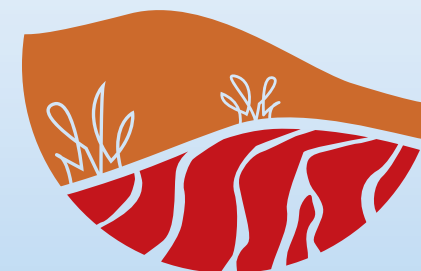


Annual Report

2013 / 14 Annual Report and General Purpose Financial Report
of the MacDonnell Regional Council



MacDonnell Regional Council

Public Office

Local call: 1300 360 959

Phone: 08 8958 9600 Fax: 08 8958 9601

Mail: PO Box 5267, Alice Springs NT 0871

Location: corner South Terrace and

Bagot Street, Alice Springs

Email: info@macdonnell.nt.gov.au

www.macdonnell.nt.gov.au

Council Service Delivery Centres

Amoonguna

Phone: 08 8952 9043 Fax: 08 8952 9044

Mail: PO Box 996 Alice Springs NT 0871

Email: amoonguna@macdonnell.nt.gov.au

Areyonga (Utju)

Phone: 08 8956 7311 Fax: 08 8956 7302

Mail: CMB 219 via Alice Springs NT 0872

Email: areyonga@macdonnell.nt.gov.au

Docker River (Kaltukatjara)

Phone: 08 8956 7337 Fax: 08 8956 7338

Mail: CMB 49 via Alice Springs NT 0872

Email: dockerriver@macdonnell.nt.gov.au

Finke (Aputula)

Phone: 08 8956 0966 Fax: 08 8956 0900

Mail: CMB 184 via Alice Springs NT 0872

Email: finke@macdonnell.nt.gov.au

Haasts Bluff (Ikuntji)

Phone: 08 8956 8533 Fax: 08 8956 8534

Mail: CMB 211 via Alice Springs NT 0872

Email: haastsbluff@macdonnell.nt.gov.au

Hermannsburg (Ntaria)

Phone: 08 8956 7411 Fax: 08 8956 7425

Mail: CMB 185 via Alice Springs NT 0872

Email: hermannsburg@macdonnell.nt.gov.au

Imanpa

Phone: 08 8956 7454 Fax: 08 8956 7464

Mail: CMB 119 via Alice Springs NT 0872

Email: imanpa@macdonnell.nt.gov.au

Kintore (Walungurru)

Phone: 08 8956 8566 Fax: 08 8956 8569

Mail: CMB 13 via Alice Springs NT 0872

Email: kintore@macdonnell.nt.gov.au

Mount Liebig (Watiyawanu)

Phone: 08 8956 8500 Fax: 08 8956 8589

Mail: CMB 97 via Alice Springs NT 0872

Email: mountliebig@macdonnell.nt.gov.au

Papunya (Warumpi)

Phone: 08 8956 8522 Fax: 08 8956 8520

Post: CMB 225 via Alice Springs NT 0872

Email: papunya@macdonnell.nt.gov.au

Santa Teresa (Ltyentye Apurte)

Phone: 08 8956 0999 Fax: 08 8956 0923

Mail: CMB 190 via Alice Springs NT 0872

Email: santateresa@macdonnell.nt.gov.au

Titjikala

Phone: 08 8956 0844 Fax: 08 8956 0843

Mail: CMB 149 via Alice Springs NT 0872

Email: titjikala@macdonnell.nt.gov.au

Wallace Rockhole

Phone: 08 8956 7415 Fax: 08 8956 7491

Mail: CMB 168 via Alice Springs NT 0872

Email: wallacerockhole@macdonnell.nt.gov.au

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Message from our Council President

I would like to begin by congratulating my fellow Councillors, our outgoing Local Board members, and all staff across the Council, on another successful year for MacDonnell Regional Council.

The 2013/14 year was one of clear improvements, with a lot of talk and planning turning into actions and results on the ground. In particular many of our parks and playgrounds received upgrades, leaving our communities feeling happy and proud of where they live.

Despite the challenges of our remote environment and financial uncertainty, great things are happening in our communities, particularly around the quality and quantity of services the Council is delivering. For some communities, these achievements have been recognised nationally, with Titjikala winning the Territory Tidy Town awards and representing the Northern Territory in the national competition. Other communities within the Council were inspired by the achievement, and began to prepare for their own entry into the competition in 2014/15.

Another key achievement during the year was the establishment of new Local Authorities across all 13 of our communities. These bodies will have more powers and a bigger say in their community, and I congratulate everyone who was chosen to represent their community. The establishment is only the first step, however, so the work to ensure that meetings are run in a culturally appropriate manner and that representatives are attending regularly will continue into the current year.

Furthermore, our ability to develop young community members into future leaders was significantly increased in four of our communities, where Youth Boards were developed. Our young people are our future, and already we are hearing some good ideas from them for our community that makes me confident they will make excellent leaders.

Some strong and supportive partnerships began to emerge in the 2013/14 year, with joint projects with RJCP providers starting to take shape. However, this is not happening consistently in all of our communities, so it still requires concerted effort by Council and other organisations to work together for the benefit of our communities.

Finally, Jeff MacLeod was appointed as our permanent CEO during the year and he did an excellent job both in the acting role and in the permanent role. He continues to support us Councillors by ensuring that our strategies, ideas and vision turn into real achievements on the ground.



Sid Anderson, President, MacDonnell Regional Council

Message from our Chief Executive Officer

Even after six years of operation, our environment is still evolving and very dynamic; as change is constantly placed upon Local Government. Amendments to the Local Government Act saw MacDonnell Shire Council rebadged as the MacDonnell Regional Council in January 2014.

MacDonnell Regional Council continues to build on the strong foundations set in the previous years. Our major focus has always been to engage with our Local Authorities (previously Local Boards) to ensure that the voice of the community is being heard and action taken. By consulting with Councillors, Local Authorities, staff and stakeholders, Council is able to develop strong Strategic Goals. By focusing its Strategic Planning, Council ensured there was a clear and concise sense of direction for all its stakeholders. The achievement of our service delivery is reflected in this report.

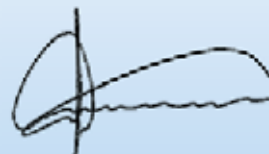
MacDonnell Regional Council's Community Matrix in conjunction with its Service Level Standards documents continues to drive the standard and the level of the core service delivery, ensuring Council works to meet its KPI targets. These standards have driven MacDonnell Regional Council to deliver cleaner, healthier and liveable communities. The Council's Community Services continues to deliver valued services to the most vulnerable, marginalised and disengaged members of the community.

Despite an extremely challenging fiscal environment, Council has achieved an operating surplus. This is critical to long term planning, providing sustainability and ongoing asset replacement. It is very pleasing considering that our income shrunk after the loss of contracts during the year.

I thank all the staff of MacDonnell Regional Council for their fantastic achievements over this last year. Their dedication and enthusiasm whilst operating in some of the most rugged and remote, yet beautiful, parts of the country, never ceases to amaze me. Council continues to focus heavily on local indigenous employment and career paths and opportunities. We will continue to develop workforce development plans and mentoring programs to increase the percentage of local employees transitioning into higher level positions.

Council members have continued to strongly represent their constituents throughout the year. Their leadership and ability to interpret our communities' aspirations for the Region and work with staff to implement Strategic Planning, delivers on their vision and has positioned MacDonnell Regional Council at the forefront of Local Government and Community Services delivery to remote communities in the Northern Territory.

MacDonnell Regional Council will continue to deliver on its Vision of *many voices, one dream, building a quality desert lifestyle* and it's Mission *to improve the lives of Council residents by delivering valued and relevant service* into the coming year.



Jeff MacLeod, Chief Executive Officer, MacDonnell Regional Council

About the Council



Situated in an arid desert environment at the centre of the Australian continent, MacDonnell Regional Council features many iconic, panoramic landscapes which are easily accessed from Alice Springs. The picturesque swimming holes, magnificent flora and fauna, captivating mountain ranges with changing hues and red desert sands are reasons why the MacDonnell Region is uniquely beautiful and has a deep and powerful strength that can only be felt when travelling across the land.

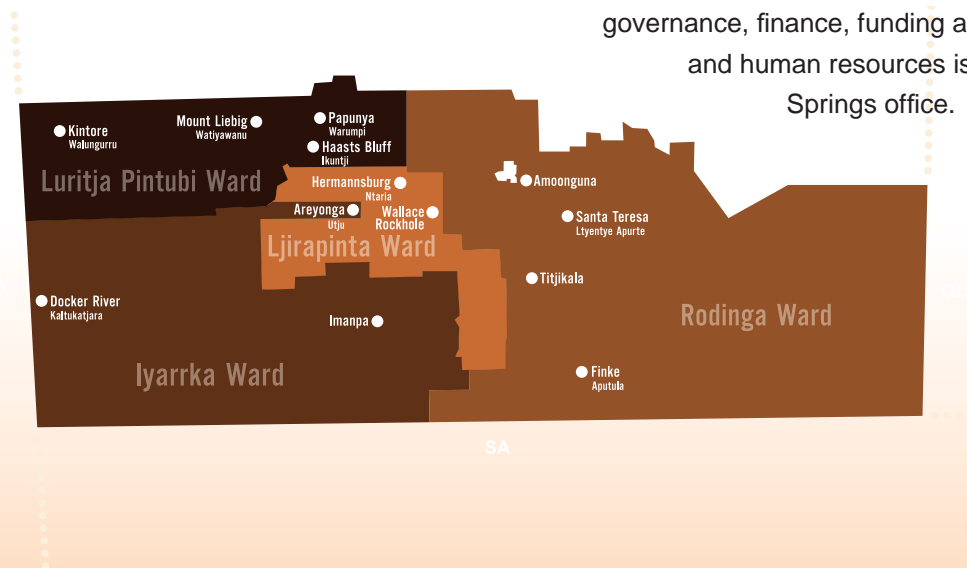


MacDonnell Council came into existence in 2008, under reforms to the Local Government Act. Thirteen separately governed communities came together to form what was called the MacDonnell Shire Council (now the MacDonnell Regional Council). In late 2013, further changes to the Local Government Act saw the granting of increased autonomy in the thirteen communities, with the establishment of Local Authorities and the renaming of the MacDonnell Shire Council to MacDonnell Regional Council.

MacDonnell Regional Council's area covers 13 major remote communities as well as many outstations and numerous established and emerging enterprises in the pastoral, tourism and mining industries. The towns of Alice Springs and Yulara are excluded from the Council. The total estimated population of MacDonnell Regional Council is 5,831 (based on the 2011 Census Data).

The 13 communities are:

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



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

Having strong and effective Indigenous representatives on the MacDonnell Regional Council has provided an opportunity to discuss and develop effective two-way communication and good governance principles and practices. Council discussions are multi-lingual, moving easily between one of the Indigenous language groups spoken in the MacDonnell region (Luritja, Pintubi, Pitjantjatjara and Arrernte) and English. Councillors explore vastly different perspectives and expectations, and analyse the impacts of decisions made.

We are also committed to delivering quality services for all of our residents with service delivery operating from Service Delivery Centres in all thirteen communities. The coordination of all services and the administration of governance, finance, funding arrangements, program management and human resources is undertaken centrally in our Alice Springs office.

MacDonnell Regional Council has 12 elected members in four wards. Councillors are elected for 4 year terms and the last election was in March 2012. A President and Deputy President are elected from and by the Council.

Luritja Pintubi Ward



Sid Anderson
Council President

Phone: 08 8956 8522 via Papunya
(Warumpi) Service Delivery Centre
sid.anderson@macdonnell.nt.gov.au

Ljirapinta Ward



Roxanne Kenny
Deputy President

Phone: 08 8956 7411 via Hermannsburg
(Ntaria) Service Delivery Centre
roxanne.kenny@macdonnell.nt.gov.au

Iyarrka Ward



Marlene Abbott

Phone: 08 8956 7337 via Docker River
(Kaltukatjara) Service Delivery Centre
marlene.abbott@macdonnell.nt.gov.au

Rodinga Ward



Louise Cavanagh

Phone: 08 8956 0999 via Santa Teresa
(Lyentye Apute) Service Delivery Centre
louise.cavanagh@macdonnell.nt.gov.au



Lance Abbott

Phone: 08 8956 8566 via Kintore
(Walungurru) Service Delivery Centre
lance.abbott@macdonnell.nt.gov.au



Barry Abbott

Phone: 08 8956 7415 via
Wallace Rockhole Service Delivery Centre
barry.abbott@macdonnell.nt.gov.au



Selina Kullitja

Phone: 08 8956 7337 via Docker River
(Kaltukatjara) Service Delivery Centre
selina.kullitja@macdonnell.nt.gov.au



Richard Doolan

Phone: 08 8956 0966 via Finke
(Aputula) Service Delivery Centre
richard.doolan@macdonnell.nt.gov.au



Irene Nangala

Phone: 08 8956 8566 via Kintore
(Walungurru) Service Delivery Centre
irene.nangala@macdonnell.nt.gov.au



Braydon Williams

Phone: 08 8956 7411 via Hermannsburg
(Ntaria) Service Delivery Centre
braydon.williams@macdonnell.nt.gov.au



Jacob Hoosan

Phone: 08 8956 0966 via Finke
(Aputula) Service Delivery Centre
jacob.hoosan@macdonnell.nt.gov.au



Greg Sharman

Phone: 08 8956 0844 via Titjikala
Service Delivery Centre
greg.sharman@macdonnell.nt.gov.au

MacDonnell Council administration

Chief Executive Officer



Jeff MacLeod

Director Technical Services



Simon Murphy

Director Service Centre Delivery



Graham Murnik

Director Community Services



Tracey Brand

Director Corporate Services



Chris Kendrick

Manager Property

Council Buildings, Council Housing, Fencing Projects

Manager Infrastructure and Projects

Fleet and Plant, Workshops

Manager Infrastructure and Projects

Roads, Civil Contracts, Projects, Streetlights, Swimming Pools

Area Managers x 3 positions

Office Administration, Waste Management, Animal Control, Parks and Gardens, Cemeteries, Outstations, Project Management, Stores, Centrelink, Postal Services, Power and Water

Manager Children's Services

Child Care, Outside School Hours Care

Manager Youth Services

Youth Development, Sport and Recreation

Manager Home Care Services

Home Care, School Nutrition, Disability Services

Manager Community Safety

Community Safety, Night Patrol

Manager Information Services

Information Services

Manager Human Resources

Recruitment, Workplace Health and Safety, Employee Relations, Training and Development, Performance Management

Manager Finance and Accounting

Grants, Rates, Accounts Payable, Accounts Receivable, Procurement, Payroll,

Manager Governance and Planning

Governance, Planning, Media and Public Relations, Policy, Records Management

Strategic Planning Assessments

MacDonnell Regional Council's mission is *to improve the lives of Council residents by delivering valued and relevant services* and our vision is *many voices, one dream, building a quality desert lifestyle*. In order to achieve this we set goals, outcomes and actions, supported by key performance indicators that provide a measure of our progress in fulfilling our mission and accomplishing our vision.

