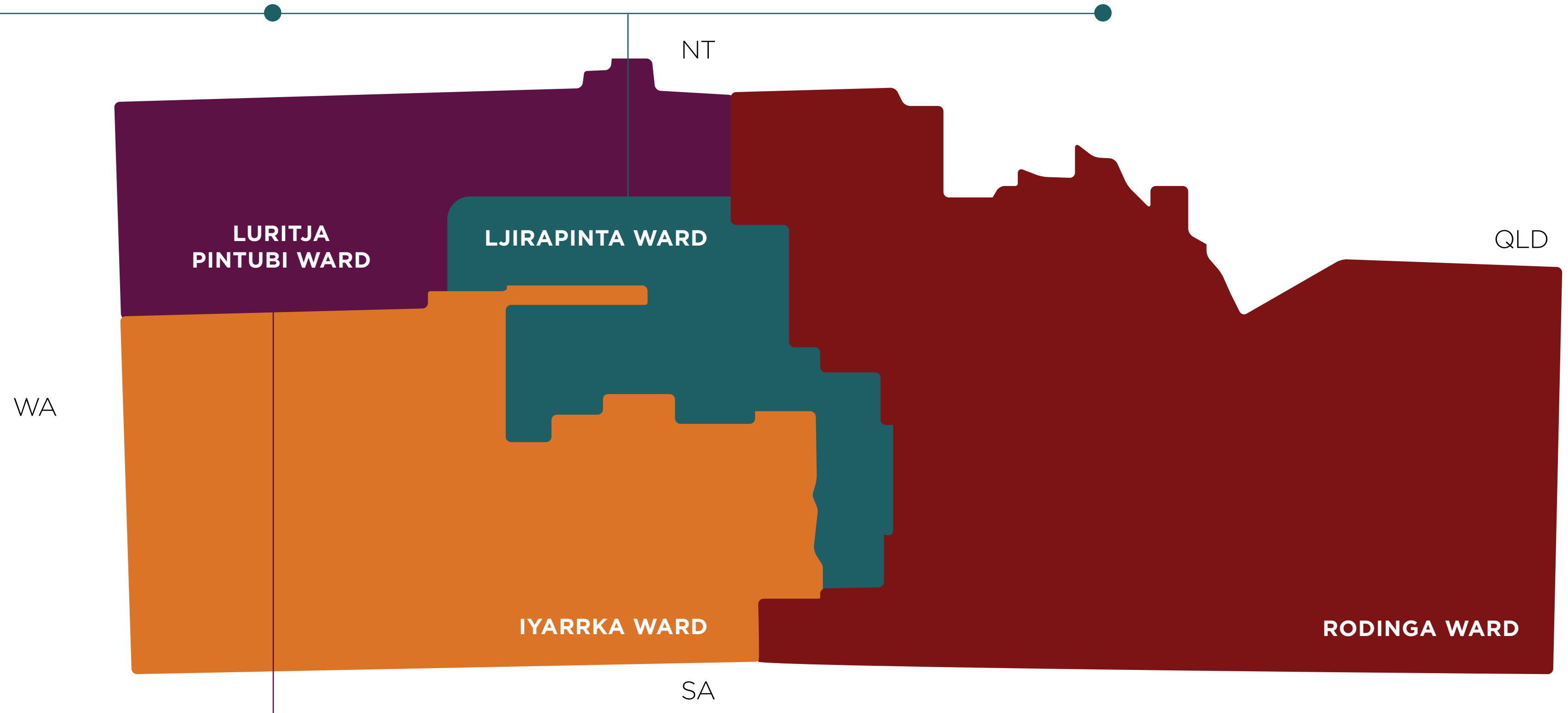
Members in attendance at the Haasts Bluff Local Authority meeting.

Our **Councillors**

President
Roxanne Kenny
Hermannsburg (Ntaria)

Deputy President
Maryanne Malbunka
Hermannsburg (Ntaria)

Councillor
Mark Inkamala
Hermannsburg (Ntaria)



Councillor
Dalton McDonald
Papunya (Warumpi)

Councillor
Lynn Ward
Papunya (Warumpi)

Councillor
Tommy Conway
Kintore (Walungurru)

Ljirapinta Ward

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

Luritja Pintubi Ward

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

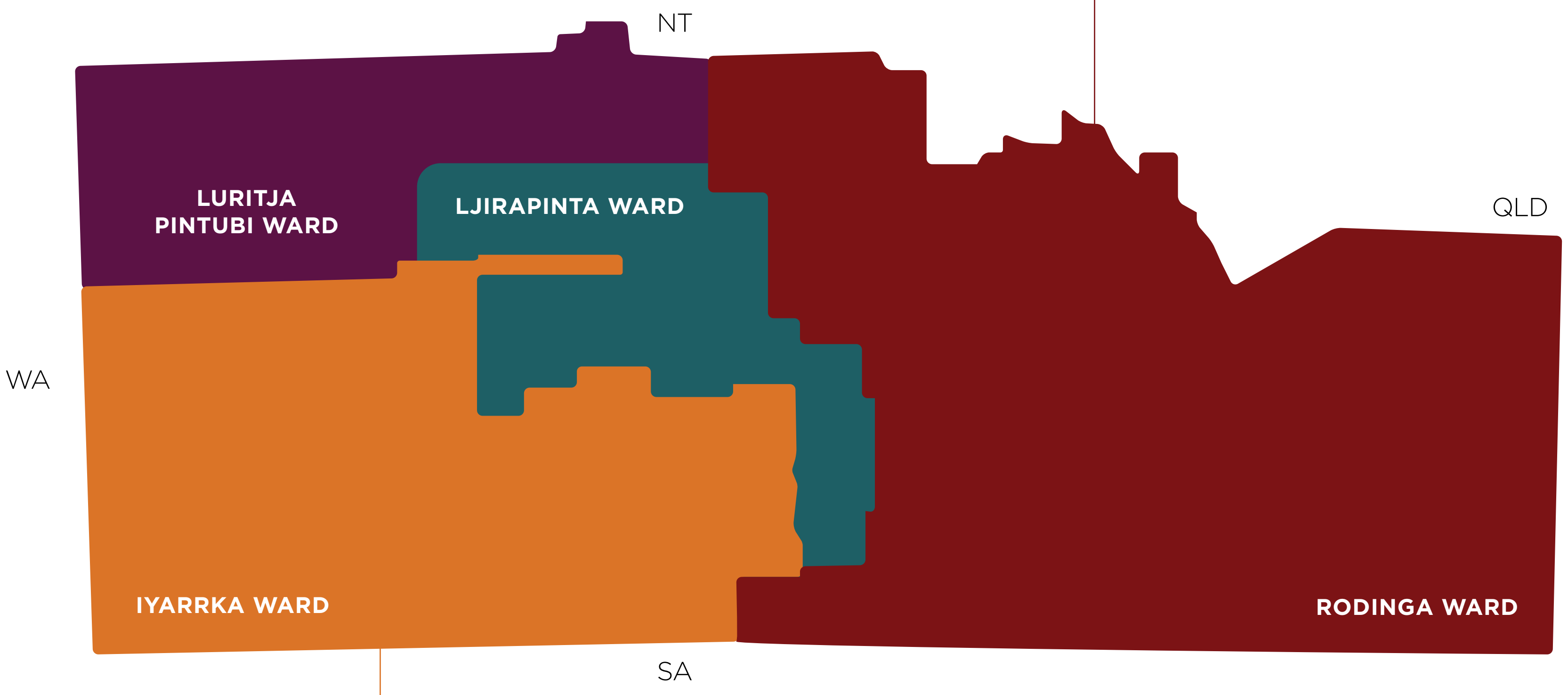
Our **Councillors**

Councillor
Matthew Palmer
Amoonguna

Councillor
Veronica Lynch Kngwarraye
Santa Teresa (Ltyentye Apurte)

Councillor
Andrew Davis
Amoonguna

Councillor
Patrick Allen
Finke (Aputula)



Rodinga Ward

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

Iyarrka Ward

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

Councillor
Abraham Poulson
Areyongag (Utju)

Councillor
Position Vacant
Docker River (Kaltukatjara)

Our **Executive Leadership Team**

Belinda Urquhart
Chief Executive Officer

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

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

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

Keith Hassett
Deputy Chief Executive Officer and Director Council Services

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

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

Currently Vacant
Chief Financial and Information Officer

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

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

Katie Fuller
Executive Manager People and Capabilities

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

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

Libby Taylor
Executive Manager Youth and Community Safety

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

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

Ainsley Roscrow
Executive Manager Aged and Children's Services

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

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

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

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

Our **Workforce**

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

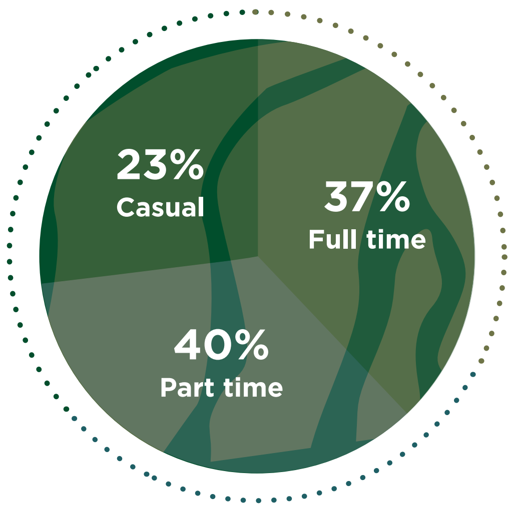
MacDonnell Regional Council is the region's largest employer, underpinning local jobs, services and economic stability.

Total employees:
400

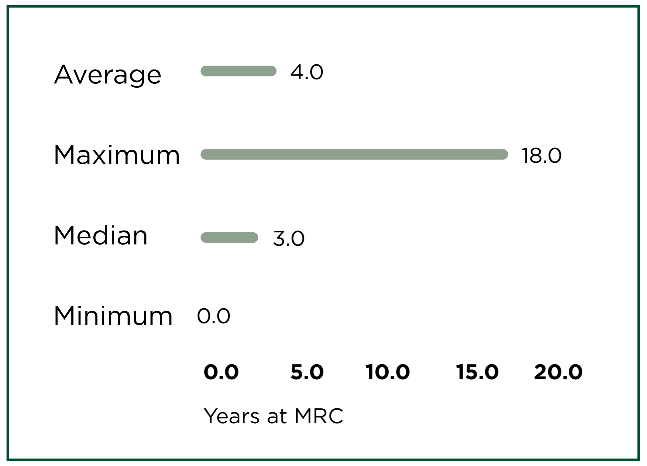
% Indigenous
Community based: 89%
Head office Alice Springs: 12%

Gender Balance

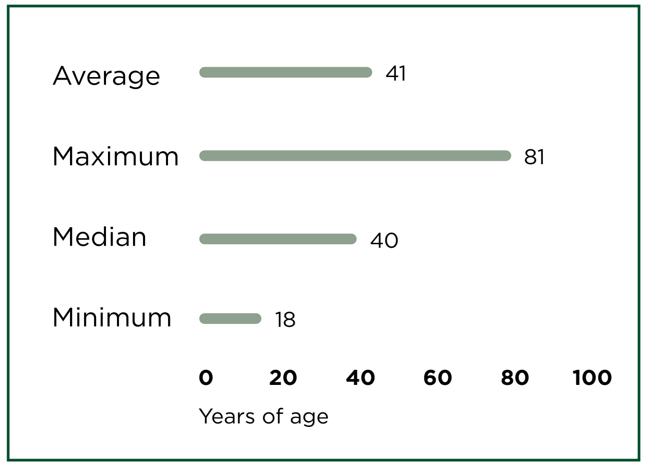
Division of Labour



MRC Experience Statistics



Min/Max Age Statistics



MT LIEBIG
Watiyawanu
Population **240**
MRC Employees **22**
Indigenous Staff **86%**

