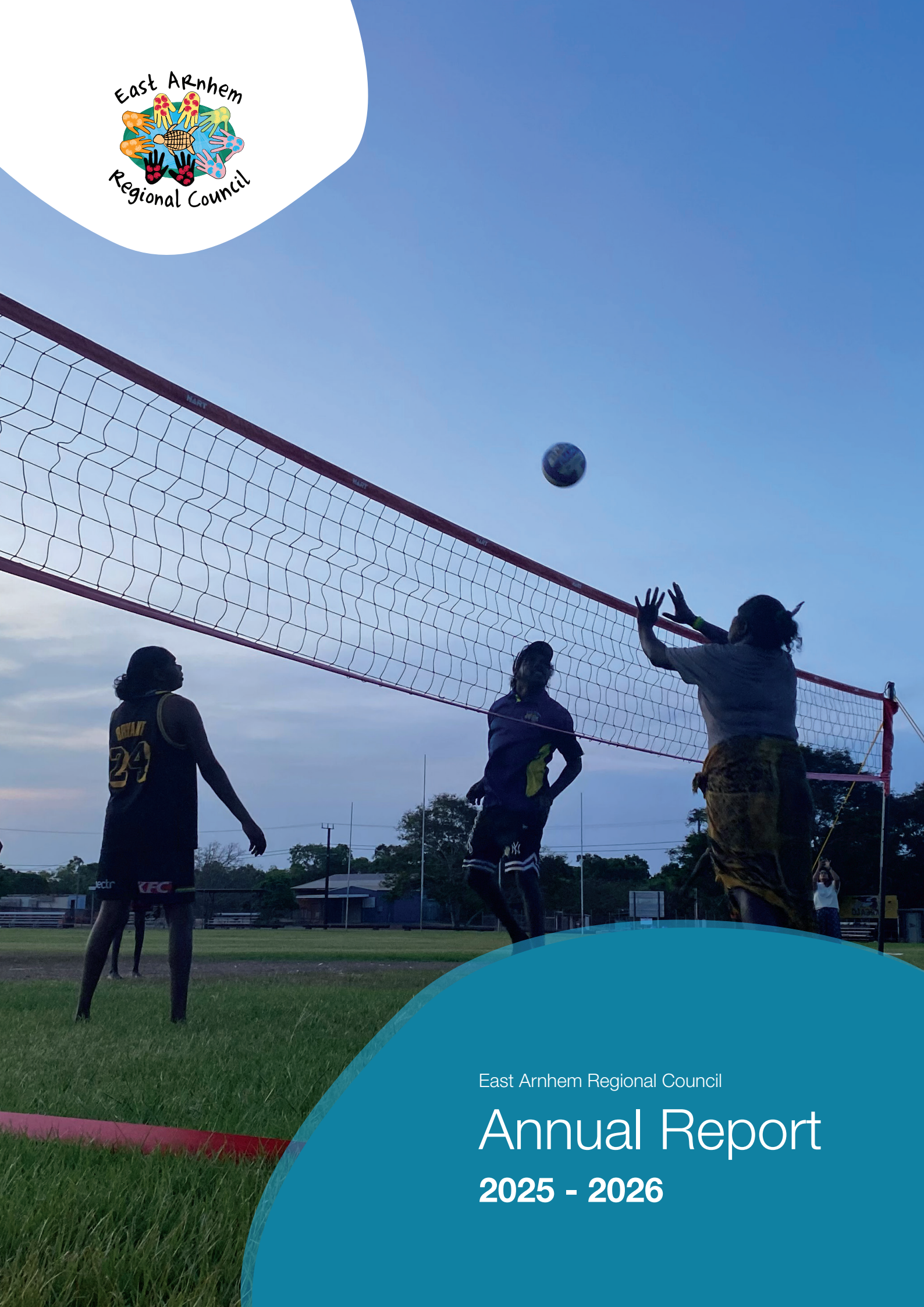
East Arnhem Regional Council

Annual Report

2025 - 2026



Acknowledgement of Country

East Arnhem Regional Council acknowledges the Traditional Owners for they hold the memories, the traditions, the culture and hopes of the Aboriginal people of East Arnhem Land.

We pay our sincere respect to the Elders, past, present, and rising.

Aboriginal and Torres Strait Islander people should be aware that this publication may contain images and names of people who have since passed away.

Cover: East Arnhem Regional Council, Active Communities & Youth Services, Yirrkala Oval, NT, 2025.
Opposite: Woven Mat, Bula'bula Arts.

Contents

Introduction 06

President's Welcome 08

CEO's Message 09

East Arnhem Profile 14

Location 16

East Arnhem Statistics 18

Council 22

Council 24

Meetings of Council 33

Local Authorities 40

Major Projects 42

Organisation 44

Vision, Mission, Values 47

Service Delivery Map 48

Council Executives 52

Strategic Partnerships 54

Strategic Reporting 56

Environmental Analysis 58

Goal 1 - Leadership Through Excellence 59

Goal 2 - Strong and Safe Communities 64

Goal 3 - Building Capacity and Sustainability 69

Goal 4 - Built and Natural Environments 71

KPI Reporting 78

Contents - KPI Reporting 80

Legislative Compliance & Governance Disclosures 136

Financials 138

Management Discussion and Analysis 140

Financial Report for the Financial Year Ended 30 June 2026 146

> “Dedicated to promoting the power of people, protection of community and respect for cultural diversity.”

Birr Rawarrang
Active Communities & Youth Services, Ramingining, NT, 2026.
Photo: East Arnhem Regional Council

Introduction

President’s Welcome



Guk’guk, guk’guk’ GULULU. Yow nhamirr Bukmak, Yolŋu’yulŋu, mala ŋunhi ga nhina buku l̲iw’maraman wäŋäkurr malaŋukurr dhiyal yirralkaŋur, East Arnhemland Entiriorŋur.

During 2025-2026, East Arnhem Regional Council continued to work alongside our communities to deliver essential services, support local priorities and create opportunities for the future of our people.

It is my honour and privilege to present the East Arnhem Regional Council Annual Report for 2025-2026.

Throughout the year, Council has remained focused on delivering services, supporting community wellbeing, and strengthening outcomes for our communities across East Arnhem Land. Together, we have continued to advocate for our people, respect and celebrate our cultures, and support the aspirations of our residents through local leadership and self-determination.

A significant achievement during the year was the development of Council’s 2027-2031 Strategic Plan. Through consultation with community members, Local Authorities, Elected Members, staff and stakeholders, we listened to the priorities of our communities and developed a plan that will guide Council’s future direction and service delivery over the next five years.

I would like to thank my fellow Elected Members, Local Authority Members, Council staff, community members, Traditional Owners and stakeholders for their continued commitment and support. The progress we have achieved this year reflects the strength of our partnerships and our shared vision for the future.

As we move forward, Council remains committed to building strong, resilient communities, creating opportunities for future generations, and delivering services that make a positive difference to the lives of the people we serve.



Keith Lapulung Dhamarrandji
President

CEO’s Message



Following the latest election in September 2025, Council have had both the ongoing stability and knowledge of 10 Councillors re-elected, joined by two new Councillors, including a strong young leader Cyril Bukulaltjpi from Galiwin’ku in the Gumurr Marthakal Cultural Ward.

President Lapulung Dhamarrandji and Deputy President Stephen Dhamarrandji have continued to provide strong leadership, with their fellow ‘dirramu’ male and ‘miyalk’ female Councillors.

I continue to be honoured after seven years working as CEO for such a committed and wise Regional Aboriginal Controlled Council, and the Local Authorities of the six communities and their related homelands, of the Yolngu people of East Arnhem Land.

The Executive Leadership Team, Senior Leadership and all managers, coordinators and all staff are to be commended for their tireless work providing quality services and engagement across the region, for all the people we serve.

Our predominantly Aboriginal Yolngu staff are at the heart of Council, working hand in hand together with non-Aboriginal Balanda staff like myself.

Council Services

Throughout 2025/26, the Council Services Directorate continued to deliver the essential services that underpin community wellbeing across East Arnhem. Working in a complex operating environment, staff remained focused on maintaining reliable service delivery, supporting community priorities and improving local public spaces and infrastructure. While workforce constraints, severe weather events and equipment failures created ongoing challenges, the commitment to practical solutions and responsive service ensured that communities continued to receive the support they rely on every day.

Through the dedication of staff across the region, the Directorate continued to balance operational demands with community expectations, delivering services and projects that supported the liveability, safety and sustainability of our East Arnhem communities.

Beyond day-to-day operations, Council Services played an important role in supporting community life. Staff assisted with the delivery of major celebrations, commemorations and local events, including NAIDOC Week, ANZAC Day services, Territory Day activities, school functions and sporting competitions. By working closely with communities and event organisers, the team helped create welcoming and accessible spaces that encouraged participation, connection and local pride.

Our Municipal Services teams carried out a diverse program of maintenance, improvement and environmental works. Activities included road and drainage maintenance, pothole repairs, traffic management improvements, street signage replacement, mowing programs and fire mitigation works. Ahead of the wet season, crews undertook

extensive cyclone preparedness activities, including hard rubbish collections and the removal of potential hazards from public areas. These proactive measures contributed to safer, cleaner and more resilient communities.

Waste and Environmental Services continued to make strong progress in improving environmental outcomes and waste management practices across the region. Throughout the year, Municipal Services teams focused on increasing the recovery and recycling of materials, with scrap metal, tyres, white goods, plastics, e-waste and batteries collected and transported for processing. The Container Deposit Scheme remained successful in several communities, despite ongoing logistical and transport challenges associated with remote operations and freight costs. Significant improvements were also achieved in landfill management, including major civil works at Milingimbi to expand waste disposal capacity and support the increasing volumes of construction waste being received. Key infrastructure upgrades, including new CCTV systems at the Milingimbi and Galiwin'ku landfills, strengthened site security and operational management. Council was also recognised as the highest-performing local government participant in the Mobile Muster program, highlighting its continued commitment to resource recovery and recycling. Through a combination of operational improvements, infrastructure investment and strong community partnerships, the program has helped reduce environmental risks, extend the life of waste facilities and support cleaner, more sustainable communities across East Arnhem Land.

Community Night Patrol continued to play a critical role in promoting community safety and wellbeing across the region throughout the year. Through a highly visible and consistent presence, patrol teams responded to more than 17,236 safety-related incidents and delivered over 15,319 hours of patrol services across participating communities. In total, staff provided assistance to more than 41,124 individuals, supporting children, young people and vulnerable community members to return home safely and access appropriate support when needed. A notable achievement was the continued success of the digital reporting platform, MobSafe. Having now featured for a full financial year the engagement from our Indigenous teams and empowerment on display has seen the ease of use reflect in improved data capture and the ability to easily identify trends along with hotspots within each community. These outcomes reflect the ongoing value of Community Night Patrol services in fostering safer communities, strengthening relationships and building trust through locally informed and culturally responsive approaches.

The Nhulunbuy Sobering Up Shelter continued to provide an important community safety and harm reduction service throughout the year, offering a safe and supportive environment for individuals affected by alcohol and other substance use. During the reporting period, the shelter accommodated 452 clients, including 270 males and 128 females, providing an alternative to police custody and supporting improved health and wellbeing outcomes. In addition to short-term accommodation, the service delivered 62 high-care placements for clients requiring enhanced supervision and wellbeing support. Staff also coordinated more than 115 requests for assistance in partnership with emergency and frontline services, ensuring timely responses for individuals experiencing vulnerability or requiring medical attention. Clients accessing the shelter were provided with essential care, including safe sleeping arrangements, meals, personal hygiene facilities and referrals to a range of health and social support services. Effective partnerships with Community Night Patrol, Police, Gove District Hospital and family violence support providers remained central to the shelter's operation, enabling a coordinated and person-centred approach to service delivery.

The shelter continues to play a significant role in reducing alcohol-related harms, supporting vulnerable community members and easing pressure on law enforcement resources. Through strong collaboration and a focus on diversion and care, the service contributes to safer communities and demonstrates the value of integrated approaches to community wellbeing across the region.

The Animal Management Program continued to deliver essential animal control and veterinary services across the region. The program played a key role in promoting responsible pet ownership and safeguarding public health and safety through education campaigns, desexing services, and disease prevention activities. Throughout the 25/26 financial year, the program had 5,123 total engagements. These engagements included 404 animals desexed, 272 community consultations, 3,980 parasite treatments, 126 minor surgeries performed, along with responding to 190 remote phone consultations. Continued partnerships in collaboration with various stakeholders such as the University of Melbourne, ranger groups, homeland organisations, and government agencies helped to deliver coordinated veterinary and education programs. The Animal Management Program team also engaged with residents, schools, and Traditional Owners to ensure culturally appropriate and respectful approaches to animal care. These combined efforts improved animal health, reduced the risk of disease, and promoted safer interactions between people and animals in communities. The program continues to strengthen community wellbeing and remains a vital part of Council's health and safety framework across East Arnhem.

Investing in staff capability and leadership remained a priority throughout the year. The appointment of additional Council Services Managers strengthened local leadership, while training and development opportunities enhanced workforce skills across the region. Council Services also supported key civic and community events, including ANZAC Day commemorations, and the Census, reinforcing Council's role in community engagement and civic participation.

Community Services

The Community Services Directorate continued to deliver essential services across East Arnhem, while focusing on strengthening service quality, improving operational sustainability and ensuring that services are accessible, culturally appropriate and responsive to the communities we serve.

Active Communities & Youth Services continued to provide opportunities for community participation, recreation, cultural engagement and positive youth development. Through government-funded programs and partnerships with local organisations, Council strengthened its approach to youth diversion, early intervention and community-led activities, while supporting local employment and capacity building across the region.

Aged Care Services successfully transitioned to the Australian Government's Support at Home Program in November 2025, representing a significant change to the delivery and administration of aged care services. Council continued to prioritise person-centred, culturally responsive care that supports older residents to maintain their independence, dignity and connection to community, while adapting to the new regulatory and funding environment.

Disability Services recorded substantial improvements in operational and financial performance, supported by stronger management oversight, improved administrative processes and a renewed focus on service quality and compliance. These improvements have strengthened the sustainability of Council's disability services and its capacity to deliver essential supports to NDIS participants across our remote communities.

Child Care Services continued to operate within a challenging environment characterised by workforce shortages, ageing infrastructure and increasing regulatory obligations. Council progressed infrastructure improvements and undertook a review of service delivery arrangements to assess the long-term sustainability of childcare services.

Library Services continued to provide communities with access to educational resources, digital technology, information and lifelong learning opportunities. Through community-based programs and activities, the service supported literacy development, digital inclusion, cultural engagement and social connection, while promoting accessible and inclusive spaces for people of all ages to connect and participate.

The financial year has reinforced the importance of maintaining a balance between service quality, regulatory compliance and financial sustainability in our remote communities where alternative service providers are limited.

Technical & Infrastructure Services

During the 2025–2026 financial year, the Technical and Infrastructure Services team successfully delivered a diverse portfolio of infrastructure projects, encompassing both building and road works across the region. These initiatives were strategically aligned with Council's operational priorities and long-term planning objectives. A strong emphasis was placed on completing projects within approved timeframes and budgets, ensuring optimal value for the community and continuity of essential services.

Collaboration remained a cornerstone of our approach, with ongoing, constructive engagement with key stakeholders including local organisations, contractors, and community representatives. This collaborative effort has not only facilitated smoother project delivery but also strengthened regional partnerships and community trust in Council-led infrastructure programs.

People & Corporate Services

Building on the integration of Financial Services and People Services in the previous year, Council's People & Corporate Services focused on improving internal systems, accountability and providing consistent professional support across all areas of service delivery. Through Finance, Human Resources, Information and Communication Technology, Workplace Health and Safety, Training and Development and Records Management, the Directorate continued to support Council's workforce and the delivery of essential services across East Arnhem.

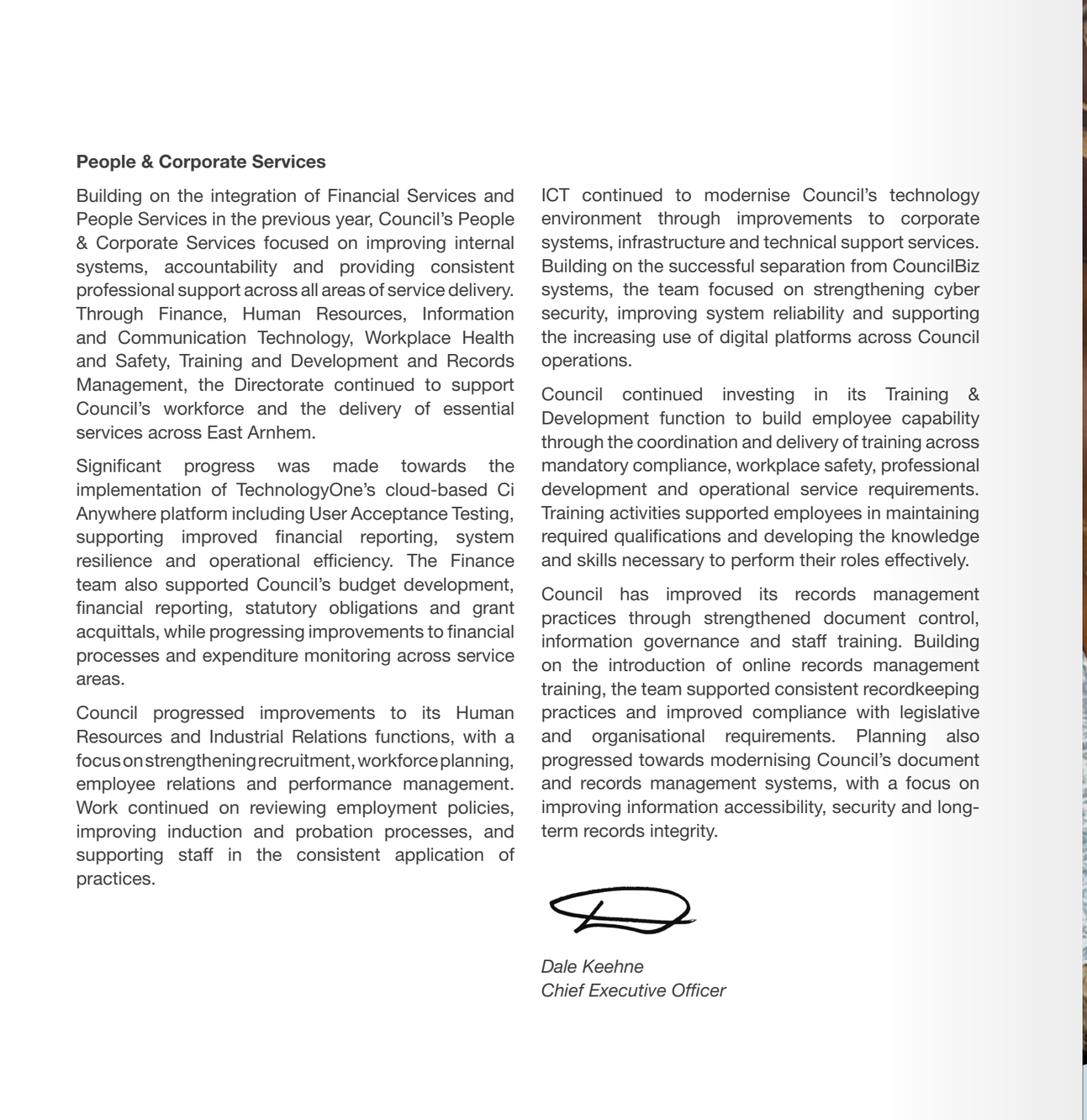
Significant progress was made towards the implementation of TechnologyOne's cloud-based Ci Anywhere platform including User Acceptance Testing, supporting improved financial reporting, system resilience and operational efficiency. The Finance team also supported Council's budget development, financial reporting, statutory obligations and grant acquittals, while progressing improvements to financial processes and expenditure monitoring across service areas.

Council progressed improvements to its Human Resources and Industrial Relations functions, with a focus on strengthening recruitment, workforce planning, employee relations and performance management. Work continued on reviewing employment policies, improving induction and probation processes, and supporting staff in the consistent application of practices.

ICT continued to modernise Council's technology environment through improvements to corporate systems, infrastructure and technical support services. Building on the successful separation from CouncilBiz systems, the team focused on strengthening cyber security, improving system reliability and supporting the increasing use of digital platforms across Council operations.

Council continued investing in its Training & Development function to build employee capability through the coordination and delivery of training across mandatory compliance, workplace safety, professional development and operational service requirements. Training activities supported employees in maintaining required qualifications and developing the knowledge and skills necessary to perform their roles effectively.

Council has improved its records management practices through strengthened document control, information governance and staff training. Building on the introduction of online records management training, the team supported consistent recordkeeping practices and improved compliance with legislative and organisational requirements. Planning also progressed towards modernising Council's document and records management systems, with a focus on improving information accessibility, security and long-term records integrity.



Dale Keehne
Chief Executive Officer



Australia Day Citizenship Ceremony, Councillor Marpalaway Marika (left), CEO Dale Keehne (middle) and Councillor Cyril Bukulatpji (right), Nhulunbuy Town Hall, NT, 2026.
Photo: East Arnhem Regional Council.

> We Yolngu people are deeply intertwined and connected through the two pillars (moieties) of Dhuwa and Yirritja, our Baprurru (Clans) our Ringitj (Song Lines) our Yirralka (Land) and our Rom (Law). ”

East Arnhem Profile

Gumurr Marthakal
Eastern Cup Basketball Championships, Galiwin’ku, NT, 2026.
Photographer: JD8 Official – JD8 Photography

Location

East Arnhem Regional Council (EARC) is situated in the far north-eastern corner of the Northern Territory mainland. The Council is unique in that it is predominantly made up of Aboriginal people, who hold a deep connection to the land through song lines, bloodlines, ceremony, and family.

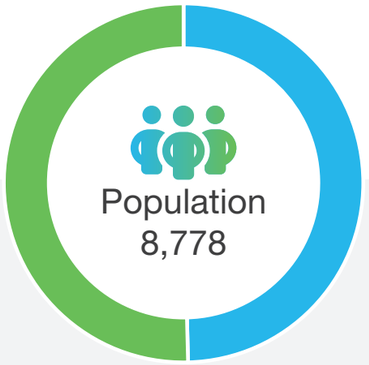
Through its work, the EARC strives to promote economic development, social well-being, and cultural preservation for its diverse population. Its commitment to fostering strong relationships between different cultural groups has made it a model for other local governing bodies across the country.



Distance information from Google Maps, travelling from Darwin, Northern Territory to East Arnhem, Northern Territory 0822 via vehicle.

East Arnhem Statistics

(CENSUS 2021. This data includes the Groote Archipelago Region)



3.8%

of the Northern Territory population

50.4%

Female

49.6%

Male

As of 2021, the gender ratio in the population was almost equally divided between males and females.

According to the data, 49.6% of the population was male, while 50.4% were female. This means that for every 100 people, there were approximately 50 males and 50 females. It is interesting to note that this ratio has remained relatively stable over the years, although there have been slight variations in certain regions or age groups.

Overall, this information provides insight into the gender makeup of the population and can be useful for a variety of purposes, such as marketing, public policy, or social research.

Indigenous Status

89.9%

Aboriginal and/or Torres Strait Islander

6.8%

Non-Indigenous

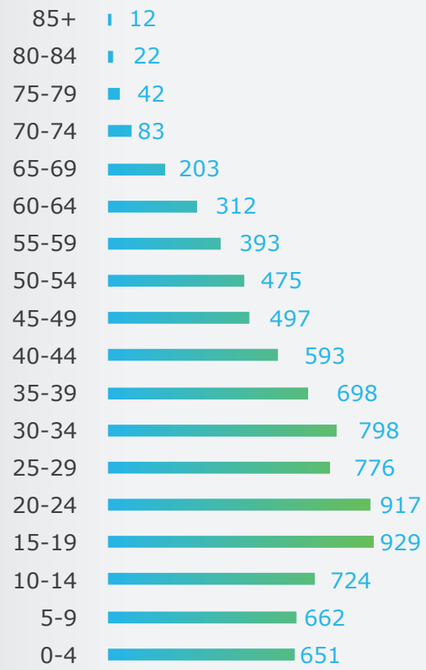
3.3%

Indigenous status not stated

Age Total

28

Median Age



Ancestry

89.5%

Australian Aboriginal

0.9%

Scottish

2.9%

English

0.8%

Irish

2.4%

Australian

2021 was the first year that the census included a check box for both ‘Aboriginal’ and ‘Torres Strait Islander’.

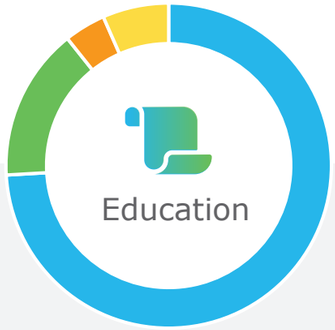
In 2021, the number of people in Australia who identified as being Aboriginal and/or Torres Strait Islander at the Indigenous status question was 812,728, or 3.2% of the population.

With 96.6% of the region’s residents born in Australia, it is interesting to note that the next most common countries of birth were New Zealand (0.3%), England (0.3%), Papua New Guinea (0.2%), Philippines (0.2%) and Fiji (0.1%).

In a shift from the rest of Australia, 5.7% of people only spoke English at home. Other languages spoken at home included Djambarrpuyngu 42.6%, Yolngu Matha 17%, Anindilyakwa 15.7%, Australian Indigenous Languages 2% and Dhuwaya 1.6%.

East Arnhem Statistics Cont.

(CENSUS 2021. This data includes the Groote Archipelago Region)



18%

Year 12

3.7%

Certificate III

1%

Certificate IV

1.6%

Advanced Diploma or Diploma

Of the people aged 15 and over in East Arnhem, 18% have completed Year 12 as their highest level of education. 3.7% had completed a Certificate III, 1% had completed a Certificate IV and 1.6% had completed an Advanced Diploma or Diploma.



45%

Full time

21.6%

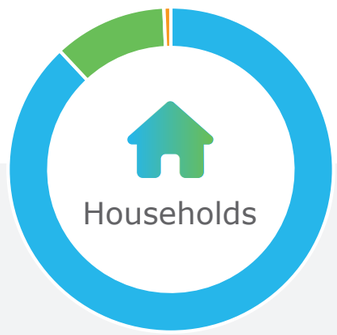
Part-time

26.2%

Unemployed

There were 2,033 people who reported being in the labour force in the week before Census night in East Arnhem (R) (Local Government Areas). Of these 45% were employed full time, 21.6% were employed part-time and 26.2% were unemployed.

The median weekly personal income for people aged 15 years and over in East Arnhem (R) (Local Government Areas) was $290.



88.04%

Family Households

11.27%

Single Person Households

0.69%

Group Households

Of the people who occupied private dwellings, 1,281 were family households, 164 were single person households and 10 were group households.

“Our First Nations controlled Local Authorities and Regional Government Council, offer a bridge of commonality to the two Balanda (western) run governments of the Northern Territory and Australia.

A bridge to make sure the many different voices of us First Nations Indigenous people are heard and acted on. ”

Council

Gumurr Gattjirrk
Traditional Credit Union (TCU)’s 30-year celebration, Milingimbi, NT, 2025.
Photo: East Arnhem Regional Council

Council

The East Arnhem Regional Council is a democratically elected governing body of the communities and homelands of the East Arnhem Land region. Its primary role is to act as a responsible decision maker that exercises the powers and functions of local government assigned to the Council under the Local Government Act (NT).

The Council has **12 Elected Council Members** that represent the interests of all residents of the Council area. Elected Members formally endorse up to 14 **Local Authority Members in each cultural based Electoral Ward** across the region.

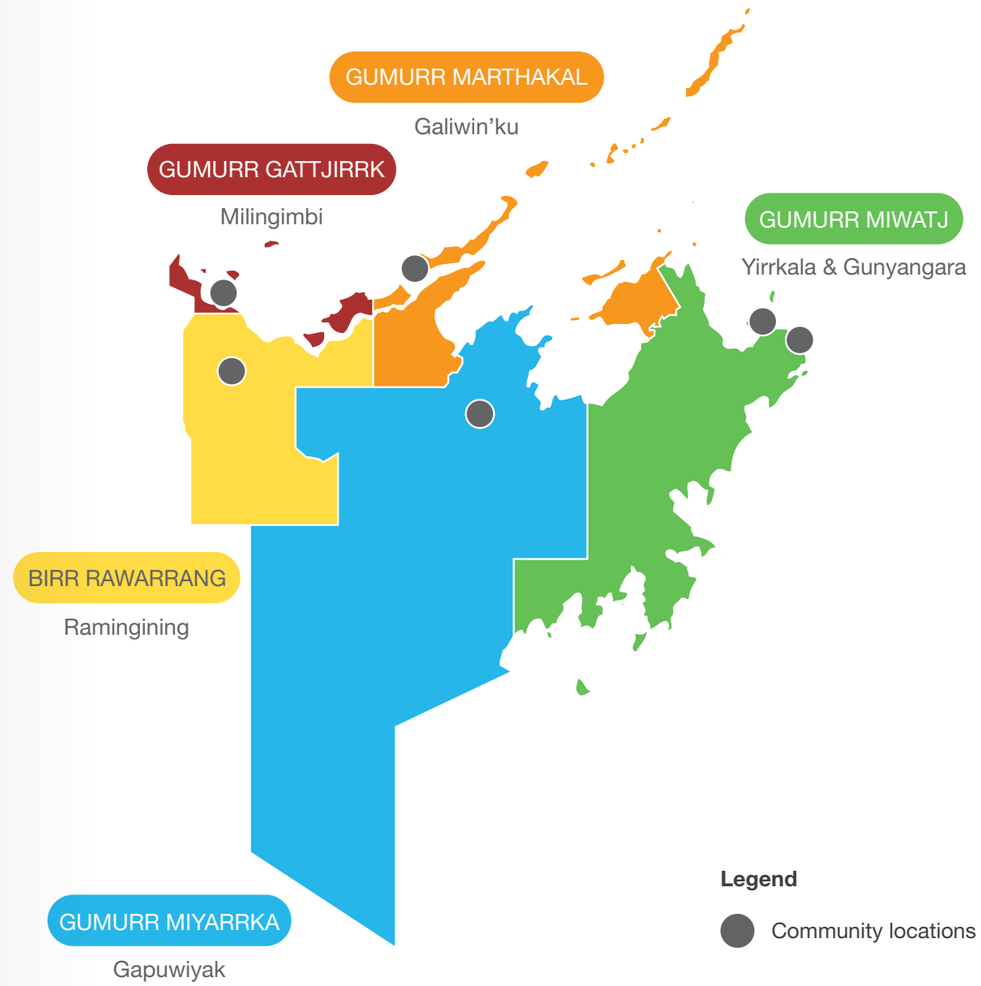
The Council and Local Authority Members provide leadership and guidance, facilitate communication between the Council and its constituents, and participate in the deliberations of the Council and its community activities. In addition, they ensure that the Council acts honestly, efficiently and appropriately in carrying out its statutory obligations.

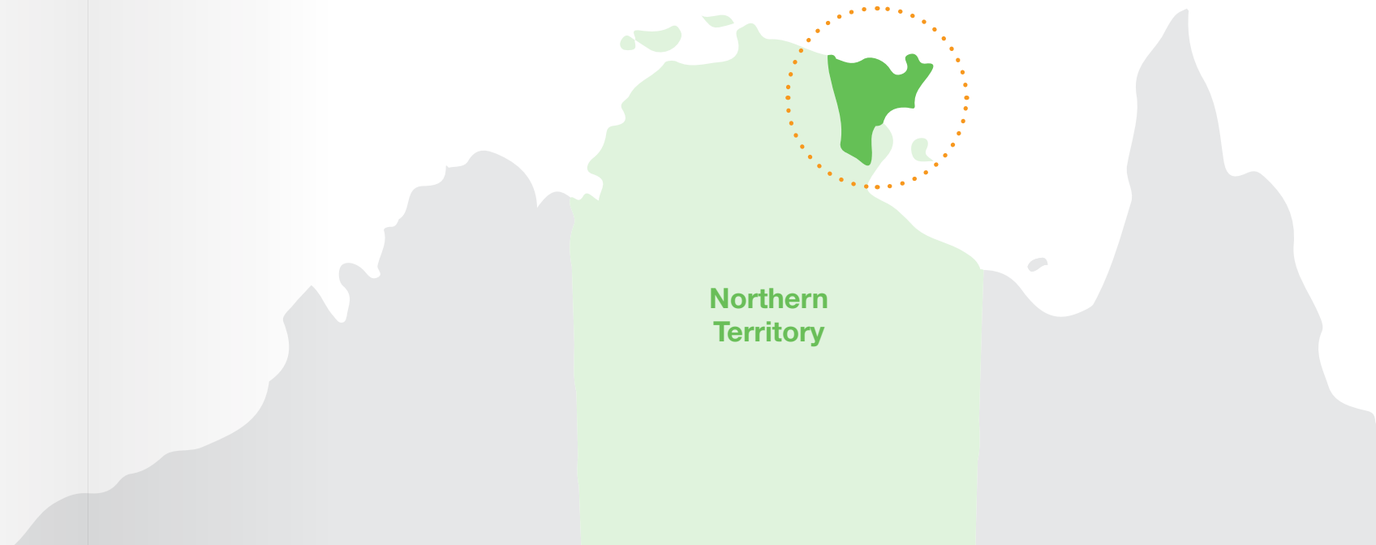
East Arnhem Regional Council is dedicated to serving its constituents and ensuring that the **local communities** and **homelands** are well-served and well-represented.

Wards

East Arnhem Regional Council is governed by a democratically elected **12 Member Council** representing the **five wards of East Arnhem Regional Council:**

- Birr Rawarrang
- Gumurr Gattjirrk
- Gumurr Miyarrka
- Gumurr Marthakal
- Gumurr Miwatj







Gumurr Gattjirrk Ward

The Gumurr Gattjirrk Ward region includes the community of Milingimbi. The ward spreads across the northern tip of Cape Stewart to the southern point of Milingimbi Island, extending up through Crocodile Islands and the southern half of Howard Island.

Two (2) Council Members, one of which is East Arnhem Regional Council's President, are elected from the Gumurr Gattjirrk Ward for Council. Although the Ward region extends through homelands and outstations, East Arnhem Regional Council delivers services in the community of Milingimbi.



President
Lapulung Dhamarrandji
» Gumurr Gattjirrk Ward

In September 2025, President Lapulung Dhamarrandji was re-elected to Council and re-selected as President by his fellow Councillors. President Dhamarrandji was first elected to Council in September 2021 and has served as President since December 2021.

President Dhamarrandji hails from the community of Milingimbi and is a well-known and respected figure in East Arnhem Land and beyond. He is a member of the Board for Manapan Furniture and has served as a member of both the Arnhem Land Progress Aboriginal Corporation (ALPA) and the Milingimbi School Council.

He is a renowned musician with the Wirrinyga Band for over 42 years, founder of the Gattjirrk Festival and is an esteemed artist and a cultural ceremony leader.

President Dhamarrandji is driven in seeking recognition of Aboriginal Community Controlled Local Governments. He has led discussions between East Arnhem, West Arnhem and Roper Gulf Regional Councils in their shared desire to strengthen regional collaboration and advocacy.

"*We need a real heart to heart connection and partnership, and know we are stronger when we are united together – Yolngu to Yolngu and Yolngu to Balanda.***"**



Councillor
Ganygulpa Dhurrkay
» Gumurr Gattjirrk Ward

Councillor Ganygulpa Dhurrkay was re-elected to Council in September 2025. She was first elected to Council in April 2024 following her service as a Local Authority Member.

Cr Dhurrkay is a representative for the community of Milingimbi. She is a Director for the Arnhem Land Progress Aboriginal Corporation (ALPA) and Chairperson of Manapan Furniture. She served her community as an Aboriginal Health Worker and an assistant school teacher for many years and is a long-term champion for her people.



Birr Rawarrang Ward

The Birr Rawarrang Ward region includes the community of Ramingining and extends from the western border of East and West Arnhem, following the Goyder River through the centre.

Formed as a result of the 2011 Local Government Electoral Boundaries Review, Birr Rawarrang Ward has two (2) Elected Members. Although the Ward region extends through homelands and outstations, East Arnhem Regional Council delivers services in the community of Ramingining.



Councillor
Jason Mirritjawuy
» Birr Rawarrang Ward

Councillor Jason Mirritjawuy was re-elected to Council in September 2025. He has served as a Councillor since August 2017 and Deputy President from 2023 to 2025. Cr Mirritjawuy has represented Council at a number of important meetings.

Cr Mirritjawuy has been a driving force in ensuring the voices of the Ramingining Local Authority are heard and supports the endorsement of major Local Authority projects for community benefit. He strongly advocated for additional funding to install oval lighting, which has had a range of positive effects for the social wellbeing of Ramingining. Cr Mirritjawuy was an active member of the Community Benefit Fund Working Party, and is an active member of the Finance Committee.

Additionally, Cr Mirritjawuy is the Chair of the Milingimbi Store Committee, run by the Arnhem Land Progress Aboriginal Corporation (ALPA).



Councillor
David Warraya
» Birr Rawarrang Ward

Councillor David Warraya was re-elected to Council in September 2025, following the Local Government Election. He was first elected to Council in March 2024.

Cr Warraya brings extensive cultural knowledge and wisdom to the Council. He is committed to ensuring the voices of Local Authority Members and community members are heard.

Cr Warraya is an active representative for the Birr Rawarrang cultural area, with his heart and mind focused on the people of his community and the many homelands.

