

CITY OF PALMERSTON

MUNICIPAL PLAN

2017-2022





PRETTY PARK

Palmerston - A Place for People

2017 - 2022

MUNICIPAL PLAN

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PUBLIC CONSULTATION AND REVIEW

The Draft 2017/2018 City of Palmerston Municipal Plan is to be exhibited for public consultation for a minimum 21 days as prescribed by Section 24(2)(c) of the Local Government Act. This consultation process commences on 21/06/2017 and concludes at 5.00pm on 11/07/2017.

Public feedback will be considered and presented with the final Municipal Plan for adoption at the next Ordinary Meeting of the City of Palmerston to be held on 18/07/2017.

At the Ordinary Meeting of Council held on 18/07/2017, it was resolved that a Special Meeting of Council be held on Tuesday 25 July 2017 at 6.00pm to consider the final Municipal Plan 2017-2022 and budget for adoption.

Members of the public may submit feedback via:

- Email palmerston@palmerston.nt.gov.au
- In writing to the Chief Executive Officer, PO Box 1 Palmerston NT 0831
- Online feedback form – go to Contact Us on Council's website www.palmerston.nt.gov.au



MESSAGE FROM THE MAYOR

Palmerston continues to be a shining light in urban and commercial development in the Northern Territory landscape over the past year. Several new shopping precincts have been completed or near enough. Our City Centre Masterplan has been rewarded with significant commercial development beginning for the first time in many years. Council has equally responded with the implementation of a Multi deck Carpark and associated paid parking strategy. Council has also finalised its

Community Infrastructure Plan and Art Strategy outlining the future needs of the vibrant city.

Palmerston over the next twelve months will see the commissioning of a Regional Shopping Centre, a new Hospital, a new Police station, as well as a new school and childcare facility. I thank the Federal and NT Government for their ongoing commitment to our city.

Palmerston continues to embrace local talent in the Arts, Lifestyle and Culture by providing numerous free

or low cost events, such as Activate, GeekFest, Flicnic and the Warisan Budaya Indonesian Festival.

One exciting challenge over the next year Council will be tackling is the transfer of street lights on Council roads from Power and Water Corporation. This gives Palmerston the opportunity to make investments in more economical and energy efficient infrastructure which can deliver real social and community benefits.

Council's Annual Budget 2017/18 included in this

PALMERSTON OVER THE NEXT TWELVE MONTHS WILL SEE THE COMMISSIONING OF
A REGIONAL SHOPPING CENTRE, A NEW HOSPITAL, A NEW POLICE STATION,
AS WELL AS A NEW SCHOOL AND CHILDCARE FACILITY.

Municipal Plan will see 66% of Palmerston
ratepayers see no increase in rates for the
second year in a row.

Ian Abbott
Ian Abbott - Mayor

On 29 June 2017, the Minister for Housing and Community
Development Gerry McCarthy placed the City of Palmerston
Council under official management and appointed Mr Mark
Blackburn as the official manager.

MESSAGE FROM THE CEO



With economic growth and population growth in the Northern Territory beginning to stagnate, the City of Palmerston continues to defy this trend and is delivering its vision as “A Place for People”. The business community has shown confidence in Palmerston which has seen new retail developments open in Bellamack, Rosebery and the rapidly expanding suburb of Zuccoli. The long-awaited Stage 1 of the Gateway Shopping Centre is also nearing completion with the opening expected around September 2017. These developments will create considerable job opportunities and will support the growing population.

We still appear to be on target to reach a population of 40,000 by the year 2020 which will be a significant achievement for both Palmerston and the Northern Territory. Whilst residential growth has slowed, the new suburbs continue to be developed with Council ensuring a high level of public amenity being provided for the enjoyment of all residents. The NT Government has acknowledged the strategic importance of Palmerston which will see the delivery of the Palmerston Regional Hospital during the 2018 calendar year. It is also pleasing to see the construction of the new Palmerston Police Station being brought forward and

developed as a single stage.

Last year saw the completion of the initial projects to come out of the Palmerston City Centre Master Plan being the redevelopment of both Goyder Square and The Boulevard. At a cost of \$15M these projects have set the standard for the future growth and development in the Central Business District. The private sector realises the value of this new amenity and construction works associated with the Boulevard Plaza and Athanasiou Mixed Use Developments are expected to commence shortly. It is also likely the “Bayram Building” in Mansfield Street will be converted from offices to a

98 bed hostel incorporating seminar rooms for both local and international students.

I tasked the Community Development staff with the key role of 'activating' Goyder Square and it is pleasing to see how the community have embraced this area through their support of the many community activities and events held in this area. The Friday night Palmerston & Rural Markets continue to thrive in this new setting and are helping to build a strong community focus in the heart of Palmerston.

Council's decision to resume the management of the Palmerston Recreation Centre created considerable discontent within the community. It has now been determined the Centre will continue to be utilised as a community facility for the delivery of sporting, recreational and community programs, events and services. Our staff are working hard to repurpose the Centre to enable all members of the community to access this facility for a wide range of community purposes. In terms of the 2017/2018 budget, it is always a difficult balancing act to provide a wide range of services, maintain and renew existing infrastructure and complete new capital works, whilst considering the resident's ability to contribute through council rates. This is always a key consideration for Council when approximately 83% of our operating revenue is derived from council rates and waste charges. It is pleasing to report that for the second year in a row, 66% of our residential property owners will not experience an increase in their council rates component. Our other major funding source is through the Financial Assistance Grants provided by the Federal Government to all councils across Australia. The City of Palmerston received \$1.5M during the 2016/2017 financial year with indexation of this allocation being frozen since the 2014 federal budget was announced. I congratulate the Federal Government on their recent decision as part of the 2017/2018 budget to reinstate the indexation factor on these important financial allocations to local government.

In terms of major projects, the construction of a new \$14.5M multi-deck carpark facility incorporating 378 carparks would be one of the biggest projects undertaken by the City of

Palmerston. This is a key project for the CBD and in accordance with the implementation of Council's Car Parking Strategy. The rehabilitation of the Archer Landfill Site will continue to be progressed with Stage 2 (the largest stage) expected to be completed during 2017 at a cost of \$4M. This will be funded through the existing Waste Charges which are levied by Council on all residential properties. Once again this is also being funded on a 'user pay' basis.

Council has also requested funding of up to \$2M from the NT Government as a 50% contribution towards a future Seniors/Community Centre in Palmerston. This development is also in accordance with our recently adopted Community Infrastructure Plan which seeks to address the current shortage of community facilities within our growing city. With the 2017/2018 Municipal Plan and Budget being the last to be adopted by the 8th and current council, it is timely to reflect back and consider the changes which have occurred since the council first met in April 2012. It has been an extended term of almost 5½ years with three elected members resigning during the term. One of the key roles for any elected government is to make decisions for the future of their cities. These decisions are scrutinised by the community and the media, however it is important for elected members to follow their visions to improve their cities.

The landscape within Palmerston continues to change and I am confident 2017/2018 will be another exciting year for the City of Palmerston and its residents. I look forward to working with the new elected Council and the Palmerston community to deliver a "Place for People".

Ricki Bruhn

Chief Executive Officer

INTRODUCTION



The Municipal Plan provides the City of Palmerston's strategies over the next five years. This is Council's fifth and final annual revision of the current Municipal Plan, outlining priorities and directions for the next five years 2017-2022.

This Plan stresses cultural vitality, economic prosperity, environmental sustainability and social equality - the Plan's strategic directions focus on four key areas:

- ▶ **Community and Cultural Wellbeing:** This key area covers activities of Council devoted to the wellbeing of our community, including arts and culture, libraries, health and safety, sports and recreation, parks and gardens and family.
- ▶ **Economic Development:** Strategies, programs, support and advocacy initiatives related to the economic vitality of our city are found in this area, including city planning, support for local businesses and tourism, and government liaison.
- ▶ **Environment and Infrastructure:** Roads and transport, drainage, bridges, developer liaison, waste management and Council services related to streetscaping and sustainability are found in this key area.
- ▶ **Governance and Organisation:** Ensuring your Council is run in an efficient, responsible and sustainable manner means that your rates are used in the most appropriate manner. This key area includes responsibility and accountability, finance, human resources, information technology, and a host of continuous improvement and performance measurement initiatives.

This revision of the Municipal Plan follows a number of significant changes introduced in 2012, both in the manner in which our service delivery strategies are articulated, but also in the manner in which Council approaches governance and transparency.

In addition to outlining our strategies, the Municipal Plan provides the City of Palmerston's Annual Business Plan 2017/18, broken down into the categories of People, Systems and Processes, Assets, Service Delivery and Risk. The Annual Budget 2017/18 then outlines how Council intends to finance its operations in a prudent and responsible manner.

The plan was first introduced in 2012, and is a dynamic, working document that will be continuously reviewed and updated to reflect the views of residents. This is the final year of this Plan as our next election will be held on 17 March 2018 which will establish the 9th Council for City of Palmerston.

VISION AND MISSION

VISION "A Place for People"

VALUES
we are
committed to



TEAMWORK

COMMITMENT &
ACCOUNTABILITY



SUSTAINABILITY &
SELF-SUFFICIENCY

QUALITY RESOURCES



A CULTURE OF
CONTINUOUS
IMPROVEMENT

MISSION

The City of Palmerston is committed to:

- ▶ Improving the safety of all our citizens
- ▶ Maintaining our own identity
- ▶ Providing services, facilities and amenities to support the community's needs
- ▶ Developing and maintaining our reputation for being clean and green

We will achieve this through:

- ▶ Delivering to our community high quality value for money services that meet their diverse needs



WHO WE ARE



Palmerston, located 21km south of Darwin, commenced development in 1982 and continues to be one of Australia's fastest growing cities. Palmerston was declared a city on 2 August 2000. The latest Australian Bureau of Statistics population data indicates the population of Palmerston has reached 34,500 as at 30 June 2015.

With an average age of 28, Palmerston's growing population is primarily made up of families. Around 25.8% of the population is under 15 years of age with only 4.1% of the population over 65 years of age. Palmerston has two major shopping complexes (with a further two under construction), various sporting clubs, restaurants, Quest Serviced Apartments, tavern, skate park, cinema and smaller shops.

The City itself has 12 suburbs already

developed - Driver, Gray, Bellamack, Johnston, Woodroffe, Moulden, Durack, Farrar, Gunn, Rosebery, Bakewell, and Marlow Lagoon. The new suburb of Zuccoli is now under construction, along with the new area of Durack Heights. Once these final suburbs have been completed and in-fill opportunities realised, it is estimated the population of Palmerston will be close to 40,000 residents by 2020. Although Palmerston is mainly residential, it also has two light industrial areas - Pinelands and Yarrawonga.

The City's tropical environment is perfect for outdoor living. Palmerston has a wide range of sporting groups. The Palmerston Swimming and Fitness Centre is the home of the swimming pool and offers a gym, aerobics and swimming, as well as martial arts classes.

A multipurpose recreation centre is also located in the City Centre near the Public Library. A new water park operated by the NT Government off University Avenue opened in 2012. Palmerston has over 100 parks, many with playgrounds, shelters and barbeques. Marlow Lagoon is a large recreation area where community and private events are often held.

On Friday nights during the Dry Season, Palmerston's Friday night markets come alive in the City Centre. The markets boast a wide array of delicious international food, as well as craft, fruit and vegetables, and gift items for sale, activities for the kids, and entertainment for the whole family.

STRATEGIC PLANNING FRAMEWORK



The Municipal Plan plays the leading role in Council's Strategic Planning Framework, guiding all other planning and reporting activities. It is based on four Strategic Focus areas which cover the services and responsibilities of Council: Community and Cultural Wellbeing; Economic Development; Environment & Infrastructure; Governance and Organisation.