The 2013/14 financial year has seen significant improvement and a number of major successes against these actions and outcomes for MacDonnell Regional Council. This was through the dedication shown by the Council and staff to achieve ambitious targets and a commitment to high standards of service in all of our communities.

In order to measure progress across all of our Goals, Outcomes and KPIs, MacDonnell Regional Council developed a ratings system that can be used to quickly show progress against our commitments, as shown in the key below.

Strategic Rating Key

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

When committing to ambitious targets, success is not always guaranteed, particularly when those targets depend on partnerships with external parties or rely on securing additional funding. With this in mind, we are very proud of what we have achieved and have some clear ideas on where we can improve.

Rating Summary

Outcomes	12 total
A	7 achieved
B	5 achieved
Actions	53 total
A	35 achieved
B	15 achieved
C	2 achieved <small>(n/a denotes the action Council decided not to pursue)</small>

The following rated tables of Goals, Outcomes, Actions and Key Performance Indicators are taken from last year's Shire Plan 2013 – 2017, consequently the reference of 'Shire' is used throughout.

Goal 1 Developing Communities



A Improved infrastructure Outcome 1(a)

Actions 2013/14	Rating	Key Performance Indicators
Finalise all required leases over Shire buildings in order to invest in improvements	B	Land tenure secured for Shire buildings
All cemeteries to be surveyed and plots mapped; grave registers to be completed	A	All cemeteries up to MSC Level 3 Standard
Rubbish tips, internal roads and street lights developed and maintained at Shire standards on all communities	C	Landfill developments completed
	A	Internal road maintenance standards met
	A	street lighting maintenance standards met
Manage maintenance contracts and construction projects including upgrades to early childhood facilities on 10 communities	A	Performance targets for infrastructure maintenance (e.g. PowerWater, Housing, Early Childhood facilities, special projects) met or exceeded
Repair, upgrade and replace fleet, plant and equipment in line with schedules and budgets	A	'Asset Refresh: Depreciation' ratio is greater than one plus CPI
Develop training projects with RJCP providers that incorporate quality standards for all construction works	B	Number of projects developed in partnership with RJCP providers

Our efforts to improve infrastructure in MacDonnell Regional Council communities were highly successful, giving us an overall rating of an **A**. The continued implementation of service level standards across a range of services had a big impact in ensuring our success. The rate of replacement of fleet, plant and equipment during the year exceed the level at which these assets deteriorated at, showing that Council has improved its overall sustainability in this area.

Challenges were encountered in achieving outcomes that relied on external factors to achieve our objectives. We were unable to upgrade our landfill sites as we were relying on an external grant and our applications were unsuccessful. Agreements with the Central Land Council (CLC) and Remote Jobs and Communities Program (RJCP) providers were slow-moving at first, though we are starting to make progress in working together that will continue in the current financial year.

A Improved social services Outcome 1(b)

Actions 2013/14	Rating	Key Performance Indicators
Develop Youth Plans for each community	A	Implement and monitor Community Youth Plans
Develop and implement a service strategy for Aged and Disability Care programs	A	Policy changes for Aged and Disability Care clients to reflect NDIS reform implemented
Engage families, communities and stakeholders in the creation of community specific plans to develop children strong in mind, body and spirit.	A	Increase in regular attendance and active participation of children and families at Children's Services
Provide professional development and training to Children's Services, Aged and Disability, and Youth Services staff	B	Training to national quality standards provided to all workers in Children's Services, Aged and Disability, and Youth Services

Great improvements were made in social services during the 2013/14 financial year, with particular improvements in community engagement and strategic planning. Youth plans have been developed for all communities serviced by our Youth services and our Childcare services have experienced increased attendance levels.

Training packages were developed and implemented across the board, though there were difficulties with Aged and Disability Services (now Home Care) having delays in their training due to funding requirements that would not allow them to choose and organise their own training provider.

B Support small business development Outcome 1(c)

Actions 2013/14	Rating	Key Performance Indicators
Facilitate partnerships between government business development agencies and communities to establish viable private and/or indigenous corporation owned businesses, including mechanics workshops, trades, cleaning services, cross-cultural training and tourism within the Shire	B	Engagement of relevant agencies in business development on communities
Support local businesses through purchasing local strategies	A	Food for community based programs being purchased through local stores

Improving small business development in the region is a difficult task for the MacDonnell Regional Council, as it is a local government provider and has limited capacity to support business. However, some strategies have been successful in supporting small businesses, such as through purchasing

items from local stores, updating our rates concession policy to support struggling businesses that employ local people and sharing materials with other organisations in the region to support their good governance.

Goal 2 Liveable Communities



A ...are clean and attractive Outcome 2(a)

Actions 2013/14	Rating	Key Performance Indicators
Continually improve high standards of waste collection and disposal	A	Waste Management at MSC Level 3 standards
Parks, including playgrounds, to be developed to MSC standards on all communities	A	Parks and Gardens at MSC Level 4 standards
Build fences for community homes in line with Territory Housing contracts	B	Fencing program meets or exceeds Territory Housing performance targets
Provide services to identified outstations in line with NTG Homelands Policy	A	Outstations services performance targets met or exceeded

The Council achieved great success in making our communities clean and attractive, thanks to the continuing application of our service level standards. In fact, we were so successful in this area that one of our communities, Tijkala, won the Territory's Tidiest Town.

While there were some delays in our fencing programs due to delays in finalising Territory Housing contracts, overall we have done very well in working towards the outcome of making our communities clean and attractive.

B ...are healthy Outcome 2(b)

Actions 2013/14	Rating	Key Performance Indicators
Develop a regional animal welfare program in partnership with other Shires in the region	B	Healthy dogs and other domestic animals
Secure external recurrent funding to maximise opening hours of swimming pools	A	Pools funded to be able to open all summer
Maintain sporting grounds and facilities on communities	B	Sporting grounds and facilities maintained to MSC Service Level 3

Council maintained a good level of vet visits to our communities and regular treatment of dogs and other animals, but was not successful in pursuing a regional animal welfare program. While progress on maintaining and developing our sporting facilities has been slower than we would have liked

due to our heavy focus on parks and playgrounds, progress was steady. We were able to secure recurrent funding for our swimming pools beyond the financial year, but it will be a challenge to maintain in the long-term.

A ...are safe Outcome 2(c)

Actions 2013/14	Rating	Key Performance Indicators
Ensure well lit public spaces on communities	B	Maintain street lighting at service standards
Maintain safe staff housing on community	A	Shire staff housing meeting Shire standards
Night patrol staff to receive accredited training	B	Night Patrol staff commenced training
Night Patrol working closely with Police to minimise anti-social behaviour	A	MOUs between Night Patrol and Police implemented
Airstrips maintained including for medical, emergency and other use	A	Airstrips maintenance performance standards met or exceeded
Develop community capabilities to manage recovery from disasters or emergencies	A	Shire-wide Emergency Management Plan and Community Recovery Plans updated annually

Safety in our communities is a big priority for MacDonnell Regional Council, and we have done some great work in ensuring our emergency management planning is up to date and relevant. We also provided a good level of maintenance of services and facilities to improve safety. In particular, our partnerships with the Northern Territory police have resulted in improved coordination and mutual recognition of our roles and responsibilities, which will benefit the safety of our communities.

Our Night Patrol service has entered into new agreements to work more closely with Northern Territory Police to minimise anti-social behaviour and our staff commenced accredited training during the year.

Goal 3 Engaged Communities



B ...have effective local boards Outcome 3(a)

Actions 2013/14	Rating	Key Performance Indicators
Maximise effectiveness of Local Board meetings on all communities	B	Minimum of three Local Board meetings take place in each community over the year
	C	Number of Local Boards managing their own meetings and work plans
Encourage succession planning with increased involvement of young people on Local Boards and other leadership activities	A	Number of young people engaged with Local Boards and leadership activities
Maintain feedback loops to local boards and community including in MacNews	A	Local Boards satisfied with level of feedback from the Shire
Respond to Regional Governance Review recommendations regarding strengthening Local Boards	A	Implement the recommendations from the Regional Governance Review

The activity involved in achieving this outcome was largely dominated by the implementation of reforms brought about by the Regional Governance Review. The process of responding to the recommendations from this review led to the implementation of a major change process leading to the transition from Local Boards to Local Authorities. This had a negative affect on the number of meetings and reduced the focus on capacity development.

However, it is believed that the result will help the Council achieve improved community engagement and stronger Local Authorities in the future. A significant step was taken with the establishment of youth boards in four of our communities, providing young people with the skills to become future Councillors or other community leaders. Some of the members of these boards have also stepped up to take up membership on the community's new Local Authority.

A ...participate in community life Outcome 3(b)

Actions 2013/14	Rating	Key Performance Indicators
Increase Shire involvement with community events	A	Increased number of events within the Shire supported by the MacDonnell Shire Council
Provide resources to Local Boards to support community initiatives	A	Local Boards discretionary funding spent on local initiatives

MacDonnell Regional Council showed some great support for community events during the year, such as sporting carnivals, while acknowledging that responsibility for running these events lies with the community. We also

provided funding to Local Boards that they could spend on local initiatives of their choice, with nearly all of our Local Boards spending money against this funding on things such as sporting carnival trophies, tools and sheds for community use and community Christmas celebrations.

Goal 4 A Supportive Organisation



B ...high quality leaders supported by good governance Outcome 4(a)

Actions 2013/14	Rating	Key Performance Indicators
Ongoing, high standard governance support to Elected Members and Local Board members	A	All Council and Committee meetings effective in fully engaging members and compliant with legislation and best governance practices
Develop and implement Reconciliation Action Plan, involving representatives, staff, residents and stakeholders	n/a	Reconciliation Action Plan approved and implemented
Compliance with good governance practices including risk management, record keeping and complaints management.	B	Plans, Policies and Procedures in place and compliant with all relevant legislation, Australian standards and best practice

As a relatively young organisation, MacDonnell Regional Council is still in the process of developing and growing. Despite this, we have managed to show great support to our Council and Local Boards, and achieved strong compliance during the year's compliance audit. Our targets for the 2013/14 year were about taking MacDonnell Regional Council to the next level, reaching a level of compliance and best practice that is comparable with larger Municipal Councils. A new Risk Management policy and Complaints policy improved our organisation's compliance and effectiveness, but these need time to be embedded within our organisational culture. Our records management framework did not receive the update it needed to become fully electronic, and this target has become a strong focus of the 2014/15 Regional Plan.

After investigation of a Reconciliation Action Plan (RAP), it was decided by Council that the process for developing a RAP duplicated many of our processes in development of the Regional Plan, and that it would be more meaningful for our constituents to include our commitment to reconciliation and support for Indigenous people as part of the Regional Plan.

B ...trained, competent and supported staff Outcome 4(b)

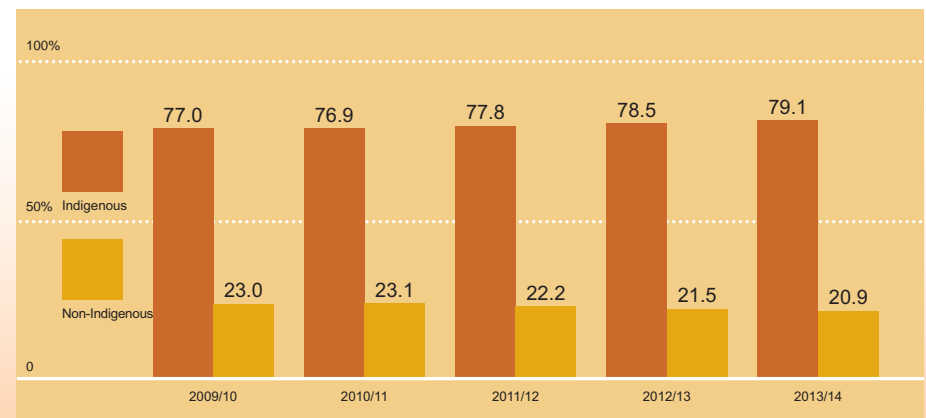
Actions 2013/14	Rating	Key Performance Indicators
Develop and implement a Workforce Development Plan including job training maps for each Shire job	B	Workforce Development Plan implemented and achieving targets
	A	Number of staff with completed qualifications / certificates
Maximise opportunities for local works teams to undertake work currently done by outside contractors and maximise opportunities for promotion	A	Numbers and percentages of local indigenous employees in Shire workforce
	A	Numbers of indigenous employees gaining promotion within the Shire
Develop agreements with RJCP providers to ensure shared job ready standards enabling pathways to employment with the Shire	B	Agreements with RJCP providers completed
Develop consistent induction and cross-cultural training for staff	A	Numbers of non-local staff completing cross-cultural training
Implement Shire Work Health and Safety Plan	B	Reduction in Work Health and Safety incidents

The focus on employing local Indigenous staff on our communities continued during the year and we achieved our third consecutive year of growth in Indigenous employee numbers with an average of 79.12% (compared to 78.51% in 2011/12) peaking at 80% in December 2013.

Cross-cultural training was undertaken during the year and 195 staff entered into and/or completed accredited training, increasing the qualification level of the workforce.