Gumurr Marthakal Ward

The Gumurr Marthakal Ward region includes the community of Galiwin'ku, extending up through Elcho Island, through the Wessel Islands, across to the English Company Islands and the northern most point of Point Napier.

Three (3) Council Members are elected from the Gumurr Marthakal Ward for Council. Although the Ward region extends through homelands and outstations, East Arnhem Regional Council delivers services in the community of Galiwin'ku.





Deputy President
Stephen Dhamarrandji
Gumurr Marthakal Ward

Councillor Stephen Dhamarrandji was re-elected to Council in September 2025 for his second term and selected as Deputy President by his fellow Councillors. He is a Djambarrpuynu person.

Cr Dhamarrandji has completed an accreditation course in Community Based Researcher at Charles Darwin University (CDU). To recognise his skills in intercultural facilitation and research practice, he was awarded an 'Indigenous Community-based Researcher' micro-credential from CDU and was certified by CDU and a Senior Yolngu authority in Galiwin'ku.

Cr Dhamarrandji has extensive experience in working with the community. He has worked as a Coordinator and Skills Development Officer at Yalu' Marnggithinyaraw Indigenous Corporation. His work with the Stronger Communities for Children (SCfC) program has included assisting with training and coordinating research projects with researchers from CDU to support capacity building within the organisation.

Cr Dhamarrandji is currently working with the National Indigenous Australians Agency (NIAA) as a Community Indigenous Engagment Officer. His focus is to support his community to move forward in a positive direction.



Councillor
Evelyna Dhamarrandji
Gumurr Marthakal Ward

Councillor Evelyna Dhamarrandji was re-elected to Council in September 2025. She was first elected to Council in August 2017 and has contributed to the diversity and breadth of Council as a strong young woman, with a fresh perspective. She has clear integrity and passion that she has brought to her role as Councillor, and has expressed her commitment to learn and develop as a leader.

In 2022, Cr Dhamarrandji represented Council in Alice Springs at the Local Government Association of Northern Territory (LGANT) conference on Sustainable Councils.

She is a member of the Indigenous Marathon Project, having participated in numerous marathons throughout Australia and overseas, including the New York Marathon in 2013.

Cr Dhamarrandji previously worked as an Engagement Officer at Shepherdson College and was the Programs Coordinator for the Community Spirit Foundation (Formerly Cathy Freeman Foundation). She is currently working full-time with Miwatj Health Aboriginal Corporation and studying to become an Aboriginal Health Practitioner in her home community of Galiwin'ku.

Cr Dhamarrandji takes great pride in raising her family of three children to ensure they grow up healthy and strong.



Councillor
Cyril Bukulatjpi
Gumurr Marthakal Ward

Cyril Bukulatjpi was elected to Council in September 2025 and provides a positive voice for youth. He is a strong young leader from the community of Galiwin'ku in the Gumurr Marthakal cultural area.

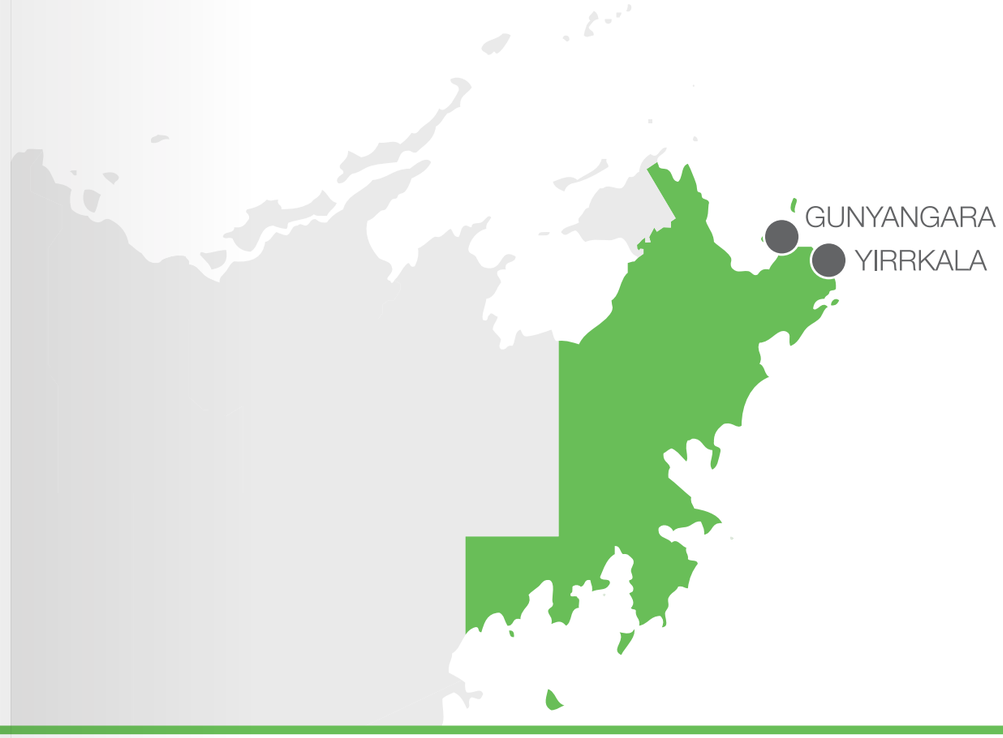
He has been formally nominated by Council to represent interests of the Yolngu people at a number of important meetings. Cr Bukulatjpi has met with the Northern Territory Chief Minister, the Governor-General, the CEO of the National Indigenous Australians Agency, the Federal Minister for Indigenous Australians and the Prime Minister.

Gumurr Miwatj Ward

The Gumurr Miwatj Ward region includes the communities of Gunyangara and Yirrkala. The ward extends through Melville Bay to the eastern most part Arnhem Bay, and down through parts of the Gulf of Carpentaria.

Surrounding areas and township of Nhulunbuy are Registered Mining or Special Purpose Leases and Local Government services in Nhulunbuy are delivered by Nhulunbuy Corporation Ltd.

Three (3) Council Members are elected from the Gumurr Miwatj Ward for Council. Although the Ward region extends through homelands and outstations, East Arnhem Regional Council delivers services mostly in Gunyangara and Yirrkala.





Councillor
Lirrpiya Mununggurr
Gumurr Miwatj Ward

Councillor Lirrpiya Mununggurr was appointed to Council in May 2026 following his time as a Local Authority Member for Council. He has made valuable contributions to his community through service on various boards including:

- North East Arnhem Land Aboriginal Corporation (N.E.A.L.), Board Member and Director
- Yothu Yindi Foundation / Dilak Council, Board Member and Director
- Yirrkala School, Board Member



Councillor
Marrpalawuy Marika
Gumurr Miwatj Ward

Councillor Marrpalawuy Marika was appointed as a Councillor for the Gumurr Miwatj Ward in September 2025. She initially took her Declaration of Office on 25 August 2022, however due to other pressing commitments resigned on 21 November 2022. She was re-elected and took her Declaration of Office on 29 June 2023 in Nhulunbuy.

Cr Marika has previously worked as a Cultural Advisor for Laynhapuy Homelands Social and Wellbeing, and has been involved in the Laynhapuy Housing Sub Committee.

In addition to her role as a Councillor for East Arnhem Regional Council, Cr Marika dedicates her time to the Uniting Church in Yirrkala, North East Arnhem Land Aboriginal Corporation (N.E.A.L), ARDS Aboriginal Corporation and Milan Aboriginal Corporation.



Councillor
Priscilla Yunupingu
Gumurr Miwatj Ward

Councillor Priscilla Yunupingu was appointed as a Councillor in September 2025. She is proud to be the first elected Gumatj woman appointed to the role in April 2024, following her service as a Local Authority Member with the Council. She lives and works in Yirrkala and has an impressive list of accomplishments to her name.

While working for Miwatj Health Aboriginal Corporation, Cr Yunupingu was instrumental in assisting with bringing the ‘Big Pink Van’ to remote communities to enable breast screening of over 2,000 local women. A database was also collated of these ladies to ensure further breast screening in future years takes place.

Cr Yunupingu has also been heavily involved in the Councils Community Night Patrol and is currently a Liaison Officer with the Yirrkala Bilingual School. She continues to take an active stance on the Yirrkala Local Authority to support strong Law and Order.

Cr Yunupingu has a large family of seven children and four adopted children. She actively encourages and supports her children to complete their secondary education.

Outgoing Councillor

Councillor Murphy Yunupingu resigned from East Arnhem Regional Council on 27 February 2026.



Gumurr Miyarrka Ward

The Gumurr Miyarrka Ward region includes the community of Gapuwiyak, spanning the largest land mass of all East Arnhem Regional Council Wards.

Two (2) Council Members are elected from the Gumurr Miyarrka Ward for Council. Although the Ward region extends through homelands and outstations, East Arnhem Regional Council delivers services in the community of Gapuwiyak.

Both Councillors are vibrant and well respected contributors to Council and the region. They have successfully advocated for improved community infrastructure in Gapuwiyak and continue to lead and develop their Local Authority.



Councillor
Bobby Wunungmurra
» Gumurr Miyarrka Ward

In September 2025, Councillor Bobby Wunungmurra was re-elected to Council for his third term.

Cr Wunungmurra has been a strong contributor to the Council, the Finance Committee and the Community Benefit Working Party.

He has also been an executive representative for regional Councils on the Local Government Association of the Northern Territory (LGANT). Cr Wunungmurra has been a long-serving Yirralka Ranger, and is also making a significant contribution as an Aboriginal interpreter through his involvement as a Director with GoodAdvice / TEACA. Councillor Wunungmurra is on the board of the North Australia Aboriginal Justice Agency (NAAJA) and is an Advisory Committee Member with the Barossa Aboriginal Future Fund (BAFF).



Councillor
Bandi Bandi Wunungmurra
» Gumurr Miyarrka Ward

Councillor Bandi Bandi Wunungmurra was re-elected to Council in September 2025 for his fourth term.

Cr Wunungmurra has contributed to the work of the Finance Committee, Audit Committee and served as a Council representative on the Yolngu Local Decision Making Working Group. He has been a valued member of the delegation to the Australian Local Government Association Annual General Meeting and was selected by his fellow Councillors to attend the 2023 National General Assembly in Canberra. He has met with the following people:

- Former Governor-General
- Former Minister for Indigenous Australians, Linda Burney
- Former Deputy Minister, Malarndirri McCarthy
- MP for Lingiari, Marion Scrymgour
- CEO of the National Indigenous Australians Agency (NIAA), Jody Broun
- Prime Minister, Anthony Albanese

Meetings of Council

Elected members of East Arnhem Regional Council convene as Council every two (2) months. These Ordinary Council Meetings usually last for a day, following two days of informal meetings and workshops.

Special Council Meetings are convened when required, however due to the costs and vast remoteness and distances between communities, special meetings are often conducted via teleconference or video conferencing.



East Arnhem Regional Council, Nhulunbuy, NT, 2025.
Photo: East Arnhem Regional Council.

Ordinary Council Meeting - Attendance

Councillor	18 Sep 2025	27 Nov 2025	17 Dec 2025	26 Feb 2026	23 April 2026	25 June 2026
Lapulung Dhamarrandji	✓	✓	✓	✓	✓	✓
Jason Mirritjawuy	✓	✓	–	✓	✓	✓
Evelyna Dhamarrandji	✓	✓	✓	✓	–	–
Stephen Dhamarrandji	✓	✓	✓	✓	✓	✓
Cyril Bukulatjpi	✓	✓	×	✓	✓	✓
Marrpalawuy Marika	–	✓	✓	✓	✓	–
Priscilla Yunupingu	✓	✓	✓	–	✓	–
Ganygulpa Dhurrkay	×	✓	✓	✓	✓	–
Wesley Bandi Wunungmurra	✓	✓	✓	✓	✓	✓
Bobby Wunungmurra	✓	✓	✓	✓	–	✓
Murphy Yunupingu	✓	✓	✓	×		
Lirrpiya Mununguurr						✓
David Warraya	✓	–	×	×	✓	–

Key Attendance ✓ Absent with permission – Absent without permission ×

Special Council Meeting - Attendance

Councillor	25 Sep 2025	04 Nov 2025	14 Nov 2025	15 May 2026
Lapulung Dhamarrandji	✓	✓	✓	✓
Jason Mirritjawuy	✓	–	✓	–
Evelyna Dhamarrandji	✓	✓	✓	✓
Stephen Dhamarrandji	✓	✓	✓	✓
Cyril Bukulatjpi	✓	✓	✓	–
Marrpalawuy Marika	–	–	–	✓
Priscilla Yunupingu	✓	✓	✓	✓
Ganygulpa Dhurrkay	–	–	✓	✓
Wesley Bandi Wunungmurra	✓	–	✓	✓
Bobby Wunungmurra	✓	–	✓	–
Murphy Yunupingu	✓	✓	✓	
David Warraya	✓	✓	–	–

Key Attendance ✓ Absent with permission – Absent without permission ×

Audit Committee

In line with the Northern Territory Local Government Act, Part 5.3, it is mandated for the Council to establish and maintain an Audit Committee. The Audit Committee is established to advise the Council on the effectiveness of its internal controls and risk management practices across Council's operations in order to facilitate good governance.

An audit committee has the following functions in relation to a council:

a) to monitor and review the integrity of the council's financial management;

b) to monitor and review internal controls;

c) to make recommendations to the council about any matters the committee considers require the council's consideration as a result of the committee's functions under paragraph (a) or (b).

The Audit Committee for the financial year ended 30 June 2026 comprised of five (5) members, consisting of three (3) elected members and two (2) independent external member.

Audit Committee Meeting - Attendance

Member	31 Oct 2025	18 Feb 2026	13 May 2026
Ross Springolo	✓	✓	✓
Ben Mooney	✓	✓	✓
Lapulung Dhamar-randji	✓	✓	✓
Jason Mirrijawuy	✓	✓	✓
Evelyna Dhamar-randji	–	–	✓

Key Attendance ✓ Absent with permission – Absent without permission ×

Finance Committee

The Finance Committee meets on alternate months to the Council via teleconference, to ensure the presentation of a monthly finance report and to monitor the ongoing financial position of the Council.

The Finance Committee may also award tenders during non-Council Meeting months and convene special meetings as and when required. The Finance Committee is comprised of five elected members with the President, Deputy President and all other Councillors as proxies. Primary and Alternate members are listed below:

Birr Rawarrang Ward

Jason MIRRITJAWUY – Primary

David WARRAYA - Alternate

Gumurr Gattjirrk Ward

Lapulung DHAMARRANDJI – Primary

Ganygulpa DHURRKAY- Alternate

Gumurr Marthakal Ward

Evelyna DHAMARRANDJI – Primary

Cyril BUKULATJPI – Alternate

Gumurr Miwatj Ward

Marrpalawuy MARIKA – Primary

Priscilla YUNUPINGU - Alternate

Gummurr Miyarrka Ward

Bobby WUNUNGMURRA – Primary

Bandi Bandi WUNUNGMURRA – Alternate

The Finance Committee plays a crucial role in ensuring the financial stability and sustainability of the Council. Here are some key points to consider:

- The committee meets every alternate month via teleconference to review and present the monthly finance report.
- In addition to its regular duties, the committee is also responsible for awarding tenders during non-Council Meeting months.
- The committee has the authority to convene special meetings as and when required.
- The committee is comprised of six elected members, with the President, Deputy President, and all other Councillors serving as proxies.
- The Finance Committee's work is vital to maintaining the Council's financial health and ensuring the efficient use of public funds.

Attendance Register: **Finance Committee Meeting**

Councillor	23 July 2025	28 Aug 2025	22 Oct 2025	21 Jan 2026	19 March 2026	21 May 2026
Jason Mirritjawuy		✓		✓		✓
Lapulung Dhamarrandji	✓	✓	✓	✓		
Evelyna Dhamarrandji	✓	✓	✓	✓		✓
Murphy Yunupingu						
Wesley Bandi Wunungmurra		✓		✓	✓	
David Warraya	✓		✓			
Ganygulpa Dhurrkay						
Cyril Bukulatjpi						
Stephen Dhamarrandji					✓	
Marrpalawuy Marika	✓	✓	✓	✓	✓	✓
Priscilla Yunupingu						
Bobby Wunungmurra						✓

Key Attendance ✓ Absent with permission – Absent without permission ×

CEO Performance Review Committee

The Chief Executive Officer (CEO) Performance Review Committee consists of three members. Along with the President and Deputy President, another elected member is appointed to the committee. An external consultant is appointed to facilitate the review process.

CEO Performance Review Committee Meeting - Attendance

Councillor	12 Nov 2025	16 April 2026	03 June 2026
Lapulung Dhamarrandji	✓	✓	✓
Stephen Dhamarrandji	✓	✓	✓
Bobby Wunungmurra	✓	✓	✓

Key Attendance ✓ Absent with permission – Absent without permission ×

Local Authorities

The six Local Authorities act as the voice of communities, empowering local representatives, informing Elected Members and stakeholders, and respecting the cultural structures and complexity of traditional society.

Local Authorities (LAs) have between six and fourteen appointed members. A minimum of four Local Authority meetings must be conducted each financial year. Structured meetings provide a platform and opportunities for community to advise and inform Council. Council has a strong tradition and practice of respecting and accepting the resolutions of each Local Authority.

While the methodology of each Local Authority remains consistent across East Arnhem communities, Local Authorities function on the basis that each community is different historically, structurally, politically and developmentally. Demonstrated respect for the social environment in each community has ensured active participation and development of practical solutions and best outcomes for their communities.

East Arnhem Regional Council recognises that the Local Authorities are essential forums for community engagement and play a pivotal role in the work that Council achieves in each community.

EARC staff have presented at a number of the Local Authority meetings during the year, providing a short report on the operations of their service area. The aim is to have the members of the Local Authorities better informed about the work of the Council.

A public question time is always on the agenda to provide any community members with the opportunity to raise any issues they may wish.

Local Authority General Information

Community	Local Authority Members	Total Elected Councillors	Total Members	Total Meetings Held	Total Sitting Fees Paid
Ramingining	9	2	11	4	$9,200.00
Milingimbi	8	2	10	4	$9,100.00
Gapuwiyak	6	2	8	3	$5,850.00
Galiwin’ku	5	3	8	4	$6,950.00
Gunyangara	6	2	8	4	$4,200.00
Yirrkala	7	2	9	4	$8,050.00



Opposite: East Arnhem Regional Council Local Authority Meeting, Galiwin’ku, NT, 2025. Photo: East Arnhem Regional Council.

Major Projects

A number of Major Capital Projects and Local Authority Projects were complete or underway in the 2025-2026 financial year. These investments included buildings, roads, community infrastructure projects.

Milingimbi

Project 1	Makarrata Ceremony Area with public ablution block.
Status	Ongoing
Project 2	New public toilet – Central Park area.
Status	Not Started

Ramingining

Project 1	Lot 123 Council Office - Boardroom expansion and upgrades.
Status	Completed

Gapuwiyak

Project 1	Lot 118 - staff housing disabled access deck and closure of internal breezeway.
Status	Ongoing
Project 2	Two new public toilets – central area and airport charter area.
Status	Not Started

Galiwin'ku

Project 1	Galiwin'ku staged internal roads improvement program focusing on bitumen and stormwater improvements.
Status	Not Started
Project 2	Funeral area – major development including civil works and ceremony hall.
Status	Ongoing
Project 3	Lot 301 - staff housing – 2-bedroom unit.
Status	Ongoing
Project 4	New water park and youth infrastructure.
Status	Not going ahead due to costings.
Project 5	New public toilet airport charter area
Status	Ongoing

Yirrkala

Project 1	Lot 135 Drop-in centre upgrades and refurbishment.
Status	Completed
Project 2	Lot 251 Child Care – refurbishment.
Status	Ongoing
Project 3	Lot 143 Aged Care – refurbishment.
Status	Ongoing

Gunyangara

Project 1	Lot 16 Council Office – shipping container shelter and storage.
Status	Completed

“Our Indigenous Regional Council was created under an insightful bi-lateral agreement between the Prime Minister and Northern Territory Chief Minister, to ensure Aboriginal communities receive the services and empowerment they deserve by creating Councils with much stronger:

Capacity | Governance | Voice”

Organisation

Gumurr Miwatj
Active Communities & Youth Services, Gunyangara, NT, 2026.
Photo: East Arnhem Regional Council.



Gumurr Gattjirrk Councillor Ganygulpa Dhurrkay,
East Arnhem Regional Council Support Office, Nhulunbuy, NT, 2026.
Photo: East Arnhem Regional Council.

Vision

A **recognised and respected leader in Local Government** providing high quality services, sustainable employment and development for the people of East Arnhem Regional Council.

Mission

East Arnhem Regional Council is **dedicated to promoting the power of people, protection of community and respect for cultural diversity** in the East Arnhem Regional Council. It does this by forming partnerships, building community capacity, advocating for regional and local issues, maximising service effectiveness and linking people with information.

Values

Human Rights // Work Confidence
Equality // Equity // Independence
Respect // Community

Service Delivery Map

as at 1 July 2025

	Directorate	Technical and Infrastructure Services (1)	Council Services (2)	CEO Services (3)	Community Services (4)	People & Corporate Services (5)
LOCAL GOVERNMENT & SUPPORT SERVICES	**Council Services** *Provides what are known around the country as traditional or core council services to Council constituents*	101 - Local Laws & Administration of Local Laws	156 - Community Events	100 - Local Authorities	115 - Library Services	
		116 – Lighting for Public Safety	107 - Council Services			
		118 - Local Road Maintenance & Traffic Management	108 - Veterinary and Animal Control Services			
		119 - Local Road Upgrade and Construction	129 - Waste and Environmental Services			
			169 - Municipal Services (and Cemeteries)			
	Support Services *Provides internal services across all areas of the organisation*	122 - Building and Infrastructure Services		168 - Governance and CEO Services		114 - Information Communication and Technology Services
		112 - Fleet Services				167 - People & Corporate Services

Service Delivery Map Cont.

	Directorate	Technical and Infrastructure Services (1)	Council Services (2)	CEO Services (3)	Community Services (4)	People & Corporate Services (5)
COMMUNITY (AGENCY & COMMERCIAL) SERVICES	**Community Services** *Provide services funded by another tier of Government. Previously described as 'discretionary' but these services have been central in the range of services the regional and previous individual community councils have provided for decades.*		147 - Community Patrol and Sobering Up Shelters (SUS) Services		141 - Aged Care Services	
					171 - Disability Services	
			146 - Community Media		145 - Child Care Services	
					152 - Active Communities	
					170 - Youth Services	
					164 - Executive Leadership Director of Community Services	
	Commercial Services *Provides discretionary services within the Council, including work on behalf of other agencies, on a commercial basis*		139 - Visitor Accommodation – Selected locations			
			157 – Local Commercial Opportunities • Australia Post – Selected locations • Fuel Distribution Service and Mechanical Workshop Services – Gapuwiyak			

Service Delivery Map

as at 30 June 2026

	Directorate	Technical and Infrastructure Services (1)	Council Services (2)	CEO Services (3)	Community Services (4)	People & Corporate Services (5)
LOCAL GOVERNMENT & SUPPORT SERVICES	**Council Services** *Provides what are known around the country as traditional or core council services to Council constituents*	101 - Local Laws & Administration of Local Laws	156 - Community Events	100 - Local Authorities	115 - Library Services	
		116 – Lighting for Public Safety	107 - Council Services			
		118 - Local Road Maintenance & Traffic Management	108 - Veterinary and Animal Control Services			
		119 - Local Road Upgrade and Construction	129 - Waste and Environmental Services			
			169 - Municipal Services (and Cemeteries)			
	Support Services *Provides internal services across all areas of the organisation*	122 - Building and Infrastructure Services		168 - Governance and CEO Services		114 - Information Communication and Technology Services
		112 - Fleet Services				167 - People & Corporate Services

Service Delivery Map Cont.

	Directorate	Technical and Infrastructure Services (1)	Council Services (2)	CEO Services (3)	Community Services (4)	People & Corporate Services (5)
COMMUNITY (AGENCY & COMMERCIAL) SERVICES	**Community Services** *Provide services funded by another tier of Government. Previously described as 'discretionary' but these services have been central in the range of services the regional and previous individual community councils have provided for decades.*		147 - Community Patrol and Sobering Up Shelters (SUS) Services		141 - Aged Care Services	
					171 - Disability Services	
			146 - Community Media		145 - Child Care Services	
					152 - Active Communities	
					170 - Youth Services	
					164 - Executive Leadership Director of Community Services	
					172 – Support Coordination Services	
	Commercial Services *Provides discretionary services within the Council, including work on behalf of other agencies, on a commercial basis*					
			139 - Visitor Accommodation – Selected locations			
			157 – Local Commercial Opportunities • Australia Post – Selected locations • Fuel Distribution Service and Mechanical Workshop Services – Gapuwiyak			

Council Executives



Dale Keehne
Chief Executive Officer

Dale Keehne took on the role of Chief Executive Officer in July 2019, bringing a wealth of experience to the East Arnhem Regional Council.

Dale has a strong background in supporting community development in the Northern Territory and beyond, including interstate and overseas work. He returned to East Arnhem Land, where he first established connections over 20 years ago.

During his previous five-year tenure with East Arnhem Regional Council, Dale served as the Director of Community Services and also acted as CEO at times.

His commitment lies in ensuring that the Council fulfils its purpose of serving and empowering the Yolngu people in all six communities of East Arnhem Land. This will be achieved through ongoing support for the capacity and voices of their Local Authorities and the Regional Council, active collaboration and partnerships with other stakeholders, and a streamlined focus on community centered service delivery, advocacy and engagement with the other two levels of government.



Signe Balodis
Director – Council Services

Signe Balodis was appointed Director - Council Services at East Arnhem Regional Council in February 2024, after working as Regional Manager - Community Development since April 2022. Signe brings a strong commitment to community service and development.

With extensive background in commercial, non-profit, and local government sectors, Signe oversees strategic initiatives across various areas of the Council Services Directorate. This includes Council Office Operations, Municipal Services, Community Night Patrol, Australia Post, Local Authority Support, Animal Management and Waste and Environment Management. Previously, Signe served as a Regional Manager - Community Development, leading Council Services Managers throughout the region.

Committed to improving service delivery and community engagement, Signe focuses on supporting the diverse needs of East Arnhem Regional Council's six communities.



Divyan Ahimaz
Director – Community Services

As Director – Community Services, Divyan brings extensive experience across leadership, business development and communications, developed through senior roles in both national and international organisations.

With a business degree providing a strong strategic foundation, Divyan leads with a practical, outcome-focused approach that balances service sustainability with community needs. His background includes working with international NGOs such as International Justice Mission and Mission Aviation Fellowship, where he supported people-centred programs focused on justice, protection, access and community wellbeing in highly complex and remote settings.

Divyan works with stakeholders at all levels, including community organisations, service providers, government agencies, and Council staff, to ensure services are responsive, practical, and established in local priorities.

Divyan's leadership is collaborative and grounded. He focuses on creating environments where both staff are supported, trusted, and accountable. His commitment to Community Services is driven by two clear priorities: strengthening service delivery to improve access, equity, and outcomes for communities, and supporting staff through safe, respectful workplaces where they are valued, supported, and able to perform at their best.

Strategic Partnerships

Funding Agency	Active Grants 2025-2026
Anglicare NT	1
Department of Health	7
Department of Infrastructure and Regional Development	5
Department of the Prime Minister and Cabinet	2
Laynhapuy Homelands Aboriginal Corporation	1
National Disability Insurance Agency	2
National Indigenous Australians Agency	6
NT Department of Health	2
NT Department of Industry, Tourism and Trade	2
NT Department of Territory Families, Housing and Communities	5
NT Department of the Chief Minister and Cabinet	6
Services Australia	1
Department of Housing, Local Government and Community development	7



East Arnhem Regional Council (EARC) was proud to participate in the ‘Healthy Homes Community Clean Up Week’ alongside many other organisations committed to improving the health and housing outcomes of residents living in Yirrkala.

Yirrkala, NT, 2025. Photo: East Arnhem Regional Council

“We want to walk and work together in genuine respect and partnership, to achieve a real breakthrough for our people, led by our people.

Yolngu with Yolngu and Yolngu with Balanda – in unity.”

Strategic Reporting

Gumurr Miyarrka
Community Consultations, Gapuwiyak, NT, 2025.
Photo: East Arnhem Regional Council.

Environmental Analysis

During consultation Councillors and Local Authority Members identified the Councils' and the regions strengths and weaknesses and analysed the opportunities and growth that could positively or negatively impact Council and the regions residents.

Strength

- Culture & language
- History
- Respect
- Strong leaders
- Communication with elders
- Connection to land and families

Opportunity

- Bush school
- Being responsible for family and community
- Two way learning
- Training that achieves results
- Jobs
- Council protocols for external parties in communities
- Businesses – self-sustaining, self-reliance

Weakness

- Housing
- Welfare state
- Economic system understanding
- Levels of Government interaction
- Education
- Violence (safe house)
- Western and traditional Law management
- Funding needs
- External parties making decisions not communities

Growth

- Law and Order
- Government interaction and understanding
- Collaboration with external parties
- Opportunities through education
- Empowered communities
- Recognition of Aboriginal control of Council

Goal 1

Leadership Through Excellence

Champion the advancement of the Region through professionalism and good governance.

» *Outcome 1.1*

Embed respect for local Indigenous culture through all Council practices.

Strategy

1.1.1 Embed cultural considerations in employment and operational practices.

In accordance with EARC's Special Measures Targeted Recruitment Strategy, all recruitment has either a Special Measures Provision or a Genuine Occupational Requirement (i.e. designated to ATSI applicant only) applied to it. Promoted culturally responsive approaches to community engagement, workforce development and organisational decision-making, ensuring that local cultural knowledge, protocols and priorities are appropriately considered.

» *Outcome 1.2*

Develop the Council's perception through high standards of business practices, communications and transparency.

Strategy

1.2.1 Implementation of East Arnhem Regional Council Signage Program.

Council maintains a consistent approach to the identification of East Arnhem Regional Council (EARC) services and programs. All Council infrastructure is displayed with external Council building signage to ensure visibility and recognition across communities.

A signage replacement plan has been developed to address damaged, outdated, and missing signage. Works commenced in the 2024/2025 financial year and will continue through 2025/2026 to complete the rollout of new signage across all Council program premises.

1.2.2 Ensure capacity for customer relationship management including complaints procedures and mechanisms for community feedback on service delivery.

EARC has continued to maintain several communication tools to gather feedback and provide customer service, including the regular updating of the EARC Website and consistent presence on social media outlets where interaction is paramount, and expected.

Council has a 'Have your Say' form, available at all Council Offices in each community. The form offers the opportunity for feedback on Council performance, areas of improvement, and to offer congratulations on exceptional staff assistance.

The Council website has an online form where users may submit problems around their community, complaints or areas of feedback.

In addition, the Council utilises the Snap Send Solve application internally to report issues in our Local Government Area. The Council received over 750 Snap Send and Solve requests in the 2025-2026 financial year.

Complaints are referred to relevant managers then escalated to Director and the Executive team when required.

1.2.3 Achieve a cohesive and unified approach across all service delivery centres.

The EARC branding policy and guidelines are pivotal in how people identify the Council's programs and services across our communities. EARC continues to have a proactive presence in each community through utilising multiple customer touch points across digital and print media. This includes a strong social media presence, online blog, website, digital screens and printed media. EARC continues to use the Little Hotelier online booking system for accommodation services in three communities.

1.2.4 Maintain critical policies, procedures and standard operating procedural documents.

Policies, procedures and standard operating procedures are updated by relevant directorates. These documents are maintained and coordinated by the Governance Manager. In the 2025-2026 financial year, five Policies were endorsed and adopted by Council including:

- Procurement Policy
- Working from Home Policy
- Uniform Policy
- Delegation Manual
- Probation Policy

1.2.5 Implement, review, update and report on Council Strategic, Corporate, Business and Community Plans.

EARC has developed and endorsed plans including:

- Regional Plan & Budget 2026-2027
- Annual Report & Financial Report 2024-2025
- Strategic Plan 2027-2031

1.2.6 Ensure the efficient and effective implementation of policies, processes and control systems for the administration, finance and risk management of the Council.

A regular review of the Policy Register is undertaken, focusing on priority areas identified by the Executive Leadership Team and the Audit and Risk Committee to ensure effective governance and compliance.

1.2.7 Implementing and administering By-Laws.

No by-laws were implemented in 2025-2026.

» *Outcome 1.3*

Review and allocate resources across the Council for effective and efficient service delivery.

Strategy

1.3.1 Plan and assess projects and programs with consideration to the bottom line of social, cultural, environmental and economic impacts based on local priorities.

Projects are identified on a needs basis through various mechanisms such as Local Authority Boards and Council Meetings. Prior to a project being approved, there is a stringent process which considers the social, cultural, environmental and economic impacts. Procurement Processes allows Council to consider these impacts in a structured and systematic process.

Projects delivered in the financial year include:

- Roads upgrades in all communities
- Council infrastructure upgrades

Corporate systems, policies and processes remain practical, responsive and aligned with the operational realities of remote communities, whilst supporting local employment, workforce development and the efficient allocation of resources to achieve positive social, cultural, environmental and economic outcomes.

Strengthened Council's corporate services foundations through effective financial management, procurement, workforce planning and governance practices that support sustainable service delivery and local community priorities.

» *Outcome 1.4*

Improve local decision-making through consultation and empowerment.

Strategy

1.4.1 Provide ongoing support for Local Authorities and Committees that contribute to community and Council governance.

Throughout the year, Council continued to facilitate and support Local Authority and Committee meetings, ensuring their important role in community and Council governance. Administrative and governance assistance was provided on an ongoing basis, including coordinating meetings, preparing agendas and minutes, maintaining action registers, and monitoring the progress of outstanding matters. These activities helped support informed decision-making and encouraged ongoing community participation in governance processes.

1.4.2 Establish formal and informal mechanisms for community consultation on key issues and input into decision making.

Local Authorities continued to play an important role in sharing community views and providing advice to Council on local issues. Council liaison officers supported regular communication and engagement with communities to make sure local concerns and ideas were heard and considered in Council decisions. Feedback from Local Authorities was also used in the development of Council's Strategic Plan, helping to ensure that community priorities were reflected in future planning.

» *Outcome 1.5*

Continual improvement in the governance capacity of elected members and staff.

Strategy

1.5.1 Implement ongoing training programs for Councillors and Local Authority Members.

Elected Members and Local Authority Members receive ongoing training as needed during their term to support them in their roles.

1.5.2 Ensure the efficiency and effectiveness of Council's governance processes including administrative and other support for Elected Members.

Council continued to provide Elected Members with the support needed to perform their roles effectively. This included assistance with meeting coordination and preparation, maintaining accurate records, and providing governance and legislative advice. These activities helped Elected Members make informed decisions and carry out their responsibilities in line with Council requirements.

1.5.3 Develop internal systems and procedures that ensure excellence in governance and decision making, with continued improvement in communication between elected members and council management.

Council continued to strengthen governance and decision-making processes throughout the year. This included conducting pre-agenda review sessions, maintaining a Council meeting calendar, recording minutes during meetings, and ensuring meeting documents were made available to Elected Members and the public within required timeframes. Governance support and advice were also provided to Elected Members as needed, helping to maintain effective communication between Elected Members and Council management.

» *Outcome 1.6*

Proactive partnerships with communities and stakeholders.

Strategy

1.6.1 Develop partnerships with government agencies and the private sector to maximise the level of external resources available to provide council services.

Council continued to work collaboratively with a range of external organisations to support the delivery of Council services. These partnerships helped coordinate community activities, strengthen service delivery, and ensure culturally appropriate outcomes across the region.

Council maintained regular communication with key partners and participated in joint discussions to improve coordination and responsiveness to local needs. Collaborative efforts continued to play an important role in supporting the effective delivery of municipal and community services.

Strengthened proactive partnerships with government funding agencies, service providers, community organisations and local stakeholders to support the effective delivery and long-term sustainability of externally funded services.

Fostered collaborative relationships that align funding priorities with local community needs, promote shared accountability and support flexible, culturally appropriate service delivery models.

Advocated for funding arrangements that recognise the unique challenges of remote service delivery while identifying opportunities for improved service coordination, partnerships and investment in community outcomes.

1.6.2 Establish an East Arnhem Regional Council community benefits program.

Council's approach to delivering community benefits through targeted investment, local procurement, employment opportunities and support for community-led initiatives has been strengthened. Supported local economic participation, strengthened community capacity and promoted positive social and cultural outcomes across the East Arnhem region.

1.6.3 Ensure advocacy and representation of Council interests through government, the private sector and the media.

Council continued to advocate for the interests of its communities and represent regional priorities to government agencies, industry stakeholders, and the media. Representatives from various organisations were invited to Council meetings throughout the year to discuss issues affecting communities across the region and to support collaborative decision-making.

During the 2025–2026 financial year, Council actively participated in sector advocacy and engagement activities, including attending the meetings coordinated by the Local Government Association of the Northern Territory (LGANT).

Council also maintained a strong focus on responsible and professional communications. The Media Policy and Social Media Policy continued to guide staff in the appropriate use of media and social media platforms. Media enquiries were managed in accordance with these policies, ensuring timely, accurate, and consistent responses to both positive and challenging issues affecting Council and its communities.

1.6.4 Build effective relationships with governments, businesses and members of the public.

EARC continued to support community organisations and stakeholders by promoting local events and activities through its communication channels and partnerships. Council also promoted Local Authority and Ordinary Council Meeting dates to encourage community participation.

Council conducted Citizenship Ceremonies when required and maintained strong partnerships with government agencies and community organisations.