1

COMMUNITY &
CULTURAL WELLBEING

1.1 HEALTHY COMMUNITIES

We are committed to providing quality health and family support services to our community

- ✓ Healthy Lifestyle Programs
- ✓ COPAL (Childhood Obesity Prevention and Lifestyle) Programs
- ✓ Support and Advocacy: Families, Youth and Seniors
- ✓ Support and Advocacy: Medical Facilities and Services
- ✓ Support and Advocacy: Disability Access

KEY PERFORMANCE INDICATOR	2012	2013	2014	2015	2016
HEALTHY COMMUNITIES	98.99	98.81	97.73	95.78	92.76



1.2 SAFE COMMUNITIES

We are committed to ensuring the safety and security of our community

- ✓ Animal Management
- ✓ Cyclone, Disaster and Emergency Management
- ✓ Regulatory Services
- ✓ Street Lighting
- ✓ Support and Advocacy: Emergency Services
- ✓ Support and Advocacy: Crime Prevention and Law Enforcement
- ✓ Support and Advocacy: Injury Prevention

KEY PERFORMANCE INDICATOR	2012	2013	2014	2015	2016
SAFE COMMUNITIES	78.24	80.28	84.93	77.14	74.17

FOCUS: COUNCIL RESPONSIBILITY

FOCUS: COMMUNITY SUPPORT

COMMUNITY RECREATION AND AMENITIES

2016/17 Revised Budget

2017/18 Budget

Activities

Effective provision, management and maintenance of recreational facilities and amenities to the community, such as car parks, public conveniences, parks, gardens and reserves, indoor and outdoor sports facilities and swimming pools, as well as removal of graffiti and repair of vandalism.

\$6,652,318

\$7,014,160

LIBRARY SERVICES

2016/17 Revised Budget

2017/18 Budget

Activities

Provide effective delivery of library services to the community, including the management of Council's local history collection, acquire and manage high quality book stock and reference material, upgrading facilities where appropriate, provide public internet access, and initiatives to increase library usage.

\$1,363,430

\$1,455,501

1.3 ARTS AND CULTURE

We are committed to the fostering and promotion of arts and culture within our community, the awareness and promotion of our local history, and advocacy for

- ✓ Library Programs and Services
- ✓ Events
- ✓ Public Artwork
- ✓ Support and Advocacy: Arts and Culture Programs
- ✓ Support and Advocacy: Community Groups, Events and Attractions



KEY PERFORMANCE INDICATOR	2012	2013	2014	2015	2016
ARTS AND CULTURE	90.47	86.63	111.91	107.45	109.11

1.4 RECREATION

We are committed to providing quality recreation and sporting facilities, parks, gardens, playgrounds and open spaces for the benefit of our community

- ✓ Sporting, Recreational and Leisure Facilities and Programs
- ✓ Walking and Cycling Infrastructure
- ✓ Parks, Gardens and Playgrounds
- ✓ Streetscapes and Open Spaces
- ✓ Support and Advocacy: Increased Recreational Infrastructure



KEY PERFORMANCE INDICATOR	2012	2013	2014	2015	2016
RECREATION	119.13	118.18	114.69	111.82	114.02

FOCUS: COUNCIL RESPONSIBILITY

FOCUS: COMMUNITY SUPPORT

COMMUNITY SUPPORT

Activities

Provision of advocacy, activities, programs and initiatives in support of the community, including Healthy lifestyle, youth multicultural and seniors programs. Facilitation of community engagement through advisory groups, networks and committees. Community support is also provided via community events such as Australia Day celebrations, Carols, citizenship ceremonies, and the administering of the Community Grants Scheme.

2016/17 Revised Budget	2017/18 Budget
\$1,557,032	\$1,651,715

2

ECONOMIC
DEVELOPMENT

FOCUS: COUNCIL RESPONSIBILITY

FOCUS: COMMUNITY SUPPORT



2.1 TOURISM

We are committed to supporting tourism throughout our region

- ✓ Town and Business Signage
- ✓ Accommodation
- ✓ Support & Advocacy: Tourism Organisations and Operators
- ✓ Support & Advocacy: Government Initiatives

KEY PERFORMANCE INDICATOR	2012	2013	2014	2015	2016
TOURISM	-	-	85.75	84.25	85.36



2.2 LOCAL BUSINESS AND INDUSTRY

We are committed to ensuring local businesses and industry receive the support they need in order to grow and prosper within our region

- ✓ Transport Infrastructure
- ✓ Local Purchasing and Procurement
- ✓ Support and Advocacy: Government Funding and Initiatives
- ✓ Support and Advocacy: Training and Employment Initiatives
- ✓ Support and Advocacy: Industry Organisations

KEY PERFORMANCE INDICATOR	2012	2013	2014	2015	2016
LOCAL BUSINESS AND INDUSTRY	85.63	85.53	85.54	82.92	86.06



2.3 CITY PLANNING

We are committed to effective and responsible city planning which balances and meets both residential and commercial needs in our community

- ✓ City of Palmerston CBD Master Plan Implementation
- ✓ Public Land Use
- ✓ Support and Advocacy: NT Government Planning and Development Control

KEY PERFORMANCE INDICATOR	2012	2013	2014	2015	2016
CITY PLANNING	-	-	89.41	80.22	85.03

REGULATORY SERVICES

Activities

Administer by-laws, support emergency services, provide effective control and regulation of dogs, infringements.

2016/17 Revised Budget

2017/18 Budget

\$922,058

\$887,632

ENVIRONMENT & INFRASTRUCTURE

3

FOCUS: COUNCIL RESPONSIBILITY

FOCUS: COMMUNITY SUPPORT

3.1 ENVIRONMENTAL SUSTAINABILITY

We are committed to actively protecting and enhancing the environmental assets and infrastructure of the City of Palmerston, while supporting local businesses and industry in sustainable land use

- ✓ Climate Change Impact Reduction
- ✓ Greenhouse Emissions Measurement and Reduction
- ✓ Energy and Water Resource Management Initiatives
- ✓ Support & Advocacy: Planning and Development Controls
- ✓ Support & Advocacy: Community Action, Education and Organisations
- ✓ Support & Advocacy: Conservation and Biodiversity



KEY PERFORMANCE INDICATOR	2012	2013	2014	2015	2016
ENVIRONMENTAL SUSTAINABILITY	95.98	95.19	96.93	91.30	93.41

3.2 ASSETS AND INFRASTRUCTURE

We are committed to maintaining and developing community assets and infrastructure which meet the needs of our community

- ✓ Roads, Bridges, Footpaths and Car Parking
- ✓ Council Buildings and Facilities
- ✓ Stormwater Infrastructure
- ✓ Support and Advocacy: Traffic Management and Road Safety
- ✓ Support and Advocacy: Territory and Federal Infrastructure and Land



KEY PERFORMANCE INDICATOR	2012	2013	2014	2015	2016
ASSETS & INFRASTRUCTURE	106.65	107.89	107.75	106.65	109.42

3.3 WASTE

We are committed to providing comprehensive and effective waste management services to our community

- ✓ Kerbside Waste Collection and Recycling
- ✓ Hard and Green Waste Facilities
- ✓ Support and Advocacy: Recycling, re-use and minimisation
- ✓ Support and Advocacy: Education initiatives



KEY PERFORMANCE INDICATOR	2012	2013	2014	2015	2016
WASTE COLLECTION & DISPOSAL	129.69	129.94	133.40	129.25	136.45

ENVIRONMENTAL SERVICES AND WASTE MANAGEMENT

	2016/17 Revised Budget	2017/18 Budget
Activities	\$5,473,926	\$5,556,210

Support and advocate activities and initiatives promoting environmental awareness and education in the community. Support for initiatives encouraging the use of renewable energy. Provide effective collection and disposal of domestic waste and green waste, collect recyclable litter, and administer the Archer Waste Transfer Station.

ROADS AND INFRASTRUCTURE

	2016/17 Revised Budget	2017/18 Budget
Activities	\$3,494,142	\$3,769,519

Provide and effectively manage Council infrastructure assets such as bridges, bike and footpaths, kerbing, roadside verges, sealed roads, stormwater infrastructure, floodplain management, street lighting, lawns and trees etc. Maintain Council plant and machinery, carry out construction and maintenance activities of assets.

4

GOVERNANCE &
ORGANISATION

4.1 RESPONSIBILITY

We are committed to corporate and social responsibility, the sustainability of Council assets and services, and the effective planning and reporting of Council performance to the community

- ✓ Elected Member Accountability to the Community
- ✓ Governance, Strategy, Legislation and Policy
- ✓ Business Planning and Performance Reporting Frameworks
- ✓ Financial Sustainability and Asset Management
- ✓ Risk Management and Workplace Health and Safety

KEY PERFORMANCE INDICATOR	2012	2013	2014	2015	2016
RESPONSIBILITY	81.78	84.03	80.93	75.27	80.40



4.2 SERVICE

We value and encourage participation in Council activities by the community, and are committed to delivering the highest possible levels of service and community engagement

- ✓ Customer Service Standards
- ✓ Community Engagement and Voter Participation
- ✓ Governance and Participation on Council Advisory Groups
- ✓ Open Government and Transparency Initiatives

KEY PERFORMANCE INDICATOR	2012	2013	2014	2015	2016
SERVICE	82.02	82.34	82.00	73.18	76.80

FOCUS: COUNCIL RESPONSIBILITY
FOCUS: COMMUNITY SUPPORT

GOVERNANCE

2016/17 Revised Budget

2017/18 Budget

Activities

Effectively provide appropriate support services and governance training to Elected Members, conduct civic receptions, promote and support voter participation, conduct Council elections every four years, conduct Council meetings, benchmarking activities, disaster recovery, ensure legislative compliance and good governance, corporate planning and reporting, performance management, WHS and risk management.

\$331,026

\$492,588

4.3 PEOPLE

We value our people, and the culture of our organisation. We are committed to continuous improvement and innovation whilst seeking to reduce the costs of Council services through increased efficiency

- ✓ Human Resources and Workforce Development
- ✓ Training and Development of Elected Members
- ✓ Cost Reduction and Efficiency Initiatives
- ✓ Continuous Improvement, Benchmarking, Research and Innovation



KEY PERFORMANCE INDICATOR	2012	2013	2014	2015	2016
PEOPLE	94.09	94.51	94.38	88.20	88.48

4.4 SYSTEMS

We are committed to ensuring the systems and processes of Council support the organisation in delivering the best possible services to the community

- ✓ Internal Business Processes and Service Levels
- ✓ Financial and Administrative Services
- ✓ Information and Communication Technology Services



KEY PERFORMANCE INDICATOR	2012	2013	2014	2015	2016
SYSTEMS	89.64	92.26	92.69	93.54	93.06

FOCUS: COUNCIL RESPONSIBILITY

FOCUS: COMMUNITY SUPPORT

COUNCIL ADMINISTRATION

Activities

Provide Council operations with effective administrative and support services, including financial management, public relations, customer services, plant management, human resources, training and development, information technology, payroll, workplace health and safety, rates administration, and records management.

2016/17 Revised Budget

2017/18 Budget

\$6,111,272

\$5,577,467



HOW WE MEASURE PERFORMANCE



Primary Performance Indicators: Community Satisfaction Survey

Council is very aware performance is 'in the eye of the beholder', and the satisfaction of the community is the primary measure of performance. No matter how well we think we are doing, it is the community's opinion which matters most.