Staffing shortages in our Human Resources team occurred during the year, resulting in a delay in some activities being undertaken in this area. There were also setbacks in building partnerships with RJCP providers that would support the development of potential employees. Major projects in this area that were only partially completed were the workforce development plan and the full implementation of the Work Health and Safety Plan. Those two measures have been carried over into the current Regional Plan.

Average Percentage Indigenous and Non-Indigenous Employees



A ...excellent communications and service delivery **Outcome 4(c)**

Actions 2013/14	Rating	Key Performance Indicators
Establish, implement and monitor Service Delivery Standards across all Shire services	A	Shire services measured and reported against Service Delivery Standards
Develop regular surveys to monitor satisfaction with shire service delivery	A	Survey results collated and used to inform service delivery
Communicate with staff and stakeholders via MacNews, public media and audio-visual displays	A	Number of newsletters, articles and audio-visual displays

Our communications and community engagement were a strong focus in the 2013/14 year, with new mechanisms for receiving feedback developed (such as surveys) as well as the strengthening of other communications materials, such as MacNews (our monthly newsletter). The continued improvement of our service delivery standards saw targeted upgrades in our communities to bring their services up to similar high standards.

Our survey showed that our Local Boards were very impressed overall with the Council services in their communities, with key achievements recognised as well as areas for further work. We received very positive feedback on our core services, with most people happy with most services. Respondents were very satisfied with parks (66%), animal control (56%), cemetery management (70%) and waste management (62.5%). We did not receive many comments for how we could improve but where we did they mostly related to animal control, more employment, better communication and more rubbish collection.

Our furthest communities, Docker River and Kintore, showed the most dissatisfaction with services, with cemeteries, customer service and waste management all at 100% dissatisfaction for both communities. This is something we are working closely with these Local Authorities to improve. While 65% of respondents felt like they knew what Council was doing in their community most or all of the time, Local Board members would have greater knowledge than the rest of the community so we would like this to be higher. Some comments were that they didn't know what was happening between meetings and that communication to the rest of the community after meetings wasn't very good.

Our current plans to develop a Communications Strategy and Community Engagement Plan will support improvement in this area.

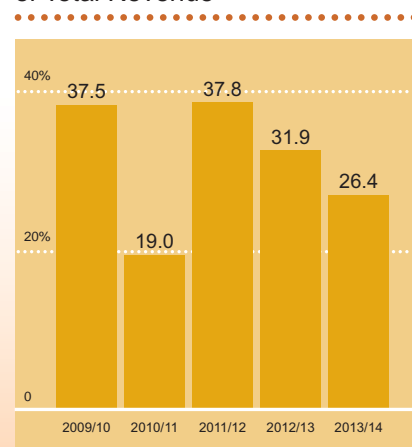
A ...financial sustainability Outcome 4(d)

Actions 2013/14	Rating	Key Performance Indicators
Manage budgets to achieve sustainability and compliance	A	Budgets meeting internal financial performance indicators
	B	Percentage of funds from external sources
	A	Contracts and grants delivering services within budget and acquittals and reports submitted on time
Increase the financial literacy of Councillors, staff and where relevant Local Board members.	A	All financial reports clearly communicated to Councillors and Local Board members, and independent expert appointed to the Finance and Audit Committee to support elected members
Commercial services returning an investment to support services within the Shire	A	Commercial Services returning a surplus
Minimise unnecessary costs through centralised purchasing	A	Purchasing of all regular items centralised

The Council has made good progress in its aim towards financial sustainability, including the achievement of a surplus for the 13/14 financial year, which indicates a successful and well-managed budget. Particularly significant was the increased benefit received from centralised purchasing, which improves the efficiency and cost-effectiveness of our purchasing, leading to a reduction in unnecessary costs that could be redirected to service delivery in our communities.

This was all achieved against the backdrop of a difficult fiscal environment and the loss of a major contract with Northern Territory Housing. Managing our budget in this environment was done without sacrificing our service delivery and our support for our Elected Members. This challenging fiscal environment has had a negative impact on our percentage of funds received from external sources.

External Income as a Percentage of Total Revenue



Service Centre Delivery

Service Centre Delivery
Case Study

Titjikala named Territory Tidy Town 2013

The annual judging by Keep Australia Beautiful Council NT has become a popular benchmark for the achievements of both our individual communities and the Council as a whole. Our recent success at the awards shows that MacDonnell Regional Council has brought significant improvements to its communities and to the lives of its residents. By managing changes one step at a time through a Service Delivery Standards matrix improvements are managed uniformly across the region.

On this measure, 2013/14 was a breakthrough year for MacDonnell Regional Council when in October, Titjikala became our leading light when it was named *Territory Tidy Town 2013*. Being acknowledged as the most efficiently functioning town in the Northern Territory was a hard earned and well deserved title for MacDonnell Regional Council staff and residents of Titjikala.

As well as Titjikala being named the Territory Tidy Town winner for 2013, MacDonnell Regional Council also acknowledges its Wallace Rockhole residents, Matthew and Bronwyn Rubuntja, who won the *Best Home and Yard* award and the Wallace Rockhole School for winning the *Best School in the Southern District*.





All communities of MacDonnell Regional Council were acknowledged through their participation in the Central Australian Waste Management Program that won the *Best Waste Management* award, in conjunction with Central Desert and Barkly Councils. This award recognised the significant task the southern three Councils have done in upgrading their landfill operations, and demonstrates the value of a collaborative regional partnership.

Following the official ceremony announcement, a community celebration barbeque was held in Titjikala where staff and residents were presented with their *Geoff Finch Memorial Cup* and other associated Territory Tidy Town awards. Some months later another community barbeque celebration was held in the community to wish their Civil Works team well as they headed off to Victor Harbour in South Australia to represent the Northern Territory in the national Tidy Towns Competition where our high achieving community won in one category and was high commended in another.



Service Delivery Centre Summary

The Service Centre Delivery directorate is responsible for the effective delivery of Council's municipal services and other Non-Council services delivered on behalf of other government agencies and stakeholders.

Our Civil Works teams in all communities are responsible for providing these services. In assisting them to do so, we have developed service level guidelines, or standards, to help them reach the goals and service delivery expectations as set in the Council's Shire Plan.

A total of 167 employees are engaged in Service Centre Delivery activities, of whom 135 are Indigenous (80.83%) with 32 being Non-Indigenous (19.16%)

Core Council Service Delivery

Cemetery Management

The Council is responsible for the maintenance of cemetery grounds in twelve of the 13 communities.

We contribute regularly to assisting families to dig graves by utilising the Council's machinery. This is currently a free service that we offer to our community members

Throughout the year Works teams have upgraded many of the cemeteries in line with the Council's Service Level standards.

Key Achievements of 2013-14

Identification of all burial places.

Maintenance of cemetery burial details - register.

Preparation of burial plots.

Maintenance of cemetery surrounds including fencing.

Animal Management

Council currently delivers its Animal Management program to all 13 communities within the region. The primary objective of the Animal Management program is to improve health and safety in communities by implementing effective control measures that better develop the health of animals in a culturally sensitive and sustainable way.

Key Achievements of 2013-14

Implementation of programs for the care and control of animals to protect the health, safety, amenity and environment of the community.

The provision of a service that promotes responsible care of animals.

Local Emergency Management

Council has developed emergency recovery plans for each community which sit under the overarching local counter disaster plans. These documents outline Council's role in the recovery phase of an emergency.

There were no major incidents or emergencies throughout the year.

Key Achievements of 2013-14

Contribute to the development of community emergency management plans.

Development of community emergency recovery plans.

Conduct emergency services education programs.

Local Road Maintenance

While the majority of local roads maintenance is conducted by the Council's technical service department and the roads team, the local works teams play an integral part in maintaining the local road infrastructure in the community.

Key Achievements of 2013-14

Grading unsealed roads.

Re-sheeting of unsealed roads.

Repairing potholes.

Installation of signage and traffic calming measures.

Parks and Open Spaces

Council is responsible for community parks and public spaces in each community within its region. Works in this area include upgrades and maintenance of facilities such as fences, shade structures, grassed areas and playgrounds.

A strong focus on parks during 2013-14 has seen the development of four new parks at the communities of Santa Teresa, Papunya, Finke and Imanpa. This was made possible through special purpose grants provided by the

Department of Local Government and Regions. All parks were developed in consultation with the Local Boards at respective communities and all works conducted by the local indigenous works teams. These parks now all meet service level standards as set in the Council's, parks and open spaces guidelines, and are all at SL4. More information about the Council Service Level Standards can be found online at: www.macdonnell.nt.gov.au/about/standards

Key Achievements of 2013-14

Identification, development and maintenance of Council:

- Parks
- Sporting ovals
- Public open space
- Other recreation spaces

Waste Management

Council delivers waste management services across all 13 of our communities.

A key achievement for the Council during the 2013/14 year was receiving the *Waste Management* award at the 2013 Territory Tidy Towns awards. This award was in recognition of the Council's work in collaboration with Central Desert and Barkly Regional Councils in developing the Central Australian Remote Landfill Operating Manual and the implementation of training to remote staff working in the field of waste management.

Extensive training has been provided to Council Works staff in the area of landfill management through the units delivered in the Certificate 2 Rural Operations.

Key Achievements of 2013-14

Collection of Domestic, Commercial and Industrial Waste.

Management and maintenance of the community Landfill.

Waste Recycling.

Disposal of car bodies.

Weed Control and Hazard Reduction

Community fire breaks are regularly maintained and heavy grassed areas cleared of rubbish to allow these areas to be effectively maintained and slashed as necessary.

Key Achievements of 2013-14

Control of noxious and other weeds around council controlled roads and facilities

Maintain fire breaks

Non-Core Council Service Delivery

Outstations Municipal and Essential Services

In 2013-14 Council received a three year funding offer for the provision of municipal and essential services to 41 eligible indigenous Outstation living areas.

Major upgrades to bores were carried out at Beer St Bore (Finke), 5 mile, Town Bore and M'Bunghara Outstations (Papunya) during the year. A new

inverter system also needed replacement at Walkabout bore outstation (Titjikala) while a major septic upgrade was completed at Atji Creek (Haasts Bluff).

Regular inspections of Outstation homelands are conducted by Outstation works team members who are employed in the program.

Key Achievements 2013-14

Road maintenance

Waste management services

Fire break maintenance

Animal control

Power, water, sewerage maintenance

Community Highlights

Amoonguna

Key Achievements of 2013-14

Landfill remediation work was carried out with a separate area established to accept recyclable materials. New no entry signs and motion sensor cameras installed to deter illegal dumping.

New park furniture and bin stands were installed at Ross Park.

Major community clean up including removing broken glass from road verges and graffiti removal from buildings and street signs.

Speed bumps and signage installed.

Key challenges of 2013-14

Illegal dumping at landfill.

Staffing – regular staff attendance at work.

Areyonga (Utju)

Key Achievements 2013-14

Cemetery upgraded, new shade structure, seating, water tank and wheelie bins.

Double shade structure and water bubbler installed at the community park.

Centrelink office upgrade completed.

Works staff enrolled in Certificate 2 Rural Operations.

VAST installations carried out as part of the Digital TV switch over.

Docker River (Kaltukatjara)

Key Achievements 2013-14

Landfill upgraded with new waste trench excavated and fenced. Recycling area established for segregation of waste streams.

Upgrade of the local BMX track.

Upgrade oval – new car park area, shade structures, bins and stands.

Cemetery upgraded, new shade structure, seating, water line installed and wheelie bins.

New John Deere Backhoe delivered.

New 300 series tipper delivered.

Speed bumps and signage installed.

VAST installations carried out as part of the Digital TV switch over.

Key Challenges 2013-14

Location – freight logistics and costs.

Timing – repairs to plant and equipment.

Disruptions to services and staff absences due to cultural activities.

Finke (Apatula)

Key Achievements 2013-14

Cemetery upgraded, new shade structure, seating, fencing, water line installed and wheelie bins.

Park completed with the installation of new playground equipment, shade and seating, bins and stands and bollards around the perimeter of the park.

New seating installed at the softball pitch with trees planted around perimeter of the sports grounds.

Two new pedestrian crossings installed.

New Russ compactor truck delivered.

VAST installations carried out as part of the Digital TV switch over.

Haasts Bluff (Ikuntji)

Key Achievements 2013-14

Cemetery upgraded, new shade structure, seating, water tank and wheelie bins.

Upgrade at Irimitja Park.

Works staff enrolled in Certificate 2 Rural Operations.

VAST installations carried out as part of the Digital TV switch over.

Hermannsburg (Ntaria)

Key Achievements 2013-14

Completed major road shoulder repairs at Bunny Hill.

Landfill upgraded and adopted above ground cell compaction method for domestic waste disposal.

New Russ compactor truck delivered.

Works staff enrolled in Certificate 2 Rural Operations.

VAST installations carried out as part of the Digital TV switch over.

Imanpa

Key Achievements 2013-14

Landfill upgraded with new waste trench excavated.

Cemetery upgraded, new shade structure, seating, water line installed, fencing upgraded and wheelie bins.

Park upgrade completed with the installation of new playground equipment, shade and seating, bins and stands and bollards around the perimeter of the park.

Fencing and lights upgraded at the basketball courts.

Speed bumps and signage installed.

VAST installations carried out as part of the Digital TV switch over.

Key Challenges 2013-14

Staffing – people taking up vacant jobs.

Kintore (Walungurru)

Key Achievements 2013-14

Cemetery upgraded, two new shade structures, seating, water tank and wheelie bins installed.

Centrelink office upgrade completed.

Upgrade at the community oval with three shade structures installed.

Reconditioned compactor truck delivered.

Installed bollards as traffic calming measure.

Speed bumps and signage installed.

VAST installations carried out as part of the Digital TV switch over.

Key Challenges 2013-14

Location – freight logistics and costs.

Timing – repairs to plant and equipment.

Mount Liebig (Watiyawanu)

Key Achievements 2013-14

Cemetery upgraded, new shade structure, seating, water tank fencing and wheelie bins.

Installed bollards as traffic calming measure.

Oval upgrade installed shade structures.

Works staff enrolled in Certificate 2 Rural Operations.

Repairs to fencing at basket ball courts and new backstop netting at softball pitch.

VAST installations carried out as part of the Digital TV switch over.

