

# MUNICIPAL PLAN 2025-26





**City of Palmerston acknowledges** the Larrakia people as the Traditional Custodians of the Palmerston region. We pay our respects to the Elders past, present and future leaders and extend that respect to all Aboriginal and Torres Strait Islander people.

City of Palmerston is committed to embracing diversity and eliminating all forms of discrimination within our facilities and welcome all people regardless of sexual orientation, gender identity, ethnicity or faith.

*Pictured: NAIDOC Week, 2024*

*Pictured front cover: Darwin Festival in Palmerston, 2024*



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# INTRODUCTION

City of Palmerston's Municipal Plan outlines the services, programs and initiatives that will be delivered for the Palmerston community in 2025-26. It details how resources like Council rates, fees and charges will be allocated to deliver essential services, present community events and projects, continue to value our environment and focus on cultural diversity and a vibrant economy.

The Palmerston community is at the heart of everything we do, through the Community Plan written by the people of Palmerston in 2018. The plan and its vision of the city as 'A Place for People' guides Council's work,

to ensure we follow the strategic direction that the community has set.

As the second largest and fastest growing city in the Northern Territory, Palmerston is a regional hub with a promising future. This rapid growth presents Council with the challenge of planning for the future in a way that considers the social implications of planning and decision-making, including balancing sustainability and progress.

Achieving our aspirations, where Palmerston is a welcoming, vibrant family city that fosters diversity and unity and where everyone belongs and feels safe, builds on the things we love about Palmerston. We'll work with our fantastic community to achieve the long-term outcomes they expect and deserve.

## COMMUNITY PLAN OUTCOMES

01

### Family and Community

Palmerston is a safe and family-friendly community where everyone belongs.

02

### Vibrant Economy

Palmerston is a destination city for employment. It is a place where businesses are encouraged to set up and grow.

03

### Cultural Diversity

In Palmerston, we celebrate our cultures in a way that values our diversity.

04

### A Future Focus

Palmerston is an innovative city that sustains itself through the challenges of the future.

05

### Environmental Sustainability

Palmerston is an environmentally friendly, liveable city that promotes renewable practices and sustainability.

06

### Governance

Council is trusted by the community and invests in things that the public value.

*The outcomes include the objectives we need to achieve and the ways we'll measure our success in achieving them.*

## SNAPSHOT



POPULATION<sup>1</sup>  
**41,054**



GEOGRAPHICAL AREA  
**72 KM<sup>2</sup>**



GROSS REGIONAL  
PRODUCT<sup>2</sup>  
**\$1.98 B**



MEDIAN AGE  
**32**



TOTAL BUDGET  
EXPENSES  
**\$51.4 M**

## PLANNING AND REPORTING

Local governments in the Northern Territory undertake planning and reporting activities in line with the *Local Government Act 2019 (NT)* (Local Government Act) and *Local Government (General) Regulations 2021 (NT)* (Local Government Regulations).

## PUBLIC CONSULTATION

City of Palmerston undertakes an extensive 28-day consultation period which is in line with the Act and Regulations.

- 
- 1 <https://dbr.abs.gov.au/region.html?lyr=lga&rgn=72800>
  - 2 <https://economy.id.com.au/rda-northern-territory/about?WebID=200>

# MESSAGE FROM THE MAYOR



It is an honour and privilege to continue to serve the Palmerston community as Mayor. The Elected Members of the 10th Council and I are committed to ensuring the continual growth and sustainability of our city while meeting the diverse needs of our community.

I am pleased to present City of Palmerston's 2025-26 Municipal Plan, outlining our ongoing commitment to improving our community's lifestyle and wellbeing and achieving the priorities the people of Palmerston set in our Community Plan.

In developing this year's budget, we recognised the pressures on the community due to increased costs of living. However, those costs have also been reflected in rising operational costs for Council. We have worked hard to reduce the increase being passed on to the community while maintaining service levels, events and programs. Several external factors and tenders have resulted in higher costs than previous years:

- Increases in the operational costs for SWELL
- Increases in our annual insurance program, which you have likely also seen in your personal finances
- Increases in waste management operations, mowing and landscaping contract costs in the order of 25%
- Increase in the disposal of waste at Shoal Bay Waste Management Facility by 15%, based on the City of Darwin's long term financial plan
- Inclusion of Cyber Security insurance in Council's program, which we know is necessary to reduce the risk to our operations
- A rates exemption decision by NTCAT applied to affordable housing supplier Venture Housing.

We are committed to ensuring high standards of service delivery and will continue to support the community through free facility hire and entry to SWELL, free community events and support for local businesses. Our diverse events program will include local offerings like Live at the Lakes to the ever-popular Palmerston Youth Festival in the middle of the year. Our arts program is expanding, with further opportunities in creative industries to include public art and artist in residence programs. We will also strengthen our community through the Community Funding Program and sponsorship opportunities.

A highlight will be continuing the construction of Zuccoli Community Hub Stage 2 to further enhance our recreation offerings to the community.

Sustainability is important to our community and to Council. Energy audits will be completed that will enable us to improve energy consumption. The dedicated community recycling Resource Recovery Area will be delivered at Archer Waste Management Facility, which will be an important step towards improving waste diversion and the cost to Council in managing waste.