For this reason, wherever possible there is a survey score for a particular service or activity tied to each outcome. The survey is carried out annually by Roy Morgan Research on behalf of Council beginning in 2012 and the scores are used to determine overall performance of Council with regards to a particular outcome. With roughly 400 telephone interviews conducted to provide

a cross section of ages and suburbs, Council has no ability to influence the analysis of community satisfaction, thus providing an objective outcome the community can rely on. Scores of 100 indicate the community is "satisfied" with the performance of Council.

The next Roy Morgan survey commenced in June 2017 with the subsequent data to be included in the City of Palmerston's Annual Report at the end of 2017.

The survey was adjusted in 2014 to more closely align with the Municipal Plan. In some cases, it has been as simple as recalculating responses in past surveys into the corresponding Municipal Plan outcome area – in some cases it has meant asking new questions in the survey. Where the

survey area includes new components, this is identified. These improvements have allowed us to more closely focus on Economic Development in particular. Sadly, it does mean in some instances we have lost the trend over the past three years, but anticipate the added focus on these areas will provide better indication of Community Satisfaction in these areas in the future.

Secondary Performance Indicators: Key Performance Indicators (KPIs)

A large set of KPIs are monitored and reported on internally and included in the Annual Report, helping track specific aspects of its services and activities. This includes financial indicators, asset management indicators, and

so on. Each area of the Municipal Plan has a suite of these KPIs, which are regularly adjusted and reviewed. These KPIs help Council adjust priorities and resources over time to ensure the community satisfaction measured by the Primary Performance Indicators above is appropriately reflected.

Interested in learning more about the City of Palmerston's Municipal Plan?

The public is strongly encouraged to provide feedback regarding this plan. The success of this plan is reliant on it matching the needs and addressing the concerns of the community! Email us at palmerston@palmerston.nt.gov.au, or call 08 8935 9922.

PERFORMANCE TABLE 2012, 2013, 2014, 2015 AND 2016

		2012	2013	2014	2015	2016
	Sample size	401	407	402	400	
	Projected population over 18	18,677	18,678	19,588	19,588	
1.1	HEALTHY COMMUNITIES	97.09	98.69	97.73	95.78	92.76
1.2	SAFE COMMUNITIES	84.35	86.79	84.93	77.14	74.17
1.3	ARTS AND CULTURE	110.47	109.70	111.91	107.45	109.11
1.4	RECREATION	119.13	118.18	114.69	111.82	114.02
2.1	TOURISM	n/a	n/a	85.75	84.25	85.36
2.2	LOCAL BUSINESS AND INDUSTRY	85.63	85.53	85.54	82.92	86.06
2.3	CITY PLANNING	n/a	n/a	89.41	80.22	85.03
3.1	ENVIRONMENTAL SUSTAINABILITY	95.98	95.19	96.93	91.30	93.41
3.2	ASSETS AND INFRASTRUCTURE	110.61	111.79	107.75	106.65	109.42
3.3	WASTE	129.69	129.94	133.40	129.25	136.45
4.1	RESPONSIBILITY	83.89	82.74	80.93	75.27	80.40
4.2	SERVICE	82.02	82.34	82.00	73.18	76.80
4.3	PEOPLE	94.09	94.51	94.38	88.20	88.48
4.4	SYSTEMS	89.64	92.26	92.69	93.54	93.06



ANNUAL BUSINESS PLAN 2017/18

The Annual Business Plan 2017/18 outlines service delivery plans in line with Council strategy for the coming year, as well as a number of items required under Northern Territory Government legislation. These include:

- ▶ An assessment of the adequacy of constitutional arrangements presently in force for the Council under the Local Government Act and in particular, whether they provide the most effective possible representation for the area;
 - ▶ An assessment of the opportunities and challenges for service delivery in the City of Palmerston;
 - ▶ Any changes to the administrative and regulatory framework for delivering Council services in the area;
 - ▶ An assessment of whether possibilities exist for improving Local Government service delivery by cooperation with other councils, or with government agencies or other organisations;
 - ▶ A set of financial indicators for judging the standard of Council's performance, which complement the Community Satisfaction survey indicators.
- Further information is available on Council's website at www.palmerston.nt.gov.au.



KEY AREAS

THE ANNUAL BUSINESS PLAN IS SET OUT IN FIVE KEY AREAS:



PEOPLE

A description of the governance structure of Council, the roles and responsibilities of Aldermen, Deputy Mayor, and Mayor, and a review of the system of representation in place for the City of Palmerston are all found here. This section also provides a description of allowances provided to Elected Members, a description of the role of the CEO, and a brief description of Council's organisational structure.



SYSTEMS AND PROCESSES

Running a Council effectively means ensuring the systems and processes used by staff are reviewed, documented, amended and maintained. The City of Palmerston is dedicated to continuously improving its systems.



ASSETS

Council is responsible for the upkeep and maintenance of a significant amount of community assets – parks, playgrounds, community halls, stormwater infrastructure etc. This section details Council's capital works budget and works program for 2017/2018.



SERVICE DELIVERY

From libraries and pools to irrigating parks and cleaning up after cyclones, a modern city in the Northern Territory offers a wide number of services. This area of the plan provides information regarding budgets for service delivery across Council activities.



RISK

The City of Palmerston is faced with a number of opportunities and challenges moving into the future. This section details some of these, with a particular focus on financial sustainability and its effect on rating strategies for the 2017/18 year. This section also provides the impact of the 2017/18 budget on Council's financial performance indicators.



PEOPLE



Shown in the photograph above are, from left to right: (back) Alderman Andrew Byrne, Alderman Paul Bunker, Alderman Athina Pascoe-Bell, (bottom row) Alderman Seranna Shutt, Mayor Ian Abbott and Deputy Mayor Sue McKinnon.

On 29 June 2017, the Minister for Housing and Community Development Gerry McCarthy placed the City of Palmerston Council under official management, suspended the elected members and appointed Mr Mark Blackburn as the official manager.

Our Council

In accordance with the Local Government Act, Council is made up of seven Elected Members: a Principal Member holding the title of Mayor, and six elected members holding the title of Alderman.

Each year, Council elects one Alderman to serve as Deputy Mayor for a term of 12 months. At the Council Meeting held on 4 April 2017, Alderman Sue McKinnon was appointed as Deputy Mayor commencing 11 April 2016 for the remainder of the term of this Council, replacing Alderman Seranna Shutt whose 12 month term came to a close. The City of Palmerston operates under a single (or 'no wards') system with each of the seven

elected members representing the entire city. With 18,465 electors as at 2015, this makes a ratio of 1 elected member for every 3,078 electors. Due to the rapid population growth continuing to occur in the city, Council continues to consider dividing the city into wards as impractical.

As the city develops, the potential for large swings in representation quotas makes ensuring an equal distribution of voting quotas extremely difficult. Council completed its 'Review of Constitutional Arrangements' in February 2015 and forwarded the final report to the Minister for Housing and Community Development. Council had requested the Minister's consent to:

- ▶ Increase the number of elected representatives (not counting the Mayor) from six to eight;
- ▶ Change the title of the Elected Members from Alderman to Councillor;
- ▶ Pursue changes to Council's municipal boundaries.

On 12 May 2017, the Department of Housing and Community Development informed

Council that the Minister has approved one additional Elected Member, bringing the total to 1 Mayor and 7 Alderman. This will take effect at the next General Election for the City of Palmerston which will be held on 17 March 2018.

Elected Members are provided with financial support in recognition of the significant amount of work required in representing their community. Council resolved on 6 June 2017

ALLOWANCE DESCRIPTION	MAYOR	DEPUTY MAYOR	ALDERMAN
Annual Base Allowance	\$85,312.54	\$31,546.25	\$15,343.80
Annual Electoral Allowance	\$22,454.45	\$5,614.79	\$5,614.79
TOTALS	\$107,766.99	\$37,161.04	\$20,958.59
Professional Development Allowance	\$3,653.68	\$3,653.68	\$3,653.68

In addition, Aldermen other than the Mayor or Deputy Mayor are entitled to claim a \$150 extra meeting allowance to a maximum of \$10,229.59. Details of eligibility and restrictions of these meeting allowances, as well as all other Elected Member benefits and entitlements, are outlined in Council Policy EM02 'Elected Members Benefits and Support Policy' available on Council's website.

As per the Local Government Act, Council employs a Chief Executive Officer and delegates a number of authorities under the Act to carry out the day to day functions of Council. The CEO is responsible for the overall administration of Council affairs, and works closely with Elected Members to ensure Council goals and objectives are met.

Staffing Plan

The Staffing Plan for 2017/2018 provides for the employment of 78 staff members who operate under the CEO's direction and are divided into four key areas being Executive Services, Community Services, Corporate Services and Technical Services.

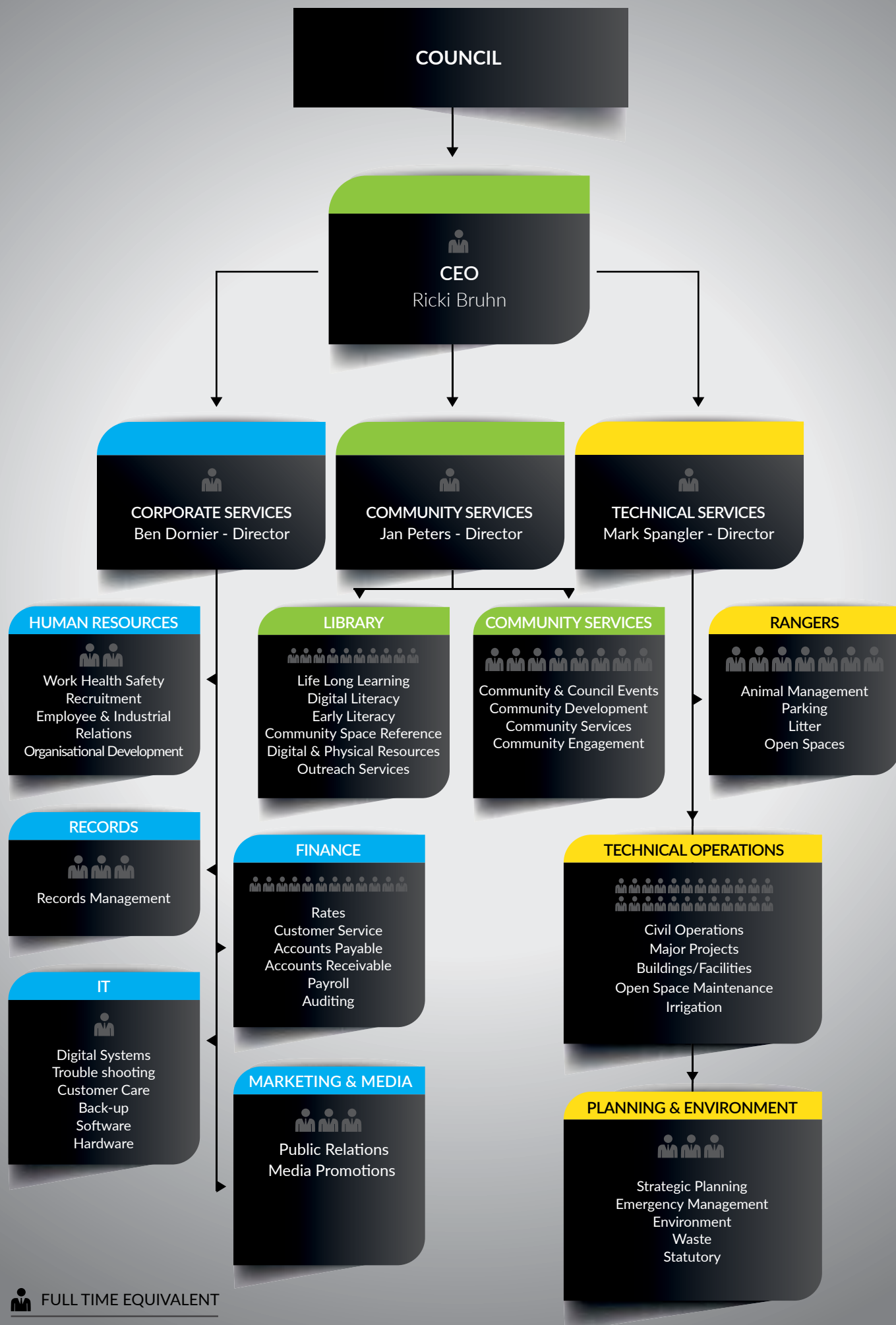
These 78 staffing positions are the equivalent of 75 full time equivalents (FTE) and incorporate four new positions (2.8 FTE's) including:

- ▶ Executive Assistant to the Director of Community Services
- ▶ Junior Engineer for managing Street Lighting Infrastructure
- ▶ 2 x Recreation Centre part-time employees (to assist with operating the council managed Recreation Centre)

It should be noted that short-term projects may temporarily change the actual number of FTE's at any given time during the financial year.