PAPUNYA
Warumpi
Population **438**
MRC Employees **34**
Indigenous Staff **81%**

ALICE SPRINGS OFFICE
MRC Employees **81**
Indigenous Staff **16%**

SANTA TERESA
Ltyentye Apurte
Population **609**
MRC Employees **30**
Indigenous Staff **88%**

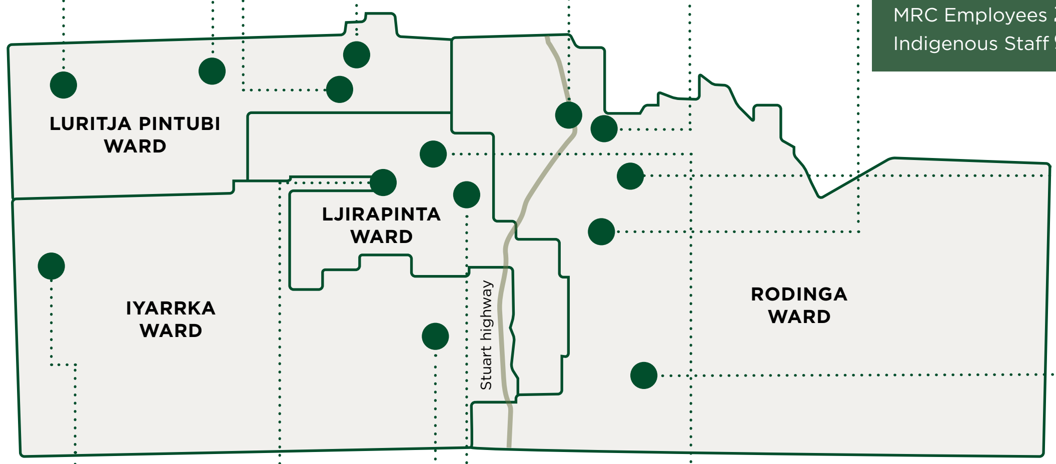
KINTORE
Walungurru
Population **420**
MRC Employees **22**
Indigenous Staff **81%**

HAASTS BLUFF
Ikuntji
Population **118**
MRC Employees **22**
Indigenous Staff **79%**

AMOONGUNA
Population **228**
MRC Employees **26**
Indigenous Staff **98%**

TITJIKALA
Population **196**
MRC Employees **34**
Indigenous Staff **85%**

FINKE
Aputula
Population **191**
MRC Employees **24**
Indigenous Staff **96%**



DOCKER RIVER
Kaltukatjara
Population **195**
MRC Employees **18**
Indigenous Staff **94%**

IMANPA
Population **124**
MRC Employees **12**
Indigenous Staff **88%**

HERMANNSBURG
Ntaria
Population **551**
MRC Employees **45**
Indigenous Staff **91%**

WALLACE ROCKHOLE
Population **87**
MRC Employees **8**
Indigenous Staff **100%**

AREYONGA
Utju
Population **236**
MRC Employees **26**
Indigenous Staff **90%**

Total population:
3633

Population figures shown are from ABS 2021 Census

Common name:
Desert or Honeysuckle Grevillea
Latin name:
Grevillea Juncifolia

Our Strategic Plan

02

Our Vision

Many voices, one dream, building a quality desert lifestyle

Our Mission

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

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

Our Values

Open

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

Accountable

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

Respectful

We will respect and support our diverse cultures and heritage

Inclusive

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

Innovative

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

Our **Goals & Objectives**

1

Strong Community Leadership and Shared Decision-Making

- Strengthen local decision-making through Council and Local Authorities
- Grow Aboriginal leadership, local employment and pathways into management
- Work in respectful partnership with Traditional Owners, Aboriginal organisations and community leaders
- Advocate to governments for policies and investment that reflect remote community priorities

2

Liveable, Healthy and Inclusive Communities

- Deliver reliable, culturally responsive services that reflect local priorities
- Support healthy, safe and well-managed communities
- Expand youth, sport, recreation and cultural opportunities that build pride and participation
- Advocate for sustainable aged care and early childhood services in remote communities

3

Resilient Infrastructure, Roads and Essential Community Assets

- Plan and renew community assets in a coordinated and place-based way
- Advocate for safer, more reliable roads that connect communities, services and economic opportunities
- Improve the quality, safety and accessibility of community infrastructure
- Strengthen environmental sustainability and climate resilience

4

A Strong, Accountable and Sustainable Organisation

- Maintain strong governance, compliance and financial sustainability
- Build a capable workforce and support local employment pathways
- Improve project delivery, digital systems and information management
- Strengthen Council's reputation, partnerships and investment readiness

Common name:
Golden Everlasting or
Yellow Paper Daisy
Latin name:
Xerochrysum bracteatum

Our Regional Plan

03

Goal 1

Strong Community Leadership and Shared Decision-Making

Strengthen local decision-making through Council and Local Authorities

Grow Aboriginal leadership, local employment and pathways into management

Work in respectful partnership with Traditional Owners, Aboriginal organisations and community leaders

Advocate to governments for policies and investment that reflect remote community priorities

Objective	Strategy	KPI	Target
1.1 Strengthen local decision-making through Council and Local Authorities.	Use structured agendas, feedback and reporting processes so Local Authority priorities are clearly recorded, considered and reported back to each community regularly.	Quarterly report to Council through the Governance report summarising all decisions (like a snapshot for each community that will show membership, attendance, number of meetings, deputations and financial projects and discretionary expenditure).	Reports issued after each quarter for all 13 Local Authorities from July 2026.
	Develop the confidence of the Local Authority Chairperson in the conduct of meetings.	Provide one-on-one training and support to the LA Chairperson.	Ongoing.
1.2 Grow Aboriginal leadership, local employment and pathways into management.	Invest in targeted recruitment, mentoring and development pathways that build the capability of Aboriginal staff, emerging leaders and future managers.	Aboriginal staff are represented in Team Leder, Supervisor, Coordinator and Manager roles in MRC.	60% of identified leadership roles are held by Aboriginal staff by June 2029.
	Implement leadership development.	Host leadership forums attended by selected Youth Board members.	December 2027.
		Develop a Youth Strategy which considers the appointment of a Youth President who attends Council meetings where possible.	December 2027.
		One whole of Council Youth Board meeting to take place immediately prior to the October OCM with a representative from each Youth Board.	October 2027.
1.3 Work in respectful partnership with Traditional Owners, Aboriginal organisations and community leaders.	Co-design priority initiatives and formal partnership arrangements that reflect local knowledge, cultural authority and community aspirations.	Consultation and collaboration with Aboriginal organisations for projects and initiatives.	At least 6 co-designed projects delivered over four years by June 2030.
1.4 Advocate to governments for policies and investment that reflect remote community priorities.	Prepare strong, evidence-based submissions and business cases that advance local priorities, Closing the Gap outcomes and fair investment in remote communities.	Strategic business cases are presented to Council, approved and submitted to the Commonwealth or NTG each year.	At least 2 high-quality strategic submissions or business cases lodged each year by June 2030.

Goal 2

Liveable, Healthy and Inclusive Communities

Deliver reliable, culturally responsive services that reflect local priorities

Support healthy, safe and well-managed communities

Expand youth, sport, recreation and cultural opportunities that build pride and participation

Advocate for sustainable aged care and early childhood services in remote communities

Objective	Strategy	KPI	Target
2.1 Deliver reliable, culturally responsive services that reflect local priorities.	Set and monitor clear service standards so Council services are dependable, practical and aligned with community and Local Authority expectations.	Council servies are delivered consistently and reflect the communities priorities.	90% of scheduled services delivered and aligned to Local Authority plans by June 2028.
2.2 Support healthy, safe and well-managed communities.	Work with schools, clinics, stores and community organisations on healthy living, safety, environmental health and community wellbeing initiatives.	Council supports community healthy living initiatives, food sercuity and environmental events.	At least 13 community-based healthy living or safety initiatives are delivered each year by June 2030.
		Organise annual working bees in communities to assist with maintaining public areas to generate a sense of community and empowerment.	One annual working bee in each community by 30 June 2029.
2.3 Expand youth, sport, recreation and cultural opportunities that build pride and participation.	Coordinate and support local programs, events and activities that keep young people engaged and strengthen community connection.	Young people participate in regular youth services and sport and recreations programs	80% of participating communities report increased youth attendance in Council-supported programs by June 2030.
		Engage with other community organisations to develop collaborative relationships which support MRC events such as sports carnivals.	One "whole of community" event held in each community per year by 30 June 2029
2.4 Advocate for sustainable aged care and early childhood services in remote communities.	Work with governments and service partners to secure accessible, culturally appropriate aged care and early childhood support where communities identify these services as a priority.	Adocate for communities for improved Aged Care and Child Care facilities on relevant communities.	Report annually to Council on results of advocacy (August OCM).
	Children are engaged in high quality early learning services.	95% of eligible children participate in early learning services.	June 2029.
		Meet new national compliance obligations in order to ensure quality services are provided.	June 2027.

Goal 3

Resilient Infrastructure, Roads and Essential Community Assets

Plan and renew community assets in a coordinated and place-based way

Advocate for safer, more reliable roads that connect communities, services and economic opportunities

Improve the quality, safety and accessibility of community infrastructure

Strengthen environmental sustainability and climate resilience

Objective	Strategy	KPI	Target
3.1 Plan and renew community assets in a coordinated and place-based way.	Maintain long-term asset plans that guide investment in buildings, community facilities, staff housing and essential infrastructure in line with local priorities.	10 Year community asset management plans are adopted for each community.	Plans completed and endorsed for all serviced communities by June 2028.
3.2 Advocate for safer, more reliable roads that connect communities, services and economic opportunities.	Work with Territory and Commonwealth governments to prioritise road upgrades, flood immunity, maintenance and transport access across the region.	Business cases and grant applications are submitted each year.	As available.
3.3 Improve the quality, safety and accessibility of community infrastructure.	Develop and promote a staged pipeline of priority upgrades for community spaces, recreation areas, public amenities and service-enabling facilities.	Specific Business Paper presented at each Local Authority meeting to establish community priorities.	By September each year from 2027.
		Community infrastructure plans with priorities submitted to Council for consideration and planning and budgetting purposes.	By December each year from 2027.
3.4 Strengthen environmental sustainability and climate resilience.	Deliver practical projects that improve energy efficiency, water security, cooling, shade and resilience to extreme weather in remote communities.	Energy or water efficiency improvements are completed in priority communities each year.	Improvements delivered in at least 3 communities each year by June 2030.
	Improve the environment through effective waste management and recycling initiatives.	Investigate the opportunity to establish remote community recycling hubs in collaboration with Regional Development Australia.	Business case prepared and submitted by June 2027.