Papunya (Warumpi)

Key Achievements 2013-14

An upgrade of the Papunya landfill was carried out during the year and it has been selected, through funding provided by the Department of Health, to be upgraded to licencing standards. All CLC sacred site clearances were obtained to enable expansion of the existing site.

Cemetery upgraded and now has new fencing, two new shade structures, seating, two water tanks and wheelie bins.

Petering park was completed with the installation of new playground equipment, two shade structures with seating, a BBQ area, an Auskick oval and the park perimeter has bollards around it to ensure safety of children and restrict traffic flow through the area.

Oval upgraded including lifting the surface of the oval and renovations to change rooms.

Works staff enrolled in Certificate 2 Rural Operations

Key Challenges 2013-14

Staffing – regular staff attendance at work.

Litter – community participation.

Santa Teresa (Ltyentye Apurte)

Key Achievements 2013-14

Cemetery upgraded, new shade structure, seating, water tank and wheelie bins.

Landfill upgraded with new waste trench excavated.

Shade structures installed at the football oval and softball pitch.

Three new pedestrian crossings installed.

New Russ compactor truck delivered.

VAST installations carried out as part of the Digital TV switch over.

Key Challenges 2013-14

Disruptions to services and staff absences due to cultural activities.

Titjikala

Key Achievements 2013-14

Overall Winner *2013 Territory Tidy Towns Awards* and represented Northern Territory at National Tidy Towns Awards.

Winner *2013 Heritage and Cultural Award* at National Tidy Towns Awards.

Cemetery upgraded, new shade structure, seating, water tank and wheelie bins.

Shade structure, water bubbler and reticulation installed at community park.

Reconditioned compactor truck delivered.

Street name signs installed.

VAST installations carried out as part of the Digital TV switch over.

Wallace Rockhole

Key Achievements 2013-14

Recognition Awards, *Best Residence* and *Best School* at 2013 Territory Tidy Towns Awards.

Cemetery upgraded, new shade structure, seating, and wheelie bins.

Relocated playground equipment and used a majority of recycled materials to create a new park area with a shade structure.

Landfill remediated and recycling areas established.

Works staff enrolled in Certificate 2 Rural Operations.

VAST installations carried out as part of the Digital TV switch over.

Technical Services

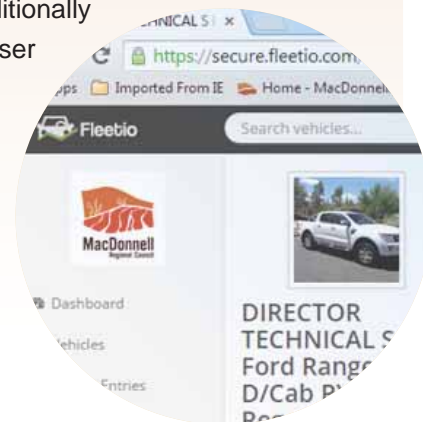
Technical Services
Case Study

Cloud based fleet management with *Fleetio*

Earlier this year the Technical Services division engaged the new cloud-based fleet management software program, *Fleetio*. The software promises to encourage collaboration and reporting of issues by all MacDonnell Regional Council fleet users.

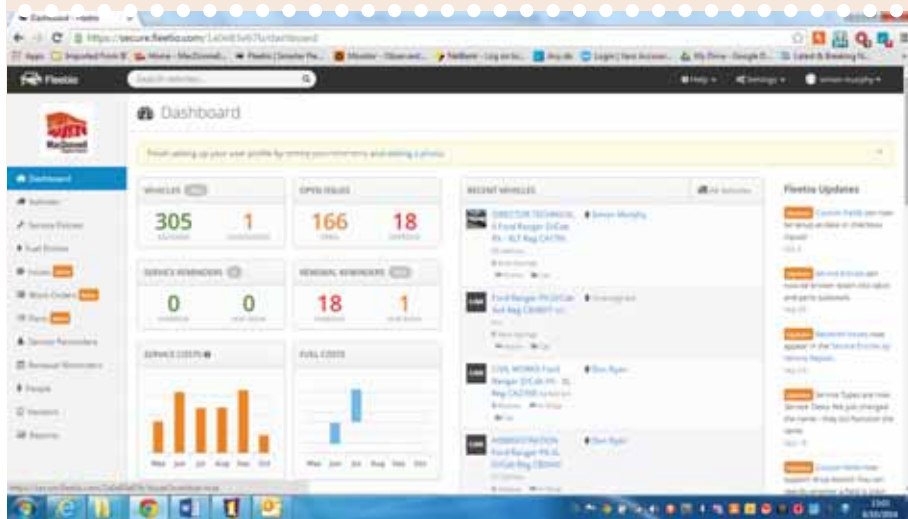
Many of the decisions we make about our fleet items, from servicing schedules right through to disposal, are based on odometer and hour meter readings. Previously, updating meters into our system was left to an individual fleet officer to manage, which was a very difficult task due to us having a large number of fleet items across 14 locations. Rather than following a difficult and costly process to reconfigure this system we went with an 'off the shelf' user-friendly web based solution in *Fleetio*.

We can now assign fleet items to a user and they update their vehicle accordingly within *Fleetio* fortnightly. Additionally if there is an issue with a fleet item the user can raise it in *Fleetio* so the mechanical staff are aware of it, can advise on a course of action or can plan it into the repair schedule on their next visit. All of the MacDonnell Regional Council fleet is now visible to approved users with individual photos and statistics for each item.





Fleetio is now allowing everyone to have a hand in maximising usage and getting the best value for money from our fleet, ensuring that we are able to get on with the important job of getting our people out there and delivering services. Efficiency gains such as these also take our focus away from administration and towards the communities, allowing us to better respond to, and meet, their needs.



Technical Services Summary

Technical Services is responsible for the management and delivery of a range of Core services including Roads maintenance and upgrades, Building and Facility maintenance upgrades and Fleet and Mechanical Services.

Additionally Technical Services was responsible for commercial contract management during 2013/14 including:

- Power and Water Corporation Essential Services
- Territory Housing Maintenance and Tenancy Service Level agreements
- Outstation housing repairs and capital works
- Centrelink
- Australia Post
- Amoonguna Store

Fleet Services

Key Achievements 2013-14

- Implementation of Fleetio
- Ongoing delivery of mobile mechanical services to all communities.
- Continued sale by auction of fleet items due for replacement or obsolete.
- Recruitment of our first Indigenous Mechanic's apprentice
- Continued fleet capital expenditure in line with the MacDonnell Regional Council Fleet Plan

Key Challenges 2013-14

Recruitment of suitably qualified and skilled mechanical staff when required

Training community works teams in regular vehicle and plant maintenance

Year on year uncertainty about capital expenditure funds to enable continuity of the MacDonnell Regional Council Fleet plan

Commercial Services

Key Achievements 2013-14

Winning the 36 month contract to provide Essential Service Operators in all MacDonnell Regional Council communities commencing 1 July 2014

Continuation of Centrelink service contract

Negotiation and subsequent fee increase for Australia Post services

Commencement of the procurement phase of the Community Housing fence program

Key Challenges 2013-14

Losing the Territory Housing service level agreements and the associated loss of income to Council and negative impact on our communities.

Delays faced in the delivery of the Community Housing fence program through introduction of new processes.

Infrastructure Projects

Roads

Key Achievements 2013-14

Papunya floodway upgrade successfully completed

- Haasts Bluff access road upgrade successfully completed
- Development of Transport Asset Management Plan and Asset Register
- Development of Traffic Management Standards for MacDonnell Regional Council communities
- Continuation of Council grader team

Key Challenges 2013-14

Mechanical breakdowns of ageing MacDonnell Regional Council earthmoving plant and machinery

Swimming Pools

Key Achievements 2013-14

All pools opened (Kintore FT, Areyonga & Santa Teresa PT)

Some external funding provided (Kintore Store and Papunya Tula artists)

Swimming pools

Key Challenges 2013-14

Funding from MacDonnell Regional Council untied funds and sourcing external funding year on year

Street Lighting

Key Achievements 2013-14

Maintained average operational level of 87% across the MacDonnell Regional Council for the year

Key Achievements 2013-14

Completed upgrades to Seven MacDonnell Regional Council run Childcare centres

Completion of the 'Digital Switchover, community contacts contract'

Completion of many outstation 'Capital Infrastructure' projects including telemetry on bores and generators to allow for remote monitoring and operation.

Property and Tenancy

Key Achievements 2013-14

Upgrading offices at Areyonga, Kintore and Haasts Bluff with funds from Centrelink to provide more efficient and secure customer service

Continuation of our 'Maintenance tracker' database for use with Council operated buildings and staff housing enabling cost efficient contractor use and monitoring and reporting of issues.

Key Challenges 2013-14

Ongoing negotiations for leasing of Council buildings, depots and staff housing with CLC

Lack of funding for the lease period from August 2012 to 30 June 2014

Year on year allocations of untied funds to cover lease fees.

Uncertainty about repairing ageing staff housing with no leases in place.

Community Services

Community Services
Case Study

Youth Staff Development

During the 2013/14 year, the MacDonnell Regional Council youth team demonstrated real commitment and dedication as our entire Youth team converged in Alice Springs each month, travelling long distances from nine communities to undertake training, delivered in partnership with Charles Darwin University (CDU).

23 of our 29 MacYouth staff worked towards their Community Services qualifications during the year. With great pride, Youth workers applied their newly acquired skills, knowledge and self confidence to their positions.

The value of this training is apparent in the quality of work being delivered and the increased understanding teams have of their work responsibilities. Since training commenced, all staff have demonstrated an increased awareness of policies and procedures in the workplace, an increased desire to pursue targeted outcomes in their programs and an increased ability to recognise flaws or gaps in the programs they deliver.

Specific training units such as Workplace Health and Safety, First Aid and Alcohol and Other Drugs have also had direct, relatable and important applications in the workplace for MacYouth staff.



Community Services
Case Study

While all staff performed well in their training and are to be congratulated on their efforts, Kevin Stuart and Lynnette Ellis from our Amoonguna MacYouth team received CDU Awards; Kevin was awarded the School of VET, Community Services and Health Encouragement Award and Lynnette was awarded the School of VET, Community Services and Health Learner Support Student Award.

The Group Training structure enabled a more cohesive and resilient team achieved through youth workers across our 9 communities interacting, networking and planning together, share advice and stories and support each other.

The partnership with CDU has been very successful and has contributed to the Council goals of *engaged communities, developed communities and a supportive organisation.*



Community Services Summary

The Community Services directorate delivers culturally sensitive community based Children's Services, Youth Services, Home Care (formerly Aged Care) services and Community Safety programs across twelve of our remote communities.

The Directorate employs a large team of 241 staff including a strong local compliment of 209 local people. Investing in our local workforce, through professional development and accredited training was a strong commitment across all Community Service Programs, with 85% of staff engaged in accredited training.

MacDonnell Regional Council Community Services aim to develop sustainable programs by enabling local staff to take ownership of service delivery and progress to senior positions. This year, we achieved a proud record of enabling four local Indigenous people into Youth Team Leader positions, eight local Indigenous people into senior Home Care positions, one local Indigenous person into an Early Childhood Team Leader position and sustained the employment of local Indigenous staff in all twelve Night Patrol team leader positions.



The 2013/14 year was a productive and successful year for the Directorate. Through the efforts of a dedicated and committed team that worked cohesively and in partnership with our clients, funders and key stakeholders, a number of the Council's strategic goals were achieved.

Children's Services

The Council's Children Services provides early childhood programs in ten remote communities and Out of School Hours Care and Holiday Programs in eight remote communities.

The Early Childhood Programs provide stimulating and culturally appropriate learning for children from birth-5yrs using the Early Years Framework and works with families to enable continued learning at home.

Out of School Hours and Holiday Programs provide children, aged 5-12 years, with a range of engaging activities that promote their physical, social, emotional and spiritual wellbeing to prepare for lifelong learning.

Key Achievements 2013-14

Involving families and the community in the development and direction of Children's Services program. This empowered local communities and provided vital guidance on the design and delivery of our children's programs and ensured the embedding of a strong local cultural component. These engagement opportunities also enable parents and carers to build confidence and skills to make better informed decisions for their children.

All MacDonnell Regional Council Educators remained focused on gaining their accredited Certificate 21 in Children's Services. The first cohort of Early Childhood graduates is expected in December 2014.

Over 300 children regularly accessed early childhood programs across ten communities.

Santa Teresa Early Childhood program was transitioned to the Council in October 2013 and moved into a new Early Childhood purpose built facility in March 2014.

Over 300 children regularly accessed Out of School Hours Care programs across 8 communities, with School Holiday Programs attracting over 500 children in the same communities.

Seven Childcare facilities received capital upgrade funding from the Australian Government Department of Education. Upgrades were managed by the MacDonnell Regional Council Technical Services team and entailed strong and inclusive engagement from local communities to guide MacDonnell Regional Council on the play environments. These improvements will provide children with a stimulating and more challenging and inviting environment in which to explore, experience and develop.

Team Leaders appointed to all centres.

Key Challenges 2013-14

Regular attendance of Educators and the sustainability of Team Leaders has proven challenging in some centres with the council trialling some flexible options.

Youth Services

The Council delivers Youth Services in nine remote communities. Known as MacYouth, the program offers a comprehensive suite of structured programs and activities that provide an effective diversion for young people from at risk behaviours and aims to provide meaningful and positive futures for young people.

Key Achievements 2013-14

The voices of young people in MacYouth communities reshaped the design and delivery of MacYouth programs into five pillars:

- Sport and Recreation
- Leadership
- Culture
- Education and Training
- Staff Development

Youth Programs in all MacYouth communities closed for a week each month to enable our local youth workers complete accredited training in partnership with Charles Darwin University (see case study).

Youth Programs regularly attracted 924 young people to programs across our 9 MacYouth communities.

The inaugural MacYouth intercommunity Young Women's Basketball Competition proved to be a great success, equally successful was the Inaugural MacYouth Soccer Carnival that attracted over 150 youngsters.

Youth Boards were established in four communities. MacDonnell Regional Council Youth boards aim to develop young people in governance and leadership, provide young people with a voice in their community and enabling them to join Local Boards (now Local Authorities) and become the next generation of MacDonnell Regional Council Councillors and future community leaders.