Community safety remains a priority for Council. We will implement further initiatives, including youth programs, security measures in Goyder Square, review of CCTV and upgrades of public lighting to enhance community safety and wellbeing. An Animal Management Plan is in progress, and our Regulatory Services team will deliver more education and awareness programs in 2025-26 to continue to promote responsible pet ownership. Council is pleased to offer reduced fees and charges for animal management in 2025-26, including free initial registration for new puppies and kittens and rehomed dogs or cats, and reciprocal fees which recognise registration from other Top End councils for people moving into Palmerston.

As part of our commitment to improving governance, Council will commence a review of its Palmerston (Procedures for Meetings) By-laws. We will welcome community feedback on the by-laws in 2026.

I thank the community, stakeholders and staff for their ongoing support and dedication. We look forward to working together in 2025-26 to build on our vision of Palmerston as 'A Place for People'.

A stylized, handwritten signature in blue ink that reads "Athina".

**Athina Pascoe-Bell**  
Mayor

# MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



As CEO, it is a privilege to ensure that Palmerston continues to thrive and that our organisation meets the needs of our community. City of Palmerston's Municipal Plan 2025-26 reflects our commitment to providing quality services, events and programs, developing and maintaining infrastructure and supporting our diverse community.

Developing the 2025-26 Budget presented challenges, with industry costs continuing to rise, labour market constraints in the Top End and the general costs of living. These factors required careful consideration to minimise the impact on the Palmerston community. We are aware of the increasing cost of living and have worked to reduce the burden to the community in the areas we can control and ensure the growth of our city as 'A Place for People'.

The 2025-26 Budget is modest. We have focused on maintaining service levels, events and programs rather than committing to new projects that may have required additional funding. Existing projects will be completed, we will ensure that our important community assets are maintained and we will retain sufficient reserves that will allow us to support the Palmerston community should we experience a significant event like a cyclone.

Our diverse, inclusive and very popular community events and creative industries will continue to be delivered, including the Palmerston Youth Festival, Australia Day Celebrations, Live at the Lakes and Christmas Wonderland. We are working on further

collaborations with our creative industries to bring new events and public art opportunities to the Palmerston community. City activation also remains a focus, with the Palmerston Business Futures Forum returning in 2025, business development workshops and the continuation of the Palmerston business newsletter.

City of Palmerston continues to grow, presenting many opportunities and challenges. This growth will see new residential areas being developed and the need for the continued development and renewal of community infrastructure. In 2025-26 this will include delivery of a \$51.37 million operational budget and \$6.60 million capital expenditure. Capital works will include the delivery of the Zuccoli Community Hub Stage 2, playgrounds, pathways, tree planting and community facilities to continue support the lifestyle and wellbeing of our community.

A priority for Council is implementing programs and initiatives to promote sustainable development. This includes efforts to reduce our carbon footprint, increase recycling, and promoting energy efficiency. The new Resource Recovery Area will be constructed at the Archer Waste Management Facility, dedicated to community recycling and diversion of waste, and installation of a cardboard compactor through the Northern Territory Recycling Modernisation Fund will vastly improve recycling of cardboard.

Finally, we understand that the needs of our community are constantly changing. As such, we are committed to engaging with our residents to gather feedback and input on how we can continue to improve. We encourage all residents to share their thoughts and ideas with us as we work towards building a better and more prosperous city. Each year we carry out a survey to gain an understanding of the community's satisfaction in relation to the facilities, events and services Council provides. This informs future planning and will be delivered again in late 2025.

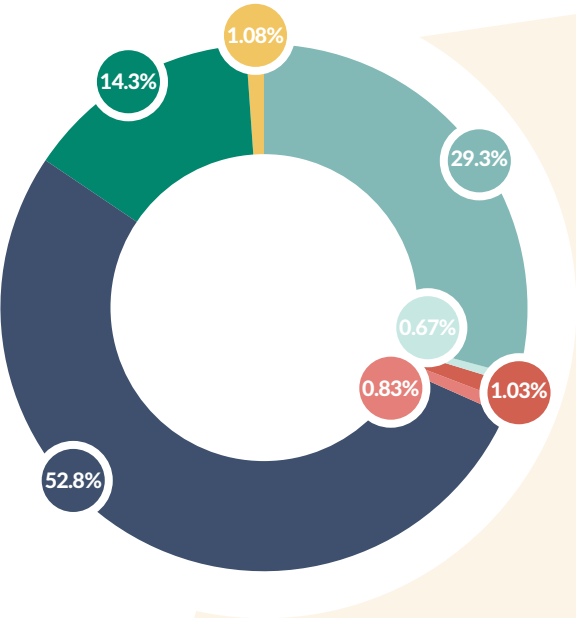
Thank you for your continued support, and we look forward to working together to make the City of Palmerston an even better place to live.

A handwritten signature in blue ink, appearing to read 'Andrew Walsh'.

Andrew Walsh  
Chief Executive Officer

# OUR YEAR AHEAD

## PERCENTAGE OF RATES SPENT



- Employee benefits & costs
- Borrowing costs
- Elected Member Allowances
- Elected Member Expenses
- Materials, contracts & other expenses
- Capital Expenditure
- Loan Repayments