Council's event assets, including LED screens, event trailers and BBQs, continued to support community events through hire and in-kind use. The LED screens also played an important role in sharing emergency information, including cyclone, storm, fire and other important community updates.

» *Outcome 1.7*

Clear and consistent understanding of Council's roles and responsibilities.

Strategy

1.7.1 Promote community awareness of Council's program delivery levels and capabilities.

The EARC website was used to promote the Council's services and programs, including funding partnership announcements, project completion information, the Council Plan and Budget, and other publications.

Council recognised the value and reach of social media, with regular posts and announcements made. A strong following on Facebook helped to send urgent messages when required.

EARC worked tirelessly to build the technical connectivity of its offices across the region to ensure seamless service delivery for its constituents. This included the completion of innovative solutions such as:

- Wireless Point-to-Point connectivity throughout all EARC buildings within the communities for centralised communications and reliable connectivity.
- Internet of Things (IoT) integration.
- Electronic switches for oval lights.
- Electronic irrigation systems on ovals.
- LED screens on trailers for community digital announcements.
- CCTV on the majority of buildings, including waste management facilities.
- Availability of free Wi-Fi/internet at library services buildings.
- Public Announcement system at each Council Office in Community
- Community Notice boards and/or Digital screens at each Council Office in Community
- Promoting community awareness through regularly attending stakeholder meetings and updates to stakeholders via email and word of mouth

» *Outcome 1.8*

Build and maintain a strong, professional, empowered workforce.

Strategy

1.8.1 Ensure high standards of professionalism and support for Council staff through appropriate human resource policies, plans and procedures.

Strengthened Council's human resource management framework through the ongoing review and improvement of workforce policies, procedures and employment practices. Greater emphasis was placed on consistent workforce management, professional development, employee wellbeing and accountability across all levels of the organisation.

These improvements supported a more capable and professional workforce, strengthened organisational culture and ensured employees were appropriately supported to deliver quality services across Council operations.

1.8.2 Implement a recruitment and retention program with emphasis on local employment.

Targeted Council's recruitment and retention practices with a continued focus on increasing local employment, developing workforce capability and supporting long-term employment opportunities across the region.

Targeted recruitment strategies, workforce planning and professional development initiatives supported greater local participation while addressing ongoing challenges in attracting and retaining suitably qualified employees in remote communities. These efforts reinforced Council's commitment to building a stable, skilled and culturally representative workforce that reflected the communities it served.

1.8.3 Develop appropriate internal organisational learning and development programs.

Progressed the development and implementation of Council's Moodle learning management platform to strengthen internal training, professional development and workforce capability. This initiative established the foundations for a more structured and accessible approach to organisational learning, supporting consistent delivery of mandatory training, induction programs and role-specific development opportunities.

The ongoing development of Moodle also supported improved training compliance, employee engagement and access to learning resources for staff across Council's remote community locations and support offices.

Goal 2

Strong and Safe Communities

Further the wellbeing of people and culture through consultation and coordination of community based programs

» *Outcome 2.1*

Work with community and stakeholders to identify and deliver services that are accessible and support the wellbeing of community.

Strategy

2.1.1 Prioritise core service delivery in accordance with Community Plans.

Council continued to focus on delivering core services that align with Local Authority priorities and community needs. Regular Local Authority meetings were held to review project progress, discuss local issues, and identify emerging priorities to help inform Council planning and service delivery.

2.1.2 Facilitate delivery of Post Office services to remote communities.

EARC successfully managed the provision of postal services for Australia Post across five remote communities within its jurisdiction. Council staff coordinated the collection of mail from local airports and barges, sorted it, and made it available for residents at the community Council offices during regular business hours.

As a Community Postal Agent, Council provided additional services including postage assessment, stamp sales, and over-the-counter mail acceptance and delivery. These services ensured that residents in remote communities had consistent and reliable access to essential postal and communication services. The program continued to strengthen community connections and maintained EARC's role in delivering essential frontline services across the region. Additionally, throughout financial year 2025-2026 the remaining two Community Postal Agent services moved to digital parcel scanning technology, helping to streamline notifications to community members of parcels awaiting collection.

» *Outcome 2.2*

Collaborate with community and stakeholders for safer communities.

Strategy

2.2.1 Facilitate and advocate for community safety, improved health and other services.

The Community Night Patrol (CNP) program in communities provided vital support to both Indigenous and non-Indigenous individuals who may be at risk of harm or causing harm. This includes people affected by intoxication, volatile substance use, violence, or homelessness.

CNP teams played a crucial role in community safety by:

- Assisting vulnerable individuals through non-judgmental engagement and support.
- Transporting people to safe locations where their immediate needs can be addressed.
- Referring individuals to appropriate services for ongoing care and support, including:
    - Safe houses
    - Community health centres and clinics
    - NT Police
    - Mobile Child Protection Teams
    - Sobering-Up Shelters
    - Other local services and stakeholders

By working collaboratively with other agencies, CNP helps reduced harm, promoted wellbeing, and strengthened community resilience.

Council, with support from the National Indigenous Australians Agency (NIAA), has successfully implemented the MobSafe Night Patrol app across East Arnhem Land - marking a significant step forward in modernising community safety operations.

This transition from paper-based reporting to a purpose-built digital platform has been enthusiastically embraced by Yolngu patrol officers. The app was co-designed with cultural and linguistic relevance at its core, featuring:

- Simple visual layouts
- Large, easy-to-use buttons
- Audio support in East Arnhem Land English

These features make the app more accessible to frontline staff, many of whom have limited digital literacy or speak English as a second language.

The rollout has led to several key improvements:

- Enhanced data accuracy and timeliness
- Increased team confidence and independence
- Same-night report submissions, eliminating delays and confusion caused by double-handling of paper forms

This successful rollout highlights how co-designed digital solutions can empower Aboriginal-led patrols to deliver safer, stronger outcomes for their communities

» *Outcome 2.3*

Deliver services to support a well-functioning community.

Strategy

2.3.1 Establish and facilitate the delivery of youth, sport and recreation programs.

Strengthened and expanded Council's established Active Communities and Youth Services programs to respond to the evolving needs and priorities of young people across the region.

Greater emphasis was placed on targeted youth engagement, diversionary activities, case management and culturally appropriate programs alongside existing sport and recreation services.

2.3.2 Advocate for greater funding to meet the needs of the aged and disabled.

Council demonstrated strong leadership in aged care and disability services through the successful implementation of significant sector reforms, improved service delivery models and the pursuit of additional funding opportunities. Successful grant applications and continued engagement with government funding agencies strengthened Council's capacity to respond to the growing needs of older people and people living with disability. These achievements reinforced Council's position as a key regional service provider and supported ongoing advocacy for sustainable funding arrangements that recognised the unique costs, workforce challenges and operational realities of delivering essential care services in remote communities.

2.3.3 Improve systems for managing mechanical workshop stock, quotations, job costing and public access.

Council continued to apply a strategic approach to managing workshop stock. The focus remained on maintaining small holdings of fast-moving items and commonly used parts across multiple vehicle types, such as light globes, fuses, selected batteries, and tyre sizes. This approach ensured the consistent availability of essential items to support timely repairs and maintenance.

Repair parts for individual jobs were ordered following vehicle inspections and quote approvals, with payment authorisations processed prior to purchase. All workshop stock control, job tracking, and inventory management activities were managed through the Workshop Mate software platform, supporting accuracy and efficiency across workshop operations.

2.3.4 Formalise period contracts with motor mechanical service providers and community organisations.

Council no longer provides mechanical workshop support to any community. Instead, the council secures mechanical service delivery through periodic panel providers, established via public tender and local buy to cover the servicing and maintenance requirements of council owned fleet assets in each community.

2.3.5 Facilitate the delivery of Library and Cultural Heritage Services.

Expanded Council's established Library and Cultural Heritage Services through their integration into the Active Communities and Youth Services team, supporting a more coordinated approach to community engagement, literacy and cultural preservation. This integration enabled greater collaboration across service areas, expanded opportunities for community participation and strengthened the delivery of locally relevant programs and activities. The continued growth of these services reinforced Council's commitment to improving access to learning, cultural resources and community development opportunities across the region.

2.3.6 Provide a community radio service.

Council operated the Remote Indigenous Broadcasting Service (RIBS) in Ramingining, Milingimbi and Yirrkala, providing three identified employment opportunities. The program was funded through the Indigenous Advancement Strategy under a three-year agreement with the National Indigenous Australians Agency (NIAA).

Through the RIBS program, Council continued to support improved communication services in remote communities, promote local culture and language, and provide meaningful local employment. The community radio stations played an important role in sharing culturally relevant information, news, and entertainment with residents.

2.3.7 Support the provision of Children and Family services.

Council continued to support the provision of Children and Family Services through active engagement and advocacy with relevant government departments and funding agencies. Efforts focused on identifying additional funding opportunities, seeking departmental support and exploring sustainable service delivery arrangements that responded to the needs of children and families across remote communities.

2.3.8 Provide support services for the aged and disabled.

Council continued to deliver essential aged care and disability support services across the region, providing ongoing assistance to older residents and people living with disability to maintain their independence, wellbeing and quality of life. Service delivery remained focused on individual needs, culturally appropriate care and continuity of support, particularly in remote communities where access to alternative providers remained limited. Council also strengthened operational practices, workforce capability and service coordination to support consistent, safe and responsive care while adapting to evolving sector requirements.

2.3.9 Manage companion animal welfare and control.

Council's Animal Management Program continued to deliver essential animal control and veterinary services across the region. The program played a key role in promoting responsible pet ownership and safeguarding public health and safety through community patrols, education campaigns, desexing services, and disease prevention activities.

Throughout the year, the program desexed 404 animals, conducted 272 community consultations, administered 3,980 parasite treatments, performed 44 minor surgeries, and responded to 190 remote phone consultations. Council worked in collaboration with accredited veterinary providers and partners such as Melbourne University, ranger groups, homelands organisations, and government agencies to deliver coordinated veterinary and education programs.

Animal Management Officers also engaged with residents, schools, and Traditional Owners to ensure culturally appropriate and respectful approaches to animal care. These combined efforts improved animal health, reduced the risk of disease, and promoted safer interactions between people and animals in communities. The program continues to strengthen community wellbeing and remains a vital part of Council's health and safety framework across East Arnhem.

» Outcome 2.4

Acknowledge and respect culture through support of community events and activities.

Strategy

2.4.1 Promote, support and conduct cultural, civic, sporting and environmental events.

EARC supported and facilitated the following cultural, civic, sporting and environmental events programs over the 2025-2026 period:

Multiple collaborative cultural events and celebrations, including community festivals.

- Community Movie Nights
- NAIDOC Week events and activities across the region
- ANZAC Dawn Services
- Yarrapay Festival in Yirrkala
- East Arnhem Live 2025 event in Nhulunbuy, Yirrkala and Gunyangara

- Conquer the Corrugations East Arnhem event
- Territory Day fireworks in Galiwin'ku
- Australia Day event in Milingimbi
- Milingimbi Gattjirrk Festival
- Multiple regional events including AFL-X Men's and Women's, and Basketball tournaments.

Council continued to promote and support regional events, community gala days and visits by external service providers across the region. These activities strengthened community participation, encouraged social connections and created opportunities for residents to engage in sporting, recreational and community activities. Council also facilitated partnerships with visiting organisations and service providers, improving access to programs, resources and services that supported community wellbeing and engagement across remote communities.

2.4.2 Support the delivery of arts and cultural programs.

Council supported a range of arts and cultural activities across the region. These programs provided opportunities for residents to take part in community events, express culture through art and music, and strengthen local identity.

» Outcome 2.5

Advocate on behalf of community for improved services and infrastructure that support the wellbeing and safety of all community members.

Strategy

2.5.1 Advocate for essential service infrastructure, and new and improved community housing.

Council continued to advocate for community priorities identified through Council and Local Authority meetings. Government agencies were regularly invited to attend meetings to discuss key issues, including housing and infrastructure needs across the region. Council also maintained action registers to track progress on important matters and support timely follow-up and accountability.

2.5.2 Advocate for and support prevention initiatives to minimise drug, alcohol and volatile substance misuse.

Council continued to advocate for community concerns relating to drug, alcohol and volatile substance misuse across the region, particularly the ongoing impacts of kava. Community concerns were regularly raised through Council and Local Authority meetings, and Council continued to engage with relevant government agencies and Ministers to seek support and action. This remains an ongoing issue, and Council continues to advocate for effective measures that improve community safety and wellbeing.

2.5.3 Advocate for the delivery of a range of Government and related services through Government Service Centres at each community.

EARC continued to advocate for community needs by maintaining strong working relationships with government agencies across the region. These partnerships helped improve service delivery, address community priorities, and support better outcomes for residents.

2.5.4 Facilitate the delivery of financial management support programs.

EARC no longer provides the Money Management service after the contract with the Northern Territory Government ended and an external provider was appointed to replace EARC.

» Outcome 2.6

Continue to source all avenues of funding to support program delivery.

Strategy

2.6.1 Advocate for greater funding to meet the needs of the aged and disabled.

See strategy 2.3.2

2.6.2 Maximise the level of external funding available to source council service delivery.

Council continued to maximise the level of external funding available to support Council service delivery. Council Services actively identified and pursued funding opportunities aligned with operational priorities and community needs.

Several successful grant applications were submitted throughout the year, supporting improvements in waste management, animal management, and community safety. This targeted approach reduced reliance on own-source revenue and enabled the continuation of key programs across remote communities.

Council's focus on maintaining strong relationships with funding partners ensured continued financial support for essential services, contributing to sustainable operations and improved outcomes for residents across the region.

2.6.3 Effective and efficient management of program funding agreements.

Strengthened the management and oversight of program funding agreements through improved financial monitoring, internal training, compliance and reporting practices, supporting accountability, efficient resource allocation and sustainable service delivery.

2.6.4 Seek funding to maintain, upgrade and construct youth, sport and recreation facilities.

Actively pursued funding opportunities and partnerships to support the maintenance, upgrade and development of youth, sport and recreation facilities, with a focus on improving community access and addressing local infrastructure priorities.

Goal 3

Building Capacity and Sustainability

Deliver innovative and practical development opportunities for EARC's people and communities

» *Outcome 3.1*

Create clear and direct pathways for local employment

Strategy

3.1.1 Provide leadership and management of motor mechanical workshop staff and day to day operations.

EARC closed the mechanical workshop in Gapuwiyak in October 2025. A review on the mechanical workshop service was undertaken, and it was decided to close permanently.

The review identified persistent accumulative financial losses, limited-service demand, lack of scale and operational risks linked to remote delivery as ongoing constraints. Recruitment challenges also posed a significant limiting factor, with no viable pathway to secure qualified mechanical personnel in the short or medium term.

While the mechanical service cannot continue, the existing facility and infrastructure remain valuable operational assets.

3.1.2 Support Indigenous employment opportunities through more effective use of training and employment schemes.

In accordance with EARC's Special Measures Targeted Recruitment Strategy, all recruitment has either a Special Measures Provision (i.e. Priority Consideration for ATSI applicants) or a Genuine Occupational Requirement (i.e. designated to ATSI applicant only) applied to it.

3.1.3 Support the development of local Indigenous businesses.

Council continued to work closely with communities to support the growth and sustainability of local Indigenous businesses and initiatives that contribute to their long-term viability and development. EARC maintained strong partnerships with Traditional Owner groups and organisations across multiple areas to further strengthen local Aboriginal enterprise and economic participation.

In the 2025–26 financial year, the Community Grants Program will remain a key mechanism through which Council demonstrates its commitment to building strong, resilient, inclusive, and thriving communities. The program supports sustainable development and economic opportunities for residents across East Arnhem.

Tier 2 of the Community Grants Program will continue to provide sponsorship opportunities of up to $6,000 for registered or incorporated applicants. Applications will remain open throughout the year until allocated funds are fully expended. This tier offers valuable support to local Indigenous businesses seeking to champion community-driven ideas, meet local needs, and foster innovation. By providing essential resources, the program continues to amplify the voices and visions of Indigenous entrepreneurs. Applications are to be submitted in physical form to commence the assessment process.

On submission, the applications are assessed for eligibility and sent for review. The Chief Executive Officer has final consideration and authority to approve an application. Post-application, if successful, support will be distributed as per the timelines mentioned in the signed Terms and Conditions.

» *Outcome 3.2*

Create partnerships and opportunities for students and school leavers

Strategy

3.2.1 Increase school based apprenticeships and traineeships

Reviewed opportunities to expand school-based apprenticeships, traineeships and volunteering pathways, with a focus on strengthening local workforce participation, practical skills development and employment opportunities for young people across the region.

» Outcome 3.3

Support the development of local businesses and organisations with an emphasis on Indigenous employment.

» Outcome 3.4

Create opportunities to offer adult and youth training to build community capacity and empowerment.

Strategy

3.4.1 Implement a capacity building program for current and future community leaders.

Continued to support capacity building and leadership development opportunities for current and emerging community leaders through ongoing engagement, mentoring and participation in Council initiatives, strengthening local leadership capability and community involvement in decision-making.

3.4.2 Pursue a future leaders and youth council program.

Continued to strengthen pathways youth leadership and participation through the development of future leaders initiatives and ongoing support for the Youth Council, creating opportunities for young people to contribute to decision-making and represent the priorities of their communities.

» Outcome 3.5

Seek funding and partnership opportunities to continue the development of community members.

Goal 4

Built and Natural Environments

Encourage pride and respect in community through care for country and identified infrastructure

» Outcome 4.1

Maintain and enhance a clean, tidy, welcoming community.

Strategy

4.1.1 Put waste collection contracts in place.

Council maintained one- and two-year service contracts across four communities, with annual reviews in place where feasible. Council continued to actively manage these agreements to ensure contract obligations were met and service standards maintained.

This approach supported consistency in local service delivery and strengthened accountability across Council operations.

4.1.2 Put in place transfer stations where required to compliment services.

Council operated a waste transfer station in Gunyangara. This has since been closed within financial year 2025-2026 with additional hard waste collections put in place to ensure that hard waste items are removed in a timely manner.

Planning for a future waste transfer station in Yirrkala remained under review during the reporting period. The review will help inform future decisions regarding site suitability and service delivery options.

Operational activities during the year included site maintenance, waste handling, and the implementation of environmental management measures. The transfer stations continue to play an important role in reducing environmental risks and improving waste management outcomes in remote communities.

4.1.3 Monitor and report on approved Management plans for waste facilities

Council continued to implement its Ten-Year Waste Management Strategy across all communities. Environmental Management Plans (EMPs) were in place for landfill sites at Ramingining, Milingimbi, Gapuwiyak, and Galiwin'ku, with additional EMPs covering the transfer station at Gunyangara.

The strategy provides Council with a clear framework to guide waste management activities, set measurable goals, and regularly review and adapt operations to improve environmental outcomes and sustainability across the region.

4.1.4 Carry out regular kerb side collection of waste.

Council continued to provide regular waste collection services across all communities. Services included household roadside collection, periodic hard rubbish clean-ups, operation and maintenance of waste facilities, and ongoing waste policy and strategy implementation.

Council serviced more than 2,800 wheelie bins across the region, with collections undertaken twice weekly. This equated to approximately 300,000 bins collected and emptied over the year. Waste services were delivered through a combination of Council operations and external contractors to maintain consistent service levels across all communities.

These activities supported clean, safe, and functional community environments throughout the East Arnhem region.

4.1.5 Ensure landfills at each community are licensed and operate in accordance with NT Environmental Protection Agency requirements.

Council continued to work towards appropriate licensing and compliance for its landfill sites. Council operates its waste management facilities in line with the Northern Territory Waste Management and Pollution Control Act and relevant environmental guidelines.

The Milingimbi Waste Management Facility remained licensed under Environment Protection Licence 377. Council focused on maintaining compliance with licence conditions and progressing preparatory work for future applications at other sites. These actions support improved environmental management and alignment with best practice standards across landfill operations in the region.

4.1.6 Plan for long term waste disposal needs.

Council continued to implement its Ten-Year Waste Management Strategy, which provides a framework for sustainable waste operations across all communities. The strategy focuses on delivering best practice waste management and resource recovery services, protecting the environment, supporting recycling, and improving the overall amenity of communities.

Landfill master site plans for all six landfill facilities were reviewed during the reporting period. The review considered historical data, current site conditions, and future planning needs for new waste cells and life-of-facility estimations. The master plans remain adaptive management tools, allowing for ongoing review and modification as community needs and environmental requirements change.

This ongoing work supports Council's commitment to long-term waste planning, continuous improvement, and responsible environmental management across the East Arnhem region.

4.1.7 Ensure all opportunities for recycling across Council's communities are investigated and implemented if viable.

Council continued to strengthen recycling and resource recovery initiatives to reduce landfill waste and support circular economy outcomes. Council maintained established recycling programs across all communities, including the recovery of scrap metal, whitegoods, tyres, waste oil, batteries, and other recyclable materials.

Regular Container Deposit Scheme (CDS) collections were delivered across the region through both mobile and depot services. Since the program began in 2020, more than 3.0 million drinking containers have been collected and diverted from landfill. The scheme continues to grow each year, supporting waste reduction and community awareness of recycling practices.

Council maintained a number of ongoing partnerships that support the recovery and transport of recyclable materials for processing, including arrangements for barge backloading and participation in national product stewardship programs. These partnerships enabled the safe collection and recycling of materials such as mobile phones, e-waste, tyres, batteries, and waste oil.

Through these combined efforts, Council has reduced waste volumes, improved environmental outcomes, and reinforced its commitment to sustainable waste management practices across East Arnhem.

4.1.8 Maintain and upgrade community cemeteries.

Council maintained and upgraded community cemeteries through its Council Services teams. Works included the identification and maintenance of designated cemetery areas, upkeep of fencing and surrounds, and preparation of burial plots where required.

Council also carried out record-keeping and liaison with families and community representatives to ensure burials were conducted respectfully and in accordance with cultural expectations. Services were provided within available resources and under the requirements of the Burial and Cremation Act 2022.

These activities continued to support safe, well-maintained, and culturally appropriate cemetery spaces for East Arnhem communities.

4.1.9 Maintain and enhance parks, gardens and open spaces.

Council delivered a wide range of municipal services to maintain the functionality and presentation of remote communities. These services supported the upkeep of public spaces and infrastructure, ensuring that community areas remained clean, safe, and accessible.

Key activities included the maintenance of parks and open spaces, waste collection, facility care, and routine upkeep of public areas. Staff training remained a strong focus to ensure teams had the skills required to meet service standards. The Konect asset inspection platform continued to be used for scheduled community inspections and reporting, improving accountability and planning.

Work programs were set for each community, with attention given to weed management, recycling, and litter control. Council also encouraged greater community engagement to strengthen understanding of service delivery and promote shared responsibility for maintaining clean and functional environments.

4.1.10 Investigate and implement an appropriate Mosquito Control Program for East Arnhem communities.

Council did not progress the development of a mosquito control program. Following internal review, it was determined that mosquito management falls outside the scope of Council's current operational responsibilities and available resources.

4.1.11 Investigate and implement an appropriate weed control program for East Arnhem communities.

Council continued work on developing a regional Weed Management Plan to guide the management of weeds across all communities. The draft plan outlines mitigation measures and environmental controls to support consistent and effective weed management as part of municipal service delivery.

The plan aims to provide a framework for controlling, eradicating, and preventing the spread of declared and environmental weeds. It also establishes a strategic approach for Council to work collaboratively with local ranger groups and relevant agencies on regional weed management activities.

4.1.12 Identify environmentally sensitive areas within the East Arnhem region and implement appropriate plans and procedures to protect the areas.

Council did not progress specific activities under this action. Future planning will consider appropriate approaches for identifying and managing environmentally sensitive areas as resources allow.

4.1.13 Engage the community in waste and environmental education initiatives.

Council continued to encourage community awareness and participation in waste and environmental management. Educational activities promoted recycling, responsible waste disposal, and environmental care across communities.

- Cash 4 Containers.
- Mobile Muster.
- Community Surveys.
- Landfill Facility Inductions.
- Clean-Up Australia Days for each community.
- Community Notice Board videos; and
- Social Media Posts.

» Outcome 4.2

Maintain Council controlled roads and traffic management to a safe and usable standard.

Strategy

4.2.1 Maintain transport infrastructure standards appropriate for the East Arnhem region and constituent's expectations.

East Arnhem Regional Council manages and maintains a complex network totalling 759km of sealed, gravel, formed roads and flat bladed tracks across its local government area. In an effort to keep these roads serviceable, safe and maintained to an appropriate standard, maintenance is planned on three levels:

- Routine maintenance including cleaning of drains, pothole patching and vegetation control.
- Programmed maintenance including grading, areas of re-sheeting, resurfacing, signage renewal.
- Rehabilitation and reconstruction to improve the structural condition and service life of the roads.

As this funding is barely sufficient for routine maintenance and capital upgrades, Council is actively pursuing grants. The review of actual expenditure and grant reporting is an imperative part of achieving genuine improvements to road infrastructure through valuable Core funding, Federal Roads to Recovery Funding, Local Roads and Community Infrastructure Program, Local Authority Project, saw the commencement of an increased maintenance focus this year and the continuation of some capital projects.

4.2.2 Identify gaps between Council's transport infrastructure standards and the current state of amenity and repair.

EARC conducts annual audits of transport infrastructure throughout the year, taking action when identified and as needed. These audits are conducted every six months. Council continued to roll-out of the Konect software platform, which will form the basis of internal community roads and hardware monthly inspections, and greatly assist the bi-annual rural network inspections.

An independent road safety audits were conducted on all six (6) communities respective essential and rural regional homelands access roads to identify potential safety hazards and risks in existing future road network by a qualified, independent team by providing expert advice and recommendations for improvement to the current transport infrastructure road assets.

4.2.3 Maintain a hierarchy of Council controlled transport infrastructure.

EARC has establish a functional hierarchy of its entire road network to better align maintenance regimes and programmed upgrades. This hierarchy is based on prioritisation of roads within our network in accordance with each road's determined service delivery requirements. This hierarchical approach has been the basis of the 2013 and current revised Transport Infrastructure Asset Management Plan. This plan will be considered as the basis for our strategic program delivery, dependent on localised seasonal impacts and the regional capacity of contractors.

4.2.4 Upgrade street signs and traffic management infrastructure.

The reporting period has seen a range of street furniture and signage upgrades and maintenance and across locations, with a new design of sign being trailed in selected locations for longevity, if the pilot trial is successful this will be rolled out to all locations for signage requirements.

4.2.5 Continually monitor and carry out minor road repairs.

Municipal services delivery teams, Council grading program and civil contractor engagement all contribute to ensuring that roads are continually monitored, maintained and repaired within the allowance of the operational budget. The Regional Manager Transport Infrastructure works closely with the Periodic Contractor and Municipal Services teams in each community to align the priorities and provide advice and technical support as required.

4.2.6 Minimise operational costs and maximise functionality of street lighting with monitoring and repairs.

EARC conducted biannual audits and repairs, as a minimum, of streetlights in all communities. Where possible within allocated budget, repairs were carried out in certain locations based on need and availability to mobilise panel contractors, conditional audits are conducted monthly by the Municipal Services team in each locality. Additional solar powered public area lighting projects were completed across the region.

» Outcome 4.3

Ensure buildings, plant, equipment and fleet vehicles are fit for purpose and sufficient to provide service deliverables through maintenance and security practices.

Strategy

4.3.1 Provide quality visitors accommodation for internal and external stakeholders use.

Council delivered accommodation services in Galiwin'ku, Gapuwiyak, and Ramingining to support visitors, contractors, and service providers working in these communities. These facilities provided accessible and reliable accommodation options that supported the delivery of essential services in remote areas.

The visitor accommodation in Milingimbi continued to be leased and managed by an external service provider. Council utilised Little Hotelier, an online reservation and management system, to support efficient bookings and improve the user experience across all Council-managed facilities.

Accommodation services remained an important part of Council's operational support network, assisting with local service delivery and community development activities throughout the region.

4.3.2 Undertake measures aiming to reduce future reactive maintenance to Council controlled assets.

Over the past year, EARC has continued to demonstrate its commitment to maintaining the quality of assets across our communities. Biannual building and tenancy inspections are conducted on all Council-controlled assets to assess building condition, identify hazards or damage, and address any emerging issues.

Tenancy inspections focus on staff housing, commercial buildings, and leased spaces, reviewing elements such as walls, flooring, fixtures, and appliances. These inspections also ensure that tenants comply with lease agreements, building rules, and safety regulations. Any tenant-requested repairs or maintenance needs are documented and addressed.

Preventative maintenance activities are also undertaken biannually, including air conditioner servicing, pest control, and fire protection equipment testing. These measures help reduce the need for reactive maintenance and extend the life of Council's assets.

Through these ongoing asset management initiatives, Council aims to ensure that community services and programs are well supported and that infrastructure continues to meet both current and future needs.

4.3.3 To maintain all fleet assets in a safe and operational condition.

All EARC fleet assets are serviced every six months to ensure that they are maintained correctly and are in a safe and serviceable condition for use. In addition, Fleet visit all communities to inspect, photograph and record the condition of fleet items twice per year. EARC has adopted Snap Send Solve to report defects on fleet assets to Fleet for the necessary repair action can be initiated. Snap Send Solve is supplemented by phone calls and emails for emergency issues.

Information on vehicle usage is supplied via daily and weekly check and documented in Ausfleet (the EARC Fleet programme). EARC are in the process of rolling out Ideagen, a smart phone App to simplify and record daily checks. It is expected that by the end of this financial year all communities will be using Ideagen which will make the time-consuming process of entering the information from daily check sheet into a spread sheet redundant.

4.3.4 Maintain accurate motor plant and vehicle data.

Each Fleet asset has a dedicated folder in Magiq to record data pertinent to that item. EARC use AusFleet Fleet Maintenance Programme to record the item's history from purchase to disposal. This AusFleet life history is available for every Fleet asset ever purchased by EARC. In addition, each vehicle asset of EARC is equipped with a GPS recorder to capture details of its usage. Every time the engine is started is recorded as a trip. EARC are currently looking into the possibility of fitting key recorders to each vehicle to record the name of the driver at any time.

4.3.5 Utilise modern information and communications technology to maximise service delivery.

Council continued to strengthen its information and communications technology infrastructure, systems and digital capabilities to improve operational efficiency and support effective service delivery across the region. Ongoing investment in technology, system improvements and digital solutions enhanced connectivity, streamlined internal processes and supported greater collaboration between remote community locations and support offices. These improvements strengthened Council's capacity to deliver responsive, reliable and accessible services while supporting the evolving operational needs of the organisation.

4.3.6 Maximise buying power through regional consolidation of fuel purchases with other organisations wherever possible.

EARC takes a responsible and consolidated approach to fuel purchases where possible.

4.3.7 Minimise mark up to fuel purchase price through application of a 'real time' formula.

Council only supplies fuel to Gapuwiyak community. Utilisation of a real time formula calculating fuel prices to ensure the community is receiving the best value for dollar Council can provide.

4.3.8 Maintain fuel stock levels to ensure community requirements are catered for.

Council continues to monitor and maintain fuel stock levels to support community operations and service delivery. Fuel management processes were applied to ensure availability for essential Council activities and local requirements.

4.3.9 Manage, maintain, upgrade and replace Council furniture and equipment.

Biannual inspections of all furniture and equipment are conducted, asset registers are maintained in accordance with Council policies and procedures, and replacements are ordered in line with the approved upgrade schedule. Upgrades and replacement schedules are dependent on individual program and services budgets. Using Snap, Send, Solve staff can request replacements for broken items through this reporting system.

4.3.10 Implement effective cost recovery mechanisms for use of Council's motor plant and vehicles.

A Whole of Life calculation is used to ensure the full cost recovery for assets during their operational life through internal charge rates. This also allows the Council to fund the capital reserve to replace assets at their optimum replacement point. Due to changes

in market, utilisation and the condition of assets, Fleet lease charges are reviewed at each budget revision to ensure Council is meeting the funding requirement to retain asset for its operational life.

4.3.11 Continuously monitor vehicle usage in relation to compliance with Council Policy.

A six monthly service schedule of all Fleet assets by a qualified mechanic ensures that motor vehicles and plant are in a safe condition to operate and are maintained correctly. In addition, the Fleet Team inspect all vehicles and plant twice each year to determine and record the condition of the vehicle and to ensure that any incident damage has been reported and actioned.

In line with Council Policy, daily vehicle checks occur Council wide. The current manual Daily Check Sheets system is being phased out and EARC are working towards using Ideagen, a fully automated system of recording. As part of the endorsed policy, failure to undertake and record 'Pre-Start Checks' on vehicles and plant can be met with disciplinary action for non-compliance. These 'Pre-Start Checks' are checked and recorded, with missing checks followed up with the responsible officer. Daily Vehicle Check Register reports are updated and available at all times in the Fleet Portal for managers to monitor missing Daily Check sheets,

EARC Staff member and external contractor is required to enter into an authorised driver and vehicle agreement in relation to use of Council fleet assets. This register of authorised drivers is continuously updated and available to all EARC personnel through the Fleet Portal.

4.3.12 Ensure motor plant and vehicles are ordered sufficiently to expiry of recommended service life.

EARC has a ten year replacement plan with forward estimates budget based on optimum replacement principles of age and utilisation. The revised Fleet Asset Procurement & Disposal Policy includes optimum replacement timing to ensure that assets are being replaced at the most financially responsible time. The arrangement is to ensure that assets are being replaced in a timely manner, according to the changeover timing policy.

4.3.13 Maintain accurate building infrastructure records.

EARC conducted biannual inspections of all Council-controlled building assets, completing audits through various software platforms to support the effective management and maintenance of all EARC-owned, managed, and leased buildings. MagiQ is used by Council as a key asset management record keeping tool. The platform is also extensively utilised to manage maintenance requests, invoicing, building and maintenance histories, floor plans, insurance claims, and related correspondence. The use of Snap, Send Solve records all repairs and maintenance issues and requests.

4.3.14 Provide ongoing maintenance and capital upgrades to all Council controlled building infrastructure while targeting highest priority works.

The Council and Building Infrastructure team worked to ensure the commencement and completion of capital projects across EARC, were in line with the outlined plan and timeframes. However, due to inconsistent internal capacity and trade availability in some locations, several minor and capital upgrades were deferred to the next financial period.

4.3.15 Implement and manage tenancy and occupancy agreements for all Council controlled buildings.

EARC has implemented and maintains residential and commercial tenancy and lease arrangements for all Council buildings, covering staff and external companies or agencies. This ensures consistent occupancy across Council properties and compliance with the Residential Tenancy Act. As part of tenancy management, EARC conducts regular inspections of all occupied and leased Council-controlled buildings.

4.3.16 Increase capacity to manage design and construction activities.

EARC continues to engage appropriately qualified personnel to oversee and manage design and construction activities on behalf of the Council. The Technical & Infrastructure Services team collaborates closely with program Coordinators to align Local Authorities' expectations with project funding allocation, ensuring optimal outcomes. Additionally, Council employs a Procurement Officer who is responsible for planning, coordinating, and overseeing procurement activities across the Council in compliance with Local Government requirements, Council policies, and relevant legislation.

4.3.17 Securely store Council vehicles after hours and when not in use.

EARC undertakes upgrade work as identified through risk assessments carried out on a regular basis. Security fencing and CCTV monitors are available to facilitate security and asset care, and in some approved cases some fleet assets are stored within other locations and staff yard areas.

» Outcome 4.4

Secure and maintain long term tenure over Council controlled infrastructure.

Strategy

4.4.1 Establish and maintain long term leases for Council controlled building infrastructure on Aboriginal land.

The majority of Indigenous communities in the Northern Territory are located on 'Aboriginal Land' as defined by the Aboriginal Land Rights (Northern Territory) Act 1976 (ALRA). Under the ALRA, long-term Section 19 leases can be granted on Aboriginal Land.

EARC has previously negotiated Section 19 leases for all Council-controlled buildings in its communities through the Northern Land Council (NLC). These leases are now formalised in five Council communities. Council continues to comply with the terms of these agreements to prevent breaches and maintain positive relationships.

4.4.2 Maintain Council's capital holdings in line with Council needs and future requirements.

Council periodically reviews its lease holdings, taking into account community and commercial demand, the current economic climate, and the broader regional operational priorities.

“Balanda (non-Indigenous) people have come to our land recently, and brought with them their form of law and governance. First with the Federation of Australia in 1901, and then the Northern Territory Government from 1978.

The other level of western government, Local Government – is ours.

Our First Nations Aboriginal run Government in East Arnhem Land.”

Gumurr Miwatj
Basketball Courts, Yirrkala, NT, 2025.
Photo: East Arnhem Regional Council.

KPI Reporting

Contents

KPI Reporting

1 Council Services 82

101 - Local Laws & Administration of Local Laws 83

108 - Veterinary & Animal Control Services 83

107 - Council Services 85

129 - Waste & Environmental Services 86

139 - Visitor Accommodation 90

146 - Community Media 91

147 - Community Night Patrol & Sobering Up Shelters Services 92

156 - Community Events 94

157 - Local Commercial Opportunities 95

169 - Municipal Services & Cemeteries 96

2 Technical & Infrastructures Services 98

112 - Fleet Services 99

116 - Lighting for Public Safety 101

118 - Local Road Maintenance & Traffic Management 102

119 - Local Road Upgrade & Construction 104

122 - Building & Infrastructure Services 105

3 Community Services 108

115 - Library Services 109

141 - Aged Care Services 111

145 - Child Care Services 113

152 - Active Communities 115

170 - Youth Services 118

171 - Disability Services 120

4 People & Corporate Services 122

114 - Information Communications & Technology (ICT) Services 123

167 - Financial Services Leadership 125

167 - Work Health and Safety 126

5 Chief Executive Officer Services 130

100 - Local Authorities & Committees 131

168 - Chief Executive Officer Services: Local and Regional Advocacy, Representation, Governance, Support, Public, Customer and Client Relationship Management. 132

6 All Services 134

Leadership Team 135

1

Council Services



Animal Management, Garrthalala NT, 2025.
Photo: East Arnhem Regional Council

1 – Council Services

Service Profile:	101 - Local Laws & Administration of Local Laws
Business Unit:	Council Services Leadership

Description:

Facilitate the Administration of Local Laws in the communities of East Arnhem Regional Council.