In partnership with NT Drive Safe 20 young people received their Learners Driving Permit.

MacYouth continued to work with young people referred under diversion to our programs. This initiative allows young people to remain on community and engage in youth programs re-diverting them from the juvenile justice system.

MacYouth Policies and Procedures were refreshed to meet current legislation and regulations.

Key Challenges 2013-14

Security of long term funding to enable long term planning and sustainable program delivery.

Sustainability of Team Leaders in some sites.

Home Care Services

The Council delivers Home Care (formerly Aged Care) services to elderly and disabled clients in eight remote communities as well as the School Nutrition Programs in five communities.

The service delivers personal care; meals on wheels; facilitates client respite (in Alice Springs and on community), and actively support clients to get out and about in their local community.

Key Achievements 2013-14

Home Care services continued to deliver services that maximise opportunities for clients to live meaningful lives, to be the key decision maker in every aspect of the support they receive while strengthening their community connections and family involvement.

Aged Care changed their name to Home Care, as part of the NDIS reforms and to appropriately reflect other services delivered to disability clients, including young people.

Home Care services developed and implemented a vision and centre improvement plans for the Council's Aged and Disability Care Programs. A consultant was employed to develop a Workforce Development Strategy.

Quality reviews were completed for 2 Home Care sites with improvement plans implemented.

Home Care Policies and Procedures were refreshed to meet national standards.

Two local senior staff, Lesley Luckey, Imanpa Team Leader, and Georgina Impu, Utju Team Leader graduated with a Certificate 2 in Community Services. We congratulate Lesley and Georgina on their hard work and success.

Funding was approved to upgrade the Finke Home Care Facility and for minor upgrades to the Imanpa facility. The improvements will enable a better service delivery and client access.

Home Care provided services to 136 Aged clients and 18 Disability clients across 8 communities and nutritious meals under the School Nutrition program to 120 students across 5 communities.

Key Challenges 2013-14

The delivery of accredited training was inconsistent in Home Care programs. Our persistence and ongoing negotiations with the Commonwealth government, proved successful towards the end of the financial year, with a new Registered Training Organisation appointed to cover all Home Care communities in 2014/15.

The Ikuntji facility remains a key challenge in the delivery of service for our Ikuntji clients. The Council will continue to seek government funding for a purpose built facility.

Community Safety

The Council delivers Night Patrol services in 12 of our remote communities. The service assists communities to take responsibly to prevent anti-social, harmful, destructive and illegal behaviour by offering community patrolling and safe transport to protect vulnerable people and assist children and young people to attend school regularly. The service works in collaboration and partnership with NT Police under a shared Memorandum of Understanding.

Key Achievements 2013-14

MacDonnell Regional Council Night Patrol Operational Plan finalised

Night Patrollers continued their accredited training in Community Services in the first half of the year, with training stalled in the latter half of the year due to the development of a new Night Patrol training package. Patrollers will transition into the new accredited training in the 14/15 financial year.

Patrol vehicles were replaced in five sites providing greater reliability and functionality.

A strengthened working partnership with NT police enabled a stronger community safety measure in most communities – joined up operations were held in three communities.

Night Patrol teams from neighbouring communities supported community safety at Sports weekends in MacDonnell Regional Council communities.

The services and professionalism of our Patrollers was recognised by Remote Police, commending our teams on their professionalism and ability to respond swiftly to disputes while maintaining community safety.

Night Patrol and RJCP providers across all sites developed a solid working partnership that achieved employment of local people.

Night Patrols remained functional on all communities with a welcomed increase in local women joining teams.

Key Challenges 2013-14

A change in Government priorities required Night Patrol to support the Remote School Attendance Measure as a prioritised service and necessitated a refresh of the Community Safety Memorandum of Understanding. This change in service delivery initially led to delays in other safety patrols.

On-going delays in finalising the Accredited Night Patrol Training Package stalled development opportunities of our local staff.

Corporate Services



Corporate Services
Case Study

Regional Governance Review

The 2013/14 financial year saw the results of the regional governance review being announced and resulted in some major changes to the Local Government Act 2014. Under the updated Act, MacDonnell Shire Council became MacDonnell Regional Council, and Local Boards (representative bodies in each of our 13 communities) were replaced with Local Authorities.

With the change of name to MacDonnell Regional Council came a major rebranding process, including the update of our website, the turnover of all community and vehicle signage, and a completely new uniform.

The replacement of Local Boards with Local Authorities resulted in an increase in both the number of meetings and the responsibility placed on members, along with the introduction of payment for members. These changes required an education and communications campaign across communities to explain the changes and call for nominees.

The changes introduced led to the identification of a need for training for new Local Authority members, as their increased responsibilities requires a greater understanding of various



Corporate Services
Case Study

subjects including governance, budgeting and strategic planning. We kicked this off with a three day workshop in June for the new Local Authority Chairs, supported by Matrix on Board and the Local Government Association of the Northern Territory. This workshop saw the bringing together of strong community leaders, both young and old, male and female

Preparing for this change required considerable time and effort from the Governance team, Council Services Coordinators and all staff across the Council. Through careful planning and implementation, we were able to hold nominations, community endorsement processes and get Council endorsement of all 13 Local Authorities ahead of schedule.

The new Local Authorities will improve our accountability to the communities we work for by providing a link between community members and the Council.

Corporate Services Summary

The 19 members of the team in the Corporate Services directorate are responsible for the Governance, Planning, Communication, Customer Services, Human Resources, Information Technology and Finance of the Council.

The activities of the directorate include ensuring the Council has strong governance and that they are compliant with the requirements of the NT Local Government Act, the NT Local Government Regulations and the related Guidelines. This is achieved through ensuring Council's Elected Members have the tools and training to understand and take ownership of their responsibilities, that they provide guidance to the Council's staff through

clear and understandable policies and that all decisions of the Council are recorded and followed by the operational side of the organisation.

Strong Human Resource practices, Financial systems and management of IT, support these aims and ensure, within the Council's limited financial environment, the Council's resources are available and support the delivery of services.

Governance and Planning

Compliance Statement

Corporate Services always aspires to a best practice level of organisational compliance. Each year we plan on improvements in our compliance and our goals and priorities for compliance can be found in our regional plan.

MacDonnell Regional Council has worked towards achieving full compliance with Part 9 of the Information Act (Records and Archive Management) recognising a strong need to improve its records and archive management policies and procedures to achieve this goal. This was a priority for the 2013/14 financial year and substantial improvements were made. However, the Council has recognised the need to fully implement an electronic document records management system and has therefore continued to have it as a priority for 2014/15.

Key Achievements 2013-14

The establishment of 13 new Local Authorities across the Council.

Delivering a workshop for the new Local Authority Chairs to foster leadership and governance capacity.

Cementing MacNews as an important communication tool for staff and stakeholders in dispersed locations.

Council-wide survey of outgoing Local Board members to get important feedback on improvements needed.

Carried out consultations on Local Authority Plans in all 13 communities.

Council adopted its Regional Plan in June which included identified local community aims gathered from input from Local Boards.

Key Challenges 2013-14

Capacity development of Local Board members had to be put on hold while implementing reforms.

Staffing resources were low for much of the year.

Implementation of requirements under the reform of the Local Government Act.

Human Resources

In 2013/14 MacDonnell Regional Council employed an average of 443 employees per month, compared to 409 for the previous year.

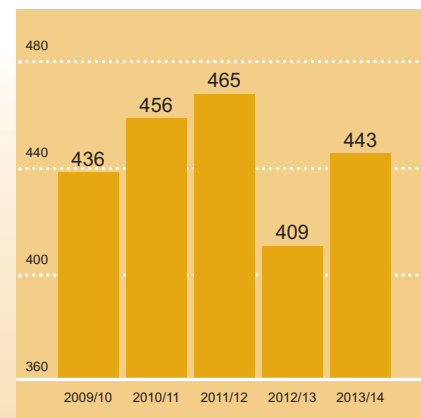
Key Achievements 2013-14

MacDonnell Regional Council continues to increase its percentage of Indigenous staff, resulting in an average of 79% Indigenous employment during the 2013/14 Financial year, with a peak of 80% in December 2013.

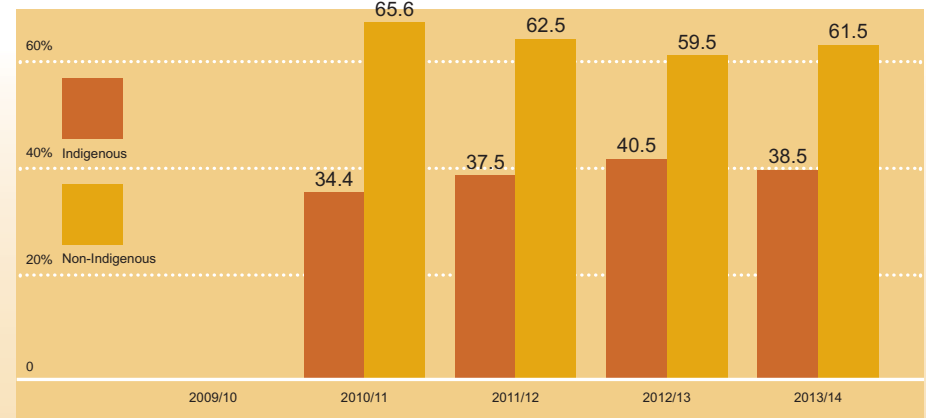
MacDonnell Regional Council continues to contract with Australian Government to deliver Centrelink agent functions at 12 of our communities – this contract supports 11 Indigenous employees on communities.

Total staff terminations during the financial year were 289, showing a significant reduction in turnover when compared to the 324 staff that left in the year ending June 2013.

Average Total Employees



Average Percentage Indigenous and Non-Indigenous Employees in Community Supervisory Positions



Key Challenges 2013-14

The number of Indigenous employees in community based supervisory positions (ESO/Team Leader/SSC) sat at an average of 38.55% with both Home Care and Night Patrol community based staffing 100% Indigenous. While this is an achievement, there are still improvements that need to be made.

Our agreement with NT Housing for maintaining community housing ceased in February 2014 resulting in the loss of 13 local jobs. MacDonnell Regional Council successfully redeployed 9 employees into other positions.

Information Technology

An upgrade to the MacDonnell Regional Council's corporate network, run by Councilbiz in Darwin, was undertaken early in 2014. This has resulted in improved security and stability of MacDonnell Regional Council's information technology network and included an upgrade of the software systems used by the Council's staff.

The speed of connection to the corporate network continues to be a major challenge, especially for remote offices and we are continuing to investigate options to improve speed. Further, challenges in this area are faced by the need to find alternative satellite connectivity for our more remote sites.

Finance

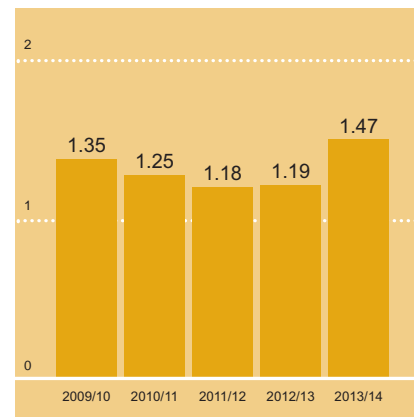
Key Achievements 2013-14

Centralised purchasing continues to support efficiencies in obtaining supplies for the Council's services.

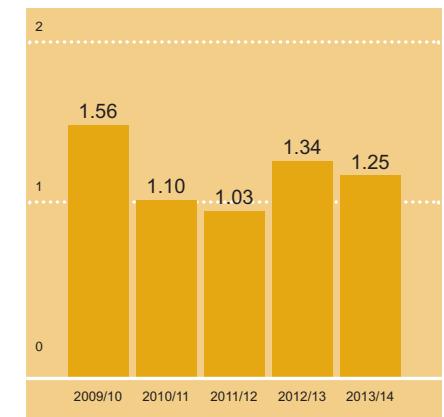
The MacDonnell Regional Council finished the year with a healthy operating surplus of \$1,555,448. \$1,118,000 of this surplus has been set aside to be used for capital equipment in the coming financial year, which will help to ensure our services are maintained at their current levels, whilst still supporting some sustainability.

At the end of the financial year the Council holds \$1.47 in current assets for every \$1 owed in current liabilities. This result shows a good improvement from previous years and indicates that Council is in a good position to pay its debts as and when they fall due.

Working Capital
(Current Assets for each dollar owed)



Asset Refresh Rate

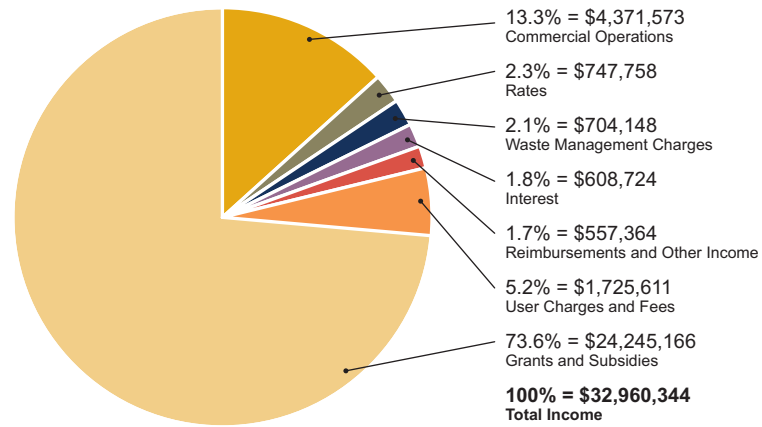


The Council's Asset Refresh or Depreciation ratio of 1.25 shows that the replacement of assets continued to keep pace with the depreciation. This indicates that Council is replacing its assets as they wear out, helping to provide sustainability in this area.