Goal 4

A Strong, Accountable and Sustainable Organisation

- Maintain strong governance, compliance and financial sustainability
- Build a capable workforce and support local employment pathways
- Improve project delivery, digital systems and information management
- Strengthen Council's reputation, partnerships and investment readiness

Objective	Strategy	KPI	Target
4.1 Maintain strong governance, compliance and financial sustainability.	Apply disciplined financial management, audit follow-up and transparent reporting to protect Council's long-term sustainability and public trust.	External audit and compliance recommendations are implemented in agreed timelines.	100% of agreed audit and compliance actions completed on time every year.
		Review meeting procedures in line with departmental best practice.	June 2027.
4.2 Build a capable workforce and support local employment pathways.	Improve attraction, retention, training, supervision and staff wellbeing, with a strong focus on local and Aboriginal employment.	Staff retention rates increase each year from 25/26 benchmark.	15% improvement in annual staff retention by June 2030.
	Develop an MRC Indigenous Employment Strategy.	Work with community to understand employment obstacles for local people and identify solutions.	June 2028.
		Aboriginal staff are represented in supervisor, coordinator and manager roles.	60% of identified leadership roles are held by Aboriginal staff by June 2030.
	Provide local residents with opportunities to learn and obtain qualifications in trades and administration.	Create a learning pathway and training into apprenticeships and traineeships to promote indigenous employment opportunities.	June 2028.
		Enhance the employment prospects of youths in the region by hosting training open to all community members in the use of heavy machinery.	Once per year by June 2029.
		Secure funding for the delivery of staff training programs in numeracy and literacy.	Funding achieved by 30 June 2027.
4.3 Improve project delivery, digital systems and information management.	Use consistent project management, practical technology and better information systems to support timely decisions and efficient service delivery.	Priority digital and information management actions are delivered in line with the ITC Strategy.	75% of roadmap actions completed by June 2029.
	Investigate and consider the acquisition and implementation of a records management system including the migration of data.	Acquisition of records management system.	December 2026.
		Migration of MRC records.	June 2027.
4.4 Strengthen Council's reputation, partnerships and investment readiness.	Communicate performance clearly and use evidence-based planning to attract funding, partnerships and confidence in the regional local government model.	External grant funding and investment is secured by Council and improves each year based on positive advocacy.	25% increase in external grant funding and co-investment from baseline by June 2030.

The Regional Plan

The Goals and Objectives are achieved through the delivery of Core Local Government Services. These services directly address such matters as infrastructure, employment opportunities and environmental health outcomes and so much more.

They are also achieved through the delivery of Community Services and Commercial Services. Council determines to deliver these programmes and services because they support the safety and wellbeing of community members and they contribute to the economic functionality of Council's communities. They are directly aligned with creating and increasing employment opportunities, they support active and healthy lifestyles and community events and they live the mission of Council "to improve the lives of Council residents by delivering valued and relevant services".

None of this could be achieved without the provision of Support and Administration Services. These critical services not only enable to delivery of Core, Community and Commercial Services but, in their own right, make a special contribution to the attainment of all of Council's goals and objectives.

What follows represents the operational or action plans Council intends to implement to ensure it meets its goals.

Council Services

Overview of the Directorate

The Council Services Directorate plays a critical role in delivering essential services and infrastructure across MacDonnell Regional Council's 13 communities.

Operating across one of the most remote and diverse regions in Australia, the Directorate is responsible for ensuring that communities are safe, functional, healthy and liveable through the delivery of reliable, high-quality and culturally appropriate services.

Our services are delivered predominantly by staff based within communities, supported by a smaller team located at the Alice Springs Regional Office. This model ensures that service delivery is locally driven, responsive and aligned with community priorities, while also supported by strong coordination, planning and technical expertise.

With approximately 200 staff, of which around 90% identify as Aboriginal, the Directorate reflects Council's strong commitment to local employment, community capacity building and Aboriginal leadership.

Our Approach to Service Delivery

Council Services are delivered in partnership with Local Authorities and community members to ensure that services reflect local priorities and support community wellbeing.

This approach is grounded in:

- Local decision-making
- Community engagement
- Cultural understanding
- Continuous improvement

By working closely with communities, Council ensures that services are not only delivered effectively, but are also valued, relevant and sustainable.

Core Council Services – What We Deliver

The Directorate delivers a broad range of core local government services that underpin the daily functioning of communities:

- Animal management
- Cemetery management
- Internal roads and traffic management
- Parks, open spaces and recreation areas
- Sports grounds
- Street lighting
- Waste management
- Weed control and fire hazard reduction

These services are fundamental to maintaining environmental health, public safety and overall liveability across the region.

Service Level Guidelines

To ensure consistent service delivery across all communities, Council has developed clear service level guidelines for each core service area.

These guidelines:

- Define the standards Council aims to achieve
- Support planning and prioritisation of works
- Provide a framework for continuous improvement
- Align with Council's Strategic and Regional Plans

Service levels are delivered through phased implementation plans that recognise the unique challenges of remote service delivery while ensuring steady progress towards agreed standards.

Sustainability and Alignment with Global Goals

MacDonnell Regional Council is committed to delivering services in a way that supports environmental sustainability and long-term community wellbeing.

The Directorate aligns its service delivery with the United Nations Sustainable Development Goals (UNSDGs), ensuring that local actions contribute to broader global outcomes.

Key areas of contribution include:

- Clean water and sanitation
- Sustainable communities
- Climate resilience
- Responsible consumption and waste management

Contributing to the UNSDGs

Through the delivery of Council Services, the Directorate contributes to:

- Improved environmental health through effective waste management and sanitation
- Safer and more resilient communities through infrastructure maintenance and hazard reduction
- Sustainable community spaces through parks, recreation and environmental management
- Climate-responsive practices through waste reduction and resource efficiency

This integrated approach ensures that Council's work delivers both local and global outcomes.

Community Engagement and Empowering Communities

A key focus of the Directorate is strengthening local decision-making and supporting communities to have a genuine voice in how services are delivered.

Council works closely with Local Authorities and community members to:

- Identify community priorities
- Guide service delivery and infrastructure investment
- Monitor outcomes and performance

Council **Services** CONT

Delivering animal management education in schools.

This approach ensures that communities play a central role in shaping the services delivered within their communities. It supports self-determination, strengthens local leadership, and ensures that services are culturally appropriate, relevant and responsive to local needs.

Closing the Gap Alignment

The Directorate contributes directly to Closing the Gap priorities through:

- Supporting Aboriginal employment and workforce participation
- Delivering services that improve health and environmental outcomes
- Partnering with communities in decision-making processes
- Strengthening community infrastructure and liveability

These actions support improved social, economic and wellbeing outcomes across the region.

Core **Council Services**

Animal Management

Animal management focuses on improving the health and control of companion animals while respecting cultural practices. Services include veterinary programs, sterilisation initiatives and community education, with a focus on sustainable and humane population management.

Cemetery Management

Council manages cemeteries across the region, ensuring they are maintained to a respectful and culturally appropriate standard while supporting community practices and complying with legislation.

The Amoonguna Civil Works crew installing a speed bump.

Internal Roads and Traffic Management

Council maintains internal roads, signage and traffic management infrastructure to improve safety within communities. Works are prioritised in consultation with Local Authorities and focus on improving accessibility and reducing risks.

Parks and Open Spaces

Parks and open spaces are maintained to provide safe, accessible and welcoming environments that support recreation, wellbeing and community life.

Sports Grounds

Sports grounds are maintained to support physical activity, community events and engagement, contributing to healthier and more active communities.

Street Lighting

Street lighting services ensure communities are safe and accessible by maintaining operational lighting systems and responding to faults in a timely manner.

Infrastructure/Asset **Management Services**

Mount Liebig Basketball Court Project.

Waste Management

Waste management services support environmental health and sustainability through facility management, waste collection, risk mitigation and community education, in line with legislative requirements.

Weed Control and Fire Hazard Reduction

Weed control and fire hazard reduction activities improve safety and environmental health by reducing fire risks and managing vegetation across communities.
The Directorate is responsible for the maintenance, repair and upgrade of Council's infrastructure and assets, including community facilities, service delivery centres, recreational assets and staff housing.

These services ensure that infrastructure:

- Meets community needs
- Is safe and functional
- Supports long-term sustainability

Project Management Office (PMO)

The Project Management Office oversees the delivery of major capital works projects across the region.

The PMO ensures that projects are:

- Well planned and prioritised
- Delivered on time and within budget
- Aligned with Local Authority and community priorities

The PMO strengthens Council's ability to deliver infrastructure outcomes and maximise funding opportunities.

Housing and Facilities

The Housing and Facilities team manages Council buildings and staff housing across the region.

This includes:

- Repairs and maintenance
- Capital upgrades
- Tenancy management

Upgrades to housing in Santa Teresa.

These services support staff wellbeing, operational efficiency and the delivery of services in remote communities.

Fleet Management

Council manages a fleet of over 300 assets, including vehicles, heavy plant and equipment, to support service delivery.

Fleet services include:

- Maintenance and servicing
- Mobile mechanical support to communities
- Fleet planning and procurement

Effective fleet management ensures reliable and efficient service delivery across the region.

Our Continued Commitment

The Council Services Directorate is committed to continuously improving service delivery across all communities.

This includes:

- Strengthening workforce capability
- Improving systems and processes
- Enhancing service reliability
- Increasing alignment with Local Authority priorities

Through this work, the Directorate will continue to support safe, inclusive and liveable communities where local decision-making and Aboriginal leadership are central to service delivery.

Moses Daniels putting some new cord into his wipper snipper in Titjikala.

Commercial **Services**

Council delivers Commercial Services to support the safety, wellbeing and economic sustainability of its communities.

These services play an important role in ensuring that communities remain connected, essential services are maintained, and local employment opportunities are created. Through these programs, Council contributes to the broader economic functionality of the region while delivering practical, community-focused outcomes.

Airstrips

Council is contracted to provide maintenance services for nine (9) airstrips across the region.

These airstrips are critical infrastructure for remote communities, supporting:

- Access to essential services
- Medical evacuations
- Delivery of goods and services
- Community connectivity

Council ensures that airstrips are maintained to the required standards to support safe and reliable operations.

Australia Post

Council supports the delivery of mail services to communities across the region.

Mail is generally delivered weekly ensuring timely access to essential correspondence and services. In communities without airstrip access, Council coordinates the collection and delivery of mail from Alice Springs.

This service plays a key role in maintaining communication and connection for remote communities.

Centrelink Services

Council delivers remote Centrelink Agent services on behalf of Services Australia.

These services provide community members with access to essential government support, including:

- Assistance with payments and services
- Access to information and support
- Help navigating government systems

By delivering these services locally, Council improves accessibility and reduces the need for community members to travel long distances. Indigenous Essential Services.

Essential Services Maintenance

Council delivers essential services across all 13 communities under contract with the Power and Water Corporation.

This includes:

- Power, water and sewerage services
- Maintenance and monitoring of essential infrastructure

Council employs Essential Service Officers (ESOs) within communities, with a strong focus on:

- Training and development
- Building local capability
- Supporting Aboriginal employment

This model ensures that essential services are delivered locally, while creating meaningful employment opportunities and strengthening community capacity.

Supporting Community and Economic Outcomes

Through the delivery of Commercial Services, Council strengthens community access to essential services, supports local employment, and contributes to the long-term sustainability of remote communities.