The total budget for employee costs for 2017/2018 is \$6,914,980 and includes wages, superannuation and provision for a 2% increase pursuant to the Enterprise Bargaining Agreement.

In accordance with Section 103 of the Local Government Act, the CEO is responsible for the appointment of staff in accordance with a staffing plan approved by the council.





GOVERNANCE AND ORGANISATION COMMITTEE

CHAIR: Alderman Byrne
MEMBERS: Alderman Bunker,
Deputy Mayor Shutt

1



ECONOMIC DEVELOPMENT AND INFRASTRUCTURE COMMITTEE

CHAIR: Alderman Bunker
MEMBERS: Alderman Byrne,
Alderman McKinnon,
Alderman Pascoe-Bell

2



COMMUNITY, CULTURE AND ENVIRONMENT COMMITTEE

CHAIR: Alderman Shutt
MEMBERS: Alderman McKinnon,
Alderman Pascoe-Bell

3

At the council meeting held on 4 July 2017, the following decision was carried

- ▶ THAT during the term of the City of Palmerston being under official management, all scheduled meetings of Council's Standing Committees (Community, Culture & Environment, Governance and Organisation and Economic Development & Infrastructure) be suspended with all officer reports being presented directly to the Ordinary Meetings of Council.



SYSTEMS & PROCESSES

We are committed to improvement!

Council continues to work on improving our internal processes and systems. We understand the importance of being able to carry out effective and efficient council operations and the need to ensure our community members receive quality services, consistently and repeatedly. We've made some improvements, and know that we need to continually review and keep improving. Below are a few of the areas we are focused on for the 2017/18 year.

Council Website

Over the coming year, you will notice a brand new website being rolled out. This includes improvements to search functionality, and a service oriented architecture delivering significant improvements to carrying out transactions with Council. Our dream is that all permits, licences, approvals, registrations and interactions involving money will be available online to our community. In addition, reporting issues, making suggestions or complaints, and carrying out information requests to Council will see major improvements. Our Customer Service will of course continue for those who feel more comfortable transacting in person, but for those with busy lives who prefer to interact online, these improvements will dramatically improve efficiency.

Open Data and Council Systems

Like other commercial entities, the City of Palmerston makes use of a number of open data

sets provided by the Federal Government and the Northern Territory Government in order to carry out its operations. Open data makes sense, increasing transparency and efficiency across government. This year will see Council begin participation in providing data sets for use by the community, industry and other tiers of government as well via the National Maps service offered at www.nationalmaps.gov.au. We encourage the public to use this service!

Council will also be updating its primary software systems to the most current versions, which will offer increased mobility and efficiency, better integration with other systems, and reduced use of paper.

Enterprise risk management and Financial Reporting

Following the implementation of the Deloitte Local Government Better Practice Model for improved risk management and internal controls, Council will continue working with its Risk Management and Internal Audit Committee to progress improvements to financial reporting, internal audit functions and enterprise risk.

This year will see improvements to monthly financial reporting, as well as the annual budget development and reporting processes. It will also see the introduction of financial sustainability ratios and targets as Council takes on a loan for works associated with the former Archer waste site – the first time City of Palmerston has carried debt.

ASSETS

Council has a Long Term Infrastructure and Asset Management Plan which is regularly monitored and updated. This plan lays out the strategies for maintaining and developing existing assets, and for providing new assets which meet the needs of the community. Council periodically adjusts this plan as priorities change across the community, and the most recent changes are reflected in the 2017/18 Capital Works budget included in this plan.

Council reviews and updates these plans regularly through assessing asset life cycles, safety, sustainability and levels of service. The financial implications for managing these assets inform Council's Long Term Financial Plan, included at the end of this document. Whilst there will always be community

demand for the provision of new and upgraded assets, it is imperative priority is given to the replacement and renewal of existing assets before considering the construction or purchase of new assets.

Additionally, with finite financial resources, it is also important Council gives consideration to the disposal of surplus or non-performing assets – thereby releasing financial resources to more appropriate asset management activities. Council infrastructure assets rarely deliver 'financial' returns in the form of revenue streams (we do not have toll roads or bridges, and accessing parks, recreation spaces and the library is free), and generally the performance of assets is judged by the amount of community usage they attract.

CAPITAL INCOME	REVISED BUDGET 2016/17	BUDGET 2017/18
Grants, Subsidies, Contributions	\$4,993,567	\$928,380
Profit on Sale of Assets	\$1,884,000	\$30,985
Gifted Assets	\$10,000,000	\$5,000,000
TOTAL	\$16,877,567	\$5,959,365

The breakdown of Council's Capital Works Program for 2017/18 can be found on the following page.

CAPITAL EXPENDITURE	DESCRIPTION	BUDGET 2017/18
Facilities and Structures	Civic Centre Roof Replacement	50,000
	Civic Centre Painting	40,000
	Civic Centre Toilets	10,000
	Depot Office Painting	5,000
	Depot Sheds 1-4 Toilets	12,000
	Driver Shed	15,000
	Recreation Centre Airconditioning	10,000
Parks and Reserves	Lighting Upgrades Parks	50,000
	Playground Refurbishment	200,000
	New Playground Structures	380,120
	Lightning Protection - Irrigation Controllers	10,000
	Replace Irrigation Cabinets	10,000
	Replacement BBQs	10,000
	Replacement Park Seating	10,000
	Annual Irrigation Refurbishment	150,000
	Replace Irrigation Controllers	70,000
	Switchboard Replacement in Parks	20,000
	Marlow Lagoon Pathways	95,000
	Covered Picnic Areas	20,000
	Tree Replacement Program	72,000
	Replace Shade Sails	75,000
	Replace Rubber Softfall in Parks	105,000
	Golden Grove Park Mowing Strip	26,000
	Bellamack Bore Contribution	20,000
	Replace Rusty Park Light Poles	20,000
Roads and Transport	Driveway Replacements	30,000
	Footpath Replacements	60,000
	Roadsign Replacement	15,000
	Cyclepath Replacement	60,000
	Reseal Program	400,000
	Disability Access	50,000
	Reseal Five Ash Lane Carpark	30,000
	Widdup Park Access	30,000
	New Pathways	50,000
	Electronic Speed Limit Signs Driver Ave	10,000
	Traffic Calming and Pedestrian Safety	100,000
	Reconstruction Wallaby-Holtze Rd	678,553
Stormwater Drainage	Culverts, Bridges, Concrete Lined Drains	50,000
	Drainage Upgrades	40,000
	Marlow Lagoon lake outfall drain fence	25,000
Waste Management	Resource Recovery Centre	140,000
	Stage 2 Landfill	4,000,000
	Flack Road Upgrade	100,000
Plant and Machinery	Replacement Fleet Vehicles	180,000
Carparking <i>Subject to Ministerial approval of a \$10m loan application</i>	New Car Park	14,500,000
GRAND TOTAL		22,033,673

SERVICE DELIVERY



Council provides a wide variety of services to the community, delivered broadly in three areas: Technical Services (engineering, maintenance, animal management and ranger services, development and town planning, roads and stormwater, waste management, car parking), Community Services (library services, community development, community events and promotion, sponsorship and community grants, recreation services and activities, youth, family and seniors support services) and Corporate Services (finance and rates, human resources, IT and communications, legal and corporate services, records management and other general support to other areas of Council). The majority of these council services fall within one of the following three categories:

Ongoing delivery of existing programs and services

Existing services that residents of Palmerston can continue to enjoy and expect in 2017/18 include the Palmerston Library services, community events such as the Palmerston Flicnics, Brekkie in the Park, youth events and senior's week activities. The Community Garden, Palmerston Men's Shed and healthy active lifestyle programs, including the walking programs and exercise station, will continue to be supported by Council. In addition, Council has decided to directly manage the Palmerston Recreation Centre following the ending of the facilities management contract held by the

YMCA, and will deliver increased opportunity and access within the CBD for a broad range of these programs.

A large component of Council service delivery is the ongoing maintenance and management of the city's recreation and leisure facilities, community halls and parks and gardens. Council has ownership and responsibility for over 100 parks which are connected or surrounded by over 110km of footpaths and over 40km of bike paths. Each year Council officers and contractors work hard to maintain these facilities along with the ongoing management of Palmerston's numerous waterways and lakes which require weed harvesting on a regular cycle.

Our waste management services extend past the well-known kerbside rubbish collections to include street cleaning, recycling programs, waste transfer and the annual pre-cyclone clean up.

Our Rangers respond to customer requests and complaints in relation to barking dogs and dog attacks as well as working hard to reunite lost dogs with their owners on a daily basis. Council also issues disability parking permits to provide easier access for residents in need.

Graffiti management, traffic management, signage controls, driveways and verge reimbursements are all part of the long list of ongoing existing services that Council will continue to offer in 2017/2018.

Capital renewal and replacement of existing assets

With the development of new suburbs and with the increasing age of older suburbs, Council is required to invest in the ongoing renewal and replacement of roads and footpaths, stormwater drainage and council facilities. A detailed listing of capital projects has been included under the "Assets" section of the Municipal Plan with the majority of these projects falling under the category of capital renewal and replacement.

New initiative for the introduction of new or upgraded assets and services

New initiatives of Council in 2017/18 are focussing on providing recreational and cultural activities for residents within the CBD via the Palmerston Recreation Centre. Furthermore Council is committed to the roll out of its Car Parking Strategy for the CBD, with pay and display parking having gone into effect on 5 June 2017 and the development of a new 378 bay car parking structure adjacent to the Palmerston Recreation Centre which will assist in managing the growing need for car parking in the city centre.

Operating Revenue 2016/17

This Budget provides an increase from \$30.5M to \$32.2M, in operating revenue, or 5.6%, over the 2016/17 Revised Annual Budget.

\$M	%	TYPE	DESCRIPTION
26.9	83	General Rates and Charges	General rates and waste charges on properties, including residential, commercial and industrial
2.1	6	Grants and Subsidies	Council seeks to attract as much grant funding as possible from other tiers of government, thereby reducing reliance on other revenue streams
0.9	3	Statutory Fees and Charges	Fees and charges received by Council for regulatory functions undertaken, such as animal management and parking infringements
1.2	5	User Fees and Charges	Fees and charges received by Council for various services provided by Council
0.8	3	Investments, Reimbursements and Other Income	Interest received on Council investments, internal cash reserves and deposits, reimbursement for work undertaken, and other income
31.9	100		

Operating Expenditure 2016/17

This Budget provides an increase from \$34.1M to \$36.1M in operating expenditure, or 5.5%, over the 2016/17 Revised Annual Budget.