Achieved Outcome:

Project was not started within FY 25/26 with target commencement date of FY 26/27.

Actions:

Action ID	Action	Timeline	Status
Budget Type: New Initiatives - Operating one-off			
101.01	Implement on Ministerial approval Council By Laws surrounding nominated areas of concern	01/07/2025-30/06/2026	Not Started

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Local Laws (By Laws) education session conducted in each community per annum.	#	2.00	0.00

Service Profile:	108 - Veterinary and Animal Control Services
Business Unit:	Animal Management

Description:

The Animal Management program delivers animal control and veterinary services across East Arnhem communities. The service promotes responsible pet ownership and supports public safety through community patrols, education, desexing, and disease prevention programs.

Council partners with veterinary providers for treatment programs and responds to reports of roaming or aggressive animals. Animal Management program officers also support culturally respectful approaches to animal care in partnership with local stakeholders.

Achieved Outcome:

Council's Animal Management Program continued to deliver essential animal control and veterinary services across the region. The program played a key role in promoting responsible pet ownership and safeguarding public health and safety through education campaigns, desexing services, and disease prevention activities. Throughout the 25/26 FY year, the program desexed 404 animals, conducted 272 community consultations, administered 3980 parasite treatments, performed 126 minor surgeries, and responded to 190 remote phone consultations.

Council worked in collaboration with various stakeholders such as Melbourne University, ranger groups, homelands organisations, and government agencies to deliver coordinated veterinary and education programs. The Animal Management Program team also engaged with residents, schools, and Traditional Owners to ensure culturally appropriate and respectful approaches to animal care. These combined efforts improved animal health, reduced the risk of disease, and promoted safer interactions between people and animals in communities.

The program continues to strengthen community wellbeing and remains a vital part of Council's health and safety framework across East Arnhem.

Actions:

Action ID	Action	Timeline	Status
Budget Type: New Initiatives Operating ongoing			
108.01	Actively pursue grant and funding opportunities to improve program delivery and pet education across the region	01/07/2025-30/06/2026	Completed
Budget Type: Operating (recurrent)			
108.02	Provide program outcome statistics to Local Authority and Council meetings.	01/07/2025-30/06/2026	Completed

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Conduct community program visits at least 4 times per year	#	4.00	4.00
Pursue additional operational grants for the program	#	2.00	2.00
Animal Management customer satisfaction levels via way of annual satisfaction surveys	%	80.00	82.50
Communicate to key community stakeholders of upcoming animal management visits	#	4.00	4.00

Service Profile:	107 - Council Services
Business Unit:	Council Services Leadership

Description:

Council Services Leadership provides operational support and coordination for the delivery of essential services across East Arnhem communities.

Key activities include:

- Coordinating and supporting the delivery of Council services such as waste management, roads, public space maintenance, cemetery services, and animal control.
- Supporting the delivery of agency services at a community level.
- Liaising with key internal and external stakeholders including Council staff, Elected Members, Local Authorities, Aboriginal-controlled organisations, government and non-government agencies, and community members.
- Supporting Local Authority meetings and actions.
- Providing operational oversight and support for waste and recycling services, including landfill operations and resource recovery activities.
- Supporting animal management activities, including education programs and animal control.
- Assisting with community safety initiatives and coordination of patrol and safety programs.
- Supporting the upkeep and maintenance of public and open spaces, including parks, reserves, and recreation areas.
- Providing administrative and coordination support to Elected Members.
- Ensuring the delivery of Council services aligns with East Arnhem Regional Council's daily service delivery standards

Achieved Outcome:

Worked in partnership with communities and stakeholders to identify local priorities and ensured the delivery of services that are accessible, consistent and responsive to community needs. Provided operational oversight and coordination to support the efficient and effective delivery of Council Services across the communities of Ramingining, Milingimbi, Gapuwiyak, Galiwin'ku, Yirrkala and Gunyangara.

Actions:

Action ID	Action	Timeline	Status
Budget Type: Operating (recurrent)			
107.01	Council Services Management Ramingining	01/07/2025-30/06/2026	Completed
107.02	Council Services Management Milingimbi	01/07/2025-30/06/2026	Completed
107.03	Council Services Management Gapuwiyak	01/07/2025-30/06/2026	Completed
107.04	Council Services Management Galiwin'ku	01/07/2025-30/06/2026	Completed
107.05	Council Services Management Yirrkala	01/07/2025-30/06/2026	Completed
107.06	Council Services Management Gunyangara	01/07/2025-30/06/2026	Completed

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Council Services Variance reporting - Complete 100% of variance reports on time as per variance reporting calendar	%	100.00	100.00
Council Services Work Health & Safety – Complete all Work Health & Safety activities as per Work Health & Safety Calendar	#	100.00	85.00
Council Services Stakeholder Meetings – Attend or facilitate 6 stakeholder meetings per financial year	#	36.00	20.00
Council Services Budget Expenditure – Ensure that operational expenditure is within budgeted allowance	%	100.00	100.00
Council Services Emergency Management – All cyclone management documents are correct and up to date for the financial year	#	6.00	6.00
Council Profile – Capture and update on 12 community events or workplace achievements per financial year	#	72.00	72.00
Client satisfaction with Council Services – Maximum of 3 complaints per location per year	#	18.00	0.00
Operational Hours – Ensure that all Community Council offices are open for 90% of publicised hours	%	90.00	85.00

Service Profile:	129 - Waste and Environmental Services
Business Unit:	Waste and Environment

Description:

Management of waste collection and landfill facilities, including waste transfer, recycling and other waste related facilities and programs.

Achieved Outcome:

Ongoing works to maintain and enhance clean, tidy and welcoming communities.

Continued collaboration with communities and stakeholders to identify and deliver accessible services and support community wellbeing.

East Arnhem Regional Council were awarded the 2025 Mobile Muster Award “TOP COLLECTING COUNCIL 2025”.

Actions:

Action ID	Action	Timeline	Status
Budget Type: Capital			
129.01	Construct a recycling shed at Yirrkala, subject to funding and required approvals	01/07/2025-30/06/2026	Not Started
129.02	Construct Listed Waste Compound at the Milingimbi Waste Management facility	01/07/2025-30/06/2026	Ongoing
Budget Type: New Initiatives Operating one-off			
129.03	Review and implement environmental management plans for all Council operated Waste Management and Transfer Station Facilities	01/07/2025-30/06/2026	Ongoing
129.04	Monitor the ongoing Waste Management Facility Contractor Induction education and site procedures with new community contractors	01/07/2025-30/06/2026	Ongoing
129.05	Investigate hydrogeological and associated groundwater monitoring requirements at Galiwinku and cost modelling for future capital or grant funding opportunities.	01/07/2025-30/06/2026	Ongoing
129.06	Review Master Site Plan for each of Council’s Waste Management Facilities.	01/07/2025-30/06/2026	Ongoing
129.07	Upgrade site monitoring CCTV Cameras at the Gapuwiyak, Milingimbi and Ramingining Waste Management Facility	01/07/2025-30/06/2026	Ongoing
Budget Type: New Initiatives Operating ongoing			
129.08	Implement and manage appropriate public area litter infrastructure and collection schedules within all communities.	01/07/2025-30/06/2026	Ongoing
129.09	Develop, support and monitor the undertaking of monthly community waste education presentations and events such as CDS and Litter for Cash in conjunction with the Local Municipal Services, Community Development, and School based programs in selected communities.	01/07/2025-30/06/2026	Ongoing

Action ID	Action	Timeline	Status
129.10	Implement and conduct a bi-annual community household rewards program for waste and environmental practices in each community in conjunction with the Community Development program in each community.	01/07/2025-30/06/2026	Not Started
Budget Type: Operating (recurrent)			
129.11	Pursue grant funding opportunities to enhance waste, environment and sustainability delivery and capital infrastructure.	01/07/2025-30/06/2026	Ongoing
129.12	Outsource waste collection where opportunity to do so exists and is of financial and social benefit to Council. Annually review existing contracts to ensure an effective and efficient waste collection service is achieved and that Council is receiving value for money.	01/07/2025-30/06/2026	Ongoing
129.13	Manage a regular kerb side waste collection service at Yirrkala, Gunyangara, Gapuwiyak, Ramingining, Galiwinku and Milingimbi.	01/07/2025-30/06/2026	Ongoing
129.14	Coordinate and monitor quarterly waste bin audits and repairs in conjunction with the Municipal Services Program in each community.	01/07/2025-30/06/2026	Ongoing
129.15	Manage Landfill / Transfer station operations in Galiwin'ku, Gapuwiyak, Milingimbi, Yirrkala, and Ramingining.	01/07/2025-30/06/2026	Ongoing
129.16	Monitor and report on the approved 10-year Waste Management Strategy	01/07/2025-30/06/2026	Ongoing
129.17	Enter into partnerships and agreements, particularly for the transport or processing of recyclable material, to maximize the recycling opportunities for East Arnhem communities.	01/07/2025-30/06/2026	Ongoing
129.18	Undertake and report on the removal of recycling streams within each community location.	01/07/2025-30/06/2026	Ongoing

Action ID	Action	Timeline	Status
129.19	Organise and support the Undertaking of CDS monthly collection community events to be held in each Community by the Municipal Services Program.	01/07/2025-30/06/2026	Ongoing
129.20	Coordinate and report on monthly ground litter audits in conjunction with the Municipal Services Program in each Community	01/07/2025-30/06/2026	Ongoing
129.21	Implement a weed spray program within locations	01/07/2025-30/06/2026	Ongoing

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Review environmental management plans for all Council run Landfills and Transfer sites	#	6.00	6.00
Pursue additional operational grants for the program	#	2.00	1.00
Number of Waste Management Facility operating licences secured	#	1.00	1.00
Number of shipments of available recycling streams	#	9.00	10.00
Number of waste and environment community education campaigns completed	#	6.00	0.00
Development of Waste Management Facility Contractor Induction	#	4.00	4.00

Service Profile:	139 - Visitor Accommodation
Business Unit:	Commercial and Agency Services Leadership

Description:

Provide and manage effective and efficient delivery of accommodation services to visitors visiting the communities of Gapuwiyak, Ramingining and Galiwin'ku.

Achieved Outcome:

Engaged with community members and stakeholders to ensure visitor accommodation services are responsive to local needs and support broader community wellbeing.

Actions:

Action ID	Action	Timeline	Status
Budget Type: Operating (recurrent)			
139.01	Operate and maintain Visitor Accommodation in Ramingining	01/07/2025-30/06/2026	Completed
139.02	Operate and maintain Visitor Accommodation in Gapuwiyak	01/07/2025-30/06/2026	Completed
139.03	Operate and maintain Visitor Accommodation in Galiwin'ku	01/07/2025-30/06/2026	Completed

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Visitor Accommodation annual operations expenditure within approved budget	%	100.00	100.00
Visitor Accommodation annual income turnover - minimum 90% of budgeted revenue	%	90.00	89.41

Service Profile:	146 - Community Media
Business Unit:	Council Services Leadership

Description:

Provide, develop and maintain community communications opportunities through community radio services. RIBS (Remote Indigenous Broadcasting Services) aims to strengthen and support Indigenous broadcasters so that Aboriginal and Torres Strait Islander people can access culturally appropriate and regionally relevant broadcasting services.

Achieved Outcome:

Delivered community media services to ensure communities were well informed and support well – functioning communities.

Actions:

Action ID	Action	Timeline	Status
Budget Type: Operating (recurrent)			
146.01	Community Media Facilitate the delivery of Community Radio for EARC Communities	01/07/2025-30/06/2026	Completed

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Number of weekly promotions of programs, events and activities by Council, stakeholders and organisations-Minimum 1 per location per broadcasting session	#	18	6.00
Number of Indigenous Media Broadcasting Officers employed	#	5.00	2.00
Community Media Local indigenous broadcasting hours per community per week	#	10.00	10.00
Community Media Operational Expenditure – Expenditure within approved budget within 5% variance	%	100.00	100.00

Service Profile:	147 - Community Night Patrol and Sobering Up Shelters (SUS) Services
Business Unit:	Council Services Leadership

Description:

East Arnhem Regional Council delivers Community Night Patrol services in all six communities and the township of Nhulunbuy. The service supports community safety by offering early intervention, monitoring public areas, and providing assistance to individuals at risk of harm.

Patrol teams respond to situations involving antisocial behaviour, family conflict, and alcohol-related incidents, aiming to reduce harm and connect individuals with appropriate supports. In Nhulunbuy, patrol operations are based out of the Sobering Up Shelter, which provides a safe overnight space for people affected by alcohol.

The service supports local safety priorities and promotes culturally informed approaches to conflict resolution and community wellbeing.

Achieved Outcome:

Worked with communities and partners to provide a visible and responsive safety presence that helps reduce harm and supports safer, more resilient communities.

Actions:

Action ID	Action	Timeline	Status
Budget Type: Operating (recurrent)			
147.01	Deliver an appropriate Community Night Patrol service for Ramingining	01/07/2025-30/06/2026	Completed
147.02	Deliver an appropriate Community Night Patrol service for Milingimbi	01/07/2025-30/06/2026	Completed
147.03	Deliver an appropriate Community Night Patrol service for Gapuwiyak	01/07/2025-30/06/2026	Completed
147.04	Deliver an appropriate Community Night Patrol service for Galiwin'ku	01/07/2025-30/06/2026	Completed
147.05	Deliver an appropriate Community Night Patrol service for Yirrkala	01/07/2025-30/06/2026	Completed
147.06	Deliver an appropriate Community Night Patrol service for Gunyangara	01/07/2025-30/06/2026	Completed

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Community Night Patrol Staff Retention – 80% of staff retained per financial year	%	80.00	80.00
Community Night Patrol Staff Training – 100% of staff engaged with Community Patrol have commenced some formal training	%	100.00	55.00
Community Night Patrol Indigenous Employment – 90% of hours worked in the reporting period under the activity, are worked by an Indigenous person.	%	90.00	80.50
Community Night Patrol Expenditure – Community Patrol expenditure is within 5% of annual budget.	%	95.00	78.27
Community Night Patrol Client Satisfaction – Maximum of 3 Complaints per financial year per community	#	18.00	0.00
Sobering Up Shelter Client Satisfaction – Maximum of 3 Complaints per financial year	#	3.00	0.00

Service Profile:	156 - Community Events
Business Unit:	Council Services Leadership

Description:

Council supports the delivery of civic events, commemorations, and community festivals across East Arnhem. Events may be led by Council or delivered in partnership with other organisations. Support can include logistics, staffing, in-kind contributions, or financial assistance, depending on the nature and scale of the event.

Events may include ANZAC Day, NAIDOC Week, Australia Day, community openings, and other locally significant activities that bring people together.

Achieved Outcome:

Acknowledge and respect culture through support of community events and activities across the region.

Actions:

Action ID	Action	Timeline	Status
Budget Type: Operating (recurrent)			
156.01	Support Local & Civic Community Events Ramingining	01/07/2025-30/06/2026	Completed
156.02	Support Local & Civic Community Events Milingimbi	01/07/2025-30/06/2026	Completed
156.03	Support Local & Civic Community Events Gapuwiyak	01/07/2025-30/06/2026	Completed
156.04	Support Local & Civic Community Events Galiwin'ku	01/07/2025-30/06/2026	Completed
156.05	Support Local & Civic Community Events Yirrkala	01/07/2025-30/06/2026	Completed
156.06	Support Local & Civic Community Events Gunyangara	01/07/2025-30/06/2026	Completed

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Number of civic events facilitated/supported per location – Minimum 1 per quarter	#	24.00	20.00
Civic Event Expenditure – 90% of Civic Events annual budget expended	%	90.00	22.00

Service Profile:	157 - Local Commercial Opportunities
Business Unit:	Council Services Leadership

Description:

Council operates Australia Post Community Postal Agencies (CPAs) in selected remote communities under formal agreement with Australia Post. These agencies provide residents and local organisations with essential access to core postal services, including letter and parcel delivery, postage sales, and mail lodgement

Achieved Outcome:

Delivered access to incoming and outgoing mail services across the region.

Successful inclusion of parcel scanning technology in Yirrkala and Ramingining CPA's.

Actions:

Action ID	Action	Timeline	Status
Budget Type: New Initiatives - Operating one-off			
157.01	Operate Australia Post Community Postal Agencies in Gapuwiyak, Milingimbi, Ramingining, Galiwin'ku and Yirrkala	01/07/2025-30/06/2026	Completed

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Number of operational CPAs managed by Council	#	5	5
Number of local staff employed to manage postal agencies services	#	6	6
Progressive rollout and use of parcel scanning technology in CPAs	#	3	5

Service Profile	169 - Municipal Services and Cemeteries
Business Unit:	Municipal Services

Description:

Municipal Services are responsible for maintaining the presentation and functionality of public spaces across East Arnhem communities. This includes the day-to-day upkeep of parks, gardens, cemeteries, sports fields, and playgrounds to ensure they are clean, safe, and accessible for all residents and visitors.

Key activities include mowing, litter collection, weed control, and general grounds maintenance. Teams also carry out minor repairs to fencing, seating, signage, and playground equipment.

Cemetery maintenance includes the preparation of burial sites, upkeep of grounds, and respectful support for funerals in line with local cultural protocols.

Municipal Services teams play a visible and ongoing role in supporting the amenity of each community, responding to local requests and seasonal conditions, and ensuring that daily service delivery standards are met.

Achieved Outcome:

Provided well maintained public spaces that support safe, clean and welcoming communities.

Actions:

Action ID	Action	Timeline	Status
Budget Type: Operating (recurrent)			
169.01	Municipal Services Ramingining	01/07/2025-30/06/2026	Completed
169.02	Municipal Services Milingimbi	01/07/2025-30/06/2026	Completed
169.03	Municipal Services Gapuwiyak	01/07/2025-30/06/2026	Completed
169.04	Municipal Services Galiwin'ku	01/07/2025-30/06/2026	Completed
169.05	Municipal Services Yirrkala	01/07/2025-30/06/2026	Completed
169.06	Municipal Services Gunyangara	01/07/2025-30/06/2026	Completed

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Daily inspections of vehicle/plant carried out	%	100.00	90.00
All landfill and waste reporting completed within timeframes	%	90.00	95.00
CDS and recycling event carried out as per the monthly plan	%	90.00	60.00
Community hard rubbish schedules completed within time frames	%	90.00	100.00
Asset Stocktakes completed within timeframes	%	90.00	100.00

2

Technical & Infrastructures Services

East Arnhem Regional Council Recreation Hall, Galiwin'ku, NT, 2026.
Photo: East Arnhem Regional Council

2 – Technical and Infrastructures Services

Service Profile:	112 - Fleet and Workshop Services
Business Unit:	Fleet

Description:

Management of all Council Vehicles and Motor Plant includes the following responsibilities:

- Acquisition of vehicles and motor plant in line with operational requirements.
- Scheduling and conducting maintenance in accordance with manufacturers' specifications.
- Managing vehicle accidents, including completion of accident reports, insurance claims, and liaison with insurance assessors.
- Coordinating the disposal of vehicles and plant at the end of their service life, in alignment with Council policy.
- Ensuring lifecycle costs are accurately tracked and appropriately apportioned.
- Continuously reviewing fleet processes and procedures to identify and implement efficiency improvements.
- Managing the fleet maintenance database, including maintaining comprehensive service records, coordinating fuel system data, and tracking regional usage logs.
- Ensuring all fleet asset registrations and insurance policies are current and compliant.

Achieved Outcome:

Continued fleet maintenance and coordination to support the safe and reliable operation of Council vehicles across the region.

Actions:

Action ID	Action	Timeline	Status
Budget Type: Operating (recurrent)			
112.01	Defects identified or reported outside of scheduled servicing will be planned, prioritised, and repaired in a timely manner. All incidents will be reported to Leased Program Line Managers within 24 hours.	01/07/2025-30/06/2026	Ongoing
112.02	Routine maintenance will be scheduled and carried out in accordance with manufacturer specifications and environmental requirements.	01/07/2025-30/06/2026	Complete
112.03	Maintenance failure records will be submitted to EARC by mechanics and distributed to programs utilising leased fleet vehicles.	01/07/2025-30/06/2026	Ongoing

Action ID	Action	Timeline	Status
112.04	Maintain and implement an internal commercial Service Level Agreement (SLA) for fleet mechanical services across all operational locations.	01/07/2025-30/06/2026	Not Started
112.05	Ensure all fleet usage aligns with Council policy. Report any breaches to Regional Program Managers on a monthly basis for appropriate action at the program level.	01/07/2025-30/06/2026	Not Started
112.06	Conduct asset resale valuations every 2.5 years to support asset management planning.	01/07/2025-30/06/2026	Not Started
112.07	Track and provide monthly reports to Program Managers on the completion status of Daily Vehicle and Plant Checks.	01/07/2025-30/06/2026	Ongoing
112.08	Deliver training to Program Managers on the use and monitoring of the Secure Track System to ensure operational compliance with Council policy and directives.	01/07/2025-30/06/2026	Not Started
112.09	Continually review existing fleet management practices and procedures to ensure compliance with EARC Fleet Policy.	01/07/2025-30/06/2026	Ongoing
112.10	Coordinate group-based equipment replacement strategies to support standardisation of assets across operational areas.	01/07/2025-30/06/2026	Ongoing
112.11	Identify and replace motor plant and vehicles that have exceeded their recommended service life to ensure operational efficiency and compliance with fleet management standards.	01/07/2025-30/06/2026	Complete

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Ensure all fleet maintenance is undertaken when due	%	100.00	100.00
Completion of all capital purchases as per budget	%	100.00	100.00
Achieve an 70% customer satisfaction result across the program via way of Bi-Annual customer satisfaction survey	%	70.00	90.00

Service Profile:	116 - Lighting for Public Safety
Business Unit:	Transport Infrastructure

Description:

Prioritise the installation and maintenance of appropriate street lighting along residential roads and adjacent footpaths to enhance visibility and safety for both pedestrians and motorists. Well-lit public spaces reduce the risk of accidents, deter antisocial behaviour, and promote a greater sense of security within the community, particularly during evening and early morning hours.

Lighting upgrades will consider energy-efficient solutions such as LED technology and solar-powered lighting where suitable, to minimise ongoing operational costs and support environmental sustainability. Particular attention will be given to high-traffic areas, pedestrian crossings, school zones, and locations with previous safety concerns or limited natural surveillance.

Regular assessments will be conducted to ensure lighting levels meet safety standards and community expectations.

Achieved Outcome:

Works are ongoing to maintain Council managed streetlighting, to ensure safe, accessible, and reliable travel on all roads and footpaths.

Actions:

Action ID	Action	Timeline	Status
Budget Type: Operating (recurrent)			
116.01	Manage, maintain and upgrade streetlights in Galiwin'ku	01/07/2025-30/06/2026	Ongoing
116.02	Manage, maintain and upgrade streetlights in Gapuwiyak	01/07/2025-30/06/2026	Ongoing
116.03	Manage, maintain and upgrade streetlights in Milingimbi	01/07/2025-30/06/2026	Ongoing
116.04	Manage, maintain and upgrade streetlights in Ramingining	01/07/2025-30/06/2026	Ongoing
116.05	Manage, maintain and upgrade streetlights in Yirrkala	01/07/2025-30/06/2026	Ongoing
116.06	Manage, maintain and upgrade streetlights in Gunyangara	01/07/2025-30/06/2026	Ongoing

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Conduct monthly streetlight audits and action any required maintenance or repairs. Provide quarterly summary reports to Community Local Authorities.	%	100.00	80.00
Measure customer satisfaction with street lighting through biannual satisfaction surveys	%	70.00	60.50

Service Profile:	118 - Local Road Maintenance and Traffic Management
Business Unit:	Transport Infrastructure

Description:

Carry out maintenance, upgrades, and construction of sealed and unsealed roads, footpaths, kerbing, road verges, and drainage to ensure all roads within the Council area meet safety, accessibility, and serviceability standards.

Achieved Outcome:

Works are ongoing to maintain Council-controlled roads and traffic management infrastructure to a safe and usable standard.

Actions:

Action ID	Action	Timeline	Status
Budget Type: Operating (recurrent)			
118.01	Manage the maintenance and upgrade of local roads, drainage, and pedestrian infrastructure using core allocated funds and grant project funding.	01/07/2025-30/06/2026	Ongoing
118.02	Local Road Maintenance Galiwin'ku	01/07/2025-30/06/2026	Ongoing
118.03	Local Road Maintenance Yirrkala	01/07/2025-30/06/2026	Ongoing
118.04	Local Road Maintenance Gunyangara	01/07/2025-30/06/2026	Ongoing
118.05	Local Road Maintenance Gapuwiyak	01/07/2025-30/06/2026	Ongoing
118.06	Local Road Maintenance Ramingining	01/07/2025-30/06/2026	Ongoing
118.07	Local Road Maintenance Milingimbi	01/07/2025-30/06/2026	Ongoing

Action ID	Action	Timeline	Status
118.08	Source additional funding for road and pedestrian infrastructure across community and road network locations	01/07/2025-30/06/2026	Ongoing
118.09	Completion of regional wide independent road safety audit	01/07/2025-30/06/2026	Completed

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Complete annual grading of the gravel road network to maintain road condition and accessibility	%	100.00	75.00
Local road maintenance customer satisfaction levels via stakeholder satisfaction survey	%	70.00	64.00
Completion of independent community Lighting and Traffic Management Audits	#	00.50	00.50
Provide update reports to every community Local Authority and Council meetings.	#	12.00	12.00

Service Profile:	119 - Local Road Upgrade and Construction
Business Unit:	Transport Infrastructure

Description:

Undertake the upgrade and construction of sealed and unsealed roads, footpaths, kerbing, road verges, and drainage infrastructure to ensure all transport routes within the Region are built and maintained to appropriate safety, accessibility, and durability standards. These works aim to improve connectivity between communities, support economic activity, and enhance overall road user experience. Priority will be given to areas with identified safety risks, poor condition, or increased traffic demands, with a focus on long-term asset resilience and climate-adapted design.

Achieved Outcome:

Works are ongoing to maintain Council-controlled roads and traffic management infrastructure to a safe and usable standard.

Actions:

Action ID	Action	Timeline	Status
Budget Type: Capital			
119.01	Upgrade Local Roads – Gunyangara – kerbing and drainage improvements	01/07/2025-30/06/2026	Not Started
119.02	Upgrade Local Roads – Galiwinku – Kerbing and drainage improvements	01/07/2025-30/06/2026	Ongoing
119.03	Upgrade Local Roads in Yirrkala, including surface sealing, kerbing, and drainage, subject to the completion of external agency utility works and available funding.	01/07/2025-30/06/2026	Not Started
Budget Type: New Initiatives Operating ongoing			
119.04	Actively pursue funding opportunities to improve the regional road network, with a focus on enhancing traffic amenity, increasing safety, and minimising wet season damage.	01/07/2025-30/06/2026	Ongoing

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Galiwinku Staged roads capital upgrades completed	%	100.00	100.00
Gunyangara Staged roads capital upgrades completed	%	100.00	0.00
Street Lighting and Traffic management consultancy completed	#	5.00	5.00

Service Profile:	122 - Building and Infrastructure Services
Business Unit:	Technical and Infrastructure

Description:

- Oversee the effective management of all Council-controlled buildings and fixed assets, ensuring they are maintained to a high standard and remain safe, functional, and fit for purpose. This includes:
- Repairs and Maintenance: Conduct routine and responsive maintenance to address wear, damage, and operational issues across all facilities and assets.
- Upgrades: Implement improvements to enhance functionality, energy efficiency, safety, and accessibility in line with community needs and evolving standards.
- Replacements: Plan and deliver the timely replacement of assets that have reached the end of their useful life, ensuring continuity of services and minimising downtime.
- Insurances: Manage appropriate insurance coverage for all buildings and fixed assets to safeguard Council's financial and operational interests.
- Compliance Inspections: Carry out regular inspections to ensure assets meet all relevant regulatory, safety, and building code requirements, including fire safety, electrical compliance, and structural integrity.
- Asset management activities will be guided by long-term planning, condition assessments, and risk-based prioritisation to support sustainable service delivery and responsible financial stewardship.

Achieved Outcome:

Ongoing works to ensure buildings remain fit for purpose and sufficient to support service delivery through regular maintenance and security practices.

Actions:

Action ID	Action	Timeline	Status
Budget Type: Operating (recurrent)			
122.01	Provide area, operational, asset reports to all scheduled Local Authority and Council meetings	01/07/2025-30/06/2026	Completed
122.02	General Manager to ensure all Directorate operational areas operate in accordance with service requirement and expectations and deliver such requirements within relevant budget parameters.	01/07/2025-30/06/2026	Completed
122.03	Provide relevant Program / Project updates to every Local Authority Community meeting as required.	01/07/2025-30/06/2026	Completed
122.04	General Manager to spend 1 week in each community location for the period to engage directly with stakeholder and community members surrounding the Directorate program operations to gauge additional delivery requirements / effectiveness of the current service delivery and feedback relating to required improvement of such services	01/07/2025-30/06/2026	Ongoing

Action ID	Action	Timeline	Status
122.05	Maintain a library of shelf ready infrastructure grant applications	01/07/2025-30/06/2026	Not Started
122.06	Conduct minor and capital upgrades to various council-controlled buildings throughout the Region in line with the allocated budget and completion timelines per community. Ramingining Accommodation module building to accommodate cleaner position and outdoor sitting area for guest. Council Office meeting room expansion and floor area adjustments and upgrades. Extension of the Aged Care facility to provide a more comfortable, welcoming, and supportive environment for clients. Municipal Service shed to undergo refurbishment of exterior cladding. Milingimbi Lot 117 Housing to be demolished (1 bed module) new 3-bedroom modular house to be built. Mechanic Building site to be upgraded with Accommodation for a mechanic and the package to be leased out accordingly. Municipal yard to be upgraded with Accommodation to house a support worker for MS team. Vets - Install a demountable structure to provide a more controlled and suitable environment for the vets to work in. Gapuwiyak Aged Care Refurbishment – Extend the facility to provide additional seating and accommodate more day beds. Lot 118 Staff Housing – Install new decking, infill the breezeway in the common area, and replace the roof sheeting. Review accommodation, replace modules beyond economical repair.	01/07/2025-30/06/2026	Ongoing

Action ID	Action	Timeline	Status
	Galiwinku Childcare re roof and compliance rectification. Splash Park and ninja coarse development. Demolition of buildings that are beyond economic repair. Funeral hall to support and accommodate culturally significant ceremonies and practices. Yirrkala Age Care - Demolish existing aged care facility and construct a new state-of-the-art building complex. Refurbishment of drop-in centre and installation of a semi-commercial kitchen and laundry within a demountable structure. Completion of new staff housing duplex at Lot 122.		
122.07	Undertake Security upgrades at operational facilities and Council Housing	01/07/2025-30/06/2026	Ongoing
122.08	Manage assigned Local Authority infrastructure projects and supply updates to all Local authority and Council meetings on progress at each meeting	01/07/2025-30/06/2026	Ongoing
122.09	Utilise drone and remote technologies into Councils operations	01/07/2025-30/06/2026	Not Started

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Achieve an 90% customer satisfaction result across the program via way of Bi-Annual customer satisfaction survey	%	90.00	72.50
All maintenance requests are initiated within 48 hrs	%	100.00	100.00
Completion of all capital projects as per budget and time frames	%	100.00	70.00

3

Community Services



Nhulunbuy Library, Nhulunbuy, NT, 2025.
Photo: East Arnhem Regional Council

3 – Community Services

Service Profile:	115 - Library Services
Business Unit:	Public Library Services

Description:

East Arnhem Regional Council delivers inclusive and culturally responsive Library Services that promote, celebrate, and protect the cultural heritage, histories, and knowledge systems of both Indigenous and Western ways of learning.

Library Services are delivered by the Active Communities teams in Galiwin'ku, Milingimbi, and Ramingining, while the Nhulunbuy Library operates in the mining town of Nhulunbuy. These services are supported through funding from Library & Archives NT.

The Gapuwiyak Library, originally established under the former Youth, Sport & Recreation service to support the Trauma Informed Care program, forms part of Council's library offering.

The Nhulunbuy Library serves as a strategic hub within East Arnhem Regional Council's Library Services, operating under a joint-use agreement with Nhulunbuy High School and extending its reach to the broader township, including Yirrkala and Gunyangara. Its strategic positioning enables the library to act as both a knowledge centre and a cultural conduit—supporting Council's broader vision for cultural preservation, lifelong learning, and inclusive community development.

All East Arnhem Regional Council libraries provide:

- Free public Wi-Fi and internet access
- Public access computers and modern digital technology
- A curated collection of physical and digital resources including books, magazines, and culturally relevant materials for children and adults
- Support for learning and cultural exchange activities, such as storytelling sessions, art and craft events, school holiday programs, and community literacy projects

The service is currently delivered by a dedicated team of 10 staff across the region, including Library & Cultural Heritage Workers in remote communities, and a Library Manager, Library Assistants, and Library Program Assistants based at the Nhulunbuy Library.

Achieved Outcomes:

- Continued delivery of library services providing patrons with access to resources, information, activities and opportunities for connection with community.
- Maintained the joint-use library arrangement with the Nhulunbuy High Schools, supporting access to resources for students, educators and the wider community.
- Strengthened the integration of community-based cultural and learning activities with Active Communities and Youth Services, improving coordination of services across the East Arnhem communities.

Actions:

Action ID	Action	Timeline	Status
Budget Type: Operating (recurrent)			
115.01	Provide support for the operations and development of library and cultural heritage services at Galiwin'ku	01/07/2025-30/06/2026	Complete
115.02	Provide support for the operations and development of library and cultural heritage services at Milingimbi	01/07/2025-30/06/2026	Complete
115.03	Provide support for the operations and development of library and cultural heritage services at Ramingining	01/07/2025-30/06/2026	Complete
115.04	Progress the transition of the Gapuwiyak Library to be formally onboarded under the Library & Archives NT network, including meeting infrastructure, staffing, and service delivery requirements	01/07/2025-30/06/2026	Complete
115.05	Develop EARC policies and procedures for all EARC Library Services	01/07/2025-30/06/2026	Ongoing
115.06	Provide support for the operations and development of public library services at Nhulunbuy	01/07/2025-30/06/2026	Complete

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Client satisfaction with Library services – Maximum of 3 complaints per location per year.	#	12.00	0
Library Operational Hours – Ensure that all libraries are open for 90% of publicised hours.	%	90.00	90.00
Library Budget Expenditure – Ensure that operational expenditure is within budgeted allowance.	%	100.00	100.00
Progress the transition of the Gapuwiyak Library to be formally onboarded under the Library & Archives NT network.	%	50.00	100.00
Delivery of mainstream library programs/engagement by the Library Program Assistant in the community libraries.	#	12.00	8.00
Library Staff Training – Each location undertakes 2 formal, in house training session per calendar year with line manager/Library Program Assistant.	#	8.00	8.00
Progress the transition of the Nhulunbuy Library to be a repository of culture and both Indigenous and Western knowledge systems.	%	50.00	25.00

Service Profile:	141 - Aged Care Services
Business Unit:	Aged Care Services

Description:

East Arnhem Regional Council's Aged Care Services support the elderly across the region to live independently, age with support, and remain connected to their culture, families, and communities. Our services are delivered in accordance with the Aged Care Quality Standards and are underpinned by a wellness-focused, person-centred approach that prioritises individual choice, independence, and cultural safety.

We work in partnership with each client to develop individualised care plans that reflect their unique needs, preferences, and goals. Our services include assistance with daily living, support to participate in social and cultural activities, and respite care that provides essential relief for families and carers. The focus is not only on meeting immediate care needs, but also on promoting long-term wellbeing and active ageing.

Our teams receive ongoing training and professional development to ensure they have the skills, tools, and cultural understanding required to deliver respectful, responsive, and high-quality care. Through close collaboration with Elders, families, and service partners, we continue to create inclusive, supportive environments where older people are valued, empowered, and supported to lead fulfilling lives on country.

Achieved Outcomes:

- Successfully transitioned to the new Support at Home program, implementing revised service delivery arrangements, pricing structures, reporting requirements and operational processes in line with national aged care reforms.
- Strengthened service quality, governance and regulatory compliance through improved care planning, documentation, workforce training and monitoring processes, supporting safer and more consistent care for older people across remote communities.
- Continued delivery of essential aged care services across East Arnhem communities despite significant workforce, geographical and funding challenges.