Paul Fly installing new batteries at the windsock at the Papunya airstrip.

Internal Support and **Administration Services**

Professional support is provided to ensure the successful delivery of Council's services across the region through the provision of administrative, information and communications technology, human resources, finance and governance services.

Financial Management

The Finance Department ensures that Council income, payments and financial reporting is done in a timely and accountable manner. The Finance department manages all payments and receipts across the 14 offices of Council, as well as the acquittal of all grant money received.

The work of this department encompasses the following activities:

- Budget development and review
- Rates administration
- Financial planning and reporting – including regular reporting to Council and the annual audited Financial Statements
- Internal controls and accounting procedures
- Financial asset management – including acquisitions and disposals and stock control
- Internal charges
- Custody and control of financial records
- Receipting, banking of money and financial investments
- Payment of salaries and wages
- Fraud detection and prevention
- Accounts payable and receivable

Governance and Strategy

A small team delivers governance, policy, customer service, records management, communications and engagement services for the entire MRC organisation. The governance team ensures the Council's compliance through legislative, statutory, policy and delivery obligations. The team specifically provides support to the Council and the 13 Local Authorities as well as stewardship to the development of MRC and operational policies, procedures and supporting documents.

The team provides the Council's communications, internally for the workforce and externally for stakeholders through selected media channels. The team facilitates Council's strategic planning and reporting processes and produces it's most critical documents: the Regional Plan and Annual Report.

The work of this department encompasses the following activities:

- Communications
- Community Engagement
- Council and Local Authorities
- Customer Service
- Governance
- Policy Development and Review
- Records Management

Shae Thompson and Tristan Robertson getting the Mt Liebig BBQ ready.

Internal Support and **Administration Services** CONT

Information and Communications Technology (ICT)

The information Communications Technology and Records department is supported by 2 staff members: the Manager and ICT Officer. The department supports 14 Locations and up to 220 users with access to the MRC Systems and Infrastructure.

This support includes but is not limited to:

- Maintaining all ICT Equipment serviceability especially with supply shortages across the globe
- Managing and maintaining network connectivity – reporting all faults to service providers for repair to ensure continuity of services and operations
- Providing feedback to service providers on major and minor outages for resolutions
- Monitoring all ICT Expenses to ensure correct accountability of services are maintained
- Cancelling and creating services as necessary to ensure standards are met

People & Capabilities (P&C)

The People & Capabilities (P&C) Department reports to the Office of the CEO. This department includes the work areas of:

- Human Resources
- Learning & Development
- Work Health & Safety (WHS)

Together, these areas manage employee end-to-end career cycles including recruitment, onboarding, records administration, performance management, learning and development, employee relations, industrial relations, administrative processing, and overall employee wellbeing.

P&C continues to advocate for building a capable workforce and supporting local employment pathways across all communities. This aligns with Regional Plan Action 4.2, Build a capable workforce and support local employment pathways, with a strong focus on improving attraction, retention, training, supervision and staff wellbeing, particularly for local and Aboriginal employees. This includes progressing an Indigenous Employment Strategy and strengthening training and development opportunities. P&C is also implementing and expanding a Learning Management System (LMS) designed with local and Aboriginal staff in mind, building practical content and training modules to increase role understanding, confidence and capability across Council.

Simon Mumu proudly displays his completed Certificate 111 in Local Government.

Tracey Murphy (Early Childhood Australia), Christine Allen (Team Leader Finke), and Pavithra Devasurendra (Coordinator) celebrating Christine's Cert III Early Childhood Education and Care graduation.

Common name:
Desert Bottlebrush
Latin name:
Melaleuca Faucicola

Agency **Services**

Delivering High-Quality Agency Services
The Agency Services Directorate is important to MacDonnell Regional Council's commitment to building a quality desert lifestyle. These services are integral to community well-being, ensuring residents across our 13 communities access essential programs that improve lives, promote safety, and strengthen cultural identity.

With a network of 9 Youth and Recreation facilities, 8 Aged and Home Care Centres, 9 Childcare Centres, and 12 Night Patrol offices, we provide high-quality, culturally responsive services that respect and support the unique needs of young people, families, and elders in our communities.

Our focus is on delivering excellence, not just meeting but exceeding the standards set by funding bodies. This commitment ensures that our services evolve to meet our communities' growing needs and expectations, instilling confidence in our stakeholders.

At the core of our approach is empowering local Indigenous employment – over 80% of our Agency Services employees come from MacDonnell Regional Council communities. By prioritising local knowledge and Leadership, we are building a skilled and resilient workforce that delivers services by the community for the community.

The heart of our service delivery lies within our 13 remote communities, where dedicated teams work every day to support local families, young people, and elders. However, ensuring these teams have the resources, training, and operational backing they need in these remote and often challenging environments requires strong regional coordination.

The Alice Springs Regional Office plays a key role in supporting frontline staff and ensuring that every program – whether in youth services, aged care, childcare, or community safety – has the funding, workforce, infrastructure, and governance required to operate effectively. This office does not direct services but instead works in partnership with our community teams to provide the resources, guidance, and advocacy they need.

The Alice Springs office acts as a hub for essential support services, ensuring that our community teams can focus on delivering high-quality, culturally responsive programs. Key functions include:

- **Agency Services Leadership & Operations** – Providing guidance and oversight while ensuring community voices shape decision-making.
- **Finance & Grant Management** – Securing and managing funding so services can continue to grow and improve.
- **Human Resources & Workforce Development** – Supporting local recruitment, staff training, and leadership pathways for Aboriginal employees.
- **Asset & Infrastructure Support** – Maintaining vehicles, buildings, and essential equipment to keep services running smoothly.
- **Youth & Community Safety Coordination** – Assisting frontline teams with program planning, reporting, and engagement with funding bodies.

This regional support ensures that on-the-ground teams in communities have what they need to deliver vital services effectively.

A Workforce Built by and for the Community
MacDonnell Regional Council is deeply committed to a community-led approach, ensuring that services are delivered by local people, for local people. Across all Community Services programs, we employ:

- Over 200 staff, with more than 80% being local Aboriginal employees.
- A workforce spread across Youth, Aged Care, Childcare, and Community Safety services.
- Dedicated support teams who work alongside community-based staff to ensure smooth program delivery.

Investing in a Strong Future
Recruiting and retaining skilled staff remains a priority for delivering high-quality services in remote communities.

Coordinator and Home Care Staff training day.

MacDonnell Regional Council is implementing strategic workforce initiatives, including:

- Expanding professional development opportunities to help local staff progress into leadership roles
- Cultural programs to strengthen new staff knowledge of local traditions, languages, and ways of working
- Improving staff housing and infrastructure to better support teams living in remote areas
- Building partnerships with training organisations, universities, and government agencies to provide accredited learning opportunities

By investing in our people and strengthening community-led service delivery, MacDonnell Regional Council remains committed to empowering communities, supporting local employment, and ensuring sustainable, high-quality services across the region.

Aged Care Services

Empowering Elders, Strengthening Communities
Our Aged Care Services support elders to live safely, independently, and with dignity in their own communities for as long as possible. Guided by the Strengthened Aged Care Quality Standards - which place older people's rights, preferences, cultural identity, and safety at the centre of care - we deliver personalised, high quality support across seven remote communities. We take a culturally responsive approach that respects individual identity, language, and tradition, while ensuring services are safe, measurable, and aligned with the new Standards which focus on the individual, the organisation, care and services, food and nutrition, and clinical governance.

Our Core Services include:

- nutritious meal provision
- personal care and domestic support
- transportation, and shopping assistance
- social engagement and community connection
- Allied Health coordination and package management

In addition, we oversee the School Nutrition Program in four of our communities, providing children with healthy meals that strengthen school attendance and support their long-term health and well being.

Over 80% of our aged care workforce are local Aboriginal employees, ensuring culturally informed care delivered by people who understand the language, traditions, and community of the clients they serve, while our ongoing investment in local employment and skills development upholds choice, autonomy, cultural identity.

Agency
Services CONT

Educator Lucinda Andy helping children refine their fine motor skills.

Children's Services

Laying Strong Foundations for the Future

Our Early Learning Program provides a safe, nurturing, and educational environment for over 120 children across nine remote communities. Guided by the National Quality Standards and the Early Years Learning Framework, we integrate Aboriginal child-rearing practices and ways of learning to support a strong cultural identity from an early age.

We deliver high-quality early childhood education with a focus on the following:

- School readiness and lifelong learning
- Healthy eating and nutrition programs
- Language and cultural preservation
- Protective behaviours and safety awareness
- Physical activity and motor skill development
- Integrated services with health professionals

With 75% of our workforce made up of local Aboriginal staff, we are investing in community-led solutions to address the critical shortage of early childhood educators. Our innovative recruitment and training strategies ensure that children learn from educators who share their Language, culture, and community values.

Children's Services operates up to five days a week, adapting to each community's unique needs. Through extensive stakeholder consultation and a commitment to continuous improvement, we ensure that our services meet and exceed community expectations, providing exceptional early learning experiences that empower children to thrive.

Community Safety

Supporting Safe and Strong Communities

Community Safety, commonly known as Night Patrol, is more than just a safety service. It is a community-driven initiative that ensures young people and vulnerable residents have access to safe spaces, Support, and culturally appropriate guidance.

Operating across 12 MRC communities, our teams are made up entirely of local Aboriginal employees, ensuring that solutions are built from within the community.

Our work focuses on:

- Transporting young people to and from safe spaces, youth programs, and home
- Supporting vulnerable residents, including taking them to clinics or police when necessary
- Monitoring and de-escalating anti-social behaviour
- Providing a safe space for community members to talk and share concerns
- Promoting community-led solutions to safety and well-being

Community Safety operates up to 5-6 nights per week, responding flexibly to each community's needs. Our focus is on prevention, early intervention, and working collaboratively with community leaders to strengthen safety and resilience.

By empowering local staff and ensuring they are respected as mentors rather than security guards, we continue to drive positive change and safer outcomes for everyone.

Tanya and Ashley working for Community Safety in Imanpa.

Santa Teresa Youth Bike Program.

Youth Services

Creating Opportunities, Inspiring Futures

Youth services are more than recreation; they provide young people opportunities to grow, lead, and thrive. With programs targeting education, Leadership, culture, sport, and employment pathways, we are empowering the next generation across our communities.

Each year, we engage with over 1,600 young people, offering:

- Sport and recreation programs that promote health, teamwork, and personal development
- Leadership and cultural programs that connect young people to their identity and heritage
- Support for education, training, and employment pathways

Over 80% of our 80+ youth workers are local Aboriginal employees, ensuring that programs are culturally relevant, and community led.
We operate five days a week, including 12 weeks of school holiday programs, ensuring young people have safe, engaging spaces year-round.

We also champion youth voices through local Youth Boards, giving young people a say in shaping their own programs and ensuring their concerns are heard.

By creating meaningful opportunities and investing in our youth, we are building stronger, more vibrant communities for the future.