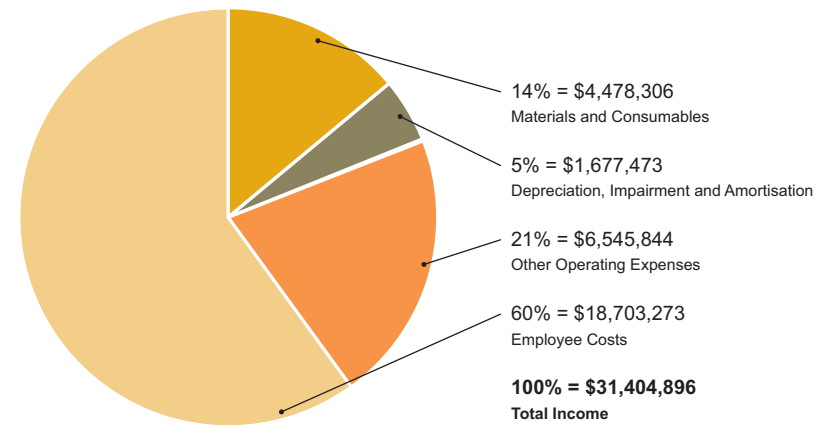
Key Challenges 2013-14

Rates continue to only provide a modest amount of Council's revenue, being just 2.2% of income, however, having reviewed all properties and ensured all users of Council's waste collection services are being charged there has been an increase in Charges made in the financial year.

Sources of Income 2013 / 2014



Operating Expenditure 2013 / 2014

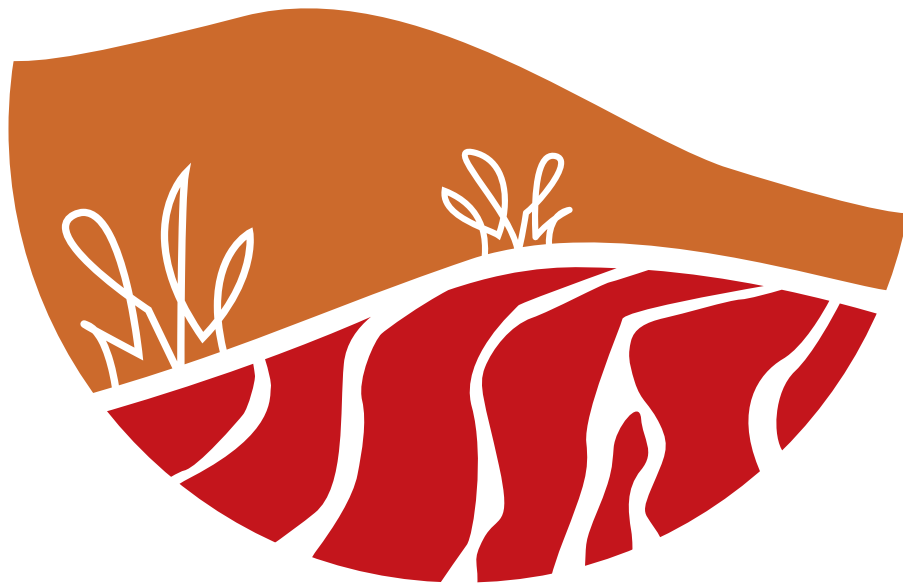


Audited
General Purpose
Financial Report



MacDonnell Regional Council

***General Purpose Financial Report
For the Year Ended 30th June 2014***



MacDonnell Regional Council

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MacDonnell Regional Council

CHIEF EXECUTIVE OFFICER'S CERTIFICATE For the Year Ended 30th June 2014

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

- a) The Financial Statements have been properly drawn up in accordance with the applicable Australian Accounting Standards, the Local Government Act, and the Local Government (Accounting) Regulations so as to present fairly the financial position of the Council for the year ended 30 June 2014, and
- b) the Financial Statements are in accordance with the accounting and other records of the Council, and
- c) there are reasonable grounds to believe that the Council will be able to pay its debts when they become due and payable.


Chief Executive Officer

26 SEPT 2014
Date



Deloitte Touche Tohmatsu
 ABN 74 490 121 060
 9 Parsons Street
 Alice Springs NT 0870
 PO Box 1798
 Alice Springs NT 0871 Australia
 Tel: +61 (0) 8 8950 7000
 Fax: +61 (0) 8 8950 7001
 www.deloitte.com.au

INDEPENDENT AUDITOR'S REPORT

MACDONNELL REGIONAL COUNCIL

We have audited the accompanying financial report of MacDonnell Regional Council (the "Council"), which comprises the statement of financial position as at 30 June 2014, and the statement of comprehensive income, the statement of cash flows and the statement of changes in equity for the year ended on that date, notes comprising a summary of significant accounting policies and other explanatory information, and the Chief Executive Officer's certificate, as set out on pages 4 to 26.

The Responsibility of the Chief Executive Officer for the Financial Report

The chief executive officer of the Council is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the Northern Territory Local Government Act and for such internal control as the chief executive officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Council's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the chief executive officer, as well as evaluating the overall presentation of the financial report.

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



INDEPENDENT AUDITOR'S REPORT TO

MACDONNELL REGIONAL COUNCIL (continued)

Opinion

In our opinion, the financial report of MacDonnell Regional Council presents fairly, in all material respects, the Council's financial position as at 30 June 2014 and its financial performance for the year ended on that date in accordance with the Australian Accounting Standards and the Northern Territory Local Government Act.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

EDry

E Dry
 Partner
 Chartered Accountants

Alice Springs, 26 / 09 / 2014.

MacDonnell Regional Council

INCOME STATEMENT For the Year Ended 30th June 2014

	Notes	2014 \$	2013 \$
INCOME			
Rates		747,758	469,369
User charges - waste management		704,148	377,650
User charges & fees - other		1,725,611	2,346,937
Grants, Subsidies and contributions	3a	24,245,166	20,622,915
Interest		608,724	583,726
Income from commercial operations		4,371,573	5,360,655
Reimbursements & other income		557,364	517,712
Total Income		32,960,344	30,278,964
EXPENSES			
Employee costs	4a	18,703,273	17,271,192
Materials & Consumables		4,478,306	4,206,698
Interest charges		-	17,560
Depreciation & amortisation	4b	1,677,473	1,577,004
Other operating expenses	4c	6,545,844	6,468,524
Total Expenditure		31,404,896	29,540,978
OPERATING SURPLUS / (DEFICIT)		1,555,448	737,986

STATEMENT OF COMPREHENSIVE INCOME For the Year Ended 30th June 2014

OPERATING SURPLUS / (DEFICIT)	1,555,448	737,986
Add: Donated assets	434,760	-
Less: Impairment of net assets transferred to the Council upon restructuring of local government	-	(341,603)
Change in net assets attributable to restructure of local government	434,760	(341,603)
TOTAL COMPREHENSIVE INCOME	* 1,990,208	396,383

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

** This includes amounts transferred to reserves see the Statement of Changes in Equity.*

MacDonnell Regional Council

BALANCE SHEET At 30th June 2014

	Notes	2014 \$	2013 \$
CURRENT ASSETS			
Cash on Hand and at Bank	5	1,982,148	3,387,250
Investments	6	12,000,000	12,000,000
Trade and Other Receivables	7	758,314	1,426,215
Inventories & Work in Progress	8a	128,365	20,968
		14,868,827	16,834,433
NON CURRENT ASSETS			
Trade and Other Receivables		535,381	535,381
Capital Work in Progress		135,001	-
Property, Plant and Equipment	9	5,927,059	5,774,464
		6,597,441	6,309,845
TOTAL ASSETS		21,466,268	23,144,278
CURRENT LIABILITIES			
Payables & Accruals	10a	2,212,386	1,529,284
Employee Benefits	10b	1,666,215	1,460,936
Borrowings	10d	(1,338)	(3,543)
Deferred Grant Income	13	6,217,310	11,126,092
		10,094,573	14,112,769
NON CURRENT LIABILITIES			
Employee Benefits	10c	349,978	-
		349,978	-
TOTAL LIABILITIES		10,444,551	14,112,769
NET ASSETS		11,021,717	9,031,509
EQUITY			
Accumulated Funds		9,903,717	8,636,509
Future Capital Works Reserve		1,118,000	395,000
TOTAL EQUITY		11,021,717	9,031,509

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

MacDonnell Regional Council

STATEMENT OF CHANGES IN EQUITY For the Year Ended 30th June 2014

	2014 \$	2013 \$
Accumulated funds at the beginning of the year	8,636,509	8,635,126
Total Comprehensive Income	1,990,208	396,383
Transfers (to) / from other reserves	(723,000)	(395,000)
Accumulated funds at the end of the year	9,903,717	8,636,509
Capital Infrastructure Reserve at the beginning of the year	395,000	-
Transfers to / (from) reserve	723,000	395,000
Capital Infrastructure Reserve at the end of the year	1,118,000	395,000
Total Equity	11,021,717	9,031,509

MacDonnell Regional Council

STATEMENT OF CASH FLOWS For the Year Ended 30th June 2014

	Notes	2014 \$	2013 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Rates & Annual Charges		1,382,348	825,907
Grants received		20,103,686	22,128,055
Interest received		608,724	583,726
Other receipts		7,788,551	11,532,924
Payments			
Employee Costs		(18,053,899)	(17,235,487)
Interest paid		-	(17,560)
Other operating payments		(12,032,054)	(13,334,007)
Net Cash provided by (or used in) Operating Activities	11a	(202,644)	4,483,558
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts			
Sale of Property, Plant, Equipment and Vehicles		588,790	452,784
Work in Progress		(135,001)	25,319
Payments			
Purchase of Property, Plant, Equipment and Vehicles		(1,658,452)	(2,091,659)
Net Cash provided by (or used in) Investing Activities		(1,204,663)	(1,613,556)
CASH FLOWS FROM FINANCING ACTIVITIES			
Receipts			
Proceeds from Borrowings		-	-
Payments			
Repayments of Borrowings		2,205	(970,249)
Net Cash provided by (or used in) Financing Activities		2,205	(970,249)
Net Increase (Decrease) in Cash Held		(1,405,102)	1,899,753
Cash & Cash Equivalents at Beginning of the Reporting Period		15,387,250	13,487,497
Cash & Cash Equivalents at End of the Reporting Period	11b	13,982,148	15,387,250

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

MacDonnell Regional Council

Notes to and Forming Part of the General Purpose Financial Report
For the Year Ended 30th June 2014

1 SUMMARY OF ACCOUNTING POLICIES

Financial reporting framework

The financial report is a general purpose report, which has been prepared in accordance with the Local Government Act, Local Government Regulations and Australian Accounting Standards. The entity is a not for profit entity.

Accounting Standards include Australian equivalents to International Financial Reporting Standards ('A-IFRS') as they apply to "not for profit" entities. AIFRS include certain specific provisions relating to not for profit entities that are not included in the International Financial Reporting Standards.

The financial report has been prepared on the basis of historical cost and except where stated, does not take into account changing money values or current valuations of non-current assets. Cost is based on the fair values of the consideration given in exchange for assets.

The date the financial statements were authorised for issue is as shown on the Chief Executive Officer's certificate.

Significant accounting policies

In the application of A-IFRS management is required to make judgments, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstance, the results of which form the basis of making the judgments. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Judgments made by management in the application of A-IFRS that have significant effects on the financial statements and estimates with a significant risk of material adjustments in the next year are disclosed, where applicable, in the relevant notes to the financial statements.

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

It is anticipated that the adoption, in future periods, of standards and interpretations issued but not yet effective, will have no material financial impact on the financial statements.

The following significant accounting policies have been adopted in the preparation and presentation of the financial report.

Adoption of new and revised Accounting Standards

In the current year, the entity has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (the AASB) that are relevant to their operations and effective for the current annual reporting period.

MacDonnell Regional Council

Notes to and Forming Part of the General Purpose Financial Report
For the Year Ended 30th June 2014

The adoption of these new and revised Standards and Interpretations has not resulted in changes to the entity's accounting policies and has not affected the amounts reported for the current or prior years.

Standards and Interpretations in issue not yet adopted

At the date of authorisation of the financial statements, the Standards and Interpretations listed below were in issue but not yet effective. These standards are not expected to result in any changes in recognition or measurement.

Standard/Interpretation	Effective for annual reporting periods beginning on or after	Expected to be initially applied in the financial year ending
AASB 9 'Financial Instruments' and the relevant amending standards	01 Jan 2017	30 Jun 2018
AASB 1031 Materiality	01 Jan 2014	30 Jun 2015
AASB 2012-3 Amendments to Australian Accounting Standards- Offsetting Financial Assets and Financial Liabilities	01 Jan 2014	30 Jun 2015
AASB 2013-3 'Amendments to AASB 135- Recoverable Amount Disclosures for Non Financial Assets	01 Jan 2014	30 Jun 2015
AASB 2013-9 Amendments to Australian Accounting Standards- Conceptual Framework, Materiality and Financial Instruments	01 Jan 2014	30 Jun 2015
Narrow-scope amendments to IAS 19 Employee Benefits entitled Defined Benefit Plans: Employee Contributions (Amendments to IAS 19)	01 Jan 2014	30 Jun 2015
Annual Improvements to IFRSs 2010-2012 Cycle and 2011-2013 Cycle.	01 Jan 2014	30 Jun 2015

Accounting standards and interpretations issued but not yet effective

It is anticipated that the adoption, in future periods, of standards and interpretations issued but not yet effective, will have no material financial impact on the financial statements.

Critical accounting judgements and key sources of estimation uncertainty

There were no critical judgements (apart from those involving estimations, which are dealt with below), that management has made in the process of applying the entity's accounting policies and that are likely to have a significant effect on the amounts recognised in the financial statements.

Because the major assets and liabilities of the entity are carried at historical cost, there are no key assumptions concerning the future, and other key sources of estimation uncertainty at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

MacDonnell Regional Council

Notes to and Forming Part of the General Purpose Financial Report For the Year Ended 30th June 2014

Accounts payable

Trade payables and other accounts payable are recognised when the entity becomes obliged to make future payments resulting from the purchase of goods and services.

Depreciation

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

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

Economic dependency

A significant proportion of the Council's revenue is derived from Government grants.

Employee benefits

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave, long service leave, and sick leave when it is probable that settlement will be required and they are capable of being measured reliably.

The current portion of employee benefits is the portion to which employees are unconditionally entitled at balance date.

Provisions made in respect of wages and salaries, annual leave and other employee benefits expected to be settled within 12 months, are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.