Actions:

Action ID	Action	Timeline	Status
Budget Type: Capital			
141.01	Execution of the construction phase of the Yirrkala Aged Care and Disability Services Centre.	01/07/2025-30/06/2026	Ongoing
Budget Type: Operating (recurrent)			
141.02	Provide Home Care Packages, Commonwealth Home Support Program in Galiwin'ku.	01/07/2025-30/06/2026	Complete
141.03	Provide Home Care Packages, Commonwealth Home Support Program in Gapuwiyak.	01/07/2025-30/06/2026	Complete
141.04	Provide Home Care Packages, Commonwealth Home Support Program in Milingimbi.	01/07/2025-30/06/2026	Complete
141.05	Provide Home Care Packages, Commonwealth Home Support Program in Ramingining.	01/07/2025-30/06/2026	Complete
141.06	Provide Home Care Packages, Commonwealth Home Support Program in Yirrkala.	01/07/2025-30/06/2026	Complete
141.07	Implement the Support at Home Program as per Government legislation and regulatory requirements	01/07/2025-30/06/2026	Complete
141.08	Maintain all relevant data including databases such as e-Tools, Medicare, DEX as per legislative requirements	01/07/2025-30/06/2026	Complete
141.09	Develop EARC policies and procedures for Aged Care Services	01/07/2025-30/06/2026	Complete
141.10	Promote the Support at Home Program and educate clients, families, communities, staff and stakeholders.	01/07/2025-30/06/2026	Complete
141.11	Market and promote East Arnhem Regional Council Aged Services as a 'Service Provider of Choice' to strengthen the organisation's position in the competitive business space.	01/07/2025-30/06/2026	Complete

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Aged Care Consumer Satisfaction – 90% of Aged Care participants are satisfied with the services provided.	%	90.00	91.5
Aged Care & Disability Complaints – maximum number of 1 complaint per service per financial year.	#	5.00	0
Utilisation for Individual Home Care Packages – 70% of all individual Home Care Package funds in utilised.	%	70.00	100.00
NTJP Utilisation – 100% utilisation of Northern Territory Jobs Package (NTJP) grant funds.	%	100.00	100.00
Aged Care Client Plans – Percentage of care plans in place match the number of enrolled clients.	%	100.00	100.00

Service Profile:	145 - Child Care Services
Business Unit:	Child Care Services

Description:

East Arnhem Regional Council delivers early childhood education and family support programs that promote the health, wellbeing, and development of young children and strengthen family and community connections across the region. Our Child Care Services are designed to provide safe, inclusive, and culturally responsive environments where children can grow, learn, and thrive.

Funded through the Community Child Care Fund (Restricted) by the Department of Education, Skills and Employment, we operate three child care centres in Gapuwiyak, Galiwin'ku, and Yirrkala. These services offer flexible, high-quality early childhood education that supports the developmental needs of children whilst enabling parents and caregivers to participate in employment, training, and community life.

In Gapuwiyak, our services are complemented by the Nutrition & Wellbeing Program, delivered in partnership with Anglicare NT through the Communities for Children initiative. This program encourages families to build healthy eating habits and sustainable food practices through group activities and community-led education.

Achieved Outcome:

- Secured funding and progressed significant infrastructure upgrades at the Yirrkala Child Care Centre, improving facilities and supporting compliance.

Actions:

Action ID	Action	Timeline	Status
Budget Type: Operating (recurrent)			
145.01	Through Anglicare NT Communities for Children Funding, support staff to deliver children, family, parenting, and nutrition programs in Gapuwiyak.	01/07/2025-30/06/2026	Complete
145.02	Pursue to further support to develop and extend family, parenting, and nutrition programs in Galiwin'ku and Yirrkala through Anglicare's NT Communities for Children funding.	01/07/2025-30/06/2026	Complete
145.03	Support and develop the operations of the Child Care Service at Gapuwiyak.	01/07/2025-30/06/2026	Complete
145.04	Support and develop the operations of the Child Care Service at Galiwin'ku.	01/07/2025-30/06/2026	Complete
145.05	Support and develop the operations of the Child Care Service at Yirrkala.	01/07/2025-30/06/2026	Complete
145.06	Explore opportunities to support the EARC communities through expansion and establishment of Child Care Services.	01/07/2025-30/06/2026	Complete
145.07	Develop EARC policies and procedures for Child Care Services.	01/07/2025-30/06/2026	Complete

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Child Care Enrolments - Clients engaged in the service are correctly enrolled and registered for Child Care Subsidy or Additional Child Care Subsidy.	%	100.00	65.00
Child Care Systems - Children's Services Coordinators trained in Xplore Child Care Management System.	%	100.00	100.00
Child Care Staff Training - Number of child care staff actively studying or have completed Certificate 3 or Diploma in Early Childhood Education and Care	%	100.00	100.00
Child Care Client Satisfaction – Maximum of 3 complaints received per location per year	#	9.00	4.00

Service Profile:	152 - Active Communities
Business Unit:	Active Communities and Youth Services

Description:

East Arnhem Regional Council's Active Communities supports the wider community to thrive by delivering safe, engaging, and culturally grounded sport, recreation, and scheduled activities across the East Arnhem communities. These services promote physical and mental wellbeing, strengthen cultural identity, and build strong foundations for social connection, personal growth, and individual development.

Through the Youth, Sport and Recreation stream, the service offers structured and flexible activities that respond to local needs and priorities. These include physical activities, cultural programs, arts, music, crafts, and life-skills activities designed to build confidence and resilience. By increasing participation and supporting community-led delivery, we foster local leadership and build sustainable pathways for young people to remain engaged, active, and proud of their identity. This foundational grant provided by NIAA enables consistent engagement, capacity-building, and connection to culture for children and young people in remote communities.

In addition, the program has been significantly strengthened by new five-year funding through the Active Regional and Remote Communities Program (ARRCP), supporting a more structured and coordinated regional approach to regional sporting activities and competitions. This investment enables the delivery of inter-community sports events, pre-planned provider visits, and community gala days, enhancing regional cohesion, youth development, and access to meaningful participation opportunities.

As part of East Arnhem Regional Council's evolving approach to integrated community services, Library Services have now transitioned under Active Communities, broadening the scope of engagement and strengthening alignment with community development, cultural enrichment, and lifelong learning initiatives. This move positions libraries as key community hubs that go beyond traditional literacy services—supporting intergenerational learning, cultural storytelling, digital inclusion, and access to information. By embedding Library Services within Active Communities, we are enhancing opportunities to promote local languages, histories, and creative expression, and to strengthen their role as vital spaces for cultural preservation, knowledge sharing, and community-led programming across East Arnhem.

Our teams work in close collaboration with the communities to ensure that all activities are inclusive, respectful, and responsive to the cultural and developmental needs of children and young people. By focusing on active lifestyle and ongoing engagement, Active Communities continues to contribute to healthier, stronger, and more connected communities across East Arnhem.

Achieved Outcomes:

- Strengthened the delivery of community-led sporting events, recreational activities and cultural programs across East Arnhem for all ages.
- Supported the planning and delivery of community events, celebrations and cultural activities, promoting social cohesion, cultural identity and community pride.

Actions:

Action ID	Action	Timeline	Status
Budget Type: Operating (recurrent)			
152.01	Deliver Active Communities programs in Galiwin'ku.	01/07/2025- 30/06/2026	Complete
152.02	Deliver Active Communities programs in Gapuwiyak.	01/07/2025-30/06/2026	Complete
152.03	Deliver Active Communities programs in Gunyangara.	01/07/2025-30/06/2026	Complete
152.04	Deliver Active Communities programs in Ramingining.	01/07/2025-30/06/2026	Complete
152.05	Deliver Active Communities programs in Milingimbi.	01/07/2025-30/06/2026	Complete
152.06	Deliver Active Communities programs in Yirrkala.	01/07/2025-30/06/2026	Complete
152.07	Deliver the Active Regional and Remote Communities Program in the East Arnhem communities.	01/07/2025-30/06/2026	Complete
152.08	Working with the Nhulunbuy Library, develop and integrate the community library and cultural heritage services with Active Communities in the East Arnhem communities.	01/07/2025-30/06/2026	Complete
152.09	Collaborate with EARC's Youth Services to facilitate its successful delivery in the communities.	01/07/2025-30/06/2026	Complete
152.10	Develop EARC policies and procedures for Active Communities.	01/07/2025-30/06/2026	Complete

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Number of engagements in activities per month.	#	2000.00	4546.00
Percentage of operational days per week programs conducted in each community reached – Target 95% of planned hours.	%	95.00	95.00
Number of Community Gala Days facilitated.	#	15.00	15.00
Number of Regional Tournaments and Sporting Events facilitated.	#	3.00	3.00
Percentage of positions filled – 80% of annual salary budget is expended.	%	80.00	100.00
Indigenous Employment – Indigenous staff works 70% of total hours worked in the reporting period under the activity.	%	70.00	69.50
Staff Professional Development – 80% of staff engaged in the service are undertaking some form of formal training.	%	80.00	100.00

Service Profile:	170 - Youth Services
Business Unit:	Active Communities and Youth Services

Description:

East Arnhem Regional Council's Youth Services provide early intervention, case management, and targeted support for at-risk young people and families across the region. These services aim to prevent youth disengagement, reduce contact with the justice system, and strengthen connections to family, culture, education, and community.

Through our Youth Diversion program, we deliver culturally responsive, strengths-based interventions for young people involved in or at risk of entering the criminal justice system. Our case management approach supports each young person through a tailored plan focused on restoring community connection, improving school engagement, building life skills, and creating positive pathways into education, training, and employment. We work closely with families, Elders, schools, and partner organisations to address the root causes of risk and create structured alternatives to harmful behaviours.

Integrated within the Youth Services stream is our support for Youth Alcohol and Other Drugs (AoD) Service. Our team works collaboratively with health providers, outreach programs, and family support services to ensure young people receive coordinated care and are provided with opportunities for positive re-engagement with their communities. This holistic approach addresses both immediate risks and longer-term wellbeing.

In Gapuwiyak, the Children and Family Intensive Support (CaFIS) program delivers trauma-informed, family-focused services for children and families experiencing complex challenges. By strengthening parenting capacity, supporting healthy relationships, and increasing access to vital services, CaFIS helps create safe, stable environments and communities where children and young people can thrive.

Together, these services form a responsive and culturally grounded framework that empowers young people and their families to overcome barriers, build resilience, and lead positive, connected lives in East Arnhem.

Achieved Outcome:

Secured continued funding for youth diversion and alcohol and other drug prevention programs through to 2029, supporting longer-term service continuity and sustainability.

Continued delivery of structured youth engagement, recreation and diversion programs across East Arnhem communities.

Actions:

Action ID	Action	Timeline	Status
Budget Type: Operating (recurrent)			
170.01	Deliver Youth Diversion services in the East Arnhem communities in Galiwin'ku.	01/07/2025-30/06/2026	Complete
170.02	Deliver Youth Diversion services in the East Arnhem communities in Gapuwiyak.	01/07/2025-30/06/2026	Complete
170.03	Deliver Youth Diversion services in the East Arnhem communities in Ramingining.	01/07/2025-30/06/2026	Complete
170.04	Deliver Youth Diversion services in the East Arnhem communities in Milingimbi.	01/07/2025-30/06/2026	Complete
170.05	Deliver Youth Diversion services in the East Arnhem communities in Gunyangara.	01/07/2025-30/06/2026	Complete
170.06	Deliver Youth Diversion services in the East Arnhem communities in Yirrkala.	01/07/2025-30/06/2026	Complete
170.07	Deliver Children and Family Intensive Support (CaFIS) program in Gapuwiyak.	01/07/2025-30/06/2026	Complete
170.08	Collaborate with EARC's Active Communities to facilitate the successful delivery of Youth Alcohol and Other Drugs Services.	01/07/2025-30/06/2026	Complete
170.09	Develop EARC policies and procedures for Youth Services.	01/07/2025-30/06/2026	Complete
170.10	Implement EARC's Youth Strategy in alignment with program needs.	01/07/2025-30/06/2026	Complete

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Number of Youth Diversion clients.	#	75.00	78.00
Percentage of Youth Diversion programs conducted as planned in each community for Youth Diversion.	%	95.00	100.00
Annual number of activity provider visits.	%	80.00	100.00
Indigenous staff works 70% of total hours worked in the reporting period under the activity.	%	70.00	75.00
Staff Professional Development – 80% of staff engaged in the service are undertaking some form of formal training.	%	80.00	88.90
Average number of CaFIS participants	#	10.00	10.00

Service Profile:	171 - Disability Services
Business Unit:	Disability Services

Description:

East Arnhem Regional Council provides Disability Services that support people living with disabilities to live independently, pursue their goals, and participate fully in community life. As a registered NDIS provider, EARC delivers person-centred, culturally responsive supports tailored to the individual needs, strengths, and aspirations of each participant.

Our services are aligned with the NDIS Practice Standards, with a strong focus on choice, control, and inclusion. We provide assistance with daily living, support for social and cultural participation, skill development, and access to local community and recreational activities. Services are designed and delivered in ways that reflect the unique cultural and community context of East Arnhem, particularly for Aboriginal and Torres Strait Islander participants.

Our team works in close partnership with individuals, families, carers, and local service providers to build meaningful, coordinated support plans that enable people with disability to thrive. We are committed to fostering safe, empowering, and inclusive environments, where all participants are recognised as valued members of their communities.

Achieved Outcome:

- Continued delivery of essential NDIS-funded disability support services across remote East Arnhem communities.
- Strengthened operational performance and financial sustainability through improved service delivery coordination, financial oversight, billing processes and revenue management, contributing to increased service income and improved financial outcomes.
- Undertook a significant operational and compliance review, strengthening governance, participant documentation, service delivery practices and workforce capabilities.

Actions:

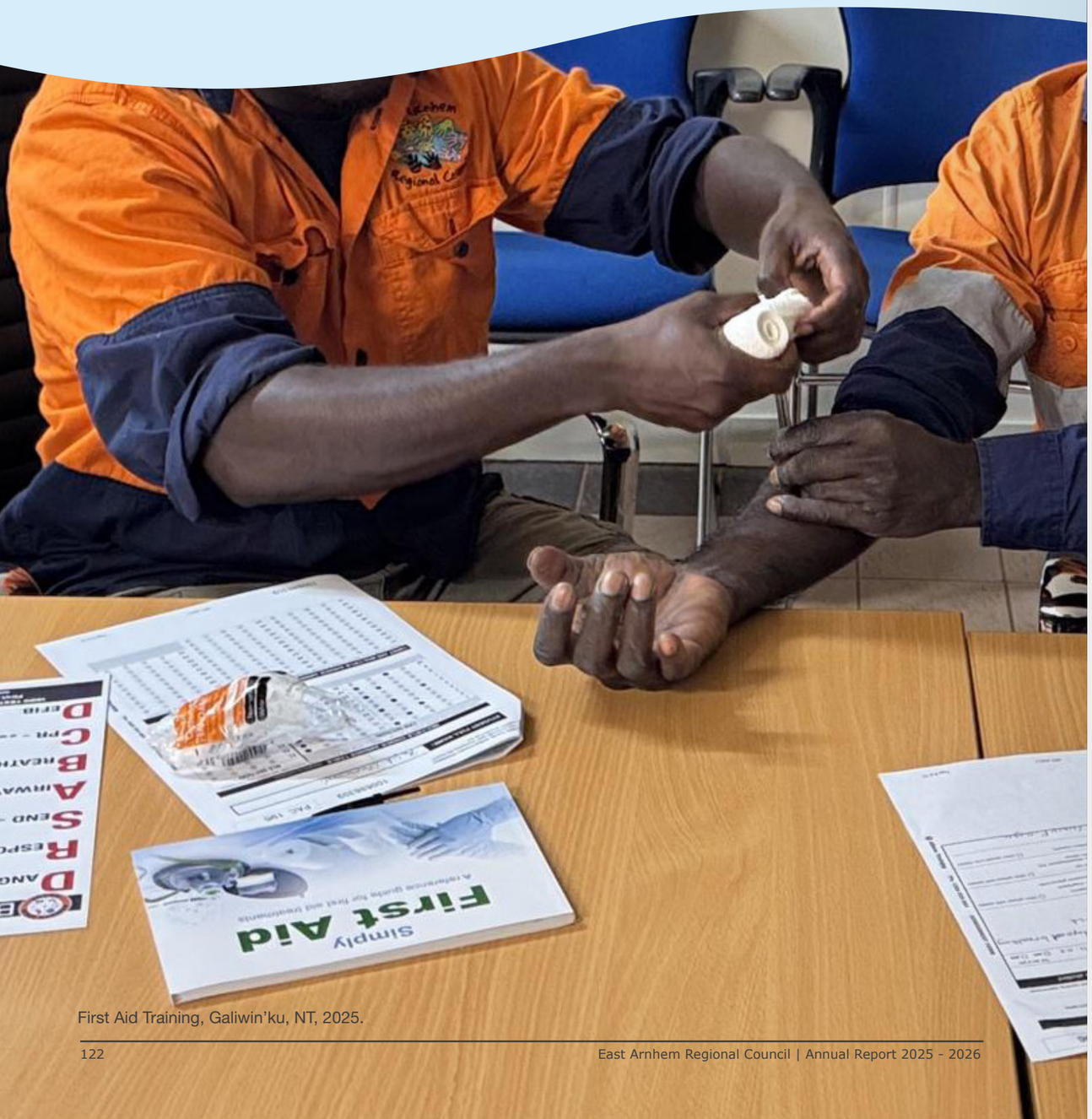
Action ID	Action	Timeline	Status
Budget Type: Capital			
171.01	Completion of the construction phase of the Yirrkala Aged Care and Disability Services Centre.	01/07/2025-30/06/2026	Ongoing
Budget Type: Operating (recurrent)			
171.02	Continue to collaborate with the National Disability Insurance Agency to support the effective delivery of NDIS services in the East Arnhem communities.	01/07/2025-30/06/2026	Complete
171.03	Provide NDIS services in Galiwin'ku.	01/07/2025-30/06/2026	Complete
171.04	Provide NDIS services in Gapuwiyak.	01/07/2025-30/06/2026	Complete
171.05	Provide NDIS services in Milingimbi.	01/07/2025-30/06/2026	Complete
171.06	Provide NDIS services in Ramingining.	01/07/2025-30/06/2026	Complete
171.07	Provide NDIS services in Yirrkala.	01/07/2025-30/06/2026	Complete
171.08	Maintain all relevant data including databases such as e-Tools, DEX and as per legislative requirements.	01/07/2025-30/06/2026	Complete
171.09	Develop EARC policies and procedures for Disability Services	01/07/2025-30/06/2026	Complete
171.10	Promote and educate clients, families, communities, staff and stakeholders in NDIS.	01/07/2025-30/06/2026	Complete
171.11	Market and promote East Arnhem Regional Council's Disability Services as a 'Service Provider of Choice' to strengthen the organisation's position in the competitive business space.	01/07/2025-30/06/2026	Complete

Key Success Factors:

Performance Measure	Units	25/26	Actuals
NDIS Consumer Satisfaction - 70% of NDIS participants are satisfied with the services provided.	%	70.00	100.00
Disability Services Complaints – maximum number of 1 complaint per service per financial year.	#	5.00	0.00
NDIS Individual plan utilisation – 60% utilisation of individual NDIS plans by participants.	%	60.00	100.00
NTJP Utilisation – 100% utilisation of Northern Territory Jobs Package (NTJP) grant funds.	%	100.00	0.00
Support Coordination – Percentage of current individualised NDIS plans in place match the number of enrolled clients.	%	100.00	100.00

4

People & Corporate Services



First Aid Training, Galiwin'ku, NT, 2025.

4 – People & Corporate Services

Service Profile:	114 - Information Communications and Technology (ICT) Services
Business Unit:	Information Communications and Technology

Description:

Provision of Information Technology services including:

- Development and maintaining the ICT Asset Management System.
- Managing ICT Software. Contracts and Procurement.
- Establish and review of ICT policies and procedures.
- Development, Review, and advice on improvements to the ICT Strategic Plan.
- Ongoing review and upgrade of current ICT infrastructure.
- Provide ongoing technical advice, support and recommendations for Staff.
- Ensure community management have timely information on ICT outages and ETA's on any recommencement of connectivity with 12 hourly updates as a minimum.

Achieved Outcome:

- Strengthened Council's ICT infrastructure and systems to improve connectivity, reliability and access to digital services across support offices and remote communities.

Actions:

Action ID	Action	Timeline	Status
Budget Type: Operating (recurrent)			
114.01	Implementation of Close Circuit Television (CCTV) for Public Safety – actively pursue grants and funding for the implementation of CCTV throughout the Communities and for Key facilities and public areas for community safety.	01/07/2025-30/06/2026	Ongoing
114.02	Actively pursue and Implement smart device capable security camera and remote monitoring systems in all Council housing.	01/07/2025-30/06/2026	Ongoing
114.03	Manage all telecommunication services throughout EARC and provide reporting to managers on any system failures or outages, in addition to Local Authorities if required.	01/07/2025-30/06/2026	Complete
114.04	Conduct 6 monthly ICT inspections and condition audits in Community operational Locations.	01/07/2025-30/06/2026	Complete

Action ID	Action	Timeline	Status
114.05	Conduct at least one satisfaction survey on ICT performance with end user programs.	01/07/2025-30/06/2026	Not Started

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Completion of all capital and leasing purchases as per budget	%	100.00	100.00
All maintenance and systems issues are actioned and reported on within 24 hrs	%	100.00	100.00
Pursue additional operational grants for the program	#	1.00	0.00
Reduced expenditure across ICT charges and Internal ICT Allocations throughout all service programs	%	10.00	10.00
Conduct EARC staff user experience in Information Technology training sessions Bi-annually	#	2.00	0.00
Conduct at least one satisfaction survey on ICT performance with end user programs.	%	75.00	90.00

Service Profile:	167 - People and Corporate Services
Business Unit:	Financial Services Leadership

Description:

Provide effective and efficient financial services.

Achieved Outcome:

- Strengthened financial management and reporting processes to improve budget oversight, financial accountability and informed decision-making across Council's operations and service delivery programs.

Actions:

Action ID	Action	Timeline	Status
167.01	Ensure Council continues to work towards sustainable financial performance	01/07/2025-30/06/2026	Complete
167.02	Undertake regional annual rates and waste chargers billing for the Region	01/07/2025-30/06/2026	Complete

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Financial statement meets statutory and audit requirements	%	100.00	100.00
Budget and Long Term Financial Plan meets statutory requirements	%	100.00	100.00
Complete all regional Rates and Waste annual billing	%	100.00	100.00
Percentage of Rate and Sundry Debtors Outstanding	%	<1	N/A

Service Profile:	166 - People and Corporate Services
Business Unit:	Work Health and Safety

Description:

Key activities include:

- Risk Assessment and Management
- Training and Education
- Incident Reporting and Investigation
- WHS-specific Policy Development and Review
- Safety Audits
- Emergency Response and Natural Disaster
- Organisational WHS Compliance

Achieved Outcome:

- Enhanced workplace hazard identification, incident reporting and risk assessment processes, supporting proactive management of workplace risks and continuous improvement in safety practices through a contracted service.
- Promoted a stronger safety culture through staff awareness, training and consultation, reinforcing shared responsibility for workplace health and safety across Council's diverse services and remote operating environments through a contracted service.

Actions:

Action ID	Action	Timeline	Status
Budget Type: Operating (recurrent and initiatives)			
166.01	Ensure organisational alignment with WH&S Legislation and Regulatory requirements.	01/07/2025-30/06/2026	Ongoing
166.02	Constantly review Council WH&S Policies and Procedures for Compliance and industry / code best practice.	01/07/2025-30/06/2026	Ongoing
166.03	Develop a Staff knowledge Handbook about hazard or risk, and ways of eliminating or minimising risk for each Program / business unit area.	01/07/2025-30/06/2026	Not Started
166.04	Ensure that the Council program operations has and uses appropriate resources and processes to eliminate or minimise risks to health and safety.	01/07/2025-30/06/2026	Ongoing
166.05	Continually Audit the effectiveness of existing control measures and whether they control all types of harm or risk	01/07/2025-30/06/2026	Ongoing
166.06	Develop procedures on how to operate the range of Council machinery and small equipment safely.	01/07/2025-30/06/2026	Ongoing
166.07	Develop a procedure and checklist surrounding public health and amenity cleaning and standards for newly commissioned public toilet blocks for the Parks and Gardens Teams.	01/07/2025-30/06/2026	Not Started
166.08	Develop a procedure and checklist surrounding public health and amenity cleaning, standards and water quality testing requirements / and schedules for newly commissioned water park facilities for the Parks and Gardens Teams.	01/07/2025-30/06/2026	Not Started
166.09	Develop and implement a Quarterly WH&S Staff satisfaction and improvement suggestion survey.	01/07/2025-30/06/2026	Not Started
166.10	Provide an area focus and improvement plan to the Executive on high or recurrent percentage injuries or incidents Quarterly	01/07/2025-30/06/2026	Not Started
166.11	Develop and implement strategies internally on reducing Workplace Stress	01/07/2025-30/06/2026	Not Started

Key Success Factors:

Performance – KPI Measure	Units	25/26	Actuals
Percentage of risk assessments completed on schedule (Bi-monthly).	%	100	N/A
Percentage decrease in the number of reported workplace incidents annually.	%	50	N/A
Percentage decrease in the severity of reported workplace injuries annually.	%	50	N/A
Number of serious injury's requiring hospitalisation.	#	0	0
Percentage of employees who complete mandatory WHS training annually.	%	100	100.00
Percentage of incidents reported within 24 hours.	%	100	N/A
Percentage of operator error requiring assets insurance claims.	%	0	N/A

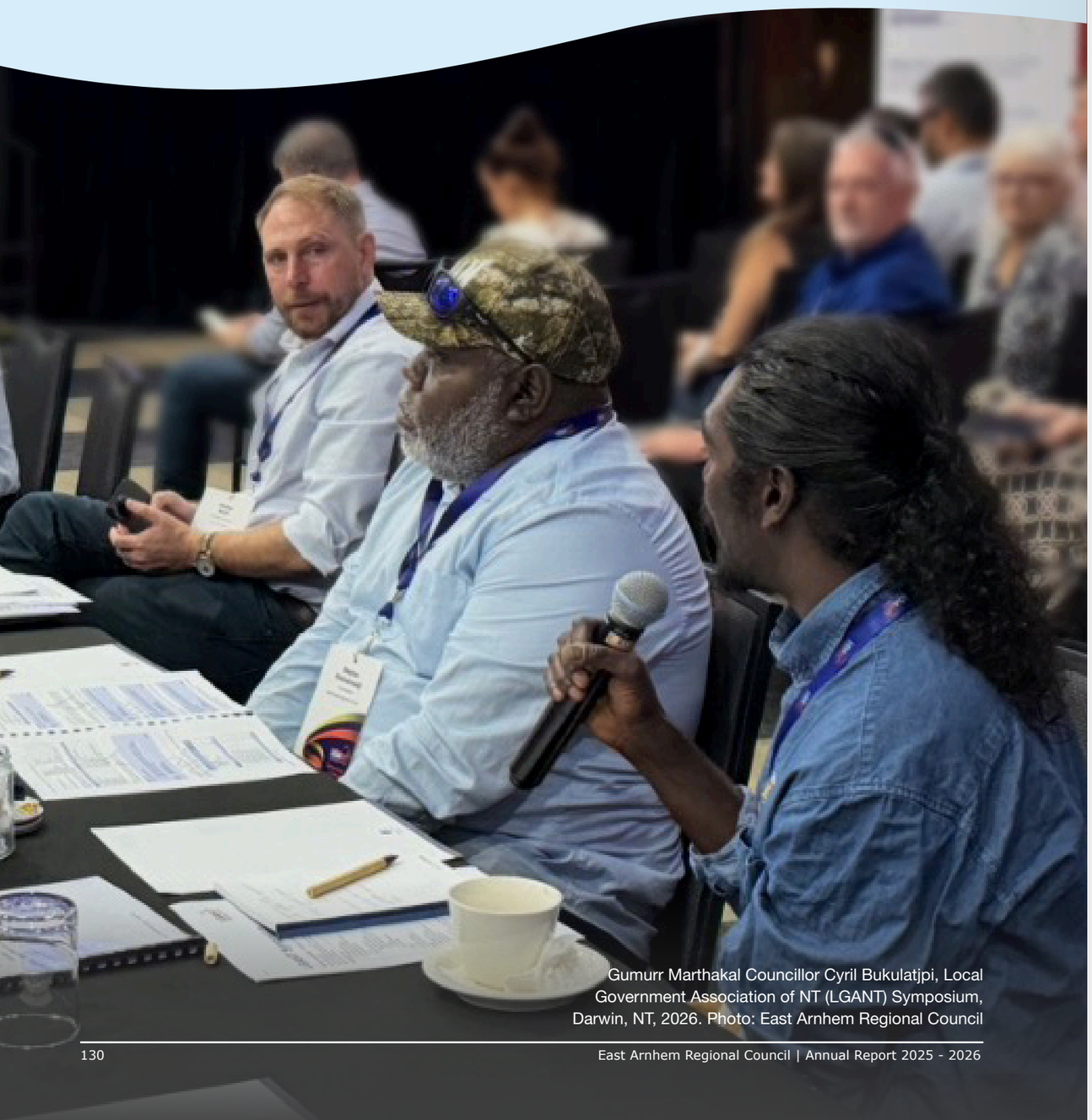
Performance – KPI Measure	Units	25/26	Actuals
Percentage of initial response and corrective actions implemented within the specified timeframe as per EARC policy.	%	100	N/A
Audits on the effectiveness of existing control measures and whether they control all types of harm or risk completed.	#	4	N/A
Development of Staff Knowledge hand book completed.	%	100	0.00
Development of machinery and small equipment procedures completed.	%	100	0.00
Procedure and checklist surrounding public health and amenity cleaning and standards for Public Toilets completed.	%	100	0.00
Procedure and checklist surrounding water quality testing requirements / and schedules for newly commissioned water park facilities completed.	%	100	0.00
Bi-annual WH&S Staff satisfaction and improvement suggestion surveys completed.	#	2	0.00
Area focus and improvement plans to the Executive on high or recurrent percentage injuries or incidents Quarterly completed.	#	4	0.00
Percentage of WHS policies and procedures reviewed and updated bi- annually.	%	100	0.00
Number of WHS audits conducted annually in Galiwin'ku	#	2.00	0.00
Number of WHS audits conducted annually in Gapuwiyak	#	2.00	0.00
Number of WHS audits conducted annually in Gunyangara	#	2.00	0.00
Number of WHS audits conducted annually in Ramingining	#	2.00	0.00
Number of WHS audits conducted annually in Milingimbi	#	2.00	0.00
Number of WHS audits conducted annually in Yirrkala	#	2.00	0.00
Number of WHS audits conducted annually in Darwin	#	2.00	0.00
Number of WHS audits conducted annually in Nhulunbuy	#	2.00	0.00



Port Bradshaw, NT, 2017.
Photo: East Arnhem Regional Council

5

Chief Executive Officer Services



Gumurr Marthakal Councillor Cyril Bukulatjpi, Local Government Association of NT (LGANT) Symposium, Darwin, NT, 2026. Photo: East Arnhem Regional Council

5 – Chief Executive Officer Services

Service Profile:	100 - Local Authorities and Committees
Business Unit:	CEO Services

Description:

Provision of secretariat and operational support to Local Authorities including: arranging meetings, preparing agendas and minutes and undertaking actions arising from meetings.

Achieved Outcome:

Local Authorities were supported through the provision of governance, secretariat and administrative services during the reporting period. Meetings were conducted in accordance with legislative requirements, with agendas, minutes and action registers maintained to support effective decision-making and accountability.

Actions:

Action ID	Action	Start Date	Status
Budget Type: New Initiatives - Operating one-off			
100.01	LA supported	01/07/2025-30/06/2026	Complete
100.02	Meetings conducted	01/07/2025-30/06/2026	Complete
100.03	Agendas and minutes prepared	01/07/2025-30/06/2026	Complete
100.04	Resolutions actioned	01/07/2025-30/06/2026	Ongoing

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Local Authority legislative	%	100.00	100.00
Local Authority Meetings conducted per year requirements*	#	36.00	23.00
Local Authority Project Funding Expenditure Allocation	%	100.00	100.00

**Note: Due to De- amalgamation the required meetings are 24.*

Service Profile:	168 - CEO Services Local and Regional Advocacy, Representation, Governance, Support, Public, Customer and Client Relationship Management.
Business Unit:	Chief Executive Leadership

Description:

Provide strategic leadership and direction and manage Council's operations and activities ensuring effective and efficient service delivery to communities.

Achieved Outcome:

Strategic leadership, governance and advocacy functions were delivered throughout the financial year. Council and Committee meetings were conducted in accordance with legislative requirements, stakeholder relationships were strengthened, community consultation was undertaken to inform future planning, and advocacy, communications and community engagement activities supported Council's objectives and regional priorities.

Actions:

Action ID	Action	Timeline	Status
168.01	Develop and implement an EARC Communication Strategy and Plan	01/07/2025-30/06/2026	Ongoing
168.02	Develop and distribute quarterly internal staff newsletters	01/07/2025-30/06/2026	Complete
168.03	Coordinate and implement group and individual professional development for Elected Members as requested	01/07/2025-30/06/2026	Complete
168.04	Plan and deliver Ordinary Council, Special Council, Finance Committee and Audit Committee as required.	01/07/2025-30/06/2026	Complete
168.05	Facilitate and assist the NT Electoral Commission with any required Local Government Election process including By-elections	01/07/2025-30/06/2026	Complete
168.06	Build effective relationships with governments, businesses and members of the public	01/07/2025-30/06/2026	Complete
168.07	Promote the East Arnhem Regional Council Community Sponsorship program	01/07/2025-30/06/2026	Ongoing
168.08	Promote, support and conduct cultural, civic and sporting events	01/07/2025-30/06/2026	Complete
168.09	Maintain an online calendar of Council and community events	01/07/2025-30/06/2026	Complete
168.10	Provide Advocacy and Representation	01/07/2025-30/06/2026	Complete
168.11	Ensure all Directorate operational areas operate in accordance with service requirement and expectations and deliver such requirements within relevant budget parameters.	01/07/2025-30/06/2026	Complete
168.12	Ensure extensive community consultation through in person visits to each community, on what infrastructure, services, initiatives and advocacy should be included in the next 5 Year Strategic Plan.	01/07/2025-30/06/2026	Complete
168.13	Oversee all current and future service / leasing and acquisition contracts relevant to the directorate and Council operations	01/07/2025-30/06/2026	Complete

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Support annual operations expenditure within approved budget	%	100.00	100.00
Council and Committee nonconfidential Agendas and Minutes are publicly available on website within legislative timeframes	%	100.00	100.00
Council and Committee Meetings achieve a quorum	%	100.00	89.5
Each Local Authority meets a minimum of four times a year	%	100.00	95.83
Audit Committee meets a minimum of three times a year	%	100.00	100.00

6

All Services



Gumurr Marthakal Councillor Evelyna Dhamarrandji was selected to be featured on the Indigenous Marathon Foundation's (IMF) International Women's Day (IWD) Medal. Councillor Dhamarrandji is a 2013 Indigenous Marathon Project Graduate and the 2026 IMF IWD WARRIOR.

Gumurr Marthakal Councillor Evelyna Dhamarrandji with CEO Dale Keehne,
East Arnhem Regional Council Support Office, Nhulunbuy, NT, March 2026.

6 – All Services

Service Profile:	6 - All Services: 168 - Chief Executive Officer Services, 107 - Executive Leadership Director Council Services, 167 - Executive Leadership Director Community Services, 122 - General Manager Technical Infrastructure Services, 164 - General Manager People & Corporate Services.
Business Unit:	Leadership Team

Description:

Assist the Council to make decisions on the utilisation and allocation of resources to meet Council's objectives. Oversee the industrial framework and facilitate organisational change and development to achieve a strong workforce alignment between workplace planning strategies and Council goals.

Actions:

Action ID	Action	Timeline	Status
6.01	Document and review policies and standard operating procedures for the management of People Services functions.	01/07/2025-30/06/2026	Not Started
6.02	Assist with the development of the Annual Plan and Annual Report	01/07/2025-30/06/2026	Not Started
6.03	Ensure risk management is owned and maintained across the organisation to lower Council's overall risk	01/07/2025-30/06/2026	Not Started

Key Success Factors:

Performance Measure	Units	25/26	Actuals
Percentage of organisational workforce identifying as Indigenous	%	70.00	72.00

Legislative Compliances and Governance Disclosures

In accordance with the requirements of the Local Government Act 2019 (NT), Council's Annual Report includes the following information:

- A copy of Council's audited financial statements.
- An assessment of Council's performance against the objectives and targets outlined in the 2025-26 Annual Plan.
- Details of shared services arrangements involving the Council.
- Details of any delegations of Council functions and powers to a Council Committee.
- An itemisation of remuneration and allowances paid to committee members.
- A summary of community engagement activities undertaken by Council during the reporting period.
- An assessment of Council's performance in delivering services, infrastructure projects, and strategic initiatives.

Shared Services

Council continues to participate in collaborative arrangements that support the effective and efficient delivery of services to communities across the East Arnhem region.

Local Government Association of the Northern Territory (LGANT)

East Arnhem Regional Council is a member of the Local Government Association of the Northern Territory (LGANT). Through its membership, Council participates in sector-wide advocacy, policy development, training, and networking opportunities that support the interests of local government across the Northern Territory. Council representatives, including the Chief Executive Officer and nominated elected members, attend LGANT meetings, conferences, and forums as appropriate throughout the year.

Delegations

Under Section 40 of the Local Government Act 2019, Council may delegate certain powers and functions to a Committee or Local Authority by resolution of Council.

During the 2025-2026 financial year, Council maintained a delegation to the Finance Committee to award tenders with a value of less than $500,000 (excluding GST), subject to:

- A tender evaluation report being prepared and presented by the Chief Executive Officer; and
- The procurement process complying with Council's procurement policies and legislative requirements.

No other delegations to Council Committees were made during the reporting period, unless otherwise resolved by Council.