\$M	%	TYPE	DESCRIPTION
13.9	39	Contractual Expenditure	All contracted works, including parks, gardens, building, roads, irrigations, maintenance, etc
7.2	20	Employee Costs	All labour related expenses such as wages and salaries, allowances, leave entitlements, and employer superannuation
8.8	25	Depreciation	Annual consumption of Council's fixed assets (e.g. infrastructure, equipment, buildings, etc) over their useful lives
2.7	7	Utilities	Power, water and telecommunications
3.3	9	Materials and Other Expenses	Includes expenses not separately classified above such as insurances, postage, government levies, and contributions and donations
35.9	100	<i>Note: Depreciation is removed to reflect actual expenditure elsewhere in this document</i>	

RISKS



OPPORTUNITIES AND CHALLENGES

Street Lighting and Smart Cities

Following a constructive period of negotiation, the Northern Territory Government, Power and Water Corp, and local governments across the Territory have reached agreement for the transfer of street lights to local councils beginning on 1 January 2018. For Palmerston, this will mean greater control over street lighting generally, together with access to more modern and environmentally friendly street light solutions, particularly in the area of energy efficiency. However, it also represents a challenge to Council in ensuring the upkeep and maintenance of street lighting meets the needs of the community.

Because of this, Council has over the past year been building a new financial reserve in order to fund the systems and contracts necessary for Council to begin delivering this service. This will also allow the new Council to make strategic decisions with regards to smart city solutions which may assist in increasing energy efficiency and developing new approaches to asset management and service delivery across the municipality. These decisions will build on the upcoming City of Palmerston Digital Strategy, which offers a holistic and unified approach to harnessing technology trends which can improve the liveability of our city.

Municipal Waste Management

Council's annual Community Satisfaction Survey results continue to identify the services being offered to residents to be exceptional and waste management continues to be a major expense item within the Council Budget. Council was served with the anticipated Pollution Abatement Notice (PAN) by the Environment Protection Authority (EPA) over the previous Archer landfill site in 2015. This PAN requires Council to take a series of actions to manage landfill gases, leachate and rehabilitation/aftercare of the site, and is the first PAN to be issued under new requirements of the EPA. In accordance with Australian Accounting Standard 137 – Provisions, Contingent Liabilities and Contingent Assets a provision for \$8.4M was created at year end 30 June 2016 as a best estimate of the total Archer landfill site rehabilitation. This provision will be utilised as rehabilitation stages are completed and any excess provision will be written back to the profit and loss. Stage one of the rehabilitation was completed in the 2016/17 financial year with a saving of \$812,746. Stage two tender has recently closed and once again is anticipated to be under budget. These savings as well as the increases in waste charges have increased the waste reserve. This positive reserve movement has facilitated the delay in the drawdown of the \$4M loan. The loan will be drawn down in two separate \$2M portions in 2018 and 2019 respectively. This will facilitate a saving in interest as well as assisting in balancing Council's net working capital.

CBD Car Parking

Council has care and control of less than 25% of parking in the city centre – yet these are the most accessible and convenient locations which are vital to maintaining and increasing economic activity in the city. Unfortunately, they have been primarily utilised for all day car parking for office workers and park and ride facilities for organisations outside the municipality. Combined with a current total of 1250 car parks historically waived for buildings in the city centre, this has meant that for many years Council rate payers have been burdened with providing car parking for office buildings which provide none. The effect has been noticeable – finding a park to make a quick trip into the shops has often meant parking well away from the shops. In addition, car parking for buildings which do not provide any has been provided by the rate payers in general rather than the land owner benefitting from these car parks.

Council is taking three approaches in order to ensure that those benefitting from car parking are those who pay for it rather than rate payers in general. These approaches are set out in Council's Car Parking Strategy, which is a part of its City Centre Master Plan. First, Council introduced pay and display parking across the CBD on 5 June 2017, designed to reward short term visitors seeking to visit shops and recreational facilities whilst encouraging all day car parking to move to the outskirts of the city centre.

Second, Council has introduced a City Centre Improvement Special Rate for the 2017/18 financial year. Where a building or development has been benefitting from free public car parking rather than providing the necessary car parks under parking generation rates under the Northern Territory Planning Scheme, this special rate collects an annual amount for each parking bay the development has a shortfall for.

Finally, the revenue generated from paid

car parking and the special rate will be set aside for improvements to car parking and general improvements to the City Centre. In the 2017/18 year, these funds could assist with the development of a public car parking structure being built as part of a mixed use residential and commercial development immediately adjacent to the Palmerston Recreation Centre, in line with Council's Car Parking Strategy and City Centre Master Plan and subject to Ministerial approval to borrow funds. This development could provide safe, secure under cover parking which will enhance the experience of visitors to our CBD, while also providing the first residential living options within the CBD.

Collaboration

The City of Palmerston has a long-standing commitment to collaboration with other Councils and other levels of government:

- ▶ Committed to the regular and ongoing dialogue to consider issues with senior executives and Ministers of the NT Government. These high level discussions continue to address common issues with common solutions;
- ▶ Council maintains active membership of LGANT (Local Government Association Northern Territory) and actively participates in all reference groups, working parties and forums created through LGANT;
- ▶ Council participates in TOPROC (Top End Regional Organisation of Councils), with the City of Darwin, Litchfield Council, Belyuen Community Government Council, Wagait Shire Council and the Coomalie Community Government Council to consider Top End issues and facilitate collaboration between those Councils;
- ▶ Council attends ALGA (Australian Local Government Association) meetings and functions to consider and seek solutions to Local Government issues on a national level;

- ▶ Council is an active member of the Common Services Joint Venture together with several neighbouring councils as well as a number of Tasmanian councils, providing access to cost-effective resource sharing and cost recovery initiatives with the potential of generating an alternative revenue stream, assisting in keeping costs down.
- ▶ CEO Ricki Bruhn is Northern Territory Branch President as well as National President of Local Government Professionals Australia, the peak professional association for local government staff.
- ▶ Elected Members and Officers regularly hold meetings with government representatives, attend briefings and discussions in regard to NT Local Government and wider government issues.

FINANCIAL SUSTAINABILITY

Intergenerational Equity

The City of Palmerston is committed to the principles of financial sustainability and ensuring each generation 'pays their way', rather than any generation 'living off their assets' and leaving it to future generations to address the issue of repairing worn out infrastructure. Such issues are frequently referred to as 'intergenerational equity'.

With community infrastructure such as roads, footpaths, and stormwater drainage comprising a major proportion of Council's balance sheets, it is important Council implement appropriate strategies towards the effective upkeep of such assets – so the maintenance and renewal of such assets is fairly and equitably funded from current ratepayers (i.e. general rate income) and future ratepayers (long term loan borrowings).

Given the importance of ensuring financial sustainability of Council operations in the longer term, it is a legislative requirement that Council adopt Long Term Financial Plans as part of future planning. The Long Term Financial

Plan is designed as a 'high-level' summarised document towards the future planning of Council's financial operations – particularly in relation to key components such as rate movements, service levels, major infrastructure asset replacement/renewal, loan indebtedness and internal cash reserves. Council conducts an annual review of its long term financial plan. The Long Term Financial Plan can be found at the end of the Municipal Plan.

Rates

Council must raise revenue each year sufficient for the purpose of provide for appropriate programs and services for the community, as well as governance and administration. Rates constitute a system of taxation on the community for local government purposes rather than a fee for service. Although ratepayers receive benefits from paying rates, these benefits should not necessarily be to the extent of the individual tax (rates) paid. Benefits are consumed in different quantities and types over the life cycle of the ratepayer.

Council's practices and decisions regarding rating are underpinned by:

- ▶ Accountability, transparency and simplicity;
- ▶ Efficiency, effectiveness and timeliness;
- ▶ Equitable distribution of the rate burden across the community;
- ▶ Consistency with Council's strategic, corporate and financial directions and budgetary requirements and compliance with the requirements and intent of relevant legislation and accepted professional conventions and ethics.

Council is faced with balancing its service levels, the needs and expectations of the community and setting appropriate tax levels to adequately resource its roles and responsibilities. In setting its charges for the financial year, the Council needs to give primary consideration to the following:

- ▶ The current Municipal Plan;
- ▶ The current economic and legislative climate;
- ▶ The specific issues faced by our community;
- ▶ The budget for the relevant financial year;
- ▶ The impact of charges on the community, including personal incomes and business activities;
- ▶ The broad principle of achieving equity in the distribution of the rate and charges burden;
- ▶ Minimising the level of general rates required by levying fees and charges for goods and services where ever possible;
- ▶ Setting and applying fees and charges fairly and equitably to recover the full cost of operation or providing; and
- ▶ Investigation of alternative sources of revenue to reduce Council's reliance upon rate revenue.

As part of the financial planning and budget processes, the rate revenue required to meet expenditure needs is calculated taking into account other sources of revenue. The structure of the rating system is then determined by considering how the rates are levied between, and within, various categories of ratepayers.

General rates and waste management charges are expected to account for 83% of Council's operating revenue in 2017/18. The rating structure is comprised of three key elements. These are:

- ▶ Commercial and Industrial property values, which generally reflect capacity to pay;
- ▶ A 'user pay's component to reflect usage of the waste management service provided by Council, and is levied only on those with access to the service; and
- ▶ Residential property values (with a minimum rate) to generally reflect capacity to pay.

Striking a proper balance between these

elements provides equity in the distribution of the rate burden across ratepayers. Council has reviewed each of these considerations, as well as Socio-Economic Indexes for Areas (SEIFA) data provided by the Australian Bureau of Statistics (ABS) for the municipality, and considered a variety of methods to attain an equitable distribution of rates. Council is confident that the current structure is the most appropriate rates structure for City of Palmerston.

Method Used To Value Land

The City of Palmerston uses Unimproved Capital Value, Section 149(1) of the Act, as a basis for all land valuations in the City of Palmerston Council area. Unimproved Capital Value is the value of the land without any improvements. Council considers that this method of valuing land provides the fairest method of distributing the rate burden across all ratepayers.

All land within the Council area is rateable, except for lands specifically exempt (e.g. Crown Land, Council owned land). Where a service that is subject to a service charge is provided to non-rateable land, a service charge is levied against the land.

The total unimproved capital value for the City in relation to the 2017/18 year is \$3,735,488,500 less non rateable of \$253,893,500 leaving the total rateable value of \$3,481,595,000.

The Valuer-General sets the Unimproved Capital Values of land. If a ratepayer is dissatisfied with the valuation contact can be made to the Valuer-General. Contact details for the Valuer general are:

MAIL: GPO Box 1680, Darwin NT 0801

TELEPHONE: (08) 8999 2400

FACSIMILE: (08) 8999 2700

The City of Palmerston has no role in this process. Rates must be paid in accordance with rate notices unless otherwise notified by Council.

General Rates

The residential, industrial and commercial rating structures (including units and vacant residential land) is calculated as a differential rate based on the Unimproved Capital Value (UCV) of the land. If there is more than one residential unit/dwelling on a land parcel and such units do not have their own individual assessment (strata title), Council will apply multiple dwelling rating principles as a means of equitable distribution of the rate burden across the community.

A differential valuation based charge calculated as a proportion of the assessed value of each allotment and location with a minimum rate of \$1,177 for residential will apply. A differential valuation based charge calculated as a proportion of the assessed value of each allotment and location with a minimum rate of \$1,191.12 for industrial and industrial will apply. Council applies rates on the basis of land use and location in line with policy FIN25. Where Council is not aware of the use of the land it will deem the use in line with the zoning of the land under the NT Planning Scheme. Through Public Consultation process Council has introduced a separate residential rate for properties in the suburb of Marlow Lagoon. This rate is set at a lower multiplier for 2017/18 due to the service provided to properties in this particular suburb.