**\$68.16**

INCREASE TO THE RESIDENTIAL MINIMUM RATE

**\$69.24**

INCREASE TO THE COMMERCIAL AND INDUSTRIAL MINIMUM RATE

**FREE PARKING**

FREE FACILITY HIRE AND FREE ENTRY TO SWELL

**\$6.60 M**

TOTAL CAPITAL WORKS SPEND





**\$1.44 M**

ROADS CAPITAL PROGRAM



**\$650,000**

PLAYSPACE RENEWALS  
AND UPGRADES



**\$607,328**

PATHWAYS AND LANEWAYS



**DEVELOP**

A RECONCILIATION  
ACTION PLAN



**\$100,000**

CREATIVE INDUSTRIES -  
PUBLIC ART



**500**

NEW TREES



**\$311,000**

LIGHTING CAPITAL AND  
OPERATIONAL



**CUSTOMER**

SERVICE STRATEGY



**\$350,000**

ANIMAL MANAGEMENT  
FACILITY UPGRADES



**COMMUNITY**

ENGAGEMENT STRATEGY



**\$250,000**

COMMUNITY FUNDING  
PROGRAM



**REVIEW**

OF MEETING PROCEDURE  
BY-LAWS

# YOUR RATES

As the overall costs of living and business increase across the country, City of Palmerston and its community have faced the economic reality of rising costs in supplies and services.

While Council aims to mitigate these impacts, the ongoing challenges of economic pressures, supply constraints and general elevated costs of living have contributed to increased costs for contracts, goods and services. Despite this, Council strives to keep the rate increases as minimal as possible, aiming not to place too much financial burden on the community whilst upholding high standards of service delivery.

City of Palmerston applies the Unimproved Capital Value (UCV) method as the basis for determining the assessed rates for each property. A residential rate is applied to the UCV, also known as rate in the dollar (RID). In 2025-26 the RID will increase slightly for all

properties, residential, commercial and industrial. The minimum rate for all properties will also increase by a small amount.

Minimum rates for residential properties in Palmerston will increase by \$68.16, while the RID will slightly increase. This will result in 9,622 properties (68%) of the residential properties remaining on the minimum rate of \$1,459.16.

Commercial and industrial properties will see a \$69.24 increase to the minimum rate and the RID will slightly increase. This will result in 325 properties (36%) remaining on the minimum rate of \$1,482.24.

Council's Long Term Financial Plan (LTFP) covers a ten-year period and is our principal document for ensuring we remain financially sustainable. The LTFP is available at <https://palmerston.nt.gov.au/your-council/city-palmerston-organisation/publications>.

Rating Zone	Rate on UCV	Minimum Rate	Change
R, RR (Excluding RR in the suburb of Marlow Lagoon) LR, LMR, MR, HR, CL, FD, PS, SP8*07, SP9*07 (<10,000m <sup>2</sup> ), SP9*07 (>20,000m <sup>2</sup> ), SP10*07 and SP11*07 and SP1*20.	0.613130%	\$1,459.16	\$68.16 increase to the minimum from 2024-25 4.9% increase to the Rate on the UCV
RR in the Suburb of Marlow Lagoon	0.503708%	\$1,459.16	\$68.16 increase to the minimum from 2024-25 4.9% increase on the to the Rate on the UCV
GI and LI (Industrial)	0.582798%	\$1,482.24	\$69.24 increase to the minimum from 2024-25 4.9% increase to the Rate on the UCV
All other rateable land (Commercial)	0.874333%	\$1,482.24	\$69.24 increase to the minimum from 2024-25 4.9% increase to the Rate on the UCV

Notes:

\*20" means from the Northern Territory Planning Scheme 2020.

\*07" means from the Northern Territory Planning Scheme 2007.

## WASTE CHARGES

Waste Charge	Management	2021-22	2022-23	2023-24	2024-25	Budget year 2025-26
Residential Kerbside Collection		\$480	\$480	\$527	\$557	\$612
Manual Service Collection (<25 units)		\$480	\$480	\$527	\$557	\$612
Multiple Dwelling (25 units +)		\$240	\$240	\$264	\$279	\$308
Upgrade to 240L Annual Service Charge		\$149	\$149	\$167	\$174	\$179
Additional General Waste Kerbside Bin 120L*		\$250	\$256	\$274	\$294	\$316
Additional Recycling Kerbside Bin*		\$110	\$113	\$113	\$120	\$120
Additional General Waste Manual Bin*		\$290	\$297	\$318	\$339	\$362
Additional Recycling Manual Bin*		\$110	\$113	\$113	\$120	\$120

\*These are charged through Fees and Charges, for more information visit [www.palmerston.nt.gov.au](http://www.palmerston.nt.gov.au)



### EARLY BIRD DRAW

Each year, Council runs a draw which gives two lucky ratepayers, who have paid their rates in full by the first instalment date, \$1,500 each. Early Bird Draw Terms and Conditions will be available in August at [www.palmerston.nt.gov.au](http://www.palmerston.nt.gov.au).

# OUR COUNCIL

City of Palmerston's Council consists of seven Councillors and the Mayor, with a rotating term of office for the Deputy Mayor which is filled by the Councillors. The 10th Council was elected by residents on 28 August 2021 and sworn in for a four-year term on 14 September 2021. Two Councillors resigned from Council in 2025, with the remaining five Councillors and the Mayor continuing to the next Local Government Election. The election will be held on Saturday 23 August 2025 and will result in the election of the 11th Council.

## ELECTED MEMBERS



### MAYOR ATHINA PASCOE-BELL

Athina and her husband settled in Palmerston in 2004, choosing Marlow Lagoon as their home. They've built their life there, raising their two teenagers. With 20 years in spatial science, split between private and public sectors in NSW and NT, Athina brings extensive governance and planning expertise. Recently, she completed a Bachelor of Laws at CDU to enhance her contribution to the community. Beyond work, she enjoys outdoor activities with Scouts and indulges her creativity in sewing, crochet and occasional woodwork. Athina prioritises sound decision-making and quality outcomes and is eager to collaborate with diverse community groups within the Palmerston community and beyond.