Community Consultation and Engagement

Council is committed to engaging with communities and stakeholders to ensure that priorities, services and long-term planning reflect the needs and aspirations of the East Arnhem region.

During the 2025-26 financial year, Council undertook community consultation activities across its service communities and engaged extensively with Local Authorities to inform Council's strategic direction and future priorities.

In accordance with legislative requirements, the draft 2026-27 Annual Plan was made available for public comment through Council offices and Council's website. Public notices were issued inviting submissions during the consultation period prior to adoption by Council.

Council also undertook a comprehensive consultation process to support the development of its 2027-2031 Strategic Plan. Community members, Local Authorities, Elected Members and key stakeholders were provided opportunities to contribute feedback on community priorities, service delivery needs, future opportunities and challenges facing the region.

Feedback gathered through these consultations informed the development of the 2027-2031 Strategic Plan, ensuring Council's strategic objectives and priorities reflect the aspirations and expectations of the communities it serves.

Throughout the year, Council continued to engage with communities through Local Authority meetings, community visits, stakeholder forums and project-specific consultation activities, supporting informed decision-making and responsive service delivery.

Freedom of Information

During the 2025–2026 financial year, East Arnhem Regional Council did not receive any Freedom of Information (FOI) requests.



East Arnhem Regional Council was pleased to welcome the Governor-General of Australia, Her Excellency the Honourable Ms. Sam Mostyn AC in Yirrkala.

East Arnhem Regional Council's Active Communities & Youth Services team were running volleyball games at the Yirrkala Oval with students from the Yirrkala Bilingual School.

Governor-General Her Excellency the Honourable Ms Sam Mostyn AC & Birr Rawarrang Councillor Jason Mirritjawuy, Yirrkala, NT, September 2025.

Financials

Management Discussion and Analysis

Financial Year 2026

East Arnhem Regional Council

OVERVIEW

This Management Discussion and Analysis provides an overview of East Arnhem Regional Council's financial performance and financial position for the financial year ended 30 June 2026. The year was significantly influenced by the de-amalgamation of the Groote communities which impacted both Council's financial results and comparative movements from the previous financial year.

FY 2026 ACTUAL PERFORMANCE VERSUS FINAL BUDGET

	Original Budget $	Final Budget $	Actual Performance $	Variation between Final Budget and Actuals $
OPERATING REVENUE				
Grants	21,468,724	19,448,285	26,351,177	6,902,892
User Charges and Fees	7,278,662	8,691,597	8,893,288	201,691
Rates and Annual Charges	6,722,085	6,884,526	6,921,545	37,020
Interest Income	640,514	840,514	1,187,663	347,149
Other Operating Revenues	1,442,654	2,258,402	1,764,002	(494,400)
TOTAL OPERATING REVENUES	**37,552,639**	**38,123,324**	**45,117,675**	**6,994,352**
OPERATING EXPENSES				
Employee Costs	23,487,081	20,524,324	19,301,768	(1,222,556)
Materials and Contracts	10,041,405	18,863,064	10,844,859	(8,018,205)
Elected Member Allowances	567,120	567,120	455,786	(111,334)
Elected Member Expenses	300,708	317,098	354,062	36,965
Council Committee & LA Allowances	82,010	77,470	43,584	(33,886)
Council Committee & LA Expenses	66,773	36,743	6,267	(30,475)
Depreciation and Amortisation	3,188,462	3,714,647	4,117,480	402,833
Other Operating Expenses	10,163,101	12,690,848	10,360,632	(2,330,216)
TOTAL OPERATING EXPENSES	**47,896,660**	**56,791,314**	**45,484,438**	**(11,306,875)**
OPERATING DEFICIT	**(10,344,021)**	**(18,667,990)**	**(366,763)**	**18,301,227**
Loss on Council De-amalgamation	-	-	(356,630)	(356,630)
Non-operational Grants	-	1,153,537	1,573,387	419,850
Gain on Disposal of Assets	693,000	546,000	118,859	(427,141)
SURPLUS (DEFICIT)	**(9,651,021)**	**(16,968,453)**	**968,853**	**17,937,305**
Remove Non-Cash Item				
Less Non-Cash Income				
Gain on Disposal of Assets	(693,000)	(546,000)	(118,859)	427,141
Add back Non-Cash Expenses				
Depreciation and Amortisation	3,188,462	3,714,647	4,117,480	402,833
Other non-cash transactions	-	-	966,961	966,961
TOTAL NON-CASH ITEMS	**2,495,462**	**3,168,647**	**4,965,582**	**1,796,935**
Less Additional Outflows				
Capital Expenditure	(8,349,033)	(7,809,521)	(5,544,610)	2,264,911
Carried Forward Revenue for FY2027	(22,738)	(385,449)	(7,323,433)	(6,937,984)
Other Carried Forward Revenue for FY2027	-	-	(3,839,809)	(3,839,809)
Transfer to Reserves	(2,286,020)	(5,852,805)	(5,759,315)	93,490
TOTAL ADDITIONAL OUTFLOWS	**(10,657,791)**	**(14,047,775)**	**(22,467,167)**	**(8,419,392)**
NET DEFICIT	**(17,813,350)**	**(27,847,581)**	**(16,532,732)**	**11,314,848**
Add Additional Inflows				
Carried Forward Grants Revenue	1,057,523	10,068,187	10,068,187	-
Transfer from General Equity	6,035,088	6,672,463	-	(6,672,463)
Transfer from Reserves	10,027,739	10,560,931	7,540,262	(3,020,668)
Proceeds from sale of assets	693,000	546,000	443,359	(102,641)
TOTAL ADDITIONAL INFLOWS	**17,813,350**	**27,847,581**	**18,051,808**	**(9,795,772)**
NET OPERATING POSITION - SURPLUS	**-**	**-**	**1,519,076**	**1,519,076**

FY 2026 ANALYSIS OF MATERIAL VARIATIONS BETWEEN ACTUAL RESULTS AND FINAL BUDGET

OPERATING REVENUE
Grant revenue exceeded budget primarily due to the receipt of $3.8 million in Financial Assistance Grants (Roads and General Purpose) relating to the 2026-27 financial year that were received in advance. In addition, Council received an extra $1.1 million in Operational Subsidy funding, while Aged Care grant revenue also exceeded budget expectations.

Interest income was higher than budget due to stronger-than-expected returns generated from Council's term deposit investments.

Partially offsetting these favourable variances, other operating revenue was below budget as funding for the Remote Community Connector Program was not received and no Support Coordination (NDIS) income was earned during the year.

FY 2026 ANALYSIS OF MATERIAL VARIATIONS BETWEEN ACTUAL RESULTS AND FINAL BUDGET (CONTINUED)

OPERATING EXPENSES
Council invested more than $19.3 million in its workforce during the year. Employee costs were below budget due to ongoing challenges in attracting, retaining and maintaining attendance levels across Municipal Services, Council Services, Disability Services, Active Communities, and Building and Infrastructure Services. Service disruptions and temporary closures in some programs also contributed to lower expenditure than originally anticipated.

Materials and contracts expenditure was $8.0 million below budget, primarily due to delays in the delivery of Building and Infrastructure, Local Road Upgrade, and Waste and Environmental Services projects. Delayed approvals from external stakeholders and project staffing constraints impacted Council's ability to undertake planned works during the year.

Depreciation and amortisation expenditure was higher than budget, reflecting year-end adjustments relating to right-of-use lease assets and airspace assets.

Other operating expenses were also below budget, largely due to lower expenditure on training, lease costs, small asset purchases and certain grant-funded activities.

NON-OPERATING ITEMS
The loss on Council de-amalgamation primarily relates to the transfer of unspent funds associated with the Groote Jetty Projects at Umbakumba and Milyakburra, together with the transfer of vehicle assets to the Groote Archipelago Regional Council (GARC) as part of the de-amalgamation process.

The variance in non-operational grants relates to grant funding received for Active Communities services to support the acquisition of 4WD buses for remote sports programs.

Income from the sale of plant and vehicles was lower than budget due to lower-than-anticipated sale proceeds and the recognition of asset disposal costs during the year.

NON-CASH ITEMS
The variance in non-cash items primarily reflects depreciation and amortisation, the annual unwinding of the discount applied to landfill rehabilitation provisions, and year-end accounting adjustments relating to asset balances and classifications. These impacts were partially offset by gains recognised on the disposal of plant and vehicles.

CAPITAL EXPENDITURE
Capital expenditure was below budget primarily due to delays in Infrastructure and Building projects during the year. This was partially offset by higher-than-budget expenditure on Plant and Equipment.

CARRIED FORWARD REVENUE FOR THE NEXT FINANCIAL YEAR
At 30 June 2026, Council held $7.3 million in grant funding available for future expenditure. These funds relate to approved projects and services that were not completed by year end and will be utilised during the 2026-27 financial year. Further details are provided in Note 22(b) to the Financial Statements.

In addition, Council received $3.8 million in Financial Assistance Grants (Roads and General Purpose) relating to the 2026-27 financial year in advance of the new financial year. These funds will support Council's operations and service delivery in 2026-27 financial year.

FY 2026 TOTAL EXPENDITURE FOR EACH COUNCIL COMMITTEE AND LOCAL AUTHORITY

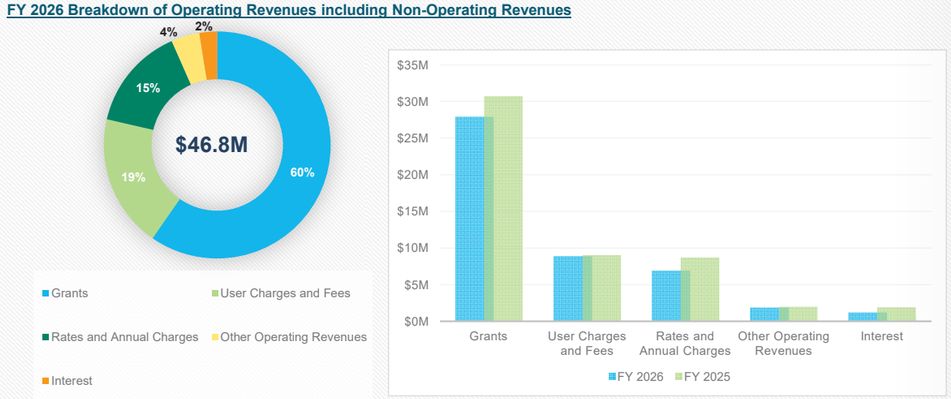
	Council Committee & LA Allowances $	Council Committee & LA Expenses $	Total $
Audit Committee	5,634	-	5,634
CEO Performance Review Committee	800	-	800
Finance Committee	3,600	-	3,600
LA - Ramingining	5,700	582	6,282
LA - Milingimbi	7,800	134	7,934
LA - Gapuwiyak	4,050	617	4,667
LA - Galiwinku	5,250	2,123	7,373
LA - Yirrkala	7,350	1,528	8,878
LA - Gunyangara	3,400	1,284	4,684
TOTAL	**43,584**	**6,267**	**49,851**

FINANCIAL ANALYSIS OF REPORTS

FY 2026 Results Overview - in AUD Million	FY 2026	FY 2025	Variance	%
Total Operating Revenues	45.1	51.2	(6.1)	(11.9%)
Total Operating Expenses	45.5	49.1	(3.7)	(7.4%)
Total Non-operating revenues	**1.7**	**1.2**	**0.5**	**43.9%**
Loss on Council De-amalgamation	**0.4**	**20.0**	**(19.6)**	**(98.2%)**
Net Surplus (Deficit)*	**1.0**	**(16.8)**	**17.7**	**(105.8%)**
Capital Expenditures	**5.5**	**8.1**	**(2.5)**	**(31.4%)**
Total Assets	114.8	112.9	2.0	1.8%
Total Liabilities	**18.7**	**17.7**	**1.0**	**5.7%**
Net Assets/Equity	96.1	95.1	1.0	1.0%
Total Cash and Investments	41.3	41.6	(0.3)	(0.8%)

*The net results reported for both financial years include the impact of the loss on Council de-amalgamation. Further information is provided in Note 24 to the Financial Statements.

FY 2026 Breakdown of Operating Revenues including Non-Operating Revenues



Total operating revenue decreased by $6.1 million compared to financial year 2024-25. Grants, comprising both operational and non-operational funding, represented approximately 60% of Council's total revenue. Grant revenue declined compared to financial year 2024-25, primarily due to the de-amalgamation of the Council, which reduced grant funding attributable to the Groote communities by $2.5 million, together with a reduction of $3.3 million in Financial Assistance Grants for roads and general operations.

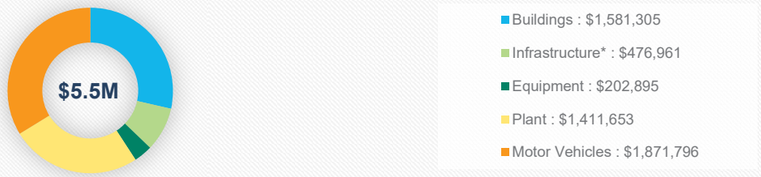
Rates and annual charges also decreased by approximately $2.0 million following the transfer of responsibility for the Groote communities to GARC. Revenue from Medicare and Indigenous wage subsidies was similarly impacted.

Interest income was lower than financial year 2024-25 as a portion of Council's cash and investment balances was transferred to the GARC as part of the de-amalgamation process.

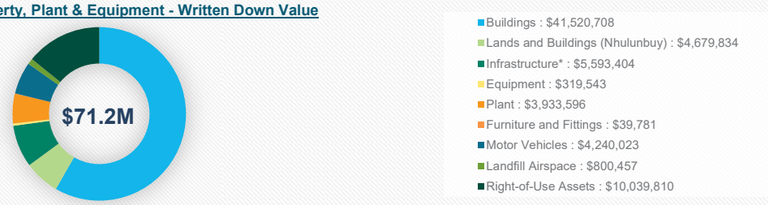
Proceeds from the disposal of assets were also lower than financial year 2024-25, reflecting differences in the timing and value of asset disposals between reporting periods.

Partially offsetting these reductions, NDIS revenue increased by 50% compared to financial year 2024-25, reflecting continued growth in disability service delivery and participant support activities during the year.

FY 2026 Property, Plant & Equipment - Additions during the year



FY 2026 Property, Plant & Equipment - Written Down Value



*includes works in progress

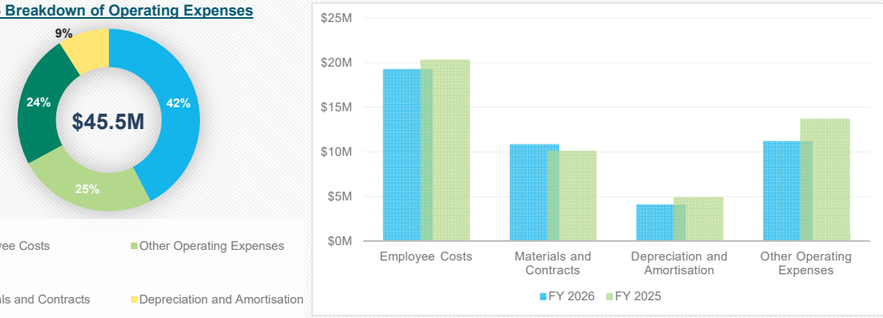
Capital expenditure during the year totalled $5.5 million, which was below the budget for financial year 2025-26 and lower than expenditure recorded in financial year 2024-25.

Council invested $1.6 million in building assets, including the completion of staff housing improvement projects comprising garden sheds, fencing, decking, maintenance and safety upgrades. Major projects completed during the year included the Drop-in Centre and Childcare Centre refurbishment at Yirrkala, construction of a duplex for Aged Care staff at Yirrkala, expansion of boardroom and meeting facilities at the Ramingining office, and re-roofing of the Childcare Centre at Galiwin'ku.

A further $0.5 million was invested in infrastructure projects funded through the Local Authority Project Fund program, with a number of projects continuing into the following financial year.

Investment in vehicles and plant remained broadly consistent with financial year 2024-25, while expenditure on equipment increased compared to the previous financial year. Despite lower overall capital expenditure, Council continued to deliver priority infrastructure, housing and asset renewal projects across the region.

FY 2026 Breakdown of Operating Expenses



Operating expenses decreased by $3.7 million compared to financial year 2024-25.

Employee costs were lower by $1.0 million, primarily due to the de-amalgamation of the Council, which reduced staffing requirements across Council's core and agency services.

Depreciation expenditure decreased by $0.8 million, largely reflecting the transfer of buildings, infrastructure, fleet assets and lease-related assets associated with the Groote communities to GARC as part of the de-amalgamation process.

Other operating expenses were lower than financial year 2024-25 by $2.5 million, reflecting both the impact of de-amalgamation and reduced expenditure across a range of operating cost categories. Lower costs were recorded for freight and transport services, insurance premiums, property leases, waste management activities, vehicle and plant repairs, and grant repayment expenses.

Partially offsetting these reductions, expenditure on materials and contractors increased by $0.7 million compared to financial year 2024-25. While some expenditure categories reduced following de-amalgamation, these savings were offset by higher materials and contract costs associated with road maintenance activities across Council's communities.

CASH

Council's closing cash and investment balance, including term deposits, was $41.6 million as at 30 June 2026. Of this amount, $33.6 million was committed to specific purposes through reserves, carried-forward grants and other obligations, with the remaining $8.0 million available for general operational and strategic requirements.

CASH - in AUD Million	FY 2026
Closing Cash Balance FY 2026	41.3
Less Unexpended Grants Carried into next FY	7.3
Less Replacement and Contingency Reserves	18.0
Less Income Received in Advance	3.8
Less Grants Liabilities	-
Cash Available before Liabilities	**12.1**

OTHER CURRENT ASSETS & LIABILITIES	FY 2026
Trade Receivable & Other Current Assets	2.2
Less Payables & Other Liabilities	3.6
Less Bank Loan/Borrowing	-
Less Employee Provisions Current & Non Current	2.7
Net Other Liabilities/Payable	**(4.1)**
Net Cash Available	**8.0**

NON CURRENT ASSETS	FY 2026
Balance (Less ROU and Airspace Assets)	60.5
Less Revaluation Reserves	31.2
Non Current Assets Carrying Value	**29.3**

EQUITY	FY 2026
Closing Equity Balance FY FY 2026	96.1
Less Asset Revaluation Reserve	31.2
Less Unexpended Grants Carried into next FY	7.3
Less Specific Reserves	18.0
Less Income Received in Advance	3.8
Net Equity	**35.8**

NET EQUITY	FY 2026
Non Current Assets Carrying Value	29.4
Net Impact (Lease and Landfill)	(1.6)
Net Cash Available	8.0
Net Equity	**35.8**

EQUITY

EQUITY - in AUD Million	FY 2026	FY 2025	Variance	%
Accumulated Surplus	39.7	35.7	4.0	11.2%
Replacement and Contingency Reserves	18.0	22.2	(4.3)	(19.2%)
Asset Revaluation Reserve	31.2	31.3	(0.1)	(0.4%)
Unexpended Grants Reserve	7.3	6.0	1.4	22.9%
TOTAL	**96.1**	**95.1**	**1.0**	**1.0%**

Accumulated Surplus represents funds available to support Council's ongoing operations, service delivery and long-term capital requirements. As at 30 June 2026, accumulated surplus increased by $4.0 million compared to the previous financial year. Contributing to this increase was the receipt of $3.8 million in Financial Assistance Grants (Roads and General Purpose) relating to the 2026-27 financial year, which were received in advance of the new financial year.

Unexpended grant funding held at year end increased from $6.0 million in financial year 2024-25 to $7.3 million in financial year 2025-26. These funds relate to approved projects and services that will be delivered in future reporting periods and therefore form part of Council's equity position until expended. The increase primarily reflects the timing of project delivery and expenditure against grant funding received.

EQUITY (continued)

Council maintains reserves to support future asset renewal, service delivery and strategic priorities, including fleet replacement, waste management, roads, buildings, public area infrastructure, cemetery operations, community services, community benefit initiatives, election costs, disaster response requirements and approved projects. As at 30 June 2026, reserve balances totalled $18.0 million. Reserve balances are reviewed through the annual budget process, with transfers to and from reserves determined by Council to support future funding requirements and organisational priorities.

A breakdown of Replacement and Contingency Reserves balances and movement is below:

Replacement and Contingency Reserves (In Millions)	FY 2025 Opening Balance	Transfer to Reserve	Transfer from Reserve	FY 2026 Closing Balance
Fleet Replacement	3.8	1.9	(3.0)	2.7
Waste Management	4.1	1.0	(0.4)	4.6
Roads Replacement	4.5	0.4	(2.9)	2.0
Cemetery	0.4	-	(0.0)	0.4
Building	0.5	1.0	-	1.5
Public Area Infrastructure	3.1	-	(0.2)	2.9
Election	0.1	-	-	0.1
Disaster Contingency	0.3	-	-	0.3
Community Benefit	2.7	0.1	(2.3)	0.6
Community Services	2.2	1.3	(1.2)	2.3
Unexpended Allocated Projects	0.5	0.0	(0.0)	0.5
TOTAL	**22.2**	**5.8**	**(10.0)**	**18.0**

KEY PERFORMANCE INDICATORS

Financial key performance indicators provide insight into Council's financial performance, sustainability and capacity to support ongoing service delivery and asset renewal. Council's results against these indicators are presented below.

Operating Surplus Ratio

Indicator	Target	2026-2025	2025-2024	2024-2023	2023-2022	2022-2021	2021-2020
	0 - 15%	-0.8%	4.0%	-14.4%	4.9%	2.7%	6.7%

This indicator shows the extent of Council's ability to cover operating expenses from operating revenue.
The Council had an operating deficit for the FY2026, resulting in a negative ratio.

Asset Sustainability Ratio

Indicator	Target	2026-2025	2025-2024	2024-2023	2023-2022	2022-2021	2021-2020
	> 100%	148.8%	186.2%	132.4%	92.6%	77.3%	91.7%

This indicator shows approximation of the extent to which assets managed by Council are being replaced as assets reach the end of their useful lives.
There were significant capital and work in progress projects in FY2026 and FY2025.

Interest Coverage Ratio

Indicator	Target	2026-2025	2025-2024	2024-2023	2023-2022	2022-2021	2021-2020
	3 & above	0.1	4.5	(9.9)	5.4	3.3	7.3

This indicator is designed to determine how easily Council can pay interest on outstanding debt/loan.
The calculation includes interest expense related to lease liabilities (AASB 16 - Leases) and provision for landfill rehabilitation (AASB 137 Provisions).

Current Assets Ratio

Indicator	Target	2026-2025	2025-2024	2024-2023	2023-2022	2022-2021	2021-2020
	>1	6.9	6.7	8.0	7.9	12.3	8.5

This indicator is designed to provide information on the ability of Council to meet its short-term financial obligations as they become due out of current assets.

East Arnhem Regional Council

Table of Contents

		Page
Independent Auditor's Report		3 - 4
Chief Executive Officer's Certificate		5
General Purpose Financial Report		
Statement of Comprehensive Income		6
Statement of Financial Position		7
Statement of Changes in Equity		8
Statement of Cash Flows		9
Notes to the Financial Statements		
Note 1	Material Accounting Policy Information	10-15
Note 2 (a)	Components of Functions	16-20
Note 2 (b)	Components of Functions	21
Note 3	Operating Revenues	22-23
Note 4	Operating Expenses	23-24
Note 5	Gain or Loss on Disposal of Assets	24
Note 6	Cash and Cash Equivalents	25
Note 7	Trade and Other Receivables	25-26
Note 8	Other Financial Assets	26
Note 9	Unrestricted Other Assets	26
Note 10	Property, Plant and Equipment	27-29
Note 11	Trade and Other Payables, Provisions and Other Liabilities	30
Note 12	Statement of Cash Flows	31
Note 13	Conditions over Grants And Contributions	32
Note 14	Reserves	33-35
Note 15	Leases	36
Note 16	Contingent Assets and Contingent Liabilities	36
Note 17	Events Occuring after the Reporting Period	36
Note 18	Financial Instruments	37-39
Note 19	Auditor's Remuneration	39
Note 20	Fair Value Measurements	40-41
Note 21	Related Party Disclosures	42
Note 22 (a)	Comparison of Original Estimates with Actuals	43-44
Note 22 (b)	Unexpended Grants Funds	45
Note 23	Financial Indicators	46
Note 24	East Arnhem Regional Council De-amalgamation	47

East Arnhem Regional Council

Financial Report for the Financial Year Ended 30 June 2026

PKF Merit Pty Ltd
ABN 16 107 240 522

Level 2, 9 Cavenagh Street
Darwin NT 0800

PO Box 3470
Darwin NT 0801
Australia

+61 8 8982 1444
clientservices@pkfmerit.com.au
pkf.com.au

Independent auditor's report to the Chief Executive Officer of East Arnhem Regional Council

Opinion

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

In our opinion, the financial report presents fairly, in all material respects, the financial position of East Arnhem Regional Council as at 30 June 2026 and its financial performance and cashflows for the year then ended in accordance with Australian Accounting Standards, the *Northen Territory Local Government Act 2019* and the *Local Government (General) Regulations 2021*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report.

We are independent of the Council in accordance with the *Northern Territory Local Government Act 2019* and the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the 'Code') that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Other information

The Chief Executive Officer is responsible for the other information. The other information comprises the information included in the annual report for the year ended 30 June 2026 but does not include the financial statements and our auditor's report thereon. Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Chief Executive Officer for the Financial Report

The Chief Executive Officer ("CEO") 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 2019* and for such internal control as the CEO determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

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

PKF Merit Pty Ltd is a member of PKF Global, the network of member firms of PKF International Limited, each of which is a separately owned legal entity and does not accept any responsibility or liability for the actions or inactions of any individual member or correspondent firm(s). Liability limited by a scheme approved under Professional Standards Legislation.

Auditor's Responsibilities for the Audit of the Financial Report

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

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

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

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

PKF Merit

PKF MERIT

MATTHEW KENNON
DIRECTOR
DARWIN
DATE: 12 NOVEMBER 2026

Docusign Envelope ID: 13D5FF47-C8C8-88A9-83A5-137833ADCC55

East Arnhem Regional Council

Chief Executive Officer's Certificate

I, Dale Keehne, Chief Executive Officer of the East Arnhem Regional Council, certify that the Annual Financial Statements:

(a) have been, to the best of my knowledge, information and belief, properly drawn up in accordance with all applicable Australian Accounting Standards, the *Local Government Act 2019* and the *Local Government (General) Regulations 2021* so as to present fairly the financial position of the Council and the results for the year ended 30 June 2026; and

(b) are in accordance with the accounting policies and records of the Council.

Dale Keehne
Chief Executive Officer

Date: 12-Nov-26 | 08:56 AEST

East Arnhem Regional Council

Statement of Comprehensive Income
For the year ended 30 June 2026

	Note	2026 $	2025 $
CONTINUING OPERATIONS			
Operating Revenues			
Operational Grants	3(a)	26,351,177	29,972,686
User Charges and Fees	3(b)	8,893,288	9,031,244
Rates and Annual Charges	3(c)	6,921,545	8,727,095
Other Operating Revenues	3(d)	1,764,002	1,581,067
Interest	3(e)	1,187,663	1,890,645
Total Operating Revenues		**45,117,675**	**51,202,737**
Operating Expenses			
Employee Costs	4(a)	(19,301,768)	(20,356,064)
Materials and Contractors	4(b)	(10,855,363)	(10,128,355)
Depreciation and Amortisation	4(c)	(4,117,480)	(4,940,397)
Other Operating Expenses	4(d)	(11,209,827)	(13,718,186)
Total Operating Expenses		**(45,484,438)**	**(49,143,002)**
NET (DEFICIT) SURPLUS FOR THE YEAR FROM CONTINUING OPERATIONS		**(366,763)**	**2,059,735**
Loss on Council De-amalgamation	24	(356,630)	(19,996,660)
Non-operational Grants	3(a)	1,573,387	766,037
Gain on Disposal of Assets	5	118,859	409,751
NET SURPLUS (DEFICIT)		**968,853**	**(16,761,137)**
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified subsequently to profit or loss			
Gain on Asset Revaluation	14(l)	**-**	**933,845**
TOTAL COMPREHENSIVE INCOME (LOSS)		**968,853**	**(15,827,292)**

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

East Arnhem Regional Council

Statement of Financial Position
As at 30 June 2026

	Note	2026 $	2025 $
CURRENT ASSETS			
Cash and Cash Equivalents	6	21,259,848	17,605,904
Trade and Other Receivables	7	1,134,806	747,281
Other Financial Assets	8	20,000,000	24,000,000
Other Current Assets	9(a)	1,051,867	1,021,624
TOTAL CURRENT ASSETS		43,446,521	43,374,809
NON-CURRENT ASSETS			
Property, Plant and Equipment	10	70,489,404	66,800,876
Work In Progress	10	677,752	2,462,881
Other Non-Current Assets	9(b)	216,733	216,733
TOTAL NON-CURRENT ASSETS		71,383,889	69,480,490
TOTAL ASSETS		**114,830,410**	**112,855,299**
CURRENT LIABILITIES			
Trade and Other Payables	11(a)	3,006,485	2,460,698
Other Current Liabilities	11(c)	549,788	1,594,297
Provisions	11(b)	2,422,016	2,170,835
Lease Liabilities	15	359,433	219,269
TOTAL CURRENT LIABILITIES		6,337,722	6,445,099
NON-CURRENT LIABILITIES			
Lease Liabilities	15	10,482,032	9,303,442
Provisions	11(b)	1,894,348	1,959,303
TOTAL NON-CURRENT LIABILITIES		12,376,380	11,262,745
TOTAL LIABILITIES		**18,714,102**	**17,707,844**
NET ASSETS		**96,116,308**	**95,147,455**
EQUITY			
Accumulated Surplus		39,674,646	35,684,091
Replacement and Contingency Reserves	14	17,961,409	22,228,846
Asset Revaluation Reserve	14	31,156,820	31,277,821
Unexpended Grants Reserve	13	7,323,433	5,956,697
TOTAL EQUITY		**96,116,308**	**95,147,455**

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

East Arnhem Regional Council

Statement of Changes in Equity
For the year ended 30 June 2026

	Note	Replacement & Contingency Reserve $	Unexpended Grants Reserve $	Asset Revaluation Reserve $	Accumulated Funds $	Total $
Balance at 1 July 2024		**35,394,506**	**6,909,551**	**41,706,725**	**26,963,965**	**110,974,747**
Net deficit for the year		-	-	-	(16,761,137)	(16,761,137)
Gain on Asset Revaluation	14(l)	-	-	933,845	-	933,845
Total Comprehensive Income		-	-	933,845	(16,761,137)	**(15,827,292)**
Decrease due to de-amalgamation (GARC)	14(l)	-	-	(11,362,749)	11,362,749	-
Expended grants from previous year	13	-	(4,463,302)	-	4,463,302	-
Revenues in current year not expended	13	-	3,510,448	-	(3,510,448)	-
Reserves and Net Cash allocation to Groote Archipelago Regional Council		(8,023,863)	-	-	8,023,863	-
Transfer of accumulated funds to replacement & contingency reserve	14	(5,141,797)	-	-	5,141,797	-
		(13,165,660)	(952,854)	(11,362,749)	25,481,263	-
Balance at 30 June 2025		**22,228,846**	**5,956,697**	**31,277,821**	**35,684,091**	**95,147,455**
Net surplus for the year		-	-	-	968,853	968,853
Other comprehensive income		-	-	-	-	-
Total Comprehensive Income		-	-	-	968,853	**968,853**
Asset Revaluation adjustment	14(l)			(121,001)	121,001	
Expended grants from previous year	13	-	(3,307,620)	-	3,307,620	-
Prior year unexpended grants repaid during the year	13	-	(144,730)	-	144,730	-
Revenues in current year not expended	13	-	4,819,086	-	(4,819,086)	-
Reserves allocation to Groote Archipelago Regional Council	14(i)	(214,070)	-	-	214,070	-
Transfer to accumulated funds from replacement & contingency reserve	14	(4,053,367)	-	-	4,053,367	-
		(4,267,437)	1,366,736	(121,001)	3,021,702	-
Balance at 30 June 2026		**17,961,409**	**7,323,433**	**31,156,820**	**39,674,646**	**96,116,308**

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

East Arnhem Regional Council

Statement of Cash Flows
For the year ended 30 June 2026

	Note	2026 $	2025 $
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts:			
Grants and contributions		26,258,707	32,313,589
Receipts from rates and annual charges		6,912,022	8,675,043
Other operating receipts		10,541,435	9,964,850
Interest received		1,182,389	1,890,645
Payments:			
Payments to employees		(19,052,168)	(20,230,725)
Interest paid		(353,207)	(513,152)
Payments to suppliers & customers		(20,289,687)	(23,595,944)
Payment to Groote Archipelago Regional Council (GARC)		(214,070)	(9,572,496)
Net cash provided by (used in) operating activities	12	**4,985,421**	**(1,068,190)**
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts:			
Proceeds from sale of assets		443,359	710,194
Payments:			
Acquisition of property, plant & equipment		(5,544,610)	(8,084,793)
Net cash used in investing activities		**(5,101,251)**	**(7,374,599)**
CASH FLOWS FROM FINANCING ACTIVITIES			
Investment in term deposits	1(s)	-	(16,000,000)
Proceeds from maturity of term deposits		4,000,000	-
Repayment of lease liability		(230,226)	(388,744)
Net cash provided by (used in) financing activities		**3,769,774**	**(16,388,744)**
Net increase (decrease) in cash held		**3,653,944**	**(24,831,533)**
Cash at beginning of reporting period	1(s)	17,605,904	42,437,437
Cash at end of reporting period	12	**21,259,848**	**17,605,904**

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

East Arnhem Regional Council

Notes to the Financial Statements
For the year ended 30 June 2026

Note 1. Material Accounting Policy Information

The East Arnhem Regional Council (the “Council” or “EARC”) was formed on 1 July 2008 as an amalgamation of nine communities:

- Galiwinku
- Gapuwiyak
- Gunyangara
- Milingimbi
- Ramingining
- Yirrkala
- Umbakumba
- Angurugu
- Milyakburra

The de-amalgamation of the East Arnhem Regional Council leading to the creation of the Groote Archipelago Regional Council ("GARC" or "Groote") has been in progress since 2018. The official constitution of GARC occurred in 2024 and the inaugural elections held on 15 March 2025 with the Groote Archipelago Regional Council delivering services to three communities in Umbakumba, Angurugu and Milyakburra.

The East Arnhem Regional Council remaining communities are:

- Galiwinku
- Gapuwiyak
- Gunyangara
- Milingimbi
- Ramingining
- Yirrkala

The purpose of this financial report is to provide users with information about the stewardship of the Council and accountability for the resources entrusted to it, information about the financial position, performance and cash flows of the Council.

This note sets out the material accounting policy information in relation to the preparation of the financial statements.

The Local Government Reporting Entity

East Arnhem Regional Council is established under the Northern Territory Local Government Act and has its principal place of business at 7 Westal Street , Nhulunbuy, Northern Territory, Australia.

Statement of Compliance

This financial report is a general purpose financial report that has been prepared in accordance with Australian Accounting Standards and Interpretations, the requirements of the Northern Territory Local Government Act 2019, the Local Government (General) Regulations 2021 and other authoritative pronouncements of the Australian Accounting Standards Board.

Material accounting policies

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.

The accounting policies adopted for the reporting period are consistent with those of the previous reporting period except where otherwise indicated.

The following material accounting policies have been adopted in the preparation and presentation of the financial report:

a. Basis of preparation

The financial report has been prepared on the accrual basis and based on historical cost, except for the revaluation of certain non-current assets and financial instruments. Cost is based on the fair values of the consideration given in exchange for assets. All amounts are presented in Australian dollars, unless otherwise noted.

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

b. Income Recognition

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

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

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

Construction contracts

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

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

c. Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with financial institutions, other short term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to insignificant risk of changes in value.

Term deposits with original maturities greater than three months from the date of acquisition do not meet the definition of cash and cash equivalents and are classified as other financial assets.

d. Financial Instruments

A financial instrument is recognised if the Council becomes a party to the contractual provisions of the instrument. Financial assets are recognised at trade date (less impairment). Financial assets are derecognised if the Council transfers the financial asset to another party without retaining control or substantially all risks and rewards of the asset. Financial liabilities are derecognised if the Council's obligations specified in the contract expire or are discharged or cancelled.

Financial Assets

The Council classifies its financial assets as loans and receivables. The classification depends on the purpose for which the financial instrument was acquired. The Council determines the classification of its financial instruments at initial recognition and reevaluates this designation at each reporting date.

Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees on points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial asset, or, where appropriate, a shorter period.

Impairment of Financial Assets

AASB 9's impairment requirements use more forward-looking information to recognise expected credit losses – the 'expected credit loss (ECL) model'. Instruments within the scope of the new requirements included loans and other debt-type financial assets measured at amortised cost and Financial assets at fair value through other comprehensive income (FVOCI), trade receivables, contract assets recognised and measured under AASB 15 and loan commitments and some financial guarantee contracts (for the issuer) that are not measured at fair value through profit or loss. Recognition of credit losses is no longer dependent on the Council first identifying a credit loss event.

Instead the Council considers a broader range of information when assessing credit risk and measuring expected credit losses, including past events, current conditions, reasonable and supportable forecasts that affect the expected collectability of the future cash flows of the instrument.

In applying this forward-looking approach, a distinction is made between:

- financial instruments that have not deteriorated significantly in credit quality since initial recognition or that have low credit risk ('Stage 1') and

-financial instruments that have deteriorated significantly in credit quality since initial recognition and whose credit risk is not low ('Stage 2').