Common name:
Parakeelya
Latin name:
Calandrinia Balonensis

Services
MRC provides

Services	Link to Strategic Plan	Responsible Section	Service Description
Core Council Services	1.2, 2.1, 2.2, 3.3, 3.4	Council Services	Provides essential municipal services including waste management, road maintenance, parks and open spaces, and animal management. This service is dedicated to supporting healthy, sustainable communities through effective infrastructure and environmental management.
Project Management	3.1, 3.3, 3.4	Project Management Office	Oversees the planning, execution, and delivery of projects to ensure they align with the strategic goals of Council. This service focuses on infrastructure development and fostering Aboriginal employment opportunities and local enterprise.
Housing and Facilities	2.2, 3.1, 3.3, 4.2	Property and Tenancy	Manages staff housing, visiting accommodation, and council facilities across communities. This service ensures adequate housing stock and facility maintenance to support staff and community needs, as well as maintaining compliance with safety standards.
Fleet Management	3.1, 3.2	Transport Fleet and Infrastucture	Acquisition, maintenance and disposal of Council's motor vehicle fleet, plant and equipment. Management of Council's workshop and mobile mechanics.
NATSI Flexible Aged Care Program	2.1, 2.2, 2.4	Aged Services	Aged & Disability Services delivers the National Aboriginal and Torres Strait Islander Flexible Aged Care Program (NATSIFACP funded by The Department of Health and Aged, along with the Department of Education and NIAA.
Commonwealth Home Support Program (CHSP)			Aged & Disability Services delivers the Commonwealth Home Support Program (CHSP) Domestic Assistance (Laundry Service).
NDIS Brokerage			Aged & Disability Services delivers the NDIS Brokerage, including Domestic Assistance (Laundry Service), Personal Care, Transportation and Social Support
Aged & disability services Administration & Management			Aged & Disability Services Management and Administration team works to meet Compliance and legislative requirements.
School Nutrition Program (SNP)			School Nutrition Program (SNP) including the supply and delivery of breakfast and lunch to school children as per nutritional guidelines.

Services	Link to Strategic Plan	Responsible Section	Service Description
Children's Services 0-18mths Children's Services 18mths-3yrs Children's Services 3-6yrs	2.1, 2.2, 2.3, 2.4, 3.3	Children Services	Children's Services deliver the following programs for 3-6yrs children funded in entirety by the Department of Education: • Early Learning Program. • Healthy eating & nutrition program. • Language and Cultural program. • Protective Behaviours. • Physical activity (gross motor) program. • Infrastructure provision to encourage an integrated service model for streamlined access to NT Health nurses, occupational therapists, dieticians, and hearing professionals. • School Readiness and Transition program.
Children's Services Administration & Management			Children's Services Management and Administration team works to meet compliance and legislative requirements.
Patrol Services	2.1, 2.2, 3.3	Community Safety	Community Safety Patrol Services deliver the following services funded by National Indigenous Australians Agency: • Undertaking regular patrols of the community to identify and address community safety issues • Assisting vulnerable people at risk of causing or becoming victims of harm • Ensuring Children are at home or in another safe location at night by providing transport to a safe place where there is a carer • Diverting people away from contact with the criminal justice system • Record and report incidents that have occurred and the assistance that was provided.
Administration & Management			Community Safety Administration and Management delivers the support funded by National Indigenous Australians Agency which includes working with staff to identify professional development opportunities and collaborating with other MRC departments and external agencies to provide accredited training opportunities for remote staff.
Outside of School Hours Learning Program, Youth Development Program & School Holiday Programs	1.2, 2.1, 2.2, 2.3, 3.2, 3.3, 4.2	Youth Services	Provide engaging and relevant services to young people between the ages of 5-25 with an aim to increase participation, engagement and school attendance
Manage Youth Boards			Implementation of youth leadership support and community engagement activities and strategies to support the youth within MRC through effective Youth Boards.

Services
MRC provides CONT

Services	Link to Strategic Plan	Responsible Section	Service Description
Commercial Services	1.2, 2.1, 3.2, 3.3, 4.2	Council Services	Manages key commercial contracts, including Indigenous Essential Services, Australia Post, Centrelink, and airstrip maintenance. This service aims to create employment opportunities, particularly for Aboriginal people, while ensuring the smooth delivery of essential services.
Payroll, Accounts Payable, Accounts Receivables and Rates	3.1, 4.1, 4.4	Financial Services	• Calculating wages, managing tax withholdings, filling taxes and super. • Managing funds that council owes its vendors. • Managing and collecting the funds owed to council from its customers and rate payers
Grants and Acquittals			Providing accurate reporting on funded projects.
Financial Accounting & Reporting			Monitoring and reviewing all ledgers, books adjustments, reconciling, Month end process and year end process, preparing data for auditors, and provide accurate financial reports on Council's financial position.
Budget & Management accounting			Ensuring financial stability and effective resource allocation.
Support for Council and Local Authorities	1.1, 4.1, 4.3, 4.4	Governance and Strategy	Coordination of the engagement of Council and Local Authorities and their members through training and the conduct of efficient meetings which include current and accurate reporting.
Support Local Authority projects and discretionary funding			Coordination and monitoring of LA projects & discretionary funding. Provision of project updates to the relevant departments, including liaison with Finance.
Management of the MRC brand, Media and Communications			Development and implementation of all content to ensure effective and consistent communication across all media.
Policy development and review			Develop, monitor and review all policies, procedures, guidelines, registers and other supporting documents for MRC.
Strategic planning and reporting			Development, monitoring and coordination of all planning and reporting documents and obligations.
Records Management			Manage and maintain the application of MRC's records management protocols, legislated registers and destruction of records.

Services	Link to Strategic Plan	Responsible Section	Service Description
Connectivity	3.1, 4.3	Information Services	Ensures reliable and secure network infrastructure for communication and access to services.
User Support			Provides technical assistance to staff for troubleshooting, system access, and training.
Hardware and Equipment			Manages and maintains IT hardware like computers, docks, and mobile devices.
Software / Upgrades			Handles the installation, updates, and maintenance of software applications used by the council.
Data Management and Security			Ensures the proper storage, backup, and protection of sensitive government data, maintaining compliance with privacy regulations.
Learning and Development	1.2, 4.2	People & Capabilities	Providing all employees of council with appropriate learning, training, and development opportunities
Employee Development			Providing all employees with appropriate on-the-job support and development opportunities.
Succession Planning			Ensuring each role has key successor(s) in place as people move throughout or from MRC.
Recruitment			Process of attracting the right people through engaging adverts and proper induction procedures.
Retention			Process of obtaining the right people through employee engagement and support measures.
Employee Relations			EBA negotiation and implementation; Industrial dispute (singular or collective) management and resolution; Joint Consultative Committee operation; Legislation and Awards compliance; cultural awareness.
Support new employees	4.2	Safety	Inductions for new employees emphasise that Work Health and Safety is Council's main priority.
Learning and Development			Introduce the new Learning Management System platform to improve training delivery and staff development. Hold monthly WHS training sessions for Senior Leadership Team and Managers.
Support Staff Safety and Wellbeing			Ensure Council's compliance with Work Health and Safety legislation and codes of practice.
Staff are empowered to inform MRC decision making			Staff are trained in hazard identification and reporting. Supervisors are encouraged to include recommendations on incident and accident reports.

List of Council and other Services

COUNCIL SERVICES

Core Services

- Animal Management
- Cemetery Management
- Internal roads maintenance and traffic management
- Parks and open spaces
- Sports grounds
- Street Lighting
- Waste management
- Weed control and fire hazard reduction

Infrastructure/Asset Management Services

- Project Management Office
- Housing and Facilities Management
- Fleet Management
- Swimming Pools

Internal Support and Administration Services

- Financial Management
- Governance and Strategy
- Information and Communications Technology
- People and Capabilities
- Workplace Health and Safety

NON-COUNCIL SERVICES

Community Services

Aged Services

- Aged Care Services
- School Nutrition Program

Children's Services

- Early Learning Program

Community Safety

- Community Safety Program

Youth Services

- Outside School Hours Learning Program
- School Holiday Program

Commercial Services

- Airstrip Maintenance
- Centrelink Agency
- Essential Services Maintenance
- Postal Services

Performance Monitoring and Reporting

Community

Community members can provide feedback directly to MacDonnell Regional Council staff, Local Authority members and Ward Councillors. All Local Authority and Council meetings are open to the public. Community members are encouraged to attend these meetings to observe their deliberations and decisions.

Local Authorities

Local Authorities exist in each of MRC's 13 communities. The members of Local Authorities work with their communities to find solutions to local issues. They are involved in planning, give feedback on service delivery and identify priority community projects.

Local Authorities are a key component of Council's Goal #3 – Empowered Communities.

Council

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

Executive Leadership Team

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

Staff

Council staff contribute to their team's Regional Plan KPIs through their directorate's Operational Plans.

NT Government and General Public

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

Community Consultation

The Regional Plan has been shaped by strong and diverse local input, drawing on the knowledge and experience of Council staff, Local Authority members and Councillors to reflect the priorities and aspirations of our communities.

Advocacy

MacDonnell Regional Council is a strong and active advocate for the people of our region, using its role as the largest local employer and contributor of more than $20 million in annual wages to champion better outcomes for every community. We work in partnership with all levels of government and key stakeholders to secure essential infrastructure, particularly safer, more reliable roads, while consistently prioritising liveability and sustainability across our communities. Our elected members work collectively and with purpose to ensure local voices are heard and reflected in decision making. With an Indigenous workforce of 89 %, we are committed to empowering our people through on-the-job training, qualifications and clear career pathways, strengthening both individual opportunity and community resilience. Through this advocacy, we ensure the needs, aspirations and future of all residents are at the centre of this Regional Plan.

Our **Services**

Services offered by MacDonnell Regional Council by Community

	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
Swimming Pools	Not offered	Offered	Not offered	Not offered	Not offered	Not offered
Airstrip Maintenance	Not 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 Services	Offered	Offered	Not offered	Offered	Offered	Offered
School Nutrition	Not offered	Offered	Not offered	Offered	Offered	Not 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
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	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 Services	Offered	Not offered	Not offered	Offered	Not offered	Offered	Not offered
School Nutrition	Not offered	Not offered	Not offered	Not offered	Not offered	Offered	Not offered

Not offered | Offered

Common name:
Tall / Pink mulla mulla
Latin name:
Ptilotus exaltatus

Our Financial Plan

04

MacDonnell Regional Council proposes to adopt its budget for the 2026-27 financial year consistent with the provisions of ***the Local Government Act 2019*** **(the Act).**

The following information is provided in accordance with the requirements of Part 10.4 Long-term Financial Plan, section 200, and Part 10.5 Annual Budgets, section 201(2) and Local Government (General) Regulations 2021 as applicable. The format of the Tables presented are in accordance with recommendations provided by the Department of Housing, Local Government and Community Development.

Each legislative requirement is addressed below.

Our Long Term **Financial Plan**

A long-term financial plan must contain:
s200(3)(a) a statement of the major initiatives the council proposes to undertake during the period to which the plan relates.

The Budget which has been developed for 2026-2027 feeds into the long-term financial planning of Council. This planning is restricted by a series of unknowns with regards to a range of commercial and agency services related programs and contracts.

Commercial and agency contracts represent a significant revenue stream for the Council in management and administration fees. The programs also assist in subsidising other core service activities such as human resources, administration and infrastructure services.

The sustainability of the Council is dependent upon stable, long term grant funding arrangements with the Australian Government and the Northern Territory Government. Changes in these arrangements and in existing commercial and agency contracts have the potential to disrupt the Council's capacity to deliver core services to the communities.