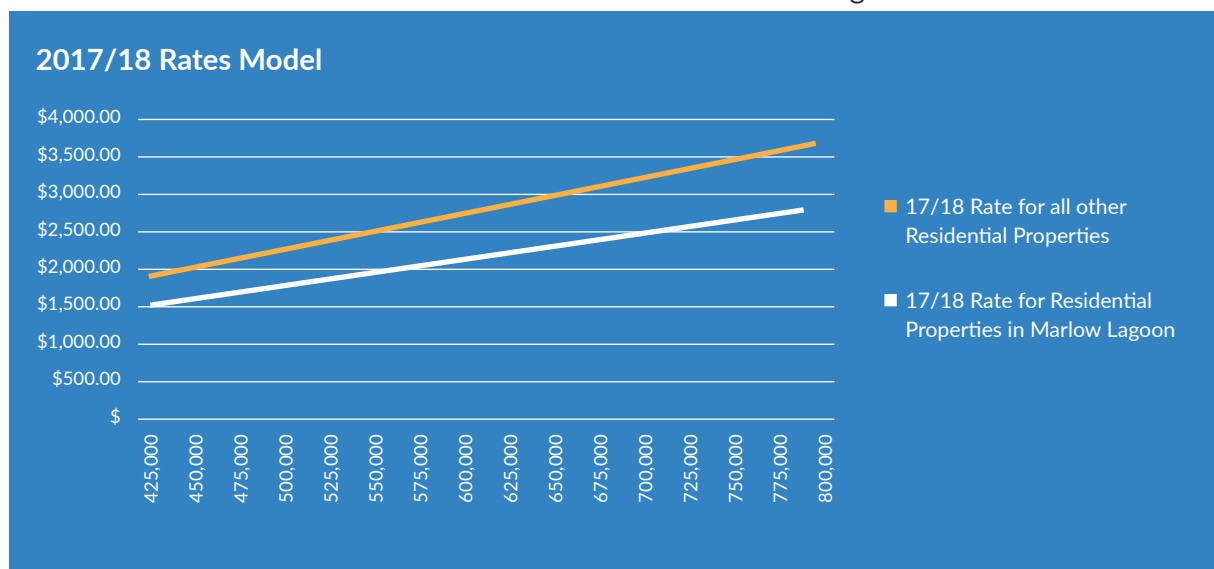
Other Rates

The purpose for which the City Centre

Improvement Special Rate is to be imposed is to defray the expense of and in relation to on-street and off-street parking within the Central Business District ("the Central Business District") it being the opinion of the Council that such on-street and off-street parking is and will be of special benefit to the ratepayers of the Central Business District. The City Centre Improvement Special Rate will be levied on all rate-able land assessed to have a parking shortfall in the Central Business District. Proceeds of the City Centre Improvement Special Rate will be applied by the Council for the provision, operation and maintenance of land, facilities, services and improvements for and in connection with any Central Business District improvements.

Minimum Rate and Fixed Charge

Council has determined minimum rates will continue to be applied within the municipal boundary in order that all ratable assessments make a reasonable contribution to maintaining the services and infrastructure of each property. The primary reason for imposing a minimum rate is to ensure all these ratable properties make a reasonable contribution to the cost of administering Council activities and maintaining the services and physical infrastructure of the municipality. A minimum rate has the effect of reducing the rate in the dollar required to be applied to valuations on properties that exceed the minimum rate. More details regarding Council's rating decisions for the 2017/18 budget are included below:



RATING ZONE		BUDGET 2016/17	BUDGET 2017/18*	CHANGE
Residential	Rate on UCV	0.45000%	0.46355%	3.01%
	Minimum Rate	\$1,177	\$1,177	0%
	UCV	\$2,817,675,000	\$2,874,029,500	\$56,354,500
	No of Properties	12,379	12,809	430
	Estimated Income Rates	\$15,975,671	\$16,563,701	\$588,030
Residential Marlow Lagoon	Rate on UCV	0.35097%	0.36152%	3.01%
	Minimum Rate	\$1,177	\$1,177	0%
	UCV	\$121,355,000	\$121,450,000	\$95,000
	No of Properties	249	249	-
	Estimated Income Rates	\$427,785	\$440,880	\$13,095
Residential Waste Charge	Waste Charge 120I/240I	\$510	\$530	\$20.00
	Waste Charge 120I/240I	\$653	\$679	\$26.00
	Waste Charge Unit Complex	\$231.50	\$240	\$8.50
	Estimated Income Waste Charge	\$6,415,290	\$6,682,860	\$267,570
Commercial	Rate on UCV	0.727736%	0.727736%	0%
	Minimum Rate	\$1,177	\$1,191.12	\$14.12
	UCV	\$246,328,000	\$254,696,000	\$8,368,000
	No of Properties	368	402	34
	Estimated Income	\$1,911,224	\$1,966,966	\$55,742
Industrial	Rate on UCV	0.26418%	0.33510%	26.84%
	Minimum Rate	\$1,177	\$1,191.12	\$14.12
	UCV	\$204,587,500	\$204,587,500	\$0
	No of Properties	267	267	-
	Estimated Income	\$648,251	\$784,559	\$136,308
Vacant Land	Rate on UCV	0.45000%	0.46355%	3.01%
	Minimum Rate	\$1,177	\$1,177	0%
Other Rates	City Centre Improvement Special Rate	\$0	\$200	\$200
	No. of bays	-	1,000	1,000
	Estimated Income	\$0	\$200,000	\$200,000

*Budget 2017/18 are shown without expected growth, yet figures for 2016/17 did include growth expectations.

Residential Property Example Median Valuation (Residential Properties excl Marlow Lagoon)

RESIDENTIAL PROPERTY UCV \$240,000		RESIDENTIAL PROPERTY UCV \$240,000	
Rates 2016/17	\$1,177	Rates 2017/18	\$1,177
Waste 2016/17	\$510	Waste 2017/18	\$530
TOTAL	\$1,687	TOTAL	\$1,707

Residential Property Example Median Valuation (Marlow Lagoon)

RESIDENTIAL PROPERTY UCV \$480,000		RESIDENTIAL PROPERTY UCV \$480,000	
Rates 2016/17	\$1,685	Rates 2017/18	\$1,735.30
Waste 2016/17	\$510	Waste 2017/18	\$530
TOTAL	\$2,195	TOTAL	\$2,265.30

Change in Residential rates from 2017 to 2018

INCREASE IN RESIDENTIAL RATES FROM 2017 TO 2018	% OF RESIDENTIAL PROPERTIES
\$0	66%
<\$50	32%
>\$50<\$100	2%
>\$100<\$150	0%
>\$150<\$500	0%
>\$500<\$1,000	0%
>\$1,000<\$3,000	0%
	100%

Waste Service Charge

The Council charges a fixed amount for the waste collection service as an annual charge for each allotment of land. Where multiple residential units exist on the allotment of land, then the fee is then multiplied by the number of residential units on each allotment. Where the Council provides, or is willing and able to provide a waste disposal service to land within the Municipal Boundary, pursuant to Section 157 of the Act, the Council will charge a fixed rate for the service as an annual charge for each parcel of land. Where multiple residential units exist on a parcel of land, the fee times the number of residential units on each parcel will be multiplied to give the annual charge.

The Waste Management charge has increased from \$510 to \$530. This increase relates to the Pollution Abatement Notice for 240 Elrondie Avenue as well as an increase in Shoal Bay charges and provision for the CPI Increase. Vacant allotments are not provided or charged a Waste Management charge. The Waste Management charge is levied for the provision of a 120 litre, twice weekly domestic collection and a fortnightly recycling 240 litre bin and free access to the Waste Management Facility for residential purposes in line with Council Policy TECH04. Commercial use of the Waste Management Facility is not supported as there is no direct waste charge against either commercial or industrial properties. The waste management fee amount is calculated on the basis of matching the service delivery costs of providing the waste collection and disposal services to occupied residential properties.

Pensioner Concessions

Eligible pensioners may be entitled to a concession on rates. City of Palmerston receives a listing from Territory Health Services of all the ratepayers eligible for concession at the time of levying the rates.

The rebate is deducted from the rate notice. If a pensioner becomes eligible part way through the rating year they must pay the rates in full to Council and then contact Territory Health Services to obtain a refund.

Contact details for **Territory Health Services** are:

Postal Address: GPO Box 40596 Casuarina NT 0811

TELEPHONE: (08) 8999 2400

FACSIMILE: (08) 8999 2700

Payment of Rates

Payment of rates is either by single instalment or four approximately equal amounts in the months of September, November, January and March. The dates and conditions are printed on the rate notice.

Rates may be paid by any of the following methods:

- ▶ mail, using cheque or credit card;
- ▶ BPAY through your financial institution;
- ▶ internet, using Council's online services;
- ▶ direct debit from a nominated savings or cheque account;
- ▶ In person at the Civic Centre, using cash, EFTPOS, or cheque;

- ▶ Centrepay through regular deductions from Centrelink payment
- ▶ Via phone using Credit Card.

Concessions

Application for concessions of rates and charges will be considered under the provisions of the discretionary concessions of rates and charges provisions of the Local Government Act, Chapter 11, and Part 11.8 and inline with Council's Rate Concession Policy FIN17.

Late Payment of Rates

Any ratepayer who may, or is likely to, experience difficulty with meeting the standard instalments and due dates can contact the Council to discuss alternative payment arrangements. It should be noted interest would still be levied in accordance with the Act under any payment arrangement.

Council's determined penalties for late payments will be imposed in accordance with the provisions of Section 162 of the Local Government Act.

These provisions are the only provisions available to Council to ensure all ratepayers pay promptly. Section 162 of the Act provides that the Council may determine a penalty for the late payment of rates and charges which are to be calculated on a daily basis. Council has determined that the penalty interest rate will remain at 18%.

Should a ratepayer default in payment, all remaining instalments become due and payable.

Sale of Land for Unpaid Rates

Pursuant to Part 11.9 of the Act, if rates have been in arrears for at least three years, Council may sell the land.

Fees and Charges

The schedule of fees and charges can be viewed at the City of Palmerston Civic Centre, as well as on Council's website: www.palmerston.nt.gov.au

Community Support

Council will promote community efforts that enhance and provide revenue alternatives to community taxing through rates for the City of Palmerston. Council will fulfill its responsibilities on matters relating to rating in accordance with relevant legislation, standards, agreements and codes, including:

- ▶ Providing payment of rates in instalments,
- ▶ Providing for the application of rebates and remissions, and
- ▶ Levying fines and interest for late payment of rates.

Council will act as an advocate to attract or attain alternative revenue sources for the City of Palmerston. Council will continue to act as an advocate for the achievement of more adequate levels and more equitable distributions of Territory and Federal grant funding to Local Government.

Council will act as an advocate on behalf of the community and Local Government sector with regard to legislative and policy matters pertaining to rating and other revenue raising powers. Council will have regard to relevant legislation and any other legal requirement in determining the terms and conditions under which it will make available any information contained in its databases and other records. Council will be mindful of the various demographic, social, cultural, and economic attributes of the local community when preparing or distributing information.

Council will seek to provide quality rating information from its databases, in a timely, accessible and user friendly manner. Council will seek to provide rating decisions and fees and charges information in an efficient, effective and timely manner, in accordance with resource availability.

As part of Council's continuous process improvement, all aspects of this policy will be reviewed annually to ensure that the underlying principles as set out herein are best achieved.