-'Stage 3' would cover financial assets that have objective evidence of impairment at the reporting date.

'12-month expected credit losses' are recognised for the first category while 'lifetime expected credit losses' are recognised for the second category.

Measurement of the expected credit losses is determined by a probability-weighted estimate of credit losses over the expected life of the financial instrument.

If in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed through profit or loss to the extent the carrying amount of the investment at the date the impairment is reversed does not exceed what the amortised cost would have been had the impairment not been recognised.

Derecognition of financial assets

The Council derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Council neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Council recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Council retains substantially all the risks and rewards of ownership of a transferred financial asset, the Council continues to recognise the financial asset and also recognises a collaterised borrowing for the proceeds received.

Financial Liabilities

The Council classifies its financial liabilities as other financial liabilities. This classification pertains to financial liabilities that are not held for trading or not designated as at FVPL (Fair Value through Profit & Loss) upon inception of the liability. The classification depends on the purpose for which the financial liability was incurred. The Council determines the classification of its financial liability at initial recognition and re-evaluates this designation at each reporting date.

East Arnhem Regional Council

Notes to the Financial Statements
For the year ended 30 June 2026

Trade and other payables

These amounts represent liabilities for goods and services provided to the Council prior to the end of the financial year which remain unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

Borrowings

Borrowings are initially measured at fair value, net of transaction costs. Borrowings are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis. The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts the estimated future cash payments through the expected life of the financial liability, or where appropriate, a shorter period.

e. Property, Plant and Equipment

a. Acquisition of property, plant and equipment (including structural assets)

Property, plant and equipment is intitally recognised at cost when control of the asset passes to the Council and is subseqently reviewed under the revaluation policy. Cost includes expenditure that is directly attributable to the acquisition. Cost related to property, plant and equipment gifted, donated or granted to the Council is the fair value of the asset, plus costs directly attributable to the acquisition. The Council recognises assets over the value of $5,000.

From the creation of the Council on 1 July 2008, all land, buildings and infrastructure that were not under the financial control of the Council were written off. All assets that were transferred under $5,000 from the communities were also written off or expensed.

b.Work in Progress

Work in progress relates to capital expenditures incurred on buildings and infrastructure under construction. These expenditures are capitalised when completed and depreciation is recognised from the date of completion.

c. Depreciation

All property, plant and equipment, with the exception of land, is systematically depreciated over its useful life in a manner which reflects the consumption of the service potential embodied in those assets from the time that the item of property plant and equipment is available for use. The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, with the effect of any changes recognised on a prospective basis. Depreciation is provided for on a straight line method using lives which are reviewed each reporting period. Major depreciation periods are:

Buildings / Other Structures 6 to 50 years

Plant and Equipment / Motor Vehicles /
Office Furniture and Equipment 3 to 10 years

Intangible Asset Landfill Airspace has been recognised as the NPV of future cash flows required to meet the rehabiliation requirements and is amortised based upon the remaining useful life.

d. Valuation - Buildings

Revaluation increments and decrements

Revaluation increments and decrements arising from recognising assets at valuation are offset against one another within the class of assets. Net revaluation increments in the carrying amounts of these assets are recognised directly in the other comprehensive income (asset revaluation reserve), except to the extent that the increment reverses a decrement that was previously recognised as an expense in the net profit or loss in respect of the same class of assets, in which case the increment is recognised as revenue in the net profit or loss.

Net revaluation decrements in carrying amounts are recognised as an expense in the net profit or loss, except to the extent that the decrement reverses a previous revaluation increment in respect of the same class of assets credited directly to the other comprehensive income, in which case the decrement is debited directly to other comprehensive income (asset revaluation reserve).

Impairment of assets

Assets that have an indefinite useful life are not subject to amortisation and are tested for impairment annually.

Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying value may not be recoverable.

If such an indication exists and where the carrying value exceeds the estimated recoverable amount, the assets are written down to their recoverable amount.

The recoverable amount of property, plant and equipment is the greater 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 non cash generating assets of the Council such as roads and public buildings, fair value is represented by the depreciated optimised replacement cost. Impairment losses are recognised in the surplus or deficit.

e. Land under roads

Council has elected not to value or recognise as an asset land under roads acquired prior to 1 July 2008 in accordance with the election available under AASB 1051 Land under Roads.

f. Employee Benefits

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

a. Employee benefits expected to be settled within 12 months

Liabilities for wages and salaries, including non-monetary benefits expected to be settled wholly within 12 months after the end of the period in which the employees render the related services are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled.

All other short-term employee benefit obligations are presented as payables.

b. Employee benefits not expected to be settled within 12 months

The liability for long service leave and annual leave which is not expected to be settled wholly within 12 months after the end of the period in which the employees render the related service is therefore recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the end of the reporting period of government bonds with terms and currency that match, as closely as possible, the estimated future cash outflows. Remeasurements as a result of experience adjustments and changes in actuarial assumptions are recognised in profit or loss.

The obligations are presented as current liabilities in the statement of financial position if the Council does not have an unconditional right to defer settlement for at least twelve months after the reporting date, regardless of when the actual settlement is expected to occur.

g. Budget Information
Note 2(a) provides budget information of revenues and expenditure of each of the major activities of the Council. Budget figures represented are those approved by the Council during the budget revision.

h. Tax Status
The operations of East Arnhem Regional Council are tax exempt under the provisions of the Income Tax Assessment Act 1997.

i. Provisions
Provisions are recognised when the Council has a present obligation (legal or constructive) as a result of a past event, it is probable that the Council will be required to settle the obligation, and 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, the carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

j. Goods and Services Tax
Revenues, expenses and assets are recognised net of the amount of goods and services tax (GST), except:

a. where the amount of GST incurred is not recoverable from the taxation authority, it is recognised as part of the cost of acquisition of an asset or as part of an item of expense; or

b. for receivables and payables which are recognised inclusive of GST, the net amount recoverable from, or payable to, the taxation authority is included as part of receivables or payables.

k. Rounding of amounts
Amounts in the financial statements are presented in Australian dollars and have been rounded off to the nearest dollar.

l. Critical accounting judgments and key sources of estimation uncertainty
In the application of the Council's accounting policies, the directors are required to make judgments, estimates and assumptions about carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. 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.

The following are significant management judgements and estimates in applying the accounting policies of the Council that have the most significant effect on the financial statements.

Useful lives of depreciable assets

The Council estimates the useful lives of depreciable assets based on the period over which the assets are expected to be available for use. The estimated useful lives of property and equipment are reviewed periodically and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of the assets.

Lease term

The lease term is a significant component in the measurement of both the right-of-use asset and lease liability. Judgement is exercised in determining whether there is reasonable certainty that an option to extend the lease or purchase the underlying asset will be exercised, or an option to terminate the lease will not be exercised, when ascertaining the periods to be included in the lease term.

East Arnhem Regional Council

Notes to the Financial Statements
For the year ended 30 June 2026

In determining the lease term, all facts and circumstances that create an economical incentive to exercise an extension option, or not to exercise a termination option, are considered at the lease commencement date. Factors considered may include the importance of the asset to the Council's operations; comparison of terms and conditions to prevailing market rates; incurrence of significant penalties; existence of significant leasehold improvements; and the costs and disruption to replace the asset. The Council reassesses whether it is reasonably certain to exercise an extension option, or not exercise a termination option, if there is a significant event or significant change in circumstances.

Incremental borrowing rate

Where the interest rate implicit in a lease cannot be readily determined, an incremental borrowing rate is estimated to discount future lease payments to measure the present value of the lease liability at the lease commencement date. Such a rate is based on what the Council estimates it would have to pay a third party to borrow the funds necessary to obtain an asset of a similar value to the right-of-use asset, with similar terms, security and economic environment.

Employee benefits provision

As discussed in note 1f, the liability for employee benefits expected to be settled more than 12 months from the reporting date are recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

Lease make good provision

A provision has been made for the present value of anticipated costs for future restoration of leased premises. The provision includes future cost estimates associated with closure of the premises. The calculation of this provision requires assumptions such as application of closure dates and cost estimates. The provision recognised for each site is periodically reviewed and updated based on the facts and circumstances available at the time. Changes to the estimated future costs for sites are recognised in the statement of financial position by adjusting the asset and the provision. Reductions in the provision that exceed the carrying amount of the asset will be recognised in profit or loss.

Allowance for expected credit losses

The allowance for expected credit losses assessment requires a degree of estimation and judgement. It is based on the lifetime expected credit loss, grouped based on days overdue, and makes assumptions to allocate an overall expected credit loss rate for each group. These assumptions include recent experience, historical collection rates and forward-looking information that is available. The allowance for expected credit losses is calculated based on the information available at the time of preparation. The actual credit losses in future years may be higher or lower.

m. Economic dependence
During the year the Council received grants from the Northern Territory and Australian Government. The future operation of the Council is dependent upon continued government funding.

n. Comparative figures
Where required by currently applicable Australian Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year. Certain prior year figures have been restated due to reclassification.

o. Revaluation
The fair value of buildings is determined every three to five years in accordance with the Council's Accounting Policy and management assess for any fair value movements each year in between. At the end of this period the valuation is reviewed and where appropriate the fair value is updated to reflect current market conditions. Increases in the carrying amount arising on revaluation of assets are credited to a revaluation reserve in equity. Decreases in the carrying amount that offset previous increases of the same asset are charged against fair value reserves directly in equity; all other decreases are charged to the Statement of Comprehensive Income.

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

Council as a lessee

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

Right-of-Use-Assets

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

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

Lease liabilities

At the commencement date of the lease, the Council recognises lease liabilities measured at the present value of lease payments to be made over the lease term.

In calculating the present value of lease payments, the Council uses its incremental borrowing rate or the interest rate implicit in the lease.

Short-term leases and leases of low-value assets

The Council applies the short-term lease recognition exemption to its short-term property leases and leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date). It also applies the low-value assets recognition exemption to leases of office equipment that are considered to be low value.

Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

q. Landfill Rehabilitation Provision

The Council is obligated to restore the waste management facility sites to a particular standard. The forecast life of these sites is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill rehabilitation has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on the independent consultant's report. Accordingly, the estimation of the provision has been done but it is still dependent on the accuracy of the forecast timing of the work, work required and related costs. The last assessment was done in 30th April 2025. The Council recognises the rehabilitation component as a liability in the form of a provision for future works.

r. New accounting standards and interpretations

The AASB has issued a number of new and amended Australian Accounting Standards and Interpretations that are not mandatorily effective for the year ended 30 June 2026. Council does not expect their adoption to have a material impact on the Council's financial statements.

The following list identifies all the new and amended Australian Accounting Standards, and Interpretation, that were issued but not yet effective at the time of compiling these statements that could be applicable to Councils.

Effective for not-for-profit (NFP) entities for annual reporting periods beginning on or after 1 January 2026

- AASB 2024-2 Amendments to Australian Accounting Standards– Classification and Measurement of Financial Instruments
- AASB2024-3 Amendments to Australian Accounting Standards– Annual Improvements Volume 11 [AASB 1, AASB 7, AASB 9, AASB 10 and AASB 107]

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

- AASB17Insurance Contracts (amended by AASB 2020-5, AASB 2024-1, AASB 2024-8 and AASB 2024-9 Insurance Contracts in the Public Sector)

Effective for NFP annual reporting periods beginning on or after 1 January 2028

- AASB 2014-10 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (amended by AASB 2015-10, AASB 2017-5, AASB 2023-7 and AASB 2024-4)
- AASB18Presentation and Disclosure in Financial Statement

s. Reclassification of cash balances

During the current year, the Council reviewed the classification of certain cash and other financial assets balances.

As part of this review, the Westpac Trust Account, previously included within short-term deposits, was reclassified to cash at bank to better reflect the nature of the account.

This reclassification had no impact on total cash and cash equivalents, total assets, net assets, operating result or cash flows.

The Council also reviewed the classification of term deposits. Term deposits with original maturities greater than three months from the date of acquisition were previously included within cash and cash equivalents. Following the review, these balances have been reclassified to Other Financial Assets as they do not meet the definition of cash and cash equivalents under AASB 107 Statement of Cash Flows.

Comparative information has been restated to reflect this reclassification. As at 30 June 2025, term deposits of $24.0 million were reclassified from cash and cash equivalents to other financial assets.

The comparative Statement of Cash Flows has also been restated to reflect the revised classification. Cash and cash equivalents at the beginning of the reporting period decreased from $50.437 million to $42.437 million following the reclassification of term deposits. Comparative investing cash flows have been updated to separately present investments in term deposits.

These reclassifications affected the presentation of certain balances within the financial statements but had no impact on total assets, total liabilities, net assets, operating surplus/(deficit), comprehensive income or net cash flows.

East Arnhem Regional Council

Notes to the Financial Statements
For the year ended 30 June 2026

Note 2 (a). Components of Functions

2026 Revenues, expenses and assets have been attributed to the following functions/activities. Details of those functions/activities are provided at note 2(b). The Council deemed that it is not practicable to disclose assets allocation by functions.

	10 - GENERAL PUBLIC SERVICE			20 - PUBLIC ORDER AND SAFETY		
	ACTUALS	BUDGET	VARIANCE	ACTUALS	BUDGET	VARIANCE
	$	$	$	$	$	$
Revenue						
Grants	11,459,178	7,400,392	4,058,786	2,772,900	2,654,431	118,469
Rates/Charges	4,101,420	4,071,969	29,451	-	-	-
Sundry Income	1,255,476	1,202,284	53,192	62,474	58,319	4,155
Cash Investments	1,187,663	800,000	387,663	-	-	-
Income Reimbursements	82,085	27,033	55,052	3,690	3,690	-
Proceeds from Sale of Assets	-	-	-	-	-	-
	18,085,822	13,501,678	4,584,144	2,839,064	2,716,440	122,624
Operating Expenses						
Salary Expenses	(7,807,788)	(8,778,967)	971,179	(2,198,888)	(2,229,807)	30,919
Materials/Contractors	(1,874,348)	(1,891,794)	17,446	(385,477)	(445,671)	60,194
General Expenses	(3,383,521)	(3,612,208)	228,687	(321,995)	(349,625)	27,630
Finance Expense	(936,145)	(418,951)	(517,194)	(68,725)	(453,223)	384,498
Asset Expense	(4,224,837)	(4,163,747)	(61,090)	(16,562)	(36,571)	20,009
	(18,226,639)	(18,865,667)	639,028	(2,991,647)	(3,514,897)	523,250
Capitalised Expenditures						
Land & Building	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Plant	(14,800)	-	(14,800)	-	-	-
Equipment	(197,440)	-	(197,440)	-	-	-
Motor Vehicles	-	-	-	-	-	-
	(212,240)	-	(212,240)	-	-	-
Reclassifications						
Cost Allocation	(15,142)	-	(15,142)	(5,697)	-	(5,697)
Asset Maintenance	(2,866,167)	(2,866,209)	42	(272,162)	(271,290)	(872)
Revenue Allocations	(5,396,442)	(8,995,568)	3,599,126	1,030,040	1,163,101	(133,061)
Support Service Allocations	4,560,742	4,560,742	-	(485,405)	(485,405)	-
	(3,717,009)	(7,301,035)	3,584,026	266,776	406,406	(139,630)
Other Inflows (Outflows)						
Reserves/Equity Transfers	(147,310)	6,822,464	(6,969,774)	-	-	-
Income Received for FY 2027	(3,839,809)		(3,839,809)			-
Proceeds from sale of assets			-			-
Grants Carried Forward from last year	71,669	71,669	-	504,879	504,879	-
Grants Carried Forward FY 2027	(57,960)	(71,669)	13,709	(607,492)	(112,828)	(494,664)
Other Revenue Carried Forward	2,277,914	2,277,914	-	-	-	-
	(1,695,496)	9,100,378	(10,795,874)	(102,613)	392,051	(494,664)
Net Operating Surplus (Deficit)	**(5,765,562)**	**(3,564,646)**	**(2,200,916)**	**11,580**	**-**	**11,580**
Add back: Depreciation & Amortisation	4,117,480	3,714,647	402,833	-	-	-
Add back: Other Non-cash items	334,087	-	334,087	-	-	-
Net (Deficit) Surplus	**(1,313,995)**	**150,001**	**(1,463,996)**	**11,580**	**-**	**11,580**

Notes to the Financial Statements
For the year ended 30 June 2026

Note 2 (a). Components of Functions (continued)

	30 - ECONOMIC AFFAIRS			40 - ENVIRONMENTAL PROTECTION		
	ACTUALS	BUDGET	VARIANCE	ACTUALS	BUDGET	VARIANCE
	$	$	$	$	$	$
Revenue						
Grants	2,164,857	659,861	1,504,996	153,700	153,700	-
Rates/Charges	-	-	-	2,820,125	2,812,557	7,568
Sundry Income	1,856,695	1,971,519	(114,824)	441,956	614,865	(172,909)
Cash Investments	-	-	-	-	40,514	(40,514)
Income Reimbursements	-	-	-	-	-	-
Proceeds from Sale of Assets	443,359	546,000	(102,641)	-	-	-
	4,464,911	3,177,380	1,287,531	3,415,781	3,621,636	(205,855)
Operating Expenses						
Salary Expenses	(679,506)	(613,837)	(65,669)	(644,618)	(792,519)	147,901
Materials/Contractors	(4,105,567)	(6,929,525)	2,823,958	(182,469)	(1,333,890)	1,151,421
General Expenses	(1,250,051)	(1,270,711)	20,660	(886,516)	(698,539)	(187,977)
Finance Expense	(144,034)	(142,322)	(1,712)	(22,619)	(25,130)	2,511
Asset Expense	(500,300)	(46,286)	(454,014)	(48,753)	(151,154)	102,401
	(6,679,458)	(9,002,681)	2,323,223	(1,784,975)	(3,001,232)	1,216,257
Capitalised Expenditures						
Land & Building	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Plant	(1,341,603)	(506,930)	(834,673)	(55,250)	-	(55,250)
Equipment	(5,455)	(16,831)	11,376	-	-	-
Motor Vehicles	(1,464,323)	(1,627,490)	163,167	-	-	-
	(2,811,381)	(2,151,251)	(660,130)	(55,250)	-	(55,250)
Reclassifications						
Cost Allocation	30,419	-	30,419	(1,489)	-	(1,489)
Asset Maintenance	2,316,389	2,448,961	(132,572)	(507,825)	(634,270)	126,445
Revenue Allocations	165,874	165,478	396	(389,992)	-	(389,992)
Support Service Allocations	(658,766)	(658,766)	-	(650,454)	(650,454)	-
	1,853,916	1,955,673	(101,757)	(1,549,760)	(1,284,724)	(265,036)
Other Inflows (Outflows)						
Reserves/Equity Transfers	4,380,880	3,979,439	401,441	(507,802)	510,653	(1,018,455)
Income Received for FY 2027			-			-
Proceeds from sale of assets	443,359		443,359			-
Grants Carried Forward from last year	647,863	647,863	-	153,667	153,667	-
Grants Carried Forward FY 2027	(565,890)	-	(565,890)	(96,242)	-	(96,242)
Other Revenue Carried Forward	1,393,577	1,393,577	-	-	-	-
	6,299,789	6,020,879	278,910	(450,377)	664,320	(1,114,697)
Net Operating Surplus (Deficit)	**3,127,777**	**-**	**3,127,777**	**(424,581)**	**-**	**(424,581)**
Add back: Depreciation & Amortisation	-	-	-	-	-	-
Add back: Other Non-cash items	26,348	-	26,348	-	-	-
Net Surplus (Deficit)	**3,154,125**	**-**	**3,154,125**	**(424,581)**	**-**	**(424,581)**

East Arnhem Regional Council

Notes to the Financial Statements
For the year ended 30 June 2026

Note 2 (a). Components of Functions (continued)

	50 - HOUSING AND COMMUNITY AMENITIES			60 - HEALTH		
	ACTUALS	BUDGET	VARIANCE	ACTUALS	BUDGET	VARIANCE
	$	$	$	$	$	$
Revenue						
Grants	941,200	941,200	-	-	-	-
Rates/Charges	-	-	-	-	-	-
Sundry Income	970,783	883,544	87,239	-	-	-
Cash Investments	-	-	-	-	-	-
Income Reimbursements	46,674	-	46,674	-	-	-
Proceeds from Sale of Assets	-	-	-	-	-	-
	1,958,657	1,824,744	133,913	-	-	-
Operating Expenses						
Salary Expenses	(863,794)	(1,018,611)	154,817	-	-	-
Materials/Contractors	(2,284,397)	(6,975,491)	4,691,094	-	-	-
General Expenses	(951,992)	(1,116,246)	164,254	-	-	-
Finance Expense	(591,138)	(878,797)	287,659	-	-	-
Asset Expense	(249,260)	(97,965)	(151,295)	-	-	-
	(4,940,581)	(10,087,110)	5,146,529	-	-	-
Capitalised Expenditures						
Land & Building	(1,000,356)	(2,970,000)	1,969,644	-	-	-
Infrastructure	(476,961)	(2,286,643)	1,809,682	-	-	-
Plant	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Motor Vehicles	-	-	-	-	-	-
	(1,477,317)	(5,256,643)	3,779,326	-	-	-
Reclassifications						
Cost Allocation	(213)	-	(213)	-	-	-
Asset Maintenance	2,729,481	2,698,031	31,450	-	-	-
Revenue Allocations	3,512,665	6,927,797	(3,415,132)	-	-	-
Support Service Allocations	(594,060)	(721,020)	126,960	-	-	-
	5,647,873	8,904,808	(3,256,935)	-	-	-
Other Inflows (Outflows)						
Reserves/Equity Transfers	(1,870,491)	1,861,518	(3,732,009)	-	-	-
Income Received for FY 2027			-			-
Proceeds from sale of assets			-			-
Grants Carried Forward from last year	2,602,682	2,602,682	-	-	-	-
Grants Carried Forward FY 2027	(2,759,167)	-	(2,759,167)	-	-	-
Other Revenue Carried Forward	-	-	-	-	-	-
	(2,026,976)	4,464,200	(6,491,176)	-	-	-
Net Operating Deficit	**(838,344)**	**(150,001)**	**(688,343)**	**-**	**-**	**-**
Add back: Depreciation & Amortisation	-	-	-	-	-	-
Add back: Other Non-cash items	487,666	-	487,666	-	-	-
Net Deficit	**(350,678)**	**(150,001)**	**(200,677)**	**-**	**-**	**-**

Notes to the Financial Statements
For the year ended 30 June 2026

Note 2 (a). Components of Functions (continued)

	70 - RECREATION, CULTURE AND RELIGION			80 - EDUCATION		
	ACTUALS	BUDGET	VARIANCE	ACTUALS	BUDGET	VARIANCE
	$	$	$	$	$	$
Revenue						
Grants	4,855,119	4,342,057	513,062	-	-	-
Rates/Charges	-	-	-	-	-	-
Sundry Income	11,463	3,700	7,763	-	-	-
Cash Investments	-	-	-	-	-	-
Income Reimbursements	-	-	-	-	-	-
Proceeds from Sale of Assets	-	-	-	-	-	-
	4,866,582	4,345,757	520,825	-	-	-
Operating Expenses						
Salary Expenses	(2,380,575)	(2,605,574)	224,999	-	-	-
Materials/Contractors	(746,169)	(626,464)	(119,705)	-	-	-
General Expenses	(765,278)	(836,931)	71,653	-	-	-
Finance Expense	(190,399)	(273,055)	82,656	-	-	-
Asset Expense	(57,304)	(61,906)	4,602	-	-	-
	(4,139,725)	(4,403,930)	264,205	-	-	-
Capitalised Expenditures						
Land & Building	(9,030)		(9,030)			
Infrastructure	-	-	-	-	-	-
Plant	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Motor Vehicles	(407,473)	(401,628)	(5,845)	-	-	-
	(416,503)	(401,628)	(14,875)	-	-	-
Reclassifications						
Cost Allocation	(7,176)	-	(7,176)	-	-	-
Asset Maintenance	(491,694)	(483,166)	(8,528)	-	-	-
Revenue Allocations	765,499	717,382	48,117	-	-	-
Support Service Allocations	(801,492)	(744,313)	(57,179)	-	-	-
	(534,863)	(510,097)	(24,766)	-	-	-
Other Inflows (Outflows)						
Reserves/Equity Transfers	31,271	131,207	(99,936)	-	-	-
Income Received for FY 2027			-			-
Proceeds from sale of assets			-			-
Grants Carried Forward from last year	398,691	398,691	-	-	-	-
Grants Carried Forward FY 2027	(205,453)	-	(205,453)	-	-	-
Other Revenue Carried Forward	440,000	440,000	-	-	-	-
	664,509	969,898	(305,389)	-	-	-
Net Operating Surplus	**440,000**	**-**	**440,000**	**-**	**-**	**-**
Add back: Depreciation & Amortisation	-	-	-	-	-	-
Add back: Other Non-cash items	-	-	-	-	-	-
Net Surplus	**440,000**	**-**	**440,000**	**-**	**-**	**-**

East Arnhem Regional Council

Notes to the Financial Statements
For the year ended 30 June 2026

Note 2 (a). Components of Functions (continued)

	90 - SOCIAL PROTECTION			TOTAL		
	ACTUALS	BUDGET	VARIANCE	ACTUALS	BUDGET	VARIANCE
	$	$	$	$	$	$
Revenue						
Grants	5,577,610	4,450,180	1,127,430	27,924,564	20,601,821	7,322,743
Rates/Charges	-	-	-	6,921,545	6,884,526	37,019
Sundry Income	5,918,606	6,181,675	(263,069)	10,517,453	10,915,906	(398,453)
Cash Investments	-	-	-	1,187,663	840,514	347,149
Income Reimbursements	7,390	3,371	4,019	139,839	34,094	105,745
Proceeds from Sale of Assets	-	-	-	443,359	546,000	(102,641)
	11,503,606	10,635,226	868,380	47,134,423	39,822,861	7,311,562
Operating Expenses						
Salary Expenses	(4,674,865)	(4,480,509)	(194,356)	(19,250,034)	(20,519,824)	1,269,790
Materials/Contractors	(1,268,409)	(653,124)	(615,285)	(10,846,836)	(18,855,959)	8,009,123
General Expenses	(1,125,481)	(750,614)	(374,867)	(8,684,834)	(8,634,874)	(49,960)
Finance Expense	(314,922)	(1,974,778)	1,659,856	(2,267,982)	(4,166,256)	1,898,274
Asset Expense	(18,868)	(56,772)	37,904	(5,115,884)	(4,614,401)	(501,483)
	(7,402,545)	(7,915,797)	513,252	(46,165,570)	(56,791,314)	10,625,744
Capitalised Expenditures						
Land & Building	(571,919)	-	(571,919)	(1,581,305)	(2,970,000)	1,388,695
Infrastructure	-	-	-	(476,961)	(2,286,643)	1,809,682
Plant	-	-	-	(1,411,653)	(506,930)	(904,723)
Equipment	-	-	-	(202,895)	(16,831)	(186,064)
Motor Vehicles	-	-	-	(1,871,796)	(2,029,118)	157,322
	(571,919)	-	(571,919)	(5,544,610)	(7,809,522)	2,264,912
Reclassifications						
Cost Allocation	(702)	-	(702)	-	-	-
Asset Maintenance	(908,022)	(892,057)	(15,965)	-	-	-
Revenue Allocations	312,356	21,810	290,546	-	-	-
Support Service Allocations	(1,370,565)	(1,300,784)	(69,781)	-	-	-
	(1,966,933)	(2,171,031)	204,098	-	-	-
Other Inflows (Outflows)						
Reserves/Equity Transfers	(105,601)	(1,924,692)	1,819,091	1,780,947	11,380,589	(9,599,642)
Income Received for FY 2027	-	-	-	(3,839,809)	-	(3,839,809)
Proceeds from sale of assets			-	443,359	-	443,359
Grants Carried Forward from last year	1,577,246	1,577,246	-	5,956,697	5,956,697	-
Grants Carried Forward FY 2027	(3,031,229)	(200,952)	(2,830,277)	(7,323,433)	(385,449)	(6,937,984)
Other Revenue Carried Forward	-	-	-	4,111,491	4,111,491	-
	(1,559,584)	(548,398)	(1,011,186)	1,129,252	21,063,328	(19,934,076)
Net Operating Deficit	**2,625**	**-**	**2,625**	**(3,446,505)**	**(3,714,647)**	**268,142**
Add back: Depreciation & Amortisation	-	-	-	4,117,480	3,714,647	402,833
Add back: Other Non-cash items	-	-	-	848,101	-	848,101
Net Surplus	**2,625**	**-**	**2,625**	**1,519,076**	**-**	**1,519,076**

Reconciliation of Net Surplus	
Net Surplus Per Function Schedule	1,519,076
Add: Capital Expenditures (Note 10)	5,544,610
Grants Carried Forward FY 2027 (Note 22b)	7,323,433
Income Received in Advance for FY 2027	3,839,809
Less: Reserves/Equity Transfers	(1,780,947)
Grants Carried Forward FY 2026 (Note 22b)	(5,956,697)
Other Revenue Carried Forward	(4,111,491)
Proceeds from sale of assets	(443,359)
Depreciation and Amortisation (Note 4c)	(4,117,480)
Other Non-cash items	(848,101)
Net Surplus for the Year	**968,853**

Note 2 (b). Components of Functions

The activities relating to the Council functions reported on in Note 2(a) are as follows:

General Public Services

Administrative, legislative and executive affairs, financial and fiscal affairs, general research and general services. Also includes where applicable Natural Disaster Relief.

Public Order and Safety

Fire protection, local emergency services, animal control and impounding, control of public places, control of signs, boarding and advertising, community policing and probationary matters.

Economic Affairs

General economic, agriculture and forestry, fuel and energy, other labour and employment affairs, transport and other industries, saleyards and tourism.

Environmental Protection

Waste management, pollution reduction, protection of biodiversity and landscape and protection and remediation of soil, groundwater and surface water.

Housing and Community Amenities

Housing, housing and community development, water supply and street lighting.

Health

Well baby clinics, dental health services and home nursing services, nursing and convalescent home services, immunisation, infant nutrition and child health, and family planning services.

Recreation, Culture And Religion

Facilities and venues, recreation parks and reserves, cultural and religious services, museums and libraries.

Education

Administration, inspection, support, operation, etc. of education programs and services.

Social Protection

Outlays on day care services, family day care, occasional care and outside schools hour care, aged services, shelter protection, drug and alcohol treatment programs. Also includes relief from man-made disasters.

East Arnhem Regional Council

Notes to the Financial Statements
For the year ended 30 June 2026

Note 3. Operating Revenues	2026	2025
	$	$
(a) Grants		
Operational Grants		
Commonwealth Government	16,021,561	19,140,905
NT Local Government	9,874,016	10,209,095
Others	455,600	622,686
Total Operational Grants	**26,351,177**	**29,972,686**
Non-operational Grants		
Commonwealth Government	632,187	422,751
NT Local Government	941,200	343,286
Total Non-operational Grants	**1,573,387**	**766,037**
Total Grants	**27,924,564**	**30,738,723**
(b) User Charges and Fees		
Medicare Subsidies	2,483,727	2,818,168
Indigenous Wage Subsidies	1,027,000	1,284,000
Staff Rental Income	972,322	1,175,913
Accommodation Income	555,557	517,012
Meals Income	435,528	562,287
NDIS Revenue	2,820,849	1,868,405
Child Care Fees	109,840	164,025
Workshop Services	21,184	59,073
Equipment Hire	25,131	19,176
Shops and Merchandise	25,450	31,412
Administration Fee	-	917
Commercial Waste Fees	416,700	530,856
Total User Charges and Fees	**8,893,288**	**9,031,244**
(c) Rates and Annual Charges		
General Rate Income Base	4,083,095	5,152,099
Waste Management Service	2,838,450	3,574,996
Total Rates and Annual Charges	**6,921,545**	**8,727,095**
(d) Other Operating Revenues		
Insurance Claim Recovery	94,483	165,619
Diesel Fuel Income	655,312	704,641
Opal Fuel Income	142,416	132,453
Contract Income	142,293	103,332
Work Cover Claims	43,421	21,918

Note 3. Operating Revenues (continued)	2026	2025
	$	$
(d) Other Operating Revenues (continued)		
Cash from Reimbursement from NT Local Government	250	4,240
Other Service Income	140,057	171,261
Other Revenue	545,770	277,603
Total Other Operating Revenues	**1,764,002**	**1,581,067**
(e) Interest		
Interest on Bank Accounts	1,187,663	1,890,645
Total Interest	**1,187,663**	**1,890,645**

Note 4. Operating Expenses		
(a) Employee Costs		
Salaries and Wages	14,416,473	15,392,944
Employee Leave Benefits	2,685,519	2,807,636
Superannuation	1,944,963	2,000,447
Workers Compensation Insurance	203,079	99,977
Fringe Benefits Tax	51,734	55,060
Total Employee Costs	**19,301,768**	**20,356,064**
(b) Materials and Contractors		
Contractors	6,553,796	6,244,463
Materials	2,280,793	2,173,358
Consultants	1,841,957	1,578,683
Accounting / Audit Expenses	178,817	131,851
Total Material and Contractor Charges	**10,855,363**	**10,128,355**
(c) Depreciation and Amortisation		
Motor Vehicles	334,176	345,690
Plant	728,450	830,162
Equipment	31,645	41,044
Buildings	2,216,644	2,740,183
Buildings (Nhulunbuy)	224,995	163,104
Infrastructure	190,613	220,938
Furniture and Fittings	944	1,757
Landfill Airspace	43,805	42,691
Right-of-Use Assets	346,208	554,828
Total Depreciation and Amortisation	**4,117,480**	**4,940,397**
(d) Other Operating Expenses		
Travel and Accommodation	1,454,614	1,739,504
Lease	600,295	666,749
Communication	1,258,386	1,394,006
Insurance	1,557,595	2,170,862
Vehicles	1,062,793	1,484,683

East Arnhem Regional Council

Notes to the Financial Statements
For the year ended 30 June 2026

Note 4. Operating Expenses (continued)	2026	2025
	$	$
(d) Other Operating Expenses (continued)		
Fuel	828,957	914,598
Utility	755,160	899,939
Staff Expenses	485,025	519,772
Sitting fees	495,774	526,627
Asset Expenses	544,445	547,920
Loss on Assets Written-off	154,633	55,314
Training	359,053	357,189
Grants Repayment	144,730	508,668
Advertising	25,592	39,837
Rental Plant & Equipment	13,462	14,172
Bad Debts Expense	270,918	15,523
Printing and Stationery	42,393	56,621
Interest Expense	416,378	594,757
Bank Fees and Charges	9,083	10,436
Other Expenses	730,541	1,201,009
Total Other Operating Expenses	**11,209,827**	**13,718,186**

Note 5. Gain or Loss on Disposal of Assets		
Equipment Gain on Disposal		
Proceeds from Sale	-	4,215
Written Down Value	-	-
Gain on disposal	**-**	**4,215**
Motor Vehicle Gain on Disposal		
Proceeds from Sale	283,161	368,662
Written Down Value	(240,500)	(256,604)
Gain on disposal	**42,661**	**112,058**
Plant Gain/(Loss) on Disposal		
Proceeds from Sale	160,198	337,317
Written Down Value	(84,000)	(43,839)
Gain on disposal	**76,198**	**293,478**
Total Gain on Disposal of Assets	**118,859**	**409,751**

	Note	2026 $	2025 $
Note 6. Cash and Cash Equivalents			
Cash at Bank	1(s)	19,259,443	15,605,413
Short Term Deposits (Note 1(s))	1(s)	2,000,000	2,000,000
Petty Cash		405	491
Total Cash and Cash Equivalents		**21,259,848**	**17,605,904**
Restricted Cash Summary		**2026**	**2025**
Internal Restrictions		**$**	**$**
- Included in liabilities		418,171	1,524,554
- Included in reserves	13 & 14	25,284,842	28,185,543
Total Internal Restrictions		**25,703,013**	**29,710,097**
Cash and Cash Equivalents and Other Financial Assets		**41,259,848**	**41,605,904**
Total Unrestricted		**15,556,835**	**11,895,807**
Total Cash Available		**41,259,848**	**41,605,904**

	2026 $	2025 $
Note 7. Trade and Other Receivables		
Rates and Annual Charges	395,572	421,193
User Charges and Fees	992,605	768,725
Other	529,914	104,875
Subtotal	**1,918,091**	**1,294,793**
Less: Provision for Doubtful Debts	(783,285)	(547,512)
Total Trade and Other Receivables	**1,134,806**	**747,281**
(a) Ageing of Trade Receivables:		
Trade receivables are non-interest bearing and are generally on 14 day terms.		
The ageing of trade receivables is detailed below:		
Not past due	690,775	379,445
Past due 31-60 days	127,020	149,135
Past due 61-90 days	13,655	89,156
Past due 91+ days	1,086,642	677,057
Total	**1,918,092**	**1,294,793**