Key assumptions of the long-term financial plan:

- All current core services will continue to be provided by the Council.
- Grant-funded (agency) services have been considered only where experience shows that the funding is recurrent since the Council hasn't been advised, at the time of preparing the long-term financial plan, of what funding will be available for the next 4 financial years. Estimates are based on original arrangements provided to Council.
- There will be no significant adverse change in government policies impacting upon the operation of the Council.
- Overall CPI increases are assumed to average 4% per year depending on the relevant program.
- The repairs, maintenance, management and development of infrastructure is intended to continue at the same level as detailed in the current year budget with increases in line with inflation.

The new initiatives budgeted for in 2026-2027 are detailed in Table 5. "Budget Initiatives".

s200(3)(b) the projected statement of income and expenditure for each financial year of the period to which the plan relates.

Table 1. "Annual Budget 2026-2027 and Long-Term Financial Plan" contains the required information as specified in the Act.

BUDGET DISCUSSION

The budget for a particular financial year must: s201(2)(a) outline:

(i) the council's objectives for the relevant financial year.

The objectives for the 2026-2027 financial year are to deliver Council services and programs as outlined in the Regional Plan 2026-2027. The primary focus of the Council is to deliver Core Services such as providing an administration centre in each community and undertaking roads and parks maintenance and waste management, etc.

Regulation 8(1)(b) of the General Regulations states that Council's Budget and Long Term Financial Plan must include a list of budget assumptions. The assumptions used in drafting the Budget for 2026-2027 are shown at Table 4. "Budget Assumptions". The Long Term Financial Plan Assumptions are detailed above.

(ii) the measures the council proposes to take, during the financial year, towards achieving those objectives.

At page 61 of the Regional Plan Council's Performance Monitoring and Reporting mechanisms are detailed. The Community, Local Authorities, Council, etc, all hold MRC accountable in achieving its Objectives. More specifically each Objective included in the Goals established by Council is assigned to a specific organisational Director. It is the responsibility of each Director to report to Council on a quarterly basis on progress against each Key Performance Indicator and to provide an update against the target and timeline set.

In relation to budget objectives MRC's performance is strictly monitored and reported to Council at each meeting. Variances outside of acceptable limits are quantified and qualified in the report.

(iii) the indicators the council intends to use a a means of assessing its efficiency in achieving its objectives.

The Regional Plan lists the indicators/measures that the Council intends to use to assess the quality and/or effectiveness of the planned outputs/actions.

s201(2)(b) contain the projected statement of income and expenditure for the financial year (differentiating between operating and capital expenditure).

Table 1. "Annual Budget 2026-2027 and Long-Term Financial Plan" and Table 2. "Capital Expenditure and Funding Budget" contain the required information as specified in the Act.

s201(2)(c) list the council's fees for services and the estimates of revenue for each of those fees.

The detailed Schedule of Fees and Charges 2026-2027 is included at **Appendix 2.**

s201(2)(d) state the amount to be allocated to the development and maintenance of each class of infrastructure for the financial year.

The Budget 2026-2027 includes the following expenditure in relation to Council's infrastructure:

CATEGORY	OPERATING EXPENDITURE	CAPITAL EXPENDITURE
Buildings & Facilities	$260,000	$95,000
Infrastructure (including roads, footpaths, park furniture)	$2,109,617	–
Furniture and Fittings	–	$18,000
Plant & Equipment	$165,000	$632,960
Vehicles	$180,000	$545,000

s201(2)(e) state the amount the council proposes to raise by way of rates, and set out the rates structure, for the financial year.

The full Declaration of Rates and Charges for MacDonnell Regional Council 2026-2027 under Part 11 of the *Local Government Act 2019* is included at **Appendix 1** to this report. The précis of rates and charges to be levied is as follows:

RATE OR CHARGE	APPLICATION	RATE OR AMOUNT	TOTAL TO BE RAISED
Rate	Residential	Flat rate of $1,387.00 per allotment	$1,815,609
Rate	Commercial	Flat rate of $1,642.00 per allotment	
Rate	Conditional rating (pastoral)	0.000813 cents per dollar / min. charge $1,000.70	
Rate	Conditional rating (mining)	0.009238 cents per dollar / min. charge $2,368.42	
Rate	All other allotments	Flat rate of $1,642.00 per allotment	
Rate	Special - Animal Management	Flat rate of $240.00 per Residential allotment	
Charge	Garbage - Residential	$1,053.00pa	$1,286,704
Charge	Garbage - Commercial, industrial or community use purposes	$2,106.00pa	
TOTAL			**$3,102,314**

s201(2)(f) include an assessment of the social and economic effects of its rating policies.

MacDonnell Regional Council's rates and charges are set each year with regard to a number of factors including increases in the cost of providing services, proposed capital works and increases in service levels or other Council initiatives. The Council also considers statistical indicators such as the Consumer Price Index and the increase in cost of wages experienced by MacDonnell Regional Council under its enterprise agreement.

The Council consciously aims to keep the increase in rates to a minimum in order to lessen any impact on ratepayers, while generating enough income to provide adequate levels of service and achieve its objectives.

The rates as a revenue source at MacDonnell Regional Council represent just 3.51% of revenue so are a minor part of its revenue. The Minister for Local Government approves rates for Pastoral Leases and Mining Leases and at the minimum level these will increase in line with the Minister's approval.

Rates raised by Council have been increased by 10%, which reflects the need to cover reduced income in other areas and the recent high level of increase in CPI in order to help maintain the current level of services within the Council. The Council currently has a low level of reserves, which are available for a limited amount of future capital and project expenditure.

As such, the Council's assessment of the social and economic effects of the Council's rating policy is that the increases in rates are not of sufficient magnitude to have any significant effect on the ratepayers concerned.

s201(2)(g) state the allowances for members of the council for the financial year and the amount budgeted to cover payment of those allowances.

The following rates of allowances for Councillors are applicable from 1 July 2026 to 30 June 2027:

BUDGET DISCUSSION

ORDINARY COUNCIL MEMBER	
Councillors' Allowance	$21,960
Professional Development Allowance	$7,500
Maximum Extra Meeting Allowance (Paid at the per day rates determined by the NT Remuneration Tribunal)	$12,000
Maximum Vehicle Allowance	$10,000
TOTAL CLAIMABLE	**$51,460**

DEPUTY PRINCIPAL MEMBER	
Deputy Principal Member's Allowance	$37,960
Professional Development Allowance	$7,500
Maximum Extra Meeting Allowance (Paid at the per day rates determined by the NT Remuneration Tribunal)	$12,000
Maximum Vehicle Allowance	$10,000
TOTAL CLAIMABLE	**$67,460**

PRINCIPAL MEMBER	
Principal Member's Allowance	$109,240
Professional Development Allowance	$7,500
TOTAL CLAIMABLE	**$116,740**

LOCAL AUTHORITY MEMBER PER MEETING	
Local Authority Chairperson will be paid at the following rates:	
Up to 2 hours	$300
Between 2 and 4 hours	$450
More than 4 hours	$600
Ordinary Local Authority Members will be paid at the following rates:	
Up to 2 hours	$200
Between 2 and 4 hour	$300
More than 4 hours	$400

The MacDonnell Regional Council's 2026-2027 budget includes $662,563 in respect of all allowances paid to Elected Members. Elected Member Allowances are paid in accordance with Council Policy and in line with the Northern Territory of Australia Remuneration Tribunal report on Determination no.1 of 2026 – Allowances for members of local councils.

s201(2)(h) separately provide for a budget for each local authority established by the council.

Table 6. "Budget for Each Local Authority Area 2026-2027" and Table 7. "Capital Expenditure and Funding Budget by Local Authority Area" contain the required information as specified in the Act.

Common name:
Sturt's desert pea or Sturt pea
Latin name:
Swainsona formosa

Our Long Term **Financial Plan** CONT

TABLE 1: Annual Budget 2026-27 and Long-Term Financial Plan

	2026-27 BUDGET $	2027-28 BUDGET $	2028-29 BUDGET $	2029-30 BUDGET $
OPERATING INCOME				
Rates	1,815,609	1,997,170	2,097,030	2,201,880
Charges	1,286,704	1,415,370	1,486,140	1,560,450
Fees and Charges	415,263	436,030	457,830	480,720
Operating Grants and Subsidies	34,300,182	35,329,190	36,389,070	37,480,740
Interest/Investment Income	460,000	473,800	478,540	483,330
Commercial & Other Income	5,865,395	6,041,360	6,101,770	6,162,790
TOTAL OPERATING INCOME	**44,143,153**	**45,692,920**	**47,010,380**	**48,369,910**
OPERATING EXPENSES				
Employee Expenses	26,356,298	27,146,990	27,961,400	28,800,240
Materials and Contracts	14,724,454	14,871,700	15,020,420	15,170,620
Elected Member Allowances	443,262	447,700	452,180	456,700
Elected Member Expenses	219,301	221,490	223,700	225,940
Council Committee & LA Allowances	142,650	144,080	145,520	146,980
Council Committee & LA Expenses	64,500	65,150	65,800	66,460
Depreciation, Amortisation and Impairment	9,205,374	9,163,665	9,163,665	9,163,665
Interest Expenses	2,000	2,020	2,040	2,060
Other Expenses	7,911,378	747,650	755,130	762,680
TOTAL OPERATING EXPENDITURE	**59,069,217**	**52,810,445**	**53,789,855**	**54,795,345**
BUDGETED OPERATING SURPLUS/(DEFICIT)	**(14,926,063)**	**(7,117,525)**	**(6,779,475)**	**(6,425,435)**
***Remove* NON-CASH ITEMS**				
Add Back: Non-Cash Expenses - Depreciation	9,205,374	9,163,665	9,163,665	9,163,665
TOTAL NON-CASH ITEMS	9,205,374	9,163,665	9,163,665	9,163,665
***Less* ADDITIONAL OUTFLOWS**				
Capital Expenditure	(1,290,961)	(1,303,870)	(1,316,910)	(1,330,080)
Transfer to Reserves	(509,476)			
TOTAL ADDITIONAL OUTFLOWS	**(1,800,437)**	**(1,303,870)**	**(1,316,910)**	**(1,330,080)**
***Add* ADDITIONAL INFLOWS**				
Capital Grants Income	0	0	0	0
Gain from the sale of assets/other	350,000	353,500	357,040	360,610
Prior Year Carry Forward Tied Funding	7,076,126	0	0	0
Transfers from Reserves	95,000	0	0	0
TOTAL ADDITIONAL INFLOWS	7,521,126	353,500	357,040	360,610
NET BUDGETED OPERATING POSITION	**0**	**1,095,770**	**1,424,320**	**1,768,760**

TABLE 2. Capital Expenditure and Funding Budget

	2026-27 BUDGET $	2027-28 BUDGET $	2028-29 BUDGET $	2029-30 BUDGET $
CAPITAL EXPENDITURE				
Buildings & Facilities	95,000	95,950	96,910	97,880
Infrastructure (including roads, footpaths, park furniture)	0	0	0	0
Furniture and Fittings	18,000	18,180	18,360	18,540
Plant & Equipment	632,960	639,290	645,680	652,140
Vehicles	545,000	550,450	555,950	561,510
TOTAL EXPENDITURE FUNDING	**1,290,961**	**1,303,870**	**1,316,900**	**1,330,070**
Total capital expenditure funded by:				
Operating Income (amount allocated to fund capital items)	845,961	950,370	959,860	969,460
Capital Grants Income	0	0	0	0
Gain from the sale of assets/other	350,000	353,500	357,040	360,610
Transfers from Reserve	95,000	0	0	0
TOTAL CAPITAL EXPENDITURE FUNDING	**1,290,961**	**1,303,870**	**1,316,900**	**1,330,070**

Stanley and his Mum Lorna using the construction materials at the Mt Liebig Early Learning Centre.