### COUNCILLOR BENJAMIN GIESECKE

Ben, a Territory resident since 2004, launched his career in property after earning a Bachelor of Business (Property). Residing in Palmerston for close to two decades with his wife and son, he brings vast expertise in residential and commercial valuations, urban economics, real estate, property law and investments. Ben's attention to detail stems from his successful career in the property industry. Actively engaged with the local multicultural community, he's dedicated to his term as Councillor, striving to make Palmerston truly 'A Place for People'.



### COUNCILLOR DAMIAN HALE

Damian has called the Northern Territory home since 1974, residing in Maningrida, Katherine and Darwin before settling into the suburb of Gunn with his wife Maria. With prior experience as the Federal Member for Solomon from 2007 to 2010, Damian is well-equipped to advocate for the Palmerston community on significant future matters. He is currently the assistant coach of the NT Titans Men's Senior Rugby League Team. His background includes work with the Australian Workers Union on the INPEX Project and his current role is Director with Balcor, a local Indigenous-owned and registered NDIS provider.





### **COUNCILLOR SARAH HENDERSON**

Sarah, a dedicated community advocate and entrepreneur, has been an integral part of the Palmerston community for nearly 40 years. Together with her husband, she has raised five children in Palmerston, and now her grandchildren are growing up in this vibrant community. Actively engaged in various Palmerston community groups over the years, Sarah participates in multiple committees and clubs, particularly supporting the seniors in her community. Throughout this term, Sarah is committed to enhancing services, extending support to fellow community members and advancing Palmerston's sustainability objectives.



### **COUNCILLOR LUCY MORRISON**

Lucy has lived in the Northern Territory since 2008, after moving to the Top End from Queensland. With nearly 20 years' experience in the communications and media industry, she has worked as a journalist and other media roles, as well as in public relations. Lucy's local government and NT Government roles and experience provide her deep governmental insight which she uses to help the community navigate the sometimes heavy bureaucracy. Passionate about healthy living and an active lifestyle, she advocates for involvement in sports and community activities. Lucy focuses on park beautification, city greening, lake management and fostering community participation at events and activities.



### **COUNCILLOR MARK FRASER**

Mark was drawn to local government by a long-standing interest in politics, and aims to give back to Palmerston after raising his family here. Residing in Rosebery for over two decades, he is committed to supporting the sustainable development of Palmerston to meet the needs of a fast-growing, diverse community, prioritising work-life balance, community spaces and family life. Mark envisions Palmerston leveraging opportunities across a range of emerging industries, advocating for competent stewardship at Council to enhance the city's appeal as 'A Place for People.'



*Pictured: 10th Council  
Elected Members*

## ALLOWANCES

Elected Members are provided with financial support in recognition of the significant level of voluntary work required to represent their community. The Northern Territory Remuneration Tribunal reviewed the Local Government Councils and Local Authority Members allowances in 2024. The allowances were revised and on 13 February 2025 the Chief Minister tabled the new Determination of Allowances for Members of Local Councils in the Legislative Assembly. Further information can be found at: <https://cmc.nt.gov.au/committees/remuneration-tribunal>.

The updated allowances come into effect on the 1 July 2025 and are detailed below:

Allowance Type	Mayor	Deputy Mayor	Councillor
Annual Allowance	\$25,584.00	\$25,584.00	\$25,584.00
Additional Allowance	\$95,680.00	\$17,200.00	\$ -
Extra Meeting Allowance	\$ -	\$10,000.00	\$10,000.00
Professional Development Allowance	\$5,000.00	\$5,000.00	\$5,000.00
Travel/Vehicle Allowance	\$-	\$10,000.00	\$10,000.00
Provision of Motor Vehicle	\$25,000.00	\$ -	\$ -
<b>Total</b>	<b>\$151,264.00</b>	<b>\$67,784.00</b>	<b>\$ 50,574.00</b>

Councillors and the Deputy Mayor are entitled to claim an Extra Meeting Allowance up to a yearly maximum of \$10,000. The claimable allowance is:

- \$200 for meetings up to 2 hours
- \$300 for meetings between 2 and 4 hours
- \$500 for meetings over 4 hours.

Details of other entitlements for Elected Members are outlined in Council's Elected Member Allowances and Expenses Policy available on the website.

# EXECUTIVE LEADERSHIP TEAM

Pursuant to section 165 of the Local Government Act, Council employs a Chief Executive Officer (CEO) and delegates responsibilities to them to undertake the day-to-day management of Council's operations, including the management of staff. The CEO is responsible for the overall administration of Council and works closely with Elected Members to ensure Council's goals and objectives are met.

The CEO is supported in his responsibilities by four General Managers. This group forms Council's Executive Leadership Team, which leads 101.35 staff and operates across the five key areas outlined below.