Provisions made in respect of other employee benefits which are not expected to be settled within 12 months are measured as the present value of the estimated future cash outflows to be made by the entity in respect of services provided by employees up to reporting date.

The superannuation expense for the reporting period is the amount of the contributions the entity makes to the superannuation plans which provide benefits to its employees.

Financial instruments

Debt and equity instruments are classified as either liabilities or as equity in accordance with the substance of the contractual arrangement.

Trade receivables, loans, trade payables and other financial liabilities are measured at cost.

Financial assets are assessed for indicators of impairment at each balance sheet date. Financial assets are impaired where there is objective evidence that as a result of one or more events that the estimated future cash flows of the investment have been impacted. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of trade receivables where the carrying amount is reduced through the use of an allowance account.

MacDonnell Regional Council

Notes to and Forming Part of the General Purpose Financial Report For the Year Ended 30th June 2014

Held-to-maturity investments

Held-to-maturity investments are recorded at amortised cost using the effective interest method less impairment, with revenue recognised on an effective yield basis.

Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST. Receivables and payables are recognised inclusive of GST. The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables. Operating receipts and payments in the cash flow statement are stated inclusive of GST.

Government grants

Grants, contributions and donations are recognised as revenues when the entity obtains control over the assets comprising the contribution.

Where contributions recognised as revenues during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the reporting date, the amounts pertaining to those undischarged conditions are included as a liability for Deferred Grant Income.

Unexpended grants at year end which are refundable to the funding body are also transferred to current liabilities.

Impairment of assets

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

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but only to the extent that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years.

A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at fair value, in which case the reversal of the impairment loss is treated as a revaluation increase.

Income tax

The entity is not subject to income tax.

Inventories

Finished goods are valued at the lower of cost and net realisable value. Costs have been assigned to inventory on hand at balance date using the first in first out basis.

MacDonnell Regional Council

Notes to and Forming Part of the General Purpose Financial Report
For the Year Ended 30th June 2014

The local Government reporting entity

All funds and entities through which the entity controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

In the process of reporting on the local government as a single unit, all balances between activities have been eliminated.

Revenue recognition

Revenue from the sale of goods and disposal of other assets is recognised when the entity has passed control of the goods or other assets to the buyer.

Revenue from the provision of services is recognised when the services have been provided.

Revenue from investments is recognised on an accrual basis.

Provisions

Provisions are recognised when the entity has a present obligation (legal or constructive) as a result of a past event, it is probable that the entity will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

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

MacDonnell Regional Council

Notes to and Forming Part of the General Purpose Financial Report
For the Year Ended 30th June 2014

2a ACTIVITIES UNDERTAKEN

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

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

The major functions undertaken are:

General public services

Corporate management, administrative support and governance.

Public order and safety

Night patrol, Companion animal management.

Economic affairs

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

Housing, Community Amenities

Housing repairs and maintenance.

Health

Child nutrition program.

Recreation, Culture & Religion

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

Education

Preschool care.

Social Protection

Public Behaviour & Youth Programme, Aged care.

MacDonnell Regional Council

Notes to and Forming Part of the General Purpose Financial Report
For the Year Ended 30th June 2014

2b FUNCTION RESULTS

	General Public Services	Public Order & Safety	Economic Affairs	Environmental Protection	Housing & Community	Health	Recreation, Culture & Religion	Social Protection	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
OPERATING REVENUES									
Rates	747,758	-	-	-	-	-	-	-	747,758
User charges - waste management	704,148	-	-	-	-	-	-	-	704,148
User charges & fees - other	115,716	131,332	403,420	-	730,429	95,974	5,656	243,084	1,725,611
Grants - NT Operational	7,724,187	-	1,211,312	-	389,465	-	19,850	662,102	10,006,916
Grants - NT capital	612,134	48,455	577,273	6,364	182,412	-	430,657	-	1,857,295
Grants - Cwltth Operational	-	2,752,597	287,473	-	29,351	531,244	-	7,985,531	11,586,196
Grants - Cwltth capital	-	221,313	548,928	-	-	-	-	24,518	794,759
Interest	608,724	-	-	-	-	-	-	-	608,724
Income from commercial operations	14,377	-	2,768,308	-	1,588,888	-	-	-	4,371,573
Reimbursements & other income	273,275	101,211	-	-	14,752	59,271	108,855	-	557,364
	10,800,319	3,254,908	5,796,714	6,364	2,935,297	686,489	565,018	8,915,235	32,960,344
OPERATING EXPENSES									
Employee costs	8,844,217	2,254,658	1,600,098	-	570,847	224,779	170,752	5,037,922	18,703,273
Materials & Consumables	1,239,394	129,746	1,045,336	6,363	217,237	200,397	223,425	1,416,408	4,478,306
Depreciation & amortisation	1,677,473	-	-	-	-	-	-	-	1,677,473
Other operating expenses	(1,082,549)	710,328	2,007,660	-	1,987,818	261,313	119,902	2,541,372	6,545,844
	10,678,535	3,094,732	4,653,094	6,363	2,775,902	686,489	514,079	8,995,702	31,404,896
TOTALS	121,784	160,176	1,143,620	1	159,395	-	50,939	(80,467)	1,555,448

MacDonnell Regional Council

Notes to and Forming Part of the General Purpose Financial Report
For the Year Ended 30th June 2014

	2014	2013
	\$	\$
3a GRANTS, SUBSIDIES AND CONTRIBUTIONS		
From Commonwealth of Australia Government Agencies		
Operating grants	287,473	292,829
Special Purpose grants	40,958	121,152
Capital grants	794,759	601,635
Agency services grants	11,257,765	10,308,529
Sub-total	<u>12,380,955</u>	<u>11,324,145</u>
From Northern Territory Government Agencies		
Operating grants	9,357,868	7,825,641
Special Purpose grants	689,548	661,187
Capital grants	1,167,747	177,292
Agency services grants	649,048	634,650
Sub-total	<u>11,864,211</u>	<u>9,298,770</u>
Total Grants Revenue	<u>24,245,166</u>	<u>20,622,915</u>
3b OTHER OPERATING REVENUE		
Rates	747,758	469,369
User charges - waste management	704,148	377,650
User charges & fees - other	1,725,611	2,346,937
Income from commercial services	4,371,573	5,360,655
Fundraising & donations	105,047	69,172
Reimbursements	126,671	-
Gains from disposal of plant, equipment and vehicles	181,412	448,540
Gain on assets after insurance claims	144,234	-
Total Other Operating Revenue	<u>8,106,454</u>	<u>9,072,323</u>
4a EMPLOYEE COSTS		
Salaries, wages and allowances, including on-costs	16,656,565	15,349,192
Employer's Superannuation contributions	1,504,958	1,297,068
Employee benefits and other employee costs	284,479	250,019
Training programs	215,447	270,190
Recruitment expenses	33,026	91,967
Protective clothing	8,798	12,756
Total Employee Costs	<u>18,703,273</u>	<u>17,271,192</u>

MacDonnell Regional Council

Notes to and Forming Part of the General Purpose Financial Report
For the Year Ended 30th June 2014

	2014	2013
	\$	\$
4b DEPRECIATION & AMORTISATION		
Buildings	130,553	160,875
Furniture & Equipment	49,175	36,923
Plant & Equipment	404,445	470,711
Vehicles	1,093,300	908,495
Total Depreciation	<u>1,677,473</u>	<u>1,577,004</u>
4c OTHER OPERATING EXPENSES		
Advertising & Promotional Activities	24,905	28,433
Audit Services	66,000	60,000
Computer Services	531,229	473,795
Consulting Fees	84,737	31,428
Contract Labour	1,762,762	2,059,406
Elected Members' Allowances	329,337	334,445
Freight charges	193,660	196,637
Fuel for Plant and Vehicles	458,244	508,275
Gas, Power, Sewerage & Water	801,341	804,996
Insurance Premiums and Fees	503,331	622,955
Legal & Professional Services	23,474	74,982
Loss on sale/destruction of assets	-	31,317
Memberships & subscriptions	72,438	58,206
Operating Leases	379,283	115,984
Provision for Bad & Doubtful Debts	100,000	6,430
Repayment of unaccrued grant liabilities	184,654	11,291
Telephone & Internet services	633,454	725,808
Transaction Fees & Taxes	18,989	25,022
Travel, Accommodation & Entertainment	378,006	299,114
Total Other Operating Expenses	<u>6,545,844</u>	<u>6,468,524</u>
5 CASH ON HAND AND AT BANK		
Westpac Operating Account	320,851	1,808,500
Westpac Trust Account	1,656,265	523,633
Westpac Territory Housing Account	165	969,033
Bank Accounts for community stores	670	48,734
Westpac Centrelink Processing Account	101	33,254
Petty Cash	1,096	1,096
Amoonguna Store Float	3,000	3,000
Total Cash on hand and at Bank	<u>1,982,148</u>	<u>3,387,250</u>

MacDonnell Regional Council

Notes to and Forming Part of the General Purpose Financial Report
For the Year Ended 30th June 2014

	2014 \$	2013 \$
6 INVESTMENTS		
Interest earning term deposits at trading banks.	<u>12,000,000</u>	<u>12,000,000</u>
7 TRADE AND OTHER RECEIVABLES		
Trade Receivables	309,491	1,034,911
Allowance for Doubtful Debts	(150,000)	(50,000)
Rates & Charges Receivable	148,881	79,323
GST Receivable	166,248	130,990
Sundry Receivables	244,905	230,991
Accrued Income	38,789	-
Total Trade & Other Receivables	<u>758,314</u>	<u>1,426,215</u>
The average credit period on sales of goods and rendering of services is 60 days.		
No interest is charged on the trade receivables.		
<u>Ageing of past due but not impaired trade debtors</u>		
60-90 days	-	307,997
90-120 days	17,622	31,499
Greater than 180 days	535,381	535,682
	<u>553,003</u>	<u>875,178</u>
<u>Movement in the allowance for doubtful debts</u>		
Balance at the beginning of the year	50,000	180,888
Amounts written off as uncollectible	100,000	(130,888)
Balance at the end of the year	<u>150,000</u>	<u>50,000</u>
8a INVENTORIES & WORK IN PROGRESS		
Goods for sale held at community stores & in bulk fuel tanks	128,365	20,968
Total Inventories & Work in Progress	<u>128,365</u>	<u>20,968</u>

MacDonnell Regional Council

Notes to and Forming Part of the General Purpose Financial Report
For the Year Ended 30th June 2014

9 PROPERTY, PLANT AND EQUIPMENT

Year Ended 30th June 2014	Land \$	Buildings & Facilities \$	Furniture & Fittings \$	Plant & Equipment \$	Vehicles \$	Total \$
Gross Carrying Amount at Cost						
Opening balances at 1st July 2013	404,250	20,143,593	303,727	5,365,995	6,796,837	33,014,402
Additions	-	-	40,552	460,160	1,592,500	2,093,212
Less: Disposals	-	-	-	(18,189)	(1,038,934)	(1,057,123)
Adjustment to correct asset classification	-	(302,043)	63,970	241,482	(3,409)	0
Balance at 30th June 2014	<u>404,250</u>	<u>19,841,550</u>	<u>408,249</u>	<u>6,049,448</u>	<u>7,346,994</u>	<u>34,050,491</u>
Accumulated Depreciation						
Opening balances at 1st July 2013	-	19,179,139	244,721	4,279,202	3,536,876	27,239,938
Charge for the year	-	130,553	49,175	404,445	1,093,300	1,677,473
Less: Accumulated depreciation on disposals	-	-	-	(18,189)	(775,790)	(793,979)
Adjustment to correct asset classification	-	(36,278)	22,723	16,504	(2,949)	0
Balance at 30th June 2014	<u>-</u>	<u>19,273,414</u>	<u>316,619</u>	<u>4,681,962</u>	<u>3,851,437</u>	<u>28,123,432</u>
Net Book Value						
Carrying value at 1st July 2013	<u>404,250</u>	<u>964,454</u>	<u>59,006</u>	<u>1,086,793</u>	<u>3,259,961</u>	<u>5,774,464</u>
Carrying value at 30th June 2014	<u>404,250</u>	<u>568,136</u>	<u>91,630</u>	<u>1,367,486</u>	<u>3,495,557</u>	<u>5,927,059</u>

* Adjustments represent correction in line with transfer of assets onto accounting system

Year Ended 30th June 2013	Land \$	Buildings & Facilities \$	Furniture & Fittings \$	Plant & Equipment \$	Vehicles \$	Total \$
Gross Carrying Amount at Cost						
Opening balances at 1st July 2012	404,250	20,282,408	335,005	5,504,047	5,678,380	32,204,090
Additions	-	-	27,352	275,939	1,813,177	2,116,468
Less: Disposals	-	(138,818)	(2,336)	(403,383)	(732,693)	(1,277,230)
Adjustment to correct closing balance *	-	3	(56,294)	(10,608)	37,973	(28,926)
Balance at 30th June 2013	<u>404,250</u>	<u>20,143,593</u>	<u>303,727</u>	<u>5,365,995</u>	<u>6,796,837</u>	<u>33,014,402</u>
Accumulated Depreciation						
Opening balances at 1st July 2012	-	19,042,461	213,729	4,100,300	3,210,627	26,567,117
Charge for the year	-	160,875	36,923	470,711	908,495	1,577,004
Less: Accumulated depreciation on disposals	-	(24,959)	(935)	(291,815)	(582,357)	(900,066)
Adjustment to correct opening balance	-	762	(4,996)	6	111	(4,117)
Balance at 30th June 2013	<u>-</u>	<u>19,179,139</u>	<u>244,721</u>	<u>4,279,202</u>	<u>3,536,876</u>	<u>27,239,938</u>
Net Book Value						
Carrying value at 1st July 2012	<u>404,250</u>	<u>1,239,947</u>	<u>121,276</u>	<u>1,403,747</u>	<u>2,467,753</u>	<u>5,636,973</u>
Carrying value at 30th June 2013	<u>404,250</u>	<u>964,454</u>	<u>59,006</u>	<u>1,086,793</u>	<u>3,259,961</u>	<u>5,774,464</u>

MacDonnell Regional Council

Notes to the Financial Statements
For the Year Ended 30th June 2014

	2014 \$	2013 \$
10a PAYABLES & ACCRUALS		
Creditors	1,325,935	873,858
PAYG payable	113,677	5,119
Accruals	772,774	650,307
Total Trade and Other Payables	2,212,386	1,529,284
10b CURRENT EMPLOYEE BENEFITS		
Annual leave, including on-costs	1,251,191	1,030,039
Sick leave	240,982	206,852
Long service leave	174,042	224,045
Total Current Employee Benefits	1,666,215	1,460,936
10c NON CURRENT EMPLOYEE BENEFITS		
Long service leave	349,978	-
Total Non Current Employee Benefits	349,978	-
10d BORROWINGS		
Westpac credit card liability	(1,338)	(3,543)
Total Borrowings	(1,338)	(3,543)
11 RECONCILIATION OF CHANGE IN NET ASSETS FROM OPERATIONS TO NET CASH PROVIDED BY OPERATING ACTIVITIES		
Operating Surplus (Deficit) for the year	1,990,208	396,383
(Profit) loss on disposal of assets	(325,646)	(417,223)
Depreciation of non-current assets	1,677,473	1,577,004
Impairment of net assets	-	341,603
Donated assets received	(434,760)	-
Increase (decrease) in doubtful debts provision	100,000	(130,888)
Changes in Net Assets:		
Change in assets and liabilities		
(Increase) / Decrease in trade and other receivables	567,901	4,438,062
Decrease / (Increase) in Inventory	(107,397)	13,325
Increase / (Decrease) in trade and other payables	683,102	(3,294,307)
Increase / (Decrease) in provisions	555,257	149,865
Increase / (Decrease) in unexpended grant liability	(4,908,782)	1,409,734
11a Net cash provided by operating activities	(202,644)	4,483,558
Reconciliation of Cash and Cash Equivalents		
Cash on Hand and at Bank	1,982,148	3,387,250
Investments - Term deposits	12,000,000	12,000,000
11b Cash & Cash Equivalents at End of the Reporting Period	13,982,148	15,387,250
12 EXPENDITURE COMMITMENTS		
There were no other expenditure commitments at the balance sheet date.		