TABLE 3: 2026-27 Planned Major Capital Works Budget

CLASS OF ASSETS	MAJOR CAPITAL PROJECT	TOTAL PRIOR YEAR(S) ACTUALS $	2026-27 BUDGET $	2027-28 BUDGET $	2028-29 BUDGET $	2029/30 BUDGET $	TOTAL MAJOR CAPITAL WORKS BUDGET $	EXPECTED PROJECT COMPLETION DATE
Building & Facilities	Multi locations Building upgrade.	383,087						
Buildings & Facilities	Council Building Amoonguna	0	95,000	104,500	114,950	126,450	440,900	30/6/2027
Infrastructure (including roads, footpaths, park furniture)		0	0	0	0	0	0	0
Furniture and Fittings	IT Upgrades	0	18,000	19,800	21,780	23,960	83,540	Ongoing
Plant & Equipment	New Tractor Kubota	49,334	0	0	0	0	0	Ongoing
Plant & Equipment	1 Rubbish Compactor/ 1 Backhoe/1 skid Steer/1 Tractor	0	632,960	696,260	765,890	842,480	2,937,590	
Vehicles	3 * New Toyota Prado	287,755	0	0	0	0	0	Ongoing
Vehicles	9 Ford Rangers	0	545,000	$99,500	659,450	725,400	2,529,350	Ongoing
TOTAL		**720,176**	**1,290,960**	**1,420,060**	**1,562,070**	**1,718,290**	**5,991,380**	

TABLE 4. Budget Assumptions

The key assumptions made when setting the annual budget and long-term financial plan, included in the Regional Plan are:

a. In order to be sustainable Council relies on a range of commercial and agency contract revenue streams to supplement core services income. These programs help share the cost of the centralised management and administrative services of Council, such as human resources, financial and infrastructure services, and allows core service staff in our communities to provide support to these programs at a reasonable cost.

b. It is assumed that in the long term, grant funding arrangements with the Australian Government and Northern Territory Government and other commercial contracts will continue at a similar level to past experience, providing Council continued ability to benefit from shared resources.

c. There is no significant change expected in current services provided by the Council.

d. Administration fees charged by Council will continue at the current generally accepted level of 15%. Funds resulting from the Northern Territory Government's promise of grants to Local Authorities have been included as it is believed that these are to be available again in 2026-27.

e. Council has increased residential and commercial rates by 10%, waste charges by 11% and other fees and charges by 4%. This reflects the need to cover reduced income in other areas, the previous level of rates and charges in comparison to those existing across the NT and the recent high level of increase in CPI. Wages have been increased in line with the 3% increase within council's Enterprise Agreement (EA) which is currently being negotiated and the eligibility of staff to receive an increment within the wage structure. Council policy is to not capitalise roads, therefore road expenditure is reflected in full in the operational expenditure within the budget.

f. An estimate of CPI and wage increases has been used to forecast the budgeted income and expenditure for the long-term plan.

TABLE 5. BUDGET INITIATIVES

The annual budget for 2026-27 has been reviewed and consequential changes to the Council's long-term plan have been incorporated. There are a series of unknowns, in respect of ongoing funding of services provided under agency arrangements, which have led to various assumptions being made.

As there is currently no indication of significant increases in funding and, as major initiatives are wholly dependent on additional funding, no major initiatives have been included in the plan.

Table 6. Budget for Each Local Authority Area

	REGIONAL OFFICE $	AMOOGUNA $	AREYONGA $	DOCKER RIVER $	FINKE $	HAASTS BLUFF $
OPERATING INCOME						
Rates	1,815,609	0	0	0	0	0
Charges	1,286,704	0	0	0	0	0
Fees and Charges	52,143	3,000	19,000	57,865	25,200	18,430
Operating Grants and Subsidies	20,172,857	33,800	604,930	816,940	335,400	330,000
Interest/Investment Income	460,000	0	0	0	0	0
Commercial & Other Income	1,671,806	177,382	390,609	315,721	364,820	303,402
TOTAL OPERATING INCOME	**25,459,119**	**214,182**	**1,014,539**	**1,190,526**	**725,420**	**651,832**
OPERATING EXPENSES						
Employee Expenses	9,236,852	1,261,258	1,502,947	1,154,137	1,346,626	1,274,803
Materials and Contracts	6,553,021	562,450	948,318	1,041,503	391,763	676,990
Elected Member Allowances	443,262	0	0	0	0	0
Elected Member Expenses	219,301	0	0	0	0	0
Council Committee & LA Allowances	89,550	2,800	4,900	3,600	6,600	2,600
Council Committee & LA Expenses	0	5,000	4,800	5,200	4,900	4,500
Depreciation, Amortisation and Impairment	9,205,374	0	0	0	0	0
Interest Expenses	2,000	0	0	0	0	0
Other Expenses	5,186,275	137,762	252,056	153,078	139,962	187,494
TOTAL OPERATING EXPENDITURE	**30,935,635**	**1,969,270**	**2,713,021**	**2,357,518**	**1,889,851**	**2,146,387**
BUDGETED OPERATING SURPLUS/DEFICIT	**(5,476,516)**	**(1,755,088)**	**(1,698,482)**	**(1,166,992)**	**(1,164,431)**	**(1,494,555)**

	HERMANNSBURG $	IMANPA $	KINTORE $	MOUNT LIEBIG $	PAPUNYA $	SANTA TERESA $	TITJIKALA $	WALLACE ROCK $	TOTAL ANNUAL BUDGET $
OPERATING INCOME									
Rates	0	0	0	0	0	0	0	0	1,815,609
Charges	0	0	0	0	0	0	0	0	1,286,704
Fees and Charges	18,500	7,450	58,950	39,410	48,410	48,410	15,520	2,975	415,263
Operating Grants and Subsidies	1,113,164	22,800	443,800	764,160	4,516,530	4,489,014	641,188	15,600	34,300,182
Interest/Investment Income	0	0	0	0	0	0	0	0	460,000
Commercial & Other Income	343,435	286,803	368,873	299,932	414,286	414,286	345,094	168,945	5,865,395
TOTAL OPERATING INCOME	**1,475,099**	**317,053**	**871,623**	**1,103,502**	**4,979,226**	**4,951,710**	**1,001,802**	**187,520**	**44,143,154**
OPERATING EXPENSES									
Employee Expenses	1,939,058	784,795	1,082,582	1,247,251	1,829,890	1,829,890	1,456,403	409,804	26,356,298
Materials and Contracts	724,419	161,859	438,841	673,818	678,817	678,817	1,145,585	48,255	14,724,454
Elected Member Allowances	0	0	0	0	0	0	0	0	443,262
Elected Member Expenses	0	0	0	0	0	0	0	0	219,301
Council Committee & LA Allowances	5,300	3,600	3,700	3,000	4,750	4,750	4,000	3,500	142,650
Council Committee & LA Expenses	5,000	5,200	4,900	4,800	5,200	5,200	4,900	4,900	64,500
Depreciation, Amortisation and Impairment	0	0	0	0	0	0	0	0	9,205,374
Interest Expenses	0	0	0	0	0	0	0	0	2,000
Other Expenses	351,304	89,876	224,021	159,557	390,419	390,419	212,633	36,520	7,911,378
TOTAL OPERATING EXPENDITURE	**3,025,082**	**1,045,330**	**1,754,044**	**2,088,426**	**2,909,077**	**2,909,077**	**2,823,521**	**502,979**	**59,069,217**
BUDGETED OPERATING SURPLUS/DEFICIT	**(1,549,983)**	**(728,278)**	**(882,420)**	**(984,924)**	**2,070,150**	**2,042,634**	**(1,821,719)**	**(315,458)**	**(14,926,063)**

Table 6. Budget for Each Local Authority Area – Continued

	REGIONAL OFFICE $	AMOOGUNA $	AREYONGA $	DOCKER RIVER $	FINKE $	HAASTS BLUFF $
***Remove* NON-CASH ITEMS**						
Add Back: Non-Cash Expenses - Depreciation	9,205,374	0	0	0	0	0
TOTAL NON-CASH ITEMS	**9,205,374**	**0**	**0**	**0**	**0**	**0**
***Less* ADDITIONAL OUTFLOWS**						
Capital Expenditure	(1,195,961)	(95,000)	0	0	0	0
Transfer to Reserves	(509,476)	0	0	0	0	0
TOTAL ADDITIONAL OUTFLOWS	**(1,705,437)**	**(95,000)**	**0**	**0**	**0**	**0**
***Add* ADDITIONAL INFLOWS**						
Capital Grants Income	0	0	0	0	0	0
Gain from the sale of assets/other	350,000	0	0	0	0	0
Prior Year Carry Forward Tied Funding	3,289,627	237,703	342,480	492,775	78,968	339,936
Transfers from Reserves	0	95,000	0	0	0	0
TOTAL ADDITIONAL INFLOWS	**3,639,627**	**332,703**	**342,480**	**492,775**	**78,968**	**339,936**
NET BUDGETED OPERATING POSITION	**5,663,049**	**(1,517,385)**	**(1,356,002)**	**(674,217)**	**(1,085,463)**	**(1,154,620)**

	HERMANNSBURG $	IMANPA $	KINTORE $	MOUNT LIEBIG $	PAPUNYA $	SANTA TERESA $	TITJIKALA $	WALLACE ROCK $	TOTAL ANNUAL BUDGET $
***Remove* NON-CASH ITEMS**									
Add Back: Non-Cash Expenses - Depreciation	0	0	0	0	0	0	0	0	9,205,374
TOTAL NON-CASH ITEMS	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**9,205,374**
***Less* ADDITIONAL OUTFLOWS**									
Capital Expenditure	0	0	0	0	0	0	0	0	(1,290,961)
Transfer to Reserves	0	0	0	0	0	0	0	0	(509,476)
TOTAL ADDITIONAL OUTFLOWS	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**(1,800,437)**
***Add* ADDITIONAL INFLOWS**									
Capital Grants Income	0	0	0	0	0	0	0	0	0
Gain from the sale of assets/other	0	0	0	0	0	0	0	0	350,000
Prior Year Carry Forward Tied Funding	675,334	35,448	638,446	47,478	208,635	236,151	425,949	27,195	7,076,126
Transfers from Reserves	0	0	0	0	0	0	0	0	95,000
TOTAL ADDITIONAL INFLOWS	**675,334**	**35,448**	**638,446**	**47,478**	**208,635**	**236,151**	**425,949**	**27,195**	**7,521,126**
NET BUDGETED OPERATING POSITION	**(874,649)**	**(692,830)**	**(243,974)**	**(937,445)**	**2,278,785**	**2,278,785**	**(1,395,770)**	**(288,264)**	**0**