**ANDREW WALSH**  
Chief Executive Officer

Responsibilities include:

- Advocacy
- Business Performance and Improvement

- Council and Committee Services
- Executive Support
- Office of the Mayor and Elected Members
- Strategic Initiatives and Partnerships

- Strategic Organisational Planning
- Strategy and Insights



**EMMA BLIGHT**  
Acting General Manager  
People and Place

Responsibilities include:

- Arts and Culture
- Community Engagement
- Community Events
- Customer Experience
- Economic Development
- Marketing and Communications
- Organisational Culture and Development
- People
- Placemaking
- Safety and Wellbeing
- Strategic Projects



**KONRAD SEIDL**  
General Manager  
Community

Responsibilities include:

- Community Development
- Community Funding and Sponsorship
- Community Health and Wellbeing
- Facility Management
- Library Services
- Partnerships
- Recreation and Leisure
- Regulatory Services



**NADINE NILON**  
General Manager  
Infrastructure

Responsibilities include:

- Building Maintenance
- City and Statutory Planning
- Environmental Sustainability
- Infrastructure Design and Delivery
- Infrastructure Maintenance and Operations
- Lake Management
- Natural Environment Management
- Outdoor Workforce
- Parks and Open Spaces
- Project Management
- Public Lighting
- Resilience and Disaster Management
- Stormwater and Transport
- Waste and Resource Recovery



**WATI KERTA**  
General Manager Finance  
and Governance

Responsibilities include:

- Asset Management
- Corporate Reporting
- External and Internal Audit programs
- Financial Management
- Fleet Management
- Governance
- Information and Records Management
- Information Technology
- Procurement
- Property and Commercial
- Risk Management



# OUR PEOPLE

*City of Palmerston is a great place to work, and we want to demonstrate the value people receive through their employment.*





City of Palmerston is committed to providing its employees with comprehensive benefits and conditions through its Enterprise Agreement. The current agreement ensures clarity and fairness in our employment policies, offering enhanced recreational leave entitlements, salary sacrifice options and access to employee assistance and wellbeing programs.

As an organisation we are dedicated to recognising the invaluable contributions of our staff by enhancing our people policies. This includes bolstering leave provisions, improving flexible working arrangements and further demonstrating our commitment to supporting the wellbeing and needs of our workforce. In 2025-26 we are reviewing our performance achievement systems to continue to see improvements in service delivery and strengthening our internal work culture.

City of Palmerston is committed to creating a positive, supportive team environment with core practices of professional development and collaboration. We are dedicated to having a positive impact on our community through investing in our people, who deliver for Palmerston through the pillars of our Customer Service Charter:

- Make it easy
- Perform with pride
- Listen, learn and act
- Evaluate and improve.

We want to attract and retain the right people for Palmerston by continuing to develop our Employee Value Proposition. City of Palmerston is a great place to work, and we want to demonstrate the value people receive

through their employment. Our New Careers program is evolving and provides opportunities for those who are completing their studies, as well as experienced workers looking for a new career direction, to enter into the local government environment. In 2025-26 the program will include shorter student placements so that people can get hands-on experience at City of Palmerston.

In accordance with section 165 of the Local Government Act, City of Palmerston directly employs a CEO who is ultimately responsible for the employment of all employees, in accordance with Council's approved Staffing Plan.

The Staffing Plan for 2025-26 allows for approximately 100 employees who operate under the CEO's direction and are divided into five directorates:

- Office of the Chief Executive Officer
- People and Place
- Community
- Infrastructure
- Finance and Governance

These positions are the equivalent of 101.35 full-time positions (known as full-time equivalents, or FTEs).

The total budget for employee costs for 2025-26 is \$13.53 million, which includes wages, superannuation and employee insurance.

*City of Palmerston is committed to creating a positive, supportive team environment with core practices of professional development and collaboration.*

# OUR PERFORMANCE

Council relies on a yearly Community Satisfaction Survey to gain an understanding of the community’s attitude, perceptions and satisfaction in relation to the various facilities, events and services we provide. The survey allows us to monitor our performance and identify successful outcomes, community priorities and areas for improvement.

City of Palmerston’s Community Plan, which was developed in 2018, was based around six key outcome areas. The survey reports on those outcomes, collecting detailed feedback on:

- Family and Community
- Vibrant Economy
- Cultural Diversity
- A Future Focus
- Environmental Sustainability
- Governance.

In 2024, we received feedback from 600 residents via telephone and 14 online. Overall, Council performance increased slightly to an average score of 6.98/10, with the highest performance in key areas such as kerbside

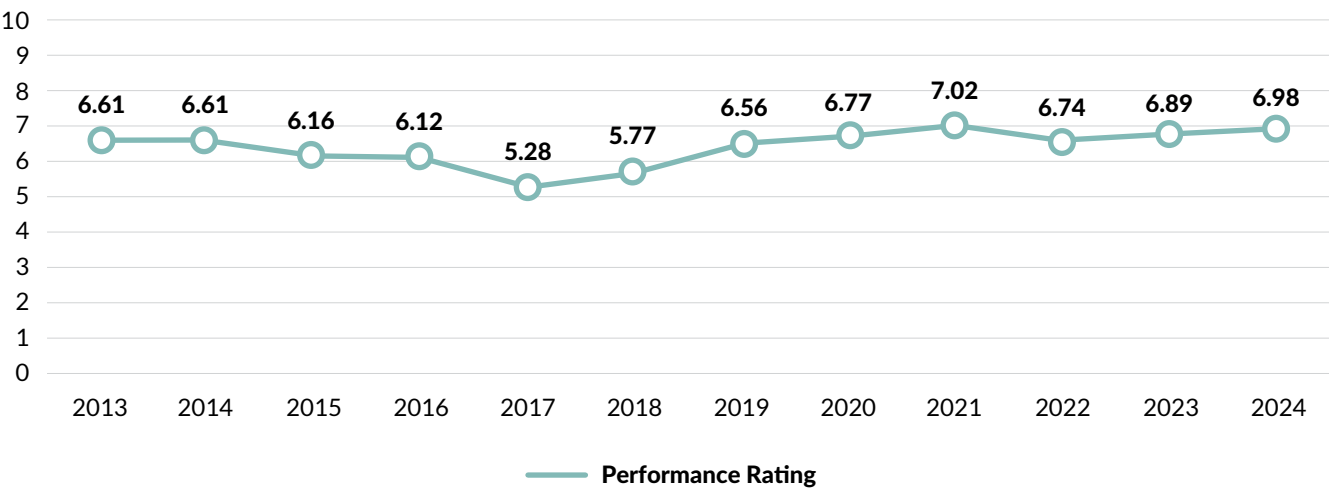
waste collection, library services, events and improved recycling opportunities.