MacDonnell Regional Council

Notes to the Financial Statements
For the Year Ended 30th June 2014

	2014 \$	2013 \$
13 DEFERRED GRANT INCOME		
The following unexpended grants that have been paid to the Council for specific purposes are treated as deferred income at the end of the financial year. This is because funding bodies will require either that the unused funds be returned or that they be carried forward to be applied against activities undertaken in future periods.		
2008 Sport & Rec Ltyentye Apurte	17,031	17,031
11/12 DOHA Purchase of Medical Equipment Docker River CO-4	9,906	9,906
11/12 DOHA Capital Maintenance & priority upgrades CO-424		13,739
11/12 CTG-Strengthen Governance Capacity	17,757	51,310
12/13 AGD Community Night Patrols		414,667
12/13 FAHCSIA Youth In Communities (YIC)		1,143,734
12/13 Grass Roots- Purchase Sporting Equipment Various Communities		8,000
12/13 DOHA CACP Community Aged Care		29,857
12/13 DOHA HACC Service Provider Support & Development Activities		40,000
12/13 DEEWR School Nutrition Program		213,665
12/13 DEEWR Child Care Areyonga	54,732	54,732
12/13 DEEWR Child Care Docker River	28,290	28,290
12/13 DEEWR Child Care Finke	45,163	45,162
12/13 DEEWR Child Care Ikuntji	40,950	40,950
12/13 DEEWR Child Care Kintore	14,648	14,648
12/13 DEEWR Child Care Papunya	19,867	19,867
12/13 DEEWR Child Care Tiijikala	17,960	17,960
12/13 DEEWR Upgrade Child Care Centres		585,000
12/13 Housing Maintenance Program- Outstations		26,188
12/13 Local Area Traffic Management (b/f from 2012)		40,000
12/13 Local Area Traffic Management		40,000
12/13 Recreational Infrastructure Papunya	154,000	175,000
12/13 Housing Management Program-Fencing Grant	3,563,971	3,734,254
12/13 NT Closing the Gap Infrastructure Grant		111,087
12/13 Capital Infrastructure Grant 2012/03726		245,281
12/13 Capital Infrastructure Grant 'Additional'- Flood Way & Fencing		100,000
12/13 NT Library Grant Santa Teresa		10,162
12/13 Municipal and Essential Services Program		57,413
12/13 Converted Jobs program		103,162
12/13 Animal Dog Control Ntaria		11,607
12/13 NT Upgrade Park & Playground Equip Tiijikala Papunya		1,991
		282,108
12/13 SPG Upgrade Parks at Santa Teresa & Papunya		110,000
12/13 NT Closing the Gap Strengthen Governance Capacity		124,375

MacDonnell Regional Council

Notes to the Financial Statements For the Year Ended 30th June 2014

	2014 \$	2013 \$
12/13 FAA ROADS		293,401
12/13 Workforce Mentoring		119,632
13/14 AGD Community Night Patrols	265,766	
13/14 DCS Youth Diversion Service	2,237	
13/14 Indigenous Women in Sport Program	14,545	
Self Funded Sport & Rec	(3,740)	
13/14 DOHA CACP Community Aged Care	(19,427)	
13/14 DEEWR School Nutrition Program	49,640	
13/14 DEEWR Child Care Santa Teresa	43,017	
13/14 DEEWR OHSC Service	112,388	
13/14 DEEWR Upgrade Child Care Centres	5,004	
13/14 Apatula Creche Establishment Funds- Landscaping & Shade Structures	31,068	
13/14 Santa Teresa Establishment Grant	54,221	
13/14 Housing Maintenance Program- Outstations	45,338	
13/14 Homelands Extra Allowance	65,868	
13/14 Local Government Energy Efficiency Program (LCEEP)	(4,253)	
13/14 Emergency Equipment Sheds	(7,537)	
Five Mile Bore Project	1,153	
13/14 Maintenance and Facility upgrades to swimming pools	30,566	
Unfunded Pool Donation Income	23,195	
13/14 Capital Infrastructure Grant 2013/01606-16	72,890	
13/14 NT Library Grant Santa Teresa	27,228	
13/14 Municipal and Essential Services Program	120,480	
13/14 Matching Funds	52,365	
13/14 SPG Purchase Compactor Trucks Santa Teresa & Papunya	20,806	
13/14 SPG Purchase two rear loading compactor trucks (Agreement 2)	22,460	
13/14 SPG upgrade parks at Aputula and Imanpa	4,168	
13/14 NT Establishment of Local Authorities	121,929	
13/14 NT Closing the Gap Strengthen Governance Capacity	124,375	
13/14 CTG Governance Training Workshops	113,885	
13/14 Youth Governance & Leadership program	7,604	
13/14 HR Community Info Induction Package	63,350	
13/14 SPG Territory Rebranding	180,611	
13/14 FAA ROADS	222,651	
13/14 Workforce Mentoring	293,604	
Social Club Funds	385	
	<u>6,142,115</u>	<u>8,334,179</u>

MacDonnell Regional Council

Notes to the Financial Statements For the Year Ended 30th June 2014

	2014 \$	2013 \$
<u>2013/14 Grants Received in Advance</u>		
FAA General Purpose Grant		882,067
FAA Roads Grants		505,419
Caylus		81,706
Northern Territory Operational Subsidy		1,316,871
Quick Response Grant Papunya Community	2,000	
VSA Program 2013-14 SACS Award Payment	2,195	
Local Area Traffic Management Grants	55,000	
Aged Care WIN Enterprise Tailored Grant Reform Ready Review	16,000	
Service fee accommodation received in advance		5,850
Sub-total	<u>75,195</u>	<u>2,791,913</u>
Total Deferred Grant Income	<u><u>6,217,310</u></u>	<u><u>11,126,092</u></u>

MacDonnell Regional Council

Notes to the Financial Statements
For the Year Ended 30th June 2014

2014	2013
\$	\$

14 OTHER INFORMATION

The entity is a not-for-profit local government authority incorporated under the Local Government Act 2008 of the Northern Territory of Australia. The principal place of business and registered address of the entity is:

1 Bagot Street, Alice Springs, NT, 0870.

MacDonnell Regional Council is a member of CouncilBiz, a local subsidiary operating under the auspices of the Local Government Act (NT). The other members are Barkly, Central Desert, East Arnhem, Roper Gulf, Tiwi Islands, Victoria Daly and West Arnhem Regional Councils and the Local Government Association of the Northern Territory.

CouncilBiz provides an Information Technology support service and charges its members on a user-pays basis based on a formula agreed to by all members.

Information regarding CouncilBiz can be found on the MacDonnell Regional Council Web Site: www.macdonnell.nt.gov.au

15 POST BALANCE DATE EVENTS

There were no Post Balance Date Events

MacDonnell Regional Council

Notes to and Forming Part of the General Purpose Financial Report
For the Year Ended 30th June 2014

16 FINANCIAL INSTRUMENTS

The Council is exposed through its financial instruments to liquidity risk, credit risk, and interest rate risk.

Liquidity Risk

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

Credit Risk

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

Interest rate risk management

The entity has no material exposure to interest rate risk, its only borrowing was a mortgage over 50% of its HQ building. The Bank Bill Business Loan facility, with the options redraw facility was cancelled effective close of business on the 30th June 2014. Prior to this, the redraw balance available during the year had been \$810,000, but was not used during the year. The interest rate of the loan was 4.92%.

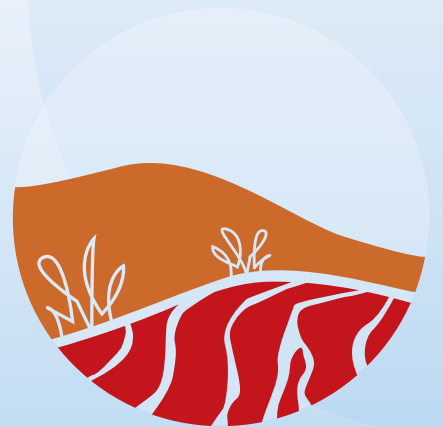
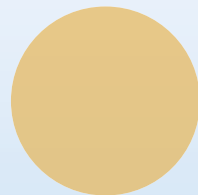
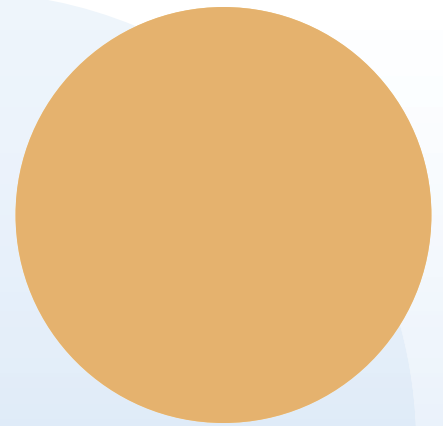
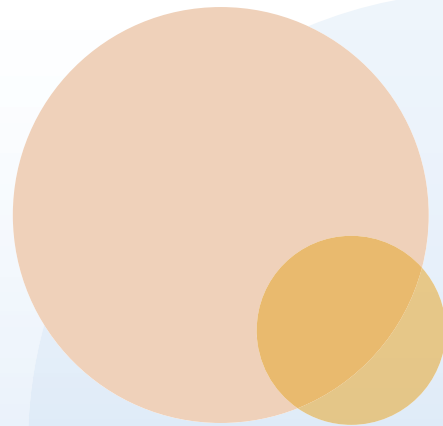
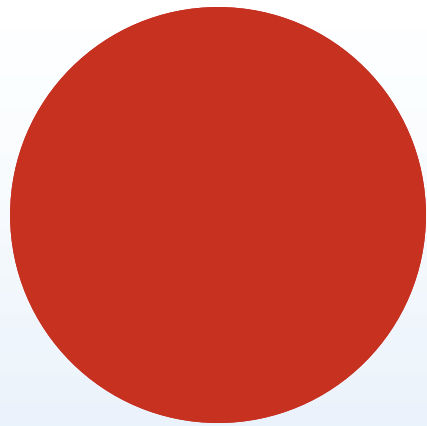
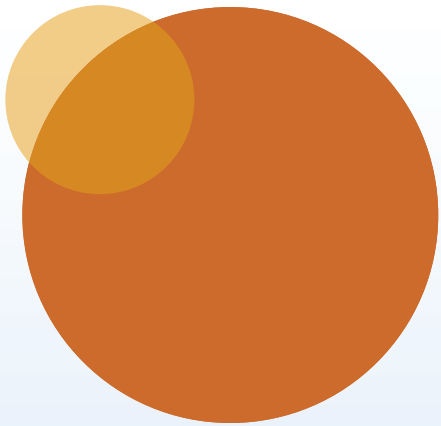
	Ave. Int. rate %	Variable Int. rate \$	Fixed Interest rate		Non-Interest Bearing	Total
			Less than 1 year	1 to 5 years		
2014						
Financial Assets						
Cash *	2.50	1,982,148				1,982,148
Term deposits at bank	3.92		12,000,000			12,000,000
Trade receivables					694,872	694,872
Rates Receivable					148,881	148,881
Total financial assets		1,982,148	12,000,000	-	843,753	14,825,901
Financial Liabilities						
Trade payables					1,325,935	1,325,935
Unexpended grants					6,217,310	6,217,310
Total financial liabilities		-	-	-	7,543,245	7,543,245
2013						
Financial Assets						
Cash *	2.50	3,387,250				3,387,250
Term deposits at bank	4.53		12,000,000			12,000,000
Trade receivables					1,520,292	1,520,292
Rates Receivable					79,323	79,323
Total financial assets		3,387,250	12,000,000	-	1,599,615	16,986,865
Financial Liabilities						
Trade payables					873,858	873,858
Unexpended grants					11,126,092	11,126,092
Total financial liabilities		-	-	-	11,999,950	11,999,950

MacDonnell Regional Council

Notes to and Forming Part of the General Purpose Financial Report For the Year Ended 30th June 2014

* Interest is calculated on the closing daily balance on each account in excess of \$2,000. Tiered rates of interest apply to the credit balance. Interest is calculated daily and credited monthly in arrears on the last business day of each calendar month.

There is no foreign exchange risk.



MacDonnell
Regional Council