Table 7. Capital Expenditure Budget for Each Local Authority Area

CAPITAL EXPENDITURE	Regional Office $	Amoonguna $	Areyonga $	Docker River $	Finke $	Haasts Bluff $	Hermannsburg $	Imanpa $	Kintore $	Mount Liebig $	Papunya $	Santa Teresa $	Titjikala $	Wallace Rock $	Total
Buildings & Facilities	0	95,000	0	0	0	0	0	0	0	0	0	0	0	0	95,000
Infrastructure (including roads, footpaths, park furniture)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Furniture and Fittings	18,000	0	0	0	0	0	0	0	0	0	0	0	0	0	18,000
Plant & Equipment	632,960	0	0	0	0	0	0	0	0	0	0	0	0	0	632,960
Vehicles	545,000	0	0	0	0	0	0	0	0	0	0	0	0	0	545,000
TOTAL EXPENDITURE FUNDING	**1,195,961**	**95,000**													**1,290,961**
Total capital expenditure funded by:															
Operating Income (amount allocated to fund capital items)	845,961	0	0	0	0	0	0	0	0	0	0	0	0	0	845,961
Capital Grants Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Gain from the sale of assets/other	350,000	0	0	0	0	0	0	0	0	0	0	0	0	0	350,000
Transfers from Reserve	0	95,000	0	0	0	0	0	0	0	0	0	0	0	0	95,000
TOTAL CAPITAL EXPENDITURE FUNDING	**1,195,961**	**95,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1,290,961**

Common name:
Yellow desert daisy / Everlasting daisy
Latin name:
Rhodanthe spp. (often Rhodanthe floribunda in Central Australia)

Appendix **1**

Rate Assessment Record Certification

I certify to the Council that, to the best of my knowledge, information and belief, the rates assessment record is a comprehensive record of all rateable land within the area.

burquhart

Belinda Urquhart, Chief Executive Officer, MacDonnell Regional Council

Friday 29 May 2026

Rates and Charges Declaration for 2026-27

Rates

MacDonnell Regional Council (the Council) makes the following declaration of rates pursuant to Chapter 11 of the Local Government Act 2019 (the Act).

1. Pursuant to Section 226 of the Act, the Council declares rates consisting of a combination of fixed charges and valuation based charges including a minimum charge. For valuation based rates, pursuant to Section 227 of the Act, the Council adopts the Unimproved Capital Value (UCV) method as the basis of the assessed value of allotments within the council area.

2. The Council intends to raise, for general purposes by way of rates, the amount of $1,602,009 which will be raised by application of:

   (a) Differential rates with differential minimum amounts being payable in application of each of those differential rates; or

   (b) A fixed charge ("flat rate")

3. The council hereby declares the following rates:

   (a) With respect to every allotment of rateable land within the council area that is used for residential purposes, a flat rate of $1,387.00 for each allotment.

   (b) With respect to every allotment of rateable land within the council area that is used for commercial or business purposes, a flat rate of $1,642.00 for each allotment.

   (c) With respect to every allotment of conditionally rateable land within the council area:

      (i) A rate of 0.000813 multiplied by the assessed value of land held under a Pastoral Lease, with the minimum amount being payable in the application of the differential rate being $1,000.70;

      (ii) A rate of 0.009238 multiplied by the assessed value of land occupied under a Mining Tenement with the minimum amount being payable in the application of the differential rate being $2,368.42.

   (d) With respect to every allotment of rateable land within the council area not otherwise described elsewhere in this declaration, a flat rate of $1,642.00 for each allotment.

4. **Special Rates**
   Pursuant to Section 238 of the Act, the Council declares the Special rate "Animal Management" to assist with implementation/ cost recovery of animal management within Council's regional areas. The Council intends to raise $213,600 by way of this Special rate. This rate will be levied on all "Residential" allotments by application of a fixed charge of $240.00 per allotment.

Charges

5. Pursuant to Section 239 of the Act, the Council declares the following charges in respect of the garbage collection services it provides for the benefit of all land within the following designated communities within the council area (except such land as Council from time to time determines to be exempt or excluded from the provision of such services or for which the Council has determined it is impractical to provide such services).

6. Council intends to raise $1,286,704 by these charges.

7. Garbage collection services are provided weekly in the designated communities within the council area of Amoonguna, Areyonga, Docker River, Finke, Haasts Bluff, Hermannsburg, Imanpa, Kintore, Mount Liebig, Papunya, Santa Teresa, Titjikala and Wallace Rockhole.

8. For the purpose of paragraphs 8:

- "residential dwelling" means a dwelling house, flat or other substantially self-contained residential unit or building on residential land and includes a unit within the meaning of Unit Titles Act.
- "residential land" means land used or capable of being used for residential purposes (but does not include land on which there is no residential dwelling).

9. The following charges are declared:

   (a) A charge of $1,053.00 per annum per residential dwelling in respect of the garbage collection service provided to, or which Council is willing and able to provide to, each residential dwelling within Amoonguna, Areyonga, Docker River, Finke, Haasts Bluff, Hermannsburg, Imanpa, Kintore, Mount Liebig, Papunya, Santa Teresa, Titjikala and Wallace Rockhole Communities.

   (b) Other than a residential dwelling to which paragraph 8 (a) applies, a charge of $2,106.00 per annum for each allotment used for commercial, industrial or community use purposes in respect of the garbage collection service provided to, or which Council is willing and able to provide to, each such allotment within Amoonguna, Areyonga, Docker River, Finke, Haasts Bluff, Hermannsburg, Imanpa, Kintore, Mount Liebig, Papunya, Santa Teresa, Titjikala and Wallace Rockhole Communities.

Payment of Rates and Charges

10. Pursuant to section 244 of the Act, Council determines that rates and charges for the year 1 July 2026 to 30 June 2027 inclusive, shall be due and payable in two approximately equal instalments on the following dates namely:

- First instalment Wednesday 30th September 2026
- Second instalment Wednesday 3rd March 2027

11. Payment of all or any remaining instalments may be made on or before the due date of the next instalments.

   (a) Details of due dates and specified amounts will be listed on the relevant rates notice under section 242 of the Act ("the Rates Notice").

   (b) Variations to those options for payment will be administered according to the conditions outlined on the front and reverse of the Rate Notice.

   (c) A ratepayer who fails to abide by such conditions may either be sued for recovery of the principal amount of the rates and charges and late payment penalties; or a charge may be registered over the property or lease prior to potential sale of the property. Costs reasonably incurred by Council in recovering or attempting to recover the rates and charges will be recoverable from the ratepayer.

Relevant Interest Rate

12. The Council fixes relevant interest rate for the late payment of rates and charges in line with Section 245 of the Act at the rate of 18% per annum which is to be calculated on a daily basis.

Belinda Urquhart, Chief Executive Officer

For further details please contact MacDonnell Regional Council, Chief Financial and Information Officer on 8958 9600.

Appendix 2

Fees and Charges Schedule

The following Fees and Charges are set out in accordance with Section 289 as at 1 July 2026. Council reserves the right to vary them from time to time and current rates can be found at: **www.macdonnell.nt.gov.au/about-council/rates-fees-charges.aspx.**

Labour Hire (subject to availability)

Penalty rates apply for work outside of normal span of work hours.

SERVICE	UNIT	FEE (GST INC)
Council Service Coordinator	per Hour	$210.00
Council Service Operator	per Hour	$210.00
Team Leader Works	per Hour	$185.00
Work Assistant	per Hour	$120.00

Short Term Accommodation

A purchase order must be received and the booking confirmed prior to arrival on community. All accommodation arrangements to be completed with the Council Services Coordinator in the specific community prior to arrival at that location. All accommodation is un-serviced and based on availability.

SERVICE	UNIT	FEE (GST INC)
All communities except Amoonguna	per Person/ per Night*	$156.00

**terms greater than 14 days are dependent on availabilty*

Administration

SERVICE	UNIT	FEE (GST INC)
A4 Photocopying	per Page	$5.00
A3 Photocopying	per Page	$8.00
A4 Faxing	per Page	$7.00
A4 Scanning and Emailing Documents	per Page	$7.00
Regional Plan	per Copy	$25.00
Annual Report	per Copy	$38.00
Rates Search	per Request	$35.00
Freedome of Information (FOI) application relating to personal information	per Application	$0.00
Freedom of Information (FOI) application relating to non-personal information	per Application	$38.00
Freedome of Information (FOI) application relating to personal and non-personal information	per Application	$38.00

Meeting Room and Office Use

SERVICE	UNIT	FEE (GST INC)
Meeting rooms in Council Offices	per Full Day	$297.00
Use of office space	per Day	$102.00

Plant Hire

SERVICE	UNIT	FEE (GST INC)
Vehicle Hire 4WD day rate (with driver less km rate)	per Hour	$137.00
Vehicle Hire 4WD km rate	per Km	$3.00
Backhoe (with operator)	per Hour	$275.00
Excavator (with operator)	per Hour	$340.00
Forklift (with operator)	per Hour	$275.00
Front End Loader (with operator)	per Hour	$275.00
Front End Loader - Large (with operator)	per Hour	$340.00
Grader (with operator)	per Hour	$340.00
Skid Steer (with operator and attachments)	per Hour	$275.00
Tractor (with operator and attachments)	per Hour	$275.00
Truck - Articulated (with operator)	per Hour	$340.00
Truck - HR (with operator)	per Hour	$340.00
Truck - MR (with operator)	per Hour	$275.00

Equipment Hire

SERVICE	UNIT	FEE (GST INC)
Brush Cutter (with operator and fuel)	per Hour	$324.00
Cement Mixer	per Hour	$313.00
Chainsaw (with operator and fuel)	per Hour	$324.00
Generator	per Hour	$313.00
Lawnmower (with operator)	per Hour	$324.00

Members of the People and Capabilities team making sure we're all AOK.

Waste Management Fees

Commercial and Industrial	UNIT	FEE (GST INC)
Unsorted Waste will be charged at m3 rate	m3	$693.00
Animal Carcasses	Each	$49.00
Animal Carcasses (feral - camels, donkeys, etc.)	Each	$275.00
Batteries	Each	No Charge
Car Bodies	Each	No Charge
Concrete/Rubble	m3	$239.00
General Waste	m3	$66.00
Green Waste	m3	$66.00
Metal Uncontaminated	m3	$66.00
Mixed Fill (soil, rock, rubbish)	m3	$66.00
Solar Hot Water Systems	Each	$250.00
Timber (untreated)	m3	$66.00
Timber (treated) includes pallets	m3	$66.00
Tyre - Vehicle	Each	No Charge
Tyre - Light Truck 16"	Each	No Charge
Tyre - Truck Heavy Vehicle	Each	No Charge
Tyre - Tractor/ Industrial Vehicle	Each	No Charge
White Goods	Each	$85.00

Burial	UNIT	FEE (GST INC)
Grave digging (within community only)	per plot	$728.00
Grave digging (outside of community)	per plot	as per applicable rates

Municipal Solid Waste (non- commercial)	UNIT	FEE (GST INC)
Clean Fill	m3	No Charge
General Waste	m3	No Charge
Green Waste	m3	No Charge

Bins	UNIT	FEE (GST INC)
Replacement 240 litre Wheelie Bin	Each	$145.00
Service fee to supply and fit parts	per Hour	$80.00
Skip Bin Hire	per 4m3 *	$373.00
Skip Bin Hire	per 5m3 *	$408.00
Skip Bin Hire	per 6m3 *	$441.00
Skip Bin Hire	per 8m3 *	$486.00

**plus travel for delivery and collection and rubbish disposal fees per below*

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

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