The Net Promoter Score of -8 indicates that City of Palmerston is performing well. This score is a standardised measure which can range from -100 (100% detractors) to +100 (100% promoters). A Net Promoter Score is calculated by subtracting the proportion of detractors from the proportion of promoters. The 2024 score of -8 is a relatively good score when compared to an average benchmark of -15 for other Australian Councils, noting that this is not a traditional measure for Council.

Challenges remain in supporting and attracting new and existing businesses, supporting innovation and advocating for the community in planning. Crime, safety and cleanliness also emerged as key concerns in 2024. However, noteworthy achievements include upgraded facilities such as the swimming pool and recreation centre and the events, festivals and markets in the Council area.

Communication remains an area for enhancement, with residents expressing preferences for channels like email, the website, meetings or forums to interact with City of Palmerston. However, the majority of respondents rated their interactions with us as good or very good.

## OVERALL SCORE TREND



In 2024, there were increases in scores for four of the six Community Plan key outcome areas compared to the previous year, as well as an increase in the Net Promoter Score of +10. These brought the overall score of 6.98/10 closest to those observed in the 2021 survey, which was our highest customer survey response in the past 10 years.

Key Area	2019	2020	2021	2022	2023	2024	Change
Family and Community	6.68	6.80	7.16	6.89	6.96	7.27	+0.31
Vibrant Economy	6.01	6.28	6.55	6.24	6.44	6.44	-
Cultural Diversity	7.04	7.21	7.50	7.31	7.39	7.53	+0.14
A Future Focus	6.70	6.84	7.02	6.70	6.84	6.82	-0.02
Environmental Sustainability	7.16	7.33	7.36	7.08	7.29	7.30	+0.01
Governance	6.01	6.17	6.52	6.19	6.43	6.50	+0.07
Net promoter score	-9	-4	-6	-13	-18	-8	+10
<b>Average Performance</b>	<b>6.56/10</b>	<b>6.77/10</b>	<b>7.02/10</b>	<b>6.74/10</b>	<b>6.89/10</b>	<b>6.98/10</b>	<b>+0.09</b>

The highest performing services continue to be providing library services to the community (8.07/10), kerbside waste collection (8.09/10) and providing and maintaining Archer Waste Management Facility (8.0/10).

The highest increases experienced in comparison to the previous year were:

- Managing Palmerston Swimming and Fitness Centre (+0.9)
- Hosting enough quality community events (+0.3)
- Managing the Palmerston Recreation Centre (+0.4)
- Providing and maintaining community halls (+0.3)
- Promotes art and culture (+0.3).

The lower scoring measures were:

- Supporting and attracting new businesses (5.9/10), which was down 0.1 from 2023
- Supporting innovation in the business community (6.2/10), which was down 0.1 from 2023.

Council has a long-term vision for the Palmerston economy through its Local Economic Plan, which highlights the importance of business and economic support systems in the city. In 2025-26, we will focus on more business and industry attraction and retention, and support other initiatives such as greening, open space development and community safety which will positively contribute to the vibrant economy outcome identified in our Community Plan.

Council remains dedicated to ongoing community engagement and gathering valuable feedback from the community on services, events and projects. Identifying opportunities for improvement is crucial in laying the groundwork for our future actions. The next customer satisfaction survey is scheduled for August 2025.

# 01 FAMILY AND COMMUNITY

## OUTCOME

Palmerston is a safe and family-friendly community where everyone belongs.

## OBJECTIVES

- We focus on families
- The wellbeing of our community is a focus for all our work

*City of Palmerston remains dedicated to enabling everyone to feel welcome and at home in our city by fostering a sense of safety and inclusivity.*





**Palmerston is a vibrant community of families, from young to old. We strive to support a safe, friendly and family-oriented city that offers quality lifestyle.**

To achieve this, we work in collaboration with organisations representing the diverse cultures and demographics within the Palmerston community through events, programs, networking and building capacity.

Our community events are an essential part of our offering for the Palmerston community. In 2025-26, City of Palmerston, Royal Life Saving NT, the Northern Territory Government and SWELL Palmerston will proudly present Aquafest again, an event packed with excitement, learning and community fun. On the theme of water, Live at the Lakes and Flicnics will continue to be part of the diverse lineup of free, family-friendly outdoor events, which offer inclusive community connections in a relaxed and welcoming way. Our calendar also features other favourites like Brekkie in the Park and Seniors Day.

Palmerston Youth Festival will return in July 2025, celebrating young people in our community. The festival is supported by the Northern Territory Government and coordinated by City of Palmerston. This year's exciting program has been filled with events and activities

designed to be free, accessible and inclusive, providing a broad range of experiences including culture, music, sports, arts, hobbies and technology. The week aims to provide young people with unique opportunities to grow skills, confidence and knowledge across a variety of topics whilst connecting with like-minded individuals. Based on the program changes and additions, we expect this year's festivities to be the biggest yet!