East Arnhem Regional Council

Notes to the Financial Statements
For the year ended 30 June 2026

	Note	2026 $	2025 $
Note 7. Trade and Other Receivables (continued)			
(b) Past due but not impaired receivables			
As at 30 June 2026, current receivables of the Council with a nominal value of $444,032 (2025: $367,835) were past due but not impaired. These relate to a number of customers for whom there is no history of default.			
The ageing of these receivables is as follows:			
Past due 31-60 days		127,020	149,135
Past due 61-90 days		13,655	89,156
Past due 91+ days		303,357	129,544
Total		**444,032**	**367,835**
(c) Impaired receivables:			
As at 30 June 2026, the nominal value of impaired receivables is $783,285 (2025: $547,512) were impaired.			
The ageing of these receivables is as follows:			
Not past due		-	-
Past due 31-60 days		-	-
Past due 61-90 days		-	-
Past due 91+ days		783,285	547,512
Total		**783,285**	**547,512**
Movement in the allowance for doubtful debts			
Balance at the beginning of the year		547,512	531,989
Impairment losses provided on receivables		235,773	15,523
Balance at end of the year		**783,285**	**547,512**
Note 8. Other Financial Assets			
Term Deposits	1(s)	20,000,000	24,000,000
Total Other Financial Assets		**20,000,000**	**24,000,000**
Other financial assets comprise term deposits held with authorised deposit-taking institutions that do not meet the definition of cash and cash equivalents.			
Note 9. Unrestricted Other Assets			
(a) Other Current Assets			
Accrued Revenue		498,181	620,195
Prepayments		126,502	127,942
Bonds		27,400	27,400
Other		399,784	246,087
Total Other Current Assets		**1,051,867**	**1,021,624**
(b) Other Non-Current Assets			
Security deposit for corporate card		200,000	200,000
Security deposit general		16,733	16,733
Total Other Non-Current Assets		**216,733**	**216,733**

	2026 $	2025 $
Note 10. Property, Plant and Equipment		
Buildings		
At Fair Value	43,710,241	40,466,453
Accumulated Depreciation	(2,189,533)	-
Fair Value - Buildings	**41,520,708**	**40,466,453**
Lands and buildings (Nhulunbuy)		
At Fair Value	4,904,829	4,820,000
Accumulated Depreciation	(224,995)	-
Fair value - Lands and buildings (Nhulunbuy)	**4,679,834**	**4,820,000**
Infrastructure		
At Cost	6,072,511	6,072,511
Accumulated Depreciation	(1,156,859)	(966,246)
Written Down Value - Infrastructure	**4,915,652**	**5,106,265**
Equipment		
At Cost	504,537	301,642
Accumulated Depreciation	(184,994)	(153,349)
Written Down Value - Equipment	**319,543**	**148,293**
Plant		
At Cost	6,964,852	6,482,789
Accumulated Depreciation	(3,031,256)	(3,145,750)
Written Down Value - Plant	**3,933,596**	**3,337,039**
Furniture and Fittings		
At Cost	52,012	52,012
Accumulated Depreciation	(12,231)	(11,287)
Written Down Value - Furniture and Fittings	**39,781**	**40,725**
Motor Vehicles		
At Cost	6,049,997	5,050,068
Accumulated Depreciation	(1,809,974)	(1,964,605)
Written Down Value - Motor Vehicles	**4,240,023**	**3,085,463**
Landfill Airspace		
At Cost	1,291,886	1,407,224
Accumulated Amortisation	(491,429)	(447,624)
Written Down Value - Landfill Airspace	**800,457**	**959,600**
Right-of-Use Assets		
At Cost	13,420,878	11,871,897
Accumulated Depreciation	(3,381,068)	(3,034,859)
Written Down Value - Right-of-Use Assets	**10,039,810**	**8,837,039**
Assets Total	**70,489,404**	**66,800,876**
Work In Progress	**677,752**	**2,462,881**

East Arnhem Regional Council

Notes to the Financial Statements
For the year ended 30 June 2026

Note 10. Property, Plant and Equipment (continued)

	2026				
	Buildings $	Lands & Buildings $	Infrastructure $	Equipment $	Plant $
Written Down Value as at 1 July 2025	40,466,453	4,820,000	5,106,265	148,293	3,337,039
Additions	-	-	-	202,895	1,411,653
Work in progress capitalisation	3,422,886	84,829	-	-	-
Disposals/adj	-	-	-	-	(84,000)
Revaluations	-	-	-	-	-
Write-offs	(151,987)	-	-	-	(2,646)
Write-offs due to de-amalgamation	-	-	-	-	-
Depreciation	(2,216,644)	(224,995)	(190,613)	(31,645)	(728,450)
Written Down Value at 30 June 2026	**41,520,708**	**4,679,834**	**4,915,652**	**319,543**	**3,933,596**
Work in Progress					
As at 1 July 2025	2,217,524	-	245,358	-	-
Additions	1,496,476	84,829	476,961	-	-
Reclassification	17,755	-	(17,755)	-	-
Expense adjustment	(308,869)	-	(26,812)	-	-
Work in progress capitalisation	(3,422,886)	(84,829)	-	-	-
As at 30 June 2026	**-**	**-**	**677,752**	**-**	**-**

	2026				
	Furniture and Fittings $	Motor Vehicles $	Right-of-Use Assets $	Landfill Airspace $	Total $
Written Down Value as at 1 July 2025	40,725	3,085,463	8,837,038	959,600	66,800,876
Additions*	-	1,871,796	-	-	3,486,344
Adjustment	-	-	1,548,980	(115,338)	1,433,642
Work in progress capitalisation	-	-	-	-	3,507,715
Disposals/adj	-	(240,500)	-	-	(324,500)
Revaluations	-	-	-	-	-
Write-offs	-	-	-	-	(154,633)
Write-offs due to de-amalgamation	-	(142,560)	-	-	(142,560)
Depreciation	(944)	(334,176)	(346,208)	(43,805)	(4,117,480)
Written Down Value at 30 June 2026	**39,781**	**4,240,023**	**10,039,810**	**800,457**	**70,489,404**
Work in Progress					
As at 1 July 2025	-	-	-	-	2,462,881
Additions*	-	-	-	-	2,058,266
Reclassification	-	-	-	-	-
Expense adjustment	-	-	-	-	(335,681)
Work in progress capitalisation	-	-	-	-	(3,507,715)
End Balance at 30 June 2026	**-**	**-**	**-**	**-**	**677,752**

* Total acquisitions for financial year 2026 amounted to $5,544,610.

Note 10. Property, Plant and Equipment (continued)

	2025				
	Buildings $	Lands & Buildings $	Infrastructure $	Equipment $	Plant $
Written Down Value as at 1 July 2024	49,054,257	3,926,813	5,595,511	281,454	3,108,240
Additions	-	-	-	60,698	2,027,899
Gifted asset	-	-	-	-	-
Work in progress capitalisation	2,037,441	634,095	237,102	-	-
Disposals/adj	-	-	-	-	(43,839)
Revaluations	511,649	422,196	-	-	-
Write-offs	-	-	-	-	(55,314)
Write-offs due to de-amalgamation	(8,396,711)	-	(505,410)	(152,815)	(869,785)
Depreciation	(2,740,183)	(163,104)	(220,938)	(41,044)	(830,162)
Written Down Value as at 30 June 2025	**40,466,453**	**4,820,000**	**5,106,265**	**148,293**	**3,337,039**
Work in Progress					
As at 1 July 2024	306,435	-	620,414	-	-
Additions	3,948,529	634,095	304,449	-	-
Expense adjustment	-	-	(442,403)	-	-
Work in progress capitalisation	(2,037,441)	(634,095)	(237,102)	-	-
As at 30 June 2025	**2,217,524**	**-**	**245,358**	**-**	**-**

	2025				
	Furniture and Fittings $	Motor Vehicles $	Right-of-Use Assets $	Landfill Airspace $	Total $
Written Down Value as at 1 July 2024	47,891	3,168,465	12,799,185	1,337,238	79,319,054
Additions*	-	1,109,123	-	-	3,197,720
Adjustment	-	-	(3,407,319)	(334,947)	(3,742,266)
Work in progress capitalisation	-	-	-	-	2,908,638
Disposals/adj	-	(256,604)	-	-	(300,443)
Revaluations	-	-	-	-	933,845
Write-offs	-	-	-	-	(55,314)
Write-offs due to de-amalgamation	(5,409)	(589,831)	-	-	(10,519,961)
Depreciation	(1,757)	(345,690)	(554,828)	(42,691)	(4,940,397)
Written Down Value as at 30 June 2025	**40,725**	**3,085,463**	**8,837,038**	**959,600**	**66,800,876**
Work in Progress					
As at 1 July 2024	-	-	-	-	926,849
Additions*	-	-	-	-	4,887,073
Expense adjustment	-	-	-	-	(442,403)
Work in progress capitalisation	-	-	-	-	(2,908,638)
End Balance at 30 June 2025	**-**	**-**	**-**	**-**	**2,462,881**

* Total acquisitions for financial year 2025 amounted to $8,084,793.

East Arnhem Regional Council

Notes to the Financial Statements
For the year ended 30 June 2026

Note 11. Trade and Other Payables, Provisions and Other Liabilities

	2026 $	2025 $
(a) Trade and Other Payables		
Goods and services	2,101,778	1,279,078
Non-trade payables	904,707	1,181,620
Total Trade and Other Payables	**3,006,485**	**2,460,698**
(b) Provisions		
Annual Leave – current	1,653,367	1,568,930
Long Service Leave – current	768,649	601,905
Long Service Leave – non current	314,187	326,974
Landfill Rehabilitation - non current*	1,580,161	1,632,329
Total Provisions	**4,316,364**	**4,130,138**
* Refer to Note 1(q) for further details in regards to this provision.		
Total Provisions Consist of:		
Current Provisions	2,422,016	2,170,835
Non-Current Provisions	1,894,348	1,959,303
Total Provisions	**4,316,364**	**4,130,138**
(c) Other Liabilities		
Credit Cards	31,089	11,379
Grants Received in Advance	398,022	418,652
Unexpended Grant Liability	20,150	1,105,902
Other	100,527	58,364
Total Other Liabilities	**549,788**	**1,594,297**

Note 12. Statement of Cash Flows

(a) Reconciliation of cash

For the purposes of the statement of cash flows, cash includes cash on hand and in banks and investments in money market instruments, net of outstanding bank overdrafts. Cash at the end of the financial year as shown in the statement of cash flows is reconciled to the related items in the Statement of Financial Position as follows:

	2026	2025
	$	$
Cash at Bank	19,259,443	15,605,413
Short-Term Deposits	2,000,000	2,000,000
Petty Cash	405	491
Balance per Statement of Cash Flows	**21,259,848**	**17,605,904**

(b) Reconciliation of Net Surplus for the year to Cash from Operating Activities

Net Surplus (Deficit)	968,853	(16,761,137)
Depreciation & amortisation	4,117,480	4,940,397
Loss on Council De-amalgamation	142,560	10,919,620
Provision for bad debts	270,918	15,523
Profit on sale of fixed assets	(118,859)	(409,751)
Loss on fixed assets write-offs	154,633	55,314
Other non-cash transactions	398,850	81,605
Changes in assets & liabilities:		
Increase in Trade and Other Receivables	(658,443)	(356,309)
(Increase) Decrease in Other Assets	(30,243)	707,696
Increase in Non-current Other Assets	-	(600)
Increase (Decrease) in Trade and Other Payables	545,787	(350,877)
(Decrease) Increase in Other Liabilities	(1,044,508)	688,397
Decrease in Landfill Rehabilitation provision	-	(327,404)
Increase (Decrease) in provision for employee entitlements	238,393	(270,664)
Net cash flows from operating activities	**4,985,421**	**(1,068,190)**

East Arnhem Regional Council

Notes to the Financial Statements
For the year ended 30 June 2026

Note 13. Conditions over Grants And Contributions

	2026	2025
	$	$
Grants and contributions that were obtained on the condition that they be expended on specified purposes or in a future period but which are not yet expended in accordance with those conditions, are as follows:		
Unexpended at the close of the previous reporting period:	5,956,697	6,909,551
Less:		
Expended during the current reporting period from revenues recognised in previous reporting periods.	(3,307,620)	(4,463,302)
Prior year unexpended grants repaid to funding bodies	(144,730)	-
Plus:		
Amounts recognised as revenues in current reporting period but not yet expended in accordance with the conditions	4,819,086	3,510,448
Surplus balances at the close of the current reporting period and held as restricted assets	**7,323,433**	**5,956,697**
Net increase/(decrease) in restricted assets in the current reporting period	**1,366,736**	**(952,854)**

	2026	2025
	$	$
Note 14. Reserves		
(a) Fleet Replacement		
Purpose: to provide for the future replacement of fleet		
Opening Balance	3,833,649	5,349,135
Payment to Groote Archipelago Regional Council	-	(1,266,184)
Amount Set Aside / Transfer to Reserve	1,870,491	1,928,461
Amount Used / Transfer from Reserve	(2,991,284)	(2,177,763)
	2,712,856	**3,833,649**
(b) Waste Management		
Purpose: for the future development of land fill and associated facilities		
Opening Balance	4,085,534	4,590,301
Payment to Groote Archipelago Regional Council	-	(957,933)
Amount Set Aside / Transfer to Reserve	950,281	1,394,250
Amount Used / Transfer from Reserve	(442,479)	(941,084)
	4,593,336	**4,085,534**
(c) Roads Replacement		
Purpose: for the future development of roads and associated infrastructure		
Opening Balance	4,468,238	5,804,169
Payment to Groote Archipelago Regional Council	-	(1,736,788)
Amount Set Aside / Transfer to Reserve	446,602	1,995,229
Amount Used / Transfer from Reserve	(2,871,455)	(1,594,372)
	2,043,385	**4,468,238**
(d) Cemeteries		
Purpose: for the future development of cemetery facilities		
Opening Balance	378,357	687,392
Payment to Groote Archipelago Regional Council	-	(201,295)
Amount Set Aside / Transfer to Reserve	-	-
Amount Used / Transfer from Reserve	(1,151)	(107,740)
	377,206	**378,357**
(e) Election		
Purpose: to provide funding for future elections		
Opening Balance	119,390	173,662
Payment to Groote Archipelago Regional Council	-	(54,272)
Amount Set Aside / Transfer to Reserve	-	-
Amount Used / Transfer from Reserve	-	-
	119,390	**119,390**

East Arnhem Regional Council

Notes to the Financial Statements
For the year ended 30 June 2026

	2026	2025
	$	$
Note 14. Reserves (continued)		
(f) Disaster		
Purpose: to provide funding in the event of a natural disaster		
Opening Balance	333,333	500,000
Payment to Groote Archipelago Regional Council	-	(166,667)
Amount Set Aside / Transfer to Reserve	-	-
Amount Used / Transfer from Reserve	-	-
	333,333	**333,333**
(g) Building		
Purpose: to provide funding for future buildings		
Opening Balance	492,395	6,128,442
Payment to Groote Archipelago Regional Council	-	(1,337,754)
Amount Set Aside / Transfer to Reserve	1,035,257	1,635,030
Amount Used / Transfer from Reserve	-	(5,933,323)
	1,527,652	**492,395**
(h) Community Benefit		
Purpose: to provide funding for future initiatives which benefit the community		
Opening Balance	2,748,330	3,173,839
Payment to Groote Archipelago Regional Council	-	(540,128)
Amount Set Aside / Transfer to Reserve	148,461	160,187
Amount Used / Transfer from Reserve	(2,272,420)	(45,568)
	624,371	**2,748,330**
(i) Public Area Infrastructure		
Purpose: to provide funding for future infrastructure		
Opening Balance	3,071,942	3,703,468
Payment to Groote Archipelago Regional Council	(214,070)	(585,471)
Amount Set Aside / Transfer to Reserve	-	100
Amount Used / Transfer from Reserve	-	(46,155)
	2,857,872	**3,071,942**
(j) Community Services		
Purpose: to provide funding for future community services projects		
Opening Balance	2,234,324	4,627,807
Payment to Groote Archipelago Regional Council	-	(1,006,220)
Amount Set Aside / Transfer to Reserve	1,286,971	319,206
Amount Used / Transfer from Reserve	(1,230,405)	(1,706,469)
	2,290,890	**2,234,324**

	2026	2025
	$	$
Note 14. Reserves (continued)		
(k) Unexpended Allocated Projects Carry Over		
Purpose: to provide funding for training, staffing resources, new IT systems project, website and community events		
Opening Balance	463,354	656,291
Payment to Groote Archipelago Regional Council	-	(171,151)
Amount Set Aside / Transfer to Reserve	21,253	25,332
Amount Used / Transfer from Reserve	(3,489)	(47,118)
Unexpended Allocated Projects Carry Over	**481,118**	**463,354**
Total Replacement and Contingency Reserves	**17,961,409**	**22,228,846**

All of the reserve accounts are supported by money held in financial institutions and match the amounts shown as restricted cash in this financial report.

	2026	2025
(l) Asset Revaluation Reserve	$	$
Purpose: to record increments and decrements arising from changes in fair value of Council buildings (less any subsequent impairment losses, where applicable)		
Opening Balance	31,277,821	41,706,725
Decrease due to de-amalgamation (Groote Archipelago assets)	-	(11,362,749)
Increments	-	933,845
Asset written-off	(121,001)	-
Asset Revaluation Reserve	**31,156,820**	**31,277,821**

East Arnhem Regional Council

Notes to the Financial Statements
For the year ended 30 June 2026

Note 15. Leases

Set out below are the carrying amounts of right-of-use assets recognised within Property, Plant & Equipment and the movements during the period:

Right of use assets (Property, plant & Equipment)	2026	2025
	$	$
At 1 July 2025	**8,837,038**	**12,799,185**
Right-of-use assets adjustment	1,548,980	457,065
Amortisation charge	(346,208)	(554,828)
Derecognition related to GARC	-	(3,864,384)
At 30 June 2026	**10,039,810**	**8,837,038**

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

	2026	2025
	$	$
At 1 July 2025	**9,522,711**	**13,627,944**
Adjustment	1,548,980	457,065
Interest applied	353,208	513,152
Payments	(583,434)	(901,895)
Derecognition related to GARC	-	(4,173,555)
Balance at 30 June 2026	**10,841,465**	**9,522,711**
Classified as:		
Current	359,433	219,269
Non-current	10,482,032	9,303,442
Short term and low value leases		
Expense relating to short term leases and low value assets:	600,260	666,749

Note 16. Contingent Assets and Contingent Liabilities

Contingent Liabilities

Council has no contingent Liabilities as at 30th June 2026 (30th June 2025: nil).

Note 17. Events Occuring after the Reporting Period

No subsequent events or circumstances have arisen since the end of the financial year which have significantly affected or may significantly affect the operations, results of operations and the state of affairs of the Council in subsequent financial years.

Note 18. Financial Instruments

(a) Financial risk management objectives and policies

The Council's principal financial instruments comprise receivables, payables, cash and cash equivalents and other financial assets.

The Council manages its exposure to financial risks, in accordance with its policies. The objectives of the policies are to maximise the income to the Council whilst minimising the downside risk.

The Council's activities expose it to normal commercial financial risk. The main risks the Council is exposed to through its financial instruments are liquidity risk, credit risk, market risk and interest rate risk. Risks are considered to be low.

Primary responsibility for the identification and control of financial risks rests with the Councillors and Senior Management under the authority of the Council Councillors.

(b) Categories of financial instruments

Recognised Financial Instruments	Statement of Financial Position Notes	Accounting Policies	Terms and Conditions
(i) Financial assets			
Cash and cash equivalents	6	Details are set out in note 1(c).	Interest is earned at the bank's interest rate.
Trade receivables	7	Trade receivables are carried at nominal amounts due less any provision for doubtful debts. For further details refer to note 1(d)	Credit sales are normally on 30 day terms or other negotiated terms.
Other Financial Assets	8	Details are set out in note 1(c).	Interest is earned at the bank's interest rate.
(ii) Financial liabilities			
Trade and other payables	11	Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the Council.	Trade liabilities are normally settled on 30 day terms or other negotiated terms.

(c) Net fair value of financial assets and liabilities

Cash and cash equivalents: The carrying amount approximates fair value because of their short-term maturity.

Other Financial Assets: The carrying amount approximates fair value due to the relatively short duration of the investments.

Loans and receivables and trade and other payables: Their carrying amounts approximate fair value.

East Arnhem Regional Council

Notes to the Financial Statements
For the year ended 30 June 2026

Note 18. Financial Instruments (continued)

(d) Liquidity Risk

Liquidity risk arises from the financial liabilities of the entity and the Council's subsequent ability to meet its obligations to repay its financial liabilities as and when they fall due.

The Council reduces its exposure to liquidity risk by monitoring its cash flows closely through rolling future cash flows and monitoring the ageing of receivables and payables.

The maturity of financial liabilities as at 30 June 2026 is as follows :

	Within 1 Year $	Within 1 - 5 Years $	> 5 Years $	Total $
Trade and other Payables	3,356,722	-	-	3,356,722
Other Liabilities	549,788	-	-	549,788
Lease Liabilities	359,433	2,204,887	8,277,145	10,841,465

(e) Credit risk

Credit risk is the risk of financial loss to the Council if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Exposure to credit risk is monitored by Council on an ongoing basis. The maximum exposure to credit risk, excluding the value of any collateral or other security, is limited to the total carrying value of financial assets, net of any provisions for impairment of those assets, as disclosed in the statement of financial position and notes to the financial statements.

The Council does not have any material credit risk exposure to any single debtor or group of debtors under financial instruments entered into by the Council. The majority of the Council's debtors are government owned and funded entities and credit risk of the Council is low.

(f) Market risk

Market risk is the risk that changes in market prices, such as interest rates and equity prices will affect the Council 's income or the value of its holdings of financial instruments. The Council does not have any material market risk exposure.

Note 18. Financial Instruments (continued)

(g) Interest Rate Risk

Interest rate risk refers to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Council is exposed to interest rate risk primarily through its cash and term deposits held with authorised deposit-taking institutions. The deposits are only made with reputable financial institutions. As at balance date the Council had the following financial instruments exposed to variable interest rate risk:

Financial Assets	2026 $	2025 $
Cash and cash Equivalents and other financial assets	41,259,848	41,605,904

Credit cards are the only short term financial instrument used by the Council and balances are cleared at month end.

Sensitivity analysis

The table below details the interest rate sensitivity analysis of the Council at the reporting date holding all other variables constant. A 100 basis point change is deemed to be reasonably possible and is used when reporting interest rate risk.

	Impact on Profit Higher/(Lower) 2026 $	Impact on Profit Higher/(Lower) 2025 $
Interest rate + 1.00%	412,598	416,059
Interest rate - 1.00%	(412,598)	(416,059)

The method used to arrive at the possible risk of 100 basis points was based on both statistical and non-statistical analysis. The statistical analysis has been based on the Council's cash rate for the past years. This information is then revised and adjusted for reasonableness under the current economic circumstances.

Note 19. Auditor's Remuneration

	2026 $	2025 $
Remuneration paid to auditors for services rendered:		
- Auditing the Financial Reports	69,000	69,000
- Other Services	-	-
Total	69,000	69,000

East Arnhem Regional Council

Notes to the Financial Statements
For the year ended 30 June 2026

Note 20. Fair Value Measurements

The Council measures and recognises the following assets at fair value on a recurring basis after initial recognition

- Lands and Buildings
- Financial Assets & Liabilities

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

(a) Fair value hierarchy

AASB 13: Fair Value Measurement requires all assets and liabilties measured at fair value to be assigned to a level in the fair value hiererchy as follows:

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

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

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

The following table presents all assets and liabilities that have been measured and recognised at fair values:

30 June 2026	Fair Value Measurements using:			
	Level 1 $	Level 2 $	Level 3 $	Total $
Property, Plant and Equipment				
- Buildings	-		41,520,708	41,520,708
- Lands and buildings (Nhulunbuy)		4,679,834		4,679,834
Total	-	4,679,834	41,520,708	46,200,542

30 June 2025	Fair Value Measurements using:			
	Level 1 $	Level 2 $	Level 3 $	Total $
Property, Plant and Equipment (Restated)				
- Buildings	-		40,466,453	40,466,453
- Lands and buildings (Nhulunbuy)		4,820,000		4,820,000
Total	-	4,820,000	40,466,453	45,286,453

(b) Transfers between Level 1 and Level 2 fair value hierarchies

During the Year, there were no transfers between Level 1 and Level 2 fair value hierarchies for recurring fair value measurements.

(c) Valuation techniques used to derive level 2 and level 3 fair values

Where the Council is unable to derive fair valuations using quoted market prices of identical assets (Level 1 inputs), the Council instead utilises a spread of both observable inputs (Level 2) and unobservable inputs (Level 3).The fair valuation technique the Council has used while utilising Level 2 and Level 3 inputs are as follows:

Lands and Buildings

The Council's lands and buildings were valued by an independent valuer in accordance with AASB 16: Property, Plant and Equipment. The fair value of each building has been assessed using the market approach and cost approach.

Note 20. Fair Value Measurements (continued)

Level 2 Valuation Inputs

Market (Direct Comparison) - This has been applied to residential buildings in the township of Nhulunbuy and is the amount which the interest in each property being valued might reasonably be expected to realise on the date of valuation in exchange between market participants given the highest and best use or highest and best alternative. This was determined by comparision to recent sales with similar characteristics. As this was based on observable evidence they have been classified as Level 2.

Level 3 Valuation Inputs

Cost (Depreciated) - The remaining Buildings in Council's communities were valued using a cost approach using professionally qualified Registered Valuers.

Under this approach, the cost to replace the building is calculated and then adjusted to take into account accumulated depreciation. The Valuer used Rawlinson's Australian Construction Handbook 2019 to value the building improvements which uses recent information from construction contracts for completed assets in relation to building costs in remote locations within the Northern Territory.

East Arnhem Regional Council

Notes to the Financial Statements
For the year ended 30 June 2026

Note 21. Related Party Disclosures

Related Parties of the Council include its key management personnel (KMP), close family members (CFM) of key management personnel and other entities related to the Council.

a) Key Management Personnel Compensation

The Key Management Personnel of the Council include the Councillors, Council CEO & Council Executive Directors, as defined by AASB 124 Related Parties Disclosure.

In all, 21 persons (15 Councillors and 6 Executives) were paid during year:

	2026	2025
	$	$
Salaries, allowances and other short term benefits	1,632,057	1,764,163
Long term benefits	28,749	(56,722)
Post employment benefits	113,532	114,749
	1,774,338	1,822,190

CEO Remuneration for financial year 2026	CEO - Dale Keehne	Acting CEO - Signe Balodis	Acting CEO - Divyan Ahimaz
Short term benefits	$356,081	$26,924	$32,908
Post - Employment benefits	29,756	2,354	2,756
Long term benefits	15,506	414	485
	$401,343	$29,692	$36,149

Signe Balodis and Divyan Ahimaz acted as Chief Executive Officer during various periods throughout the financial year while the Chief Executive Officer was on leave.

b) Related Party Transactions

As the East Arnhem Region has a small population size, many of the KMPs are related with organisations which transact with the Council. There are 17 KMPs that have 7 board directorship positions with these organisations. The nature of the Related Party transactions are within the ordinary course of business of the Council.

KMP Related Organisations	2026 Total Expenses $	2025 Total Expenses $	2026 Total Income $	2025 Total Income $
Aboriginal Resource and Development Services (ARDS)	4,631	13,716	323	4,870
Anindilyakwa Land Council	-	4,213	-	3,417
Anindilyakwa Royalty Aboriginal Corporation	-	-	-	5,362
Arnhem Land Progress Aboriginal Corporation	119,923	107,398	434,575	515,912
Galiwinku Women's Space Inc	-	-	828	-
Groote Eylandt Bickerton Island Enterprise	-	768	-	52,704
Gumatj Corporation Ltd	1,623	26,070	-	-
Laynhapuy Homelands Aboriginal Corporation	51,924	45,455	65,365	366,481
Miwatj Health	-	15,122	94,219	103,421
NAAJA	-	-	1,241	-
National Indigenous Australians Agency	-	53,638	-	-
North East Arnhem Land Aboriginal Corporation / NEAL	97,001	87,783	-	-
Northern Land Council	746,276	646,115	2,445	643
Rulku Lodge Milingimbi (Rulku Enterprises)	-	28,398	80,894	79,686
Shepherdson College	-	-	12,242	17,243
YALU Aboriginal Corporation	-	-	8,257	-
Total	1,021,378	1,028,676	700,389	1,149,739

Notes to the Financial Statements
For the year ended 30 June 2026

Note 22 (a) . Comparison of Original Estimates with Actuals

	2026 ACTUAL	2026 BUDGET	VARIANCE
	$	$	$
Revenue			
10 - General Public Services	18,085,822	13,501,678	4,584,144
20 - Public Order and Safety	2,839,064	2,716,440	122,624
30 - Economic Affairs	4,464,911	3,177,380	1,287,531
40 - Environmental Protection	3,415,781	3,621,636	(205,855)
50 - Housing and Community Amenities	1,958,657	1,824,744	133,913
70 - Recreation Culture and Religion	4,866,582	4,345,757	520,825
90 - Social Protection	11,503,606	10,635,226	868,380
	47,134,423	39,822,861	7,311,562
Operating Expenses			
10 - General Public Services	(18,226,639)	(18,865,667)	639,028
20 - Public Order and Safety	(2,991,647)	(3,514,897)	523,250
30 - Economic Affairs	(6,679,458)	(9,002,681)	2,323,223
40 - Environmental Protection	(1,784,975)	(3,001,232)	1,216,257
50 - Housing and Community Amenities	(4,940,581)	(10,087,110)	5,146,529
70 - Recreation Culture and Religion	(4,139,725)	(4,403,930)	264,205
90 - Social Protection	(7,402,545)	(7,915,797)	513,252
	(46,165,570)	(56,791,314)	10,625,744
Capitalised Expenditures			
10 - General Public Services	(212,240)	-	(212,240)
20 - Public Order and Safety	-	-	-
30 - Economic Affairs	(2,811,381)	(2,151,251)	(660,130)
40 - Environmental Protection	(55,250)	-	(55,250)
50 - Housing and Community Amenities	(1,477,317)	(5,256,643)	3,779,326
70 - Recreation Culture and Religion	(416,503)	(401,628)	(14,875)
90 - Social Protection	(571,919)	-	(571,919)
	(5,544,610)	(7,809,522)	2,264,912
Reclassifications			
10 - General Public Services	(3,717,009)	(7,301,035)	3,584,026
20 - Public Order and Safety	266,776	406,406	(139,630)
30 - Economic Affairs	1,853,916	1,955,673	(101,757)
40 - Environmental Protection	(1,549,760)	(1,284,724)	(265,036)
50 - Housing and Community Amenities	5,647,873	8,904,808	(3,256,935)
70 - Recreation Culture and Religion	(534,863)	(510,097)	(24,766)
90 - Social Protection	(1,966,933)	(2,171,031)	204,098
	-	-	-

Notes to the Financial Statements
For the year ended 30 June 2026

Note 22 (a) . Comparison of Original Estimates with Actuals (continued)

	2026 ACTUAL	2026 BUDGET	VARIANCE
	$	$	$
Other Inflows (Outflows)			
10 - General Public Services	(1,695,496)	9,100,378	(10,795,874)
20 - Public Order and Safety	(102,613)	392,051	(494,664)
30 - Economic Affairs	6,299,789	6,020,879	278,910
40 - Environmental Protection	(450,377)	664,320	(1,114,697)
50 - Housing and Community Amenities	(2,026,976)	4,464,200	(6,491,176)
70 - Recreation Culture and Religion	664,509	969,898	(305,389)
90 - Social Protection	(1,559,584)	(548,398)	(1,011,186)
	1,129,252	21,063,328	(19,934,076)
Net Operating Deficit	**(3,446,505)**	**(3,714,647)**	**268,142**
Depreciation and Amortisation	4,117,480	3,714,647	402,833
Other Non-cash items	848,101	-	848,101
Net Surplus	**1,519,076**	**-**	**1,519,076**

Reconciliation of Net Surplus	
Net Surplus Per Function Schedule	1,519,076
Add: Capital Expenditures (Note 10)	5,544,610
Grants Carried Forward FY 2027 (Note 22b)	7,323,433
Income Received in Advance for FY 2027	3,839,809
Less: Reserves/Equity Transfers	(1,780,947)
Grants Carried Forward FY 2026 (Note 22b)	(5,956,697)
Other Revenue Carried Forward	(4,111,491)
Proceeds from sale of assets	(443,359)
Depreciation and Amortisation (Note 4c)	(4,117,480)
Other Non-cash items	(848,101)
Net Surplus for the Year	**968,853**

Note 22 (b). Unexpended Grants Funds

	2026 $	2025 $
1204 - Mungkadinamanja Flexible Aged Care	201,784	201,783
1231 - Indigenous Employment Initiative Program	1,771,441	1,102,213
1318 - Regional Sobering Up Shelter, Nhulunbuy	-	902
1319 - Communities for Children Program	102,628	89,637
1581 - Remote Indigenous Broadcasting Service	57,620	71,669
1617 - Community Child Care Fund	-	51,517
1624 - Community Night Patrol Services	607,492	503,977
1665 - Local Road and Infrastructure Program	-	81,973
1681 - Community Youth Diversion Program	-	7,374
1692 - Home Care Provider Transitional Support	-	68,000
1693 - Remote Community Connector Program	246,345	54,094
1695 - Aboriginal Benefit Account (ABA)	-	10,185
1697 - Children and Family Intensive Support	42,850	34,467
1707 - Local Road and Infrastructure Program Round 3	410,060	565,890
1709 - East Arnhem Youth Alcohol & Other Drugs Service	98,162	169,157
1711 - Local Authority Project Funding Angurugu	164,446	164,446
1714 - Local Authority Project Funding Ramingining	192,822	135,400
1715 - Local Authority Project Funding Milingimbi	492,057	723,488
1716 - Local Authority Project Funding Gapuwiyak	581,270	456,752
1717 - Local Authority Project Funding Galiwinku	1,041,413	698,557
1718 - Local Authority Project Funding Yirrkala	286,295	302,245
1719 - Local Authority Project Funding Gunyangara	156,694	121,795
1728 - Bait Fridge Workshop - 2024	-	3
1733 - NAIDOC Week 2024	-	258
1736 - Youth Vibe Holiday Grant 2024-25 FY	3,875	3,875
1738 - Active Regional and Remote Communites	58,013	173,373
1740 - NT Waste and Resource Management 2024-25	-	153,667
1743 - Support at Home and new Aged Care Act Transition Support 202	10,000	10,000
1744 - NIAA NAIDOC WEEK 2025	587	-
1745 - Youth Diversion Program 2026 - 2028	1,965	-
1747 - Australia Day Community Grant	340	-
1749 - Support at Home	699,032	-
1751 - 2025-26 Waste and Resource Management	96,242	-
	7,323,433	**5,956,697**

East Arnhem Regional Council

Notes to the Financial Statements
For the year ended 30 June 2026

Note 23. Financial Indicators

Operating Surplus Ratio	2026	2025	2024
Operating Surplus (Deficit)	-0.8%	4.0%	-14.4%
Total Operating Income			

This ratio expresses the operating surplus as a percentage of total operating revenue.

Asset Sustainability Ratio	2026	2025	2024
Net asset renewals	148.8%	186.2%	132.4%
Infrastructure & Asset Management			
Plan required expenditure			

Net asset renewals expenditure is defined as net capital expenditure on the renewal and replacement of existing assets.

Interest Coverage Ratio	2026	2025	2024
Earnings Before Interest	0.1	4.5	-9.9
Borrowing Costs-Interest Expense			

This indicator is designed to determine how easily the council can pay interest on outstanding debts/loans. The calculation includes interest expense related to lease liabilities (AASB 16 - Leases) and provision for landfill rehabilitation (AASB 137 - Provisions).

Current Assets Ratio	2026	2025	2024
Current assets	6.9	6.7	8.0
Current Liabilities			

This indicator is designed to provide information on the ability of the council to meet its short-term financial obligations as they become due out of current assets.

Note 24. East Arnhem Regional Council De-amalgamation

The de-amalgamation of the East Arnhem Regional Council leading to the creation of the Groote Archipelago Regional Council ("GARC" or "Groote") has been in progress since 2018. The official constitution of GARC occurred in 2024 and the inaugural elections held on 15 March 2025 with the Groote Archipelago Regional Council delivering services to three communities in Umbakumba, Angurugu and Milyakburra.

The East Arnhem Regional Council remaining communities are:
- Galiwinku
- Gapuwiyak
- Gunyangara
- Milingimbi
- Ramingining
- Yirrkala

As part of this de-amalgamation, an allocation methodology to calculate a fair and equitable allocation for EARC and GARC was developed. The allocation methodology considered an assessment of an equitable allocation of available reserves, landfill provision and net cash available as at 30 June 2024 for both councils, with values sourced from the audited financial statements and annual report. These were categorised as Instalment #1 for transfer.

The methodology also contemplated a subsequent allocation of unexpended grants reserves following completion of the 30 June 2025 financial statement and grant acquittal process (Instalment #2). Following a review of the de-amalgamation arrangements, management has confirmed that all transfers and allocations between EARC and GARC have been completed and finalised. Accordingly, no further transfers or payments are required in relation to Instalment #2.

During the year, Council transferred funds from the Public Area Infrastructure Reserve for the completion of the jetty projects in Umbakumba and Milyakburra. Council also transferred the remaining fleet assets to GARC.

The carrying amounts of assets and liabilities transferred due to de-amalgamation were:

	2026	2025
	$	$
Assets		
Cash and cash equivalents	214,070	9,572,496
Property Plant and Equipment	142,560	15,093,175
Total Assets	**356,630**	**24,665,671**
Liabilities		
Lease Liabilities	-	(4,173,555)
Provisions	-	(495,456)
Total Liabilities	**-**	**(4,669,011)**
Net Assets	**356,630**	**19,996,660**

East ARnhem Regional Council

Dedicated to promoting the power of people, protection of community and respect for cultural diversity.

T 08 8986 8986

E info@eastarnhem.nt.gov.au

P PO Box 1060
Nhulunbuy, NT, 0881

www.eastarnhem.nt.gov.au