ANNUAL BUDGET 2017/2018



BUDGET

2017/2018

Budget Summary

	REVISED BUDGET 2017	BUDGET 2018	INCREASE %
Operating Revenue	30,916,450	31,919,851	3.2%
Capital Revenue	16,877,567	5,959,365	-64.7%
Total Revenue	47,794,017	37,879,216	-20.7%
Operating Expenditure	34,307,704	35,957,764	4.8%
Capital Expenditure	13,862,008	22,033,673	59.0%
Total Expenditure	48,169,712	57,991,437	20.4%
Less Non Cash Income/Expenditures	(8,402,500)	(8,820,000)	5.0%
Less Gifted Assets	10,000,000	5,000,000	-
Net Surplus/(Deficit)	(1,973,195)	(16,292,221)	-
Transfers to Reserves	9,268,525	19,726,012	-
Transfers from Reserves	11,241,722	24,146,071	-
Budget Balance	1,973,197	4,420,059	-
Income from Borrowing	-	12,000,000	-
Repayment of Borrowing	-	(127,838)	-
Balance Surplus/(Deficit)	2	-	-

City of Palmerston's Budget Summary shows the Operating Revenue expected to be derived from sources relating to Council's everyday business operations and Capital Revenue to be received for works on infrastructure assets. Furthermore it outlines the Operating

Expenditure to be utilised for Council's business operations (including depreciation) and capital expenditure for major works on infrastructure. City of Palmerston shows a balanced budget less depreciation and movements from reserves.

Operating Income

DEPARTMENT	DIVISION	REVISED BUDGET 2017	BUDGET 2018
Governance		991,006	714,856
	Office of the CEO	991,006	714,856
Corporate Services		20,073,621	20,360,426
	Finance	435,957	300,000
	Office of the Director Corporate Services	52,000	-
	Rates	19,585,664	20,060,426
Community Services		699,303	686,212
	Arts and Culture	10,000	-
	Community Development	6,855	-
	Events Promotion	1,500	-
	Library Services	674,448	679,712
	Senior Citizens	1,500	1,500
	Youth Services	5,000	5,000
Technical Services		9,152,520	10,520,842
	Animal Management	372,000	392,000
	Aquatic Centre	95,804	-
	CBD Carparking	-	1,045,795
	Civic Centre	189,131	162,333
	Driver Resource Centre	3,600	3,600
	Durack Heights Community Centre	-	1,830
	Gray Community Hall	12,800	16,800
	Office of the Director Technical Services	88,600	43,250
	Parking and Other Ranger Services	170,000	175,000
	Private Works	207,000	110,000
	Recreation Centre	-	31,000
	Roads and Transport	797,215	795,729
	Stormwater Infrastructure	1,920	52,000
	Subdivisional Works	200,000	200,000
	Waste Management	6,568,290	6,682,860
	Odegaard Drive Investment Property	446,160	446,160
GRAND TOTAL		30,916,450	31,919,851

Capital Income

DEPARTMENT	DIVISION	REVISED BUDGET 2017	BUDGET 2018
Corporate Services		1,884,000	30,985
	Office of the Director Corporate Services	1,884,000	30,985
Technical Services		14,993,567	5,928,380
	Roads and Transport	4,743,567	538,380
	Subdivisional Works	10,250,000	5,250,000
	Waste Management	-	140,000
GRAND TOTAL		16,877,567	5,959,365

Operating Expenditure

DEPARTMENT	DIVISION	REVISED BUDGET 2017	BUDGET 2018
Governance		1,142,842	993,722
	Elected Members	331,026	492,588
	Office of the CEO	811,816	501,134
Corporate Services		12,343,722	13,183,162
	Financial Services	1,285,838	1,364,685
	Information Technology	1,063,331	1,120,389
	Office of the Director Corporate Services	8,927,824	9,355,978
	Public Relations and Communications	87,150	375,174
	Rates	303,500	328,900
	Records Management	307,466	263,973
	Customer Services	166,966	153,059
	Human Resources	201,647	221,004
Community Services		2,920,462	3,107,216
	Arts and Culture	155,000	127,000
	Community Development	861,993	839,040
	Events Promotion	313,100	273,300
	Families and Children	112,939	20,000
	Health and Wellbeing Services	60,000	62,500
	Library Services	1,363,430	1,455,501
	Office of the Director Community Services	10,000	272,875
	Senior Citizens	1,500	6,500
	Youth Services	42,500	50,500
Technical Services		17,900,678	18,673,664
	Animal Management	107,539	112,063
	Aquatic Centre	393,292	392,092
	Archer Sports Club	6,977	10,977
	CBD Carparking	-	379,356
	Civic Centre	391,960	419,850
	Depot	58,595	76,795
	Driver Resource Centre	17,732	31,348
	Durack Heights Community Centre	44,950	61,738
	Emergency Operations	161,857	10,000
	Goyder Square	18,000	37,510
	Gray Community Hall	64,517	73,857
	Office of the Director Technical Services	1,358,234	1,214,305
	Open Space	5,408,998	5,559,128
	Parking and Other Ranger Services	652,662	765,569
	Private Works	79,296	87,839
	Recreation Centre	247,297	203,347
	Roads and Transport	2,374,750	2,379,384
	Stormwater Infrastructure	269,000	281,000
	Street Lighting	655,043	905,043
	Waste Management	5,473,926	5,556,210
	Odegaard Drive Investment Property	116,053	116,253
GRAND TOTAL		34,307,704	35,957,764

Capital Expenditure

DEPARTMENT	DIVISION	REVISED BUDGET 2017	BUDGET 2018
Corporate Services		282,346	180,000
	Information Technology	87,000	-
	Office of the Director Corporate Services	195,346	180,000
Community Services		70,000	-
	Community Development	40,000	-
	Library Services	30,000	-
Technical Services		13,509,662	21,853,673
	Aquatic Centre	80,500	-
	CBD Carparking	150,000	14,500,000
	Civic Centre	471,722	100,000
	Depot	25,000	17,000
	Driver Resource Centre	7,000	15,000
	Office of the Director Technical Services	3,289,261	-
	Open Space	1,585,842	1,343,120
	Recreation Centre	-	10,000
	Roads and Transport	3,935,683	1,513,553
	Stormwater Infrastructure	980,000	115,000
	Waste Management	2,984,654	4,240,000
GRAND TOTAL		13,862,008	22,033,673

Council Reserves

	BALANCE as at 01/07/2017	TO RESERVES	FROM RESERVES	BALANCE as at 30/06/2018
Asset Related Reserves				
Property Reserve	898,962	-	(500,000)	398,962
Plant and Equipment Reserve	265,847	-	-	265,847
Infrastructure Reserve	3,800,834	500,000	(3,500,000)	800,834
Street Lighting Reserve	921,842		(500,000)	421,842
	5,887,485	500,000	(4,500,000)	1,887,485
Other Reserves				
Election Expenses Reserve	232,038	-	-	232,038
Disaster Recovery Reserve	348,143	-	-	348,143
Strategic Initiatives Reserve	500,000	-	(500,000)	-
Unexpended Grants Reserve	168,054	-	-	168,054
Developer Funds in Lieu of Construction	4,527,227	250,000	-	4,777,227
Community Grants Reserve	100,000	-	-	100,000
Waste Management Reserve	946,494	-	(743,852)	202,642
City Centre Improvement Reserve	-	15,073,793	(14,500,000)	573,793
	6,821,956	15,323,793	(15,743,852)	6,401,897
TOTAL RESERVE FUNDS	12,709,441	15,823,793	(20,243,852)	8,289,382

Reserve balances as at 01/07/2017 does not include possible 2016/17 year-end adjustments.

The City Centre Improvement Reserve has been established to hold funds for the provision, operation and maintenance of land, facilities, services and enhancements for and in connection with the City Centre. The reserve movement in 2018 includes the cost of a new car parking structure budgeted at \$14.5M - *subject to Ministerial approval of a \$10M loan application.*

Long-term Financial Plan 2017/18-2021/22

This Long Term Financial Plan is prepared in accordance with section 126 of the Local Government Act. It details the expected activities commencing in the 2017/18 year and concluding in the 2021/22 year.

Major Initiatives

The plan includes:

- ▶ Allowing for a growth in the rate base of approximately 200 properties per annum
- ▶ Increasing the existing number of staffing positions within the organisation with the ability to change functions should specific needs be identified
- ▶ Continuing to maintain an extensive array of parks and reserves as irrigated and well maintained public spaces
- ▶ Ensuring that properties leased by Council maintain commercial returns
- ▶ Ensuring the Council's IT system remains secure and up to date
- ▶ Maintain the extensive playgrounds that are established (and being established) throughout the City
- ▶ Continue to maintain the primary buildings of Council – Civic Centre, Recreation Centre and Public Library
- ▶ To achieve the outcomes as identified with the Council's Municipal Plan

Management of Infrastructure

The Council currently manages an inventory of assets to the value of approximately \$360M. These assets include land and buildings, roads, bridges, kerbing and footpaths, parks, gardens and irrigation systems, plant and furniture and library materials. Council is currently in the process of an infrastructure revaluation to be completed by 30 June 2017. At present no adjustments have been affected for this activity. Adjustments will be completed as part of 2016/17 year end process.

Council maintains an extensive network of roads, which will require additional resources into the future with age and also maintaining where there have been ongoing issues with various sections. This plan anticipates an increase in road resealing and the need to repair specific sections of roads. Footpath repair is also an issue for Council where they have been installed and now extensive building activity is occurring and causing damage to these areas through the movement of heavy transport.

Although nearly all maintenance activities are currently undertaken by the private sector, as Council maintains only a day labour workforce, tasked with smaller maintenance type activity across specific areas including the CBD. Cleaning operations will continue to be undertaken by the private sector by way of period contracts. Other assumptions are included below:

ITEM	INCREMENT 2019-2021	INCREMENT 2022
Rates	200 properties	150 properties
Statutory charges	1.0%	1.0%
User charges	1.0%	1.0%
Grants, subsidies and contributions	0.0%	0.0%
Other income	1.0%	1.0%
Employee costs	2.0%	2.0%
Professional Services	1.0%	1.0%
Auditor's Remuneration	1.0%	1.0%
Operating Lease Rentals	1.0%	1.0%
Energy	2.0%	2.0%
Materials and Contractors	1.0%	1.0%
Elected Members Expenses	0.5%	0.5%
Legal Expenses	0.5%	0.5%
Other Expenses	1.0%	1.0%

THIS LONG TERM FINANCIAL PLAN IS PREPARED IN ACCORDANCE WITH SECTION 126 OF THE LOCAL GOVERNMENT ACT. IT DETAILS THE EXPECTED ACTIVITIES COMMENCING IN THE 2017/18 YEAR AND CONCLUDING IN THE 2021/22 YEAR.