We will celebrate Children's Week in October 2025 to honour the significance of children and families as a core demographic in Palmerston. The activities also highlight the United Nations' Child Rights Convention and focus the attention of the wider community on children, their rights and achievements. Following this we invite the community to join in with National Families Week in May 2026 by participating in activities that strengthen the bonds of families, emphasising the vital role families play in our community.

Halloween returns with spooky fun in October 2025, bigger and better, and the year will round out with the amazing Christmas Wonderland event held in Goyder Square, which draws close to 20,000 people. Early in 2026, look forward to Culture Fest - a world of flavour, rhythm, and colour where the Palmerston community comes together to celebrate the vibrant tapestry of cultures that make Palmerston truly special.

*Pictured left: Enjoying the swing at Christmas Wonderland opening, Goyder Square, 2024*

*Pictured right: Face painting at Childrens Week, Palmerston Recreation Centre, 2024*





*Pictured: Storytime at  
Childrens Week, Palmerston  
Recreation Centre, 2024*

*Enhancing safety will benefit local families and serve as a magnet for tourists and potential visitors, promoting economic growth.*

City of Palmerston Library's focus in 2025-26 is engaging with the community and young people. It remains an important community space for our residents. Our library was recognised as the Northern Territory's first dementia-friendly library in 2024, which we are very proud of! We will continue to support our community through our diverse collections and programs.

Storytime is one of our favourite times! National Simultaneous Storytime will continue in 2025-26 and so will diverse and bilingual options. Late Nights at the Library are a great opportunity to join like-minded people for a huge range of free programs for adults. For young people, Geek Squad continues to provide an avenue to get their gaming on, play computer or table top games and connect with people with similar interests. The Information Hub at the Library brings social services into the space most weeks to promote their services and activities to the public. The library has also become an access point for nappy donation bins, Foodbank, battery drop-off and Escabags.

In 2025-26, input from the community will be sought to renew the Disability Inclusion and Access Plan, and community working groups will be established to ensure inclusivity and diversity at Council events.

The continuation of the Palmerston Community Wellbeing Advisory Committee will provide further strategic advice on the actions and priorities of the

Inclusive, Diverse, and Accessible Policy Framework and Disability Inclusion and Access Plan. The committee will continue to meet quarterly with the aim to provide advice to Council about programs and initiatives that support increased access to cultural diversity and inclusivity.

Council's partnership with the Palmerston and Regional Basketball Association will continue with ongoing support for Youth Drop-in Sports at the Recreation Centre Stadium. The program provides after-school sporting activities which not only foster physical development but promote social connections, a sense of responsibility and wellbeing. Young people can develop organisational and life skills through program participation where they are mentored and supported to create healthy relationships and encouraged to pursue pathway and employment opportunities. All young people are welcomed!

City of Palmerston remains dedicated to enabling everyone to feel welcome and at home in our city by fostering a sense of safety and inclusivity. There will be an increased focus on interagency collaboration and advocacy with the Northern Territory Government regarding positive safety outcomes. Enhanced security measures around Goyder Square will continue in 2025-26 to address antisocial behaviour and we are developing an Animal Management Plan. Regulatory Services will continue to be present at events, promoting education and awareness regarding registration and microchipping of animals.



## MEASURES OF SUCCESS

These measures are indicators of our success in achieving the Family and Community objectives:



Increased participation in community events, activities and programs



Increased compliance in areas such as number of registered dogs and valid licences to keep more than two dogs



Increased use of free venue hire



Community feedback on regulatory education and awareness initiatives



Improved perception of crime



Community satisfaction with the services that are provided by Council and an increase in usage of these services



Decreased number of infringements issued to members of the public

*Pictured: Yung Milla meets fans at Palmerston Youth Festival, Palmerston Recreation Centre, 2024*



# 02 VIBRANT ECONOMY

## OUTCOME

Palmerston is a destination city for employment. It is a place where businesses are encouraged to set up and to grow.

## OBJECTIVES

- Improve Palmerston's image
- Palmerston's economic future is bright

*Council remains committed to improving Palmerston's appeal, with a particular emphasis on supporting local businesses to drive employment opportunities and enhance business occupancy rates.*





Palmerston is a growing city, and our strategy is to ensure our brand is strong and authentic and reflects our vision as 'A Place for People'. To support this, City of Palmerston delivered a brand refresh in 2024, which will be utilised across the municipality.

Strengthening brand recognition for events, programs, initiatives and services that are delivered by City of Palmerston will assist us in being a trusted organisation and allow the community to see how we contribute to the people of Palmerston.

Council remains committed to improving Palmerston's appeal, with a particular emphasis on supporting local businesses to drive employment opportunities and enhance business occupancy rates. The initiative of free all-day parking in the CBD will be maintained in 2025-26, incentivising locals and visitors to shop local and further contribute to the local economy.

Ongoing projects, initiatives and plans that are designed to support positive impact on our region's growth and direction include:

- improved open space and family-friendly facilities
- improved accessibility to more council owned assets and facilities
- continued opportunities through development programs, particularly for young people
- local economic growth through increased local business opportunities and support
- more tools to curb criminal activity and antisocial behaviour.