We love Palmer
as our beautiful
friends Nathan, Stacey
Tobee & Amy live
here
X X

Swimming pool
the water park

City of Palmerston Profit and Loss 2017-2022

	ACTUAL 2015	ACTUAL 2016	REVISED BUDGET 2017
INCOME			
Rates	21,723,750	24,608,512	26,120,154
Statutory charges	162,591	158,095	188,000
User charges	1,194,684	1,232,788	1,215,347
Grants, subsidies and contributions	2,883,463	3,235,393	2,626,833
Investment income	1,152,556	1,154,651	866,934
Other income	265,867	620,214	149,182
TOTAL INCOME	27,382,911	31,009,653	31,166,450
EXPENSES			
Employee costs	(6,729,842)	(7,384,937)	(7,069,458)
Professional Services	(1,269,181)	(547,425)	(670,942)
Auditor's Remuneration	(34,882)	(33,822)	(32,000)
Bad and Doubtful Debts	(3,788)	(1,400)	-
Operating Lease Rentals	(116,369)	(143,344)	(198,940)
Energy	(1,081,717)	(1,116,595)	(1,303,810)
Materials and Contractors	(11,413,656)	(12,292,376)	(11,653,377)
Depreciation, amortisation and impairment	(8,134,394)	(9,019,834)	(8,402,500)
Elected Members Expenses	(241,958)	(257,695)	(294,296)
Legal Expenses	(153,449)	(69,777)	(69,500)
Landfill Rehabilitation	-	(8,580,541)	-
Other Expenses	(3,728,730)	(3,780,939)	(4,622,881)
Finance Charges PAN/Parking Structure	-	-	-
TOTAL EXPENSES	(32,907,966)	(43,228,685)	(34,317,704)
OPERATING SURPLUS / (DEFICIT)	(5,525,055)	(12,219,032)	(3,151,254)
Net gain (loss) on disposal or revaluation of assets	(2,371,745)	(370,537)	34,000
Amounts received specifically for new or upgraded assets	-	-	4,743,567
Physical resources received free of charge	3,029,867	12,548,115	10,000,000
"NET SURPLUS / (DEFICIT)			
transferred to Equity Statement"	(4,866,933)	(41,454)	11,626,313
Other Comprehensive Income			
Gain on revaluation of infrastructure, property, plant and equipment	41,682	-	-
Total Other Comprehensive Income	41,682	-	-
TOTAL COMPREHENSIVE INCOME (LOSS)	(4,825,251)	(41,454)	11,626,313

DRAFT BUDGET 2018	PLAN 2019	PLAN 2020	PLAN 2021	PLAN 2022
26,909,566	27,263,365	27,945,156	28,581,778	28,955,686
193,000	194,930	196,879	198,848	200,837
1,930,928	2,229,665	2,531,390	2,836,131	3,143,921
2,337,697	2,337,697	2,337,697	2,337,697	2,337,697
746,160	462,781	475,025	497,846	524,493
52,500	53,025	53,555	54,091	54,632
32,169,851	32,536,839	33,518,989	34,461,417	35,144,851
(7,344,035)	(7,490,916)	(7,640,734)	(7,793,549)	(7,949,420)
(720,942)	(728,151)	(735,433)	(742,787)	(750,215)
(32,000)	(32,320)	(32,643)	(32,970)	(33,299)
-	-	-	-	-
(206,300)	(208,363)	(210,447)	(212,551)	(214,677)
(1,260,422)	(1,285,630)	(1,311,343)	(1,337,570)	(1,364,321)
(12,212,723)	(12,334,850)	(12,458,199)	(12,582,781)	(12,708,609)
(8,820,000)	(8,139,000)	(7,967,800)	(7,928,200)	(7,799,600)
(357,959)	(359,749)	(361,548)	(363,355)	(365,172)
(61,500)	(61,808)	(62,117)	(62,427)	(62,739)
-	-	-	-	-
(4,767,234)	(4,814,906)	(4,863,055)	(4,911,686)	(4,960,803)
(174,649)	(556,872)	(624,182)	(585,604)	(551,215)
(35,957,764)	(35,992,566)	(36,247,900)	(36,534,280)	(36,741,270)
(3,787,913)	(3,455,727)	(2,728,911)	(2,072,863)	(1,596,418)
30,985	-	-	-	-
678,380	269,190	269,190	269,190	269,190
5,000,000	5,000,000	5,000,000	3,000,000	-
1,921,452	1,813,463	2,540,279	1,196,327	(1,327,228)
-	-	-	-	-
-	-	-	-	-
1,921,452	1,813,463	2,540,279	1,196,327	(1,327,228)

City of Palmerston Cash Flow 2017-2022

	ACTUAL 2015	ACTUAL 2016	REVISED BUDGET 2017
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Rates - general and other	21,502,833	24,599,260	26,120,154
Fees and other charges	1,330,467	1,357,624	1,375,280
Investment receipts	1,498,983	1,243,775	780,241
Grants utilised for operating purposes	2,885,406	3,235,393	2,626,833
Other operating receipts	97,313	554,268	146,198
Payments			
Employee Costs	(6,572,009)	(7,266,618)	(7,069,458)
Contractual services and materials	(17,463,285)	(17,621,702)	(14,222,865)
Other operating payments	(393,209)	(434,861)	(4,576,652)
Finance payments	125,152	500,496	-
Net Cash provided by (or used in) Operating Activities	3,011,561	6,167,635	5,179,731
CASH FLOWS FROM INVESTING ACTIVITIES			
Receipts			
Amounts specifically for new or upgraded assets	-	-	4,743,567
Sale of replaced assets	25,000	64,314	34,000
Sale of investment property	-	-	-
Net disposal of investment securities	13,000,000	-	-
Sale of real estate developments	-	-	-
Repayments of loans by community groups	-	-	-
Distributions received from associated entities	-	-	-
Payments			
Expenditure on renewal/replacement of assets	(6,020,534)	(11,658,833)	(13,723,388)
Expenditure on new/upgraded assests	-	-	-
Purchase of investment property	(6,611,463)	-	-
Net purchase of investment securities	-	(5,000,000)	(1,000,000)
Development of real estate for sale	-	-	-
Loans made to community groups	-	-	-
Capital contributed to associated entities	-	-	-
Net Cash provided by (or used in) Investing Activities	393,003	(16,594,519)	(9,945,821)
CASH FLOWS FROM FINANCING ACTIVITIES			
Receipts			
Proceeds from Borrowings PAN	-	-	-
Proceeds from Borrowings Parking	-	-	-
Payments			
Repayments of Borrowings PAN	-	-	-
Repayments from Borrowings Parking	-	-	-
Repayment of Finance Lease Liabilities	-	-	-
Net Cash provided by (or used in) Financing Activities	-	-	-
Net Increase (Decrease) in cash held	3,404,564	(10,426,884)	(4,766,090)
Cash and cash equivalents at beginning of period	12,106,050	15,510,614	5,083,730
Cash and cash equivalents at end of period	15,510,614	5,083,730	317,640

DRAFT BUDGET 2018	PLAN 2019	PLAN 2020	PLAN 2021	PLAN 2022
26,909,566	27,263,365	27,945,156	28,581,778	28,955,686
2,081,449	2,376,103	2,673,704	2,974,280	3,277,862
671,544	412,341	408,881	407,585	406,872
2,337,697	2,337,697	2,337,697	2,337,697	2,337,697
51,450	51,965	52,484	53,009	53,539
(7,344,035)	(7,490,916)	(7,640,734)	(7,793,549)	(7,949,420)
(14,851,846)	(15,010,871)	(15,171,729)	(15,334,441)	(15,499,032)
(4,719,562)	(4,766,757)	(4,814,425)	(4,862,569)	(4,911,195)
(13,877)	(556,872)	(624,182)	(585,604)	(551,215)
5,122,387	4,616,054	5,166,852	5,778,185	6,120,794
678,380	269,190	269,190	269,190	269,190
30,000	30,000	30,000	30,000	30,000
-	-	-	-	-
4,100,000	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
(21,813,336)	(6,533,455)	(3,277,335)	(3,102,005)	(2,985,221)
-	-	-	-	-
-	-	(1,000,000)	(1,800,000)	(1,900,000)
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
(17,004,956)	(6,234,265)	(3,978,145)	(4,602,815)	(4,586,031)
2,000,000	2,000,000	-	-	-
10,000,000	-	-	-	-
(35,192)	(214,886)	(929,772)	(876,050)	(822,329)
-	(295,050)	(306,944)	(325,722)	(340,309)
-	-	-	-	-
11,964,808	1,490,064	(1,236,716)	(1,201,772)	(1,162,638)
82,239	(128,146)	(48,009)	(26,401)	372,125
317,640	399,879	271,733	223,723	197,322
399,879	271,733	223,723	197,322	569,447

City of Palmerston Balance Sheet 2017-2022

	ACTUAL 2015	ACTUAL 2016	REVISED BUDGET 2017
ASSETS			
Current Assets			
Cash and cash equivalents	15,510,614	5,083,730	317,640
Trade and other receivables	1,394,444	1,414,400	2,234,108
Other financial assets	7,500,000	12,500,000	13,500,000
Non current assest held for sale	-	2,547,748	1,612,748
TOTAL CURRENT ASSETS	24,405,058	21,545,878	17,664,496
Non-current Assets			
Financial Assets	-	-	-
Investment Property	6,611,463	6,529,825	6,600,000
Infrastructure, Property, Plant & Equipment	351,155,459	359,776,776	370,096,284
Other Non-current Assets	736,287	4,401,123	1,541,123
TOTAL NON-CURRENT ASSETS	358,503,209	370,707,724	378,237,407
TOTAL ASSETS	382,908,267	392,253,602	395,901,903
LIABILITIES			
Current Liabilities			
Trade and Other Payables	3,094,002	3,880,099	4,481,451
Borrowings PAN	-	-	-
Borrowings Parking	-	-	-
Provisions	643,427	1,869,906	5,423,800
Other Current Liabilities	-	-	-
Liabilities relating to non current assests held for sale	-	-	-
TOTAL CURRENT LIABILITIES	3,737,429	5,750,005	9,905,251
Non-current Liabilities			
Trade and Other Payables	-	-	-
Borrowings PAN	-	-	-
Borrowings Parking	-	-	-
Provisions	437,678	7,811,891	2,692,637
Other Current Liabilities	-	-	-
TOTAL NON-CURRENT LIABILITIES	437,678	7,811,891	2,692,637
TOTAL LIABILITIES	4,175,107	13,561,896	12,597,888
NET ASSETS	378,733,160	378,691,706	383,304,015
EQUITY			
Accumulated Surplus	134,576,926	140,882,161	147,635,412
Asset Revaluation Reserves	223,487,907	223,487,907	223,487,907
Other Reserves	20,668,327	14,321,638	12,180,696
TOTAL EQUITY	378,733,160	378,691,706	383,304,015

DRAFT BUDGET 2018	PLAN 2019	PLAN 2020	PLAN 2021	PLAN 2022
339,879	271,733	223,723	197,322	569,447
3,023,796	3,531,505	4,041,453	4,556,106	5,076,174
9,400,000	9,400,000	10,400,00	12,200,000	14,100,000
-	-	-	-	-
12,823,675	13,203,237	14,665,177	16,953,429	19,745,621
-	-	-	-	-
6,600,000	6,600,000	6,600,000	6,600,000	6,600,000
394,501,080	387,831,529	388,072,168	386,174,406	381,258,981
200,000	200,000	200,000	200,000	200,000
402,301,080	394,631,529	394,872,168	392,974,406	388,058,981
414,124,755	407,834,766	409,537,345	409,927,834	407,804,602
4,906,070	5,427,798	5,916,404	6,413,774	6,952,073
35,192	214,886	929,772	876,050	822,329
333,333	295,050	306,944	325,722	340,390
2,929,484	500,000	500,000	500,000	500,000
-	-	-	-	-
-	-	-	-	-
7,870,746	6,437,734	7,653,120	8,115,546	8,614,711
-	-	-	-	-
1,964,808	3,749,922	2,820,150	1,944,100	1,121,771
10,000,000	9,704,950	9,398,006	9,072,284	8,731,975
300,000	300,000	300,000	300,000	300,000
-	-	-	-	-
12,264,808	13,754,872	12,518,156	11,316,384	10,153,746
20,125,554	20,192,606	20,171,276	19,431,930	18,768,458
393,989,201	387,642,160	389,366,068	390,495,905	389,036,144
163,240,657	156,256,280	157,034,031	157,056,523	154,312,481
223,487,907	223,487,907	223,487,907	223,487,907	223,487,907
7,260,637	7,897,973	8,844,129	9,951,475	11,235,756
393,989,201	387,642,160	389,366,068	390,495,905	389,036,144



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