The Community Funding Program (formerly Community Benefit Scheme) will continue to support community-led initiatives which benefit the Palmerston community. The program includes community grants and individual representation support for local, national and international competitions. Sponsorships are also available for large-scale events and celebrations that highlight the Palmerston area. This funding goes beyond benefitting the initial recipients, as it generates a positive economic impact when the funds are further invested in Palmerston goods and services.

*Pictured left: Italian Street Bites food truck, Palmerston Street Art Festival, 2024*

*Pictured right: Palmerston Recreation Centre, 2025*





*Pictured: Hugs PA NIM food truck, Palmerston Street Art Festival, 2024*

*By collaborating with local businesses and associations, we aim to raise awareness of vendor opportunities within the municipality.*

Palmerston's Local Economic Plan 2021-2031 continues to serve as a blueprint for Council's long-term economic priorities, empowering us to establish stronger support systems for existing and prospective local businesses. Our approach to realising this goal revolves around fostering a well-structured, sustainable economy that actively involves youth, entrepreneurs and our broader business community. By collaborating with local businesses and associations, we aim to raise awareness of vendor opportunities within the municipality. The Palmerston Business Futures forum was held for the first time November 2024 and will return in 2025 along with business development workshops and the continuation of the Palmerston business newsletter.

Council has convened the Palmerston Vibrant Economy Advisory Committee since 2023 to advise Council on actions and priorities in this space. The role of the Vibrant Economy Advisory Committee includes providing:

- advice to Council identifying economic development opportunities, improving the services provided to the community
- a strategic business focus, industry perspective and balanced input for the implementation of the Local Economic Plan and its Action Plan
- business perspective and advice on economic development issues and opportunities and Council's relevant plans and strategies.



## MEASURES OF SUCCESS

These measures are indicators of our success in achieving the Vibrant Economy objectives:



People of Palmerston choose to shop locally



More funds available for Council to invest in the community



Employment rates increase



Increase in businesses located in Palmerston.



Population of Palmerston is growing (families stay)



Increase in community satisfaction on brand recognition through the community survey



Increase in tourists visiting Palmerston

Business Futures Forum,  
Rydges Palmerston, 2024



# 03 CULTURAL DIVERSITY

## OUTCOME

In Palmerston, we celebrate our cultures in a way that values our diversity.

## OBJECTIVES

- To celebrate our rich culture and diversity
- Recognise and support diversity through our partnerships and leadership

*We are committed to integrating the values and goals of reconciliation into every aspect of our organisation through the actions and goals of our Reconciliation Action Plan.*





City of Palmerston is dedicated to fostering an inclusive, diverse and accessible community, as outlined in the Community Plan; our Inclusive, Diverse and Accessible Policy Framework; and the Disability Inclusion and Access Plan.

This framework underpins the delivery of all our programs and services, ensuring they are tailored to the needs of all members of the community regardless of their age, culture, ability or background.

Living and working on Larrakia Country is a privilege. We are committed to integrating the values and goals of reconciliation into every aspect of our organisation through the actions and goals of our Reconciliation Action Plan. Our relationship with the Larrakia

community has always been positive and mutually respectful, and we are excited to embark on this journey of reconciliation with all First Nations people.

Council proudly embraces the cultural diversity of our community and initiatives that foster collaboration and connections across diverse cultures. We are committed to facilitating and supporting cultural events and programs, including NAIDOC Week and International Women's Day. In addition, the Australia Day Awards provide a valuable opportunity to reflect on the significant contributions made by our residents who are improving outcomes for our community. By shining a spotlight on the incredible work being done in Palmerston we can show sincere appreciation for our volunteers.

*Pictured left: Darwin Festival in Palmerston, 2024*

*Pictured right: Australia Day 2025*







*Pictured: Culture Fest 2024*

*Council proudly embraces the cultural diversity of our community and initiatives that foster collaboration and connections across diverse cultures.*

City of Palmerston's Creative Industries Plan 2023-2027 provides a framework for the sustainable growth and development of our creative sector. The Plan sets out a vision of Palmerston as a vibrant and innovative creative hub, outlining goals, strategies and actions that will encourage the growth and development of Palmerston's creative sector by providing a supportive environment, encouraging collaboration and partnerships, and investing in infrastructure and resources. The Plan also seeks to ensure that the benefits of the creative sector are shared by all members of the community, and that the growth of the creative sector contributes to the wider economic development of our city.

In 2025-26 we are expanding our arts programming, including public art opportunities and offering artist-in-residence programs, giving local artists the opportunity to create and showcase their work. Darwin Festival will return to Palmerston again in August 2025, and not to be left out, the Darwin Symphony Orchestra will also feature in 2025-26, returning to Palmerston as part of their Family Proms concert series and Palmerston Classics on a Friday night.

## MEASURES OF SUCCESS

These measures are indicators of our success in achieving the Cultural Diversity objectives:



Increased community participation in arts and cultural activities



Inclusion and accessibility are incorporated into our programming and planning



Community Funding Program is promoted through a variety of channels to community groups



Council consults with and includes the needs of all people in our programs and planning using a mechanism we've agreed with those communities



Increase in Community Funding Program applications from diverse organisations



Improvement in fostering and promoting arts and culture in our community and awareness and promotion of our local history



Existing partnerships are inclusive of emerging communities

*Pictured: Darwin Festival in Palmerston, 2024*





# 04 A FUTURE FOCUS

## OUTCOME

Palmerston is an innovative city that can sustain itself through the challenges of the future.

## OBJECTIVES

- We support and foster innovation
- Infrastructure is fit for purpose

*We are continuing to provide access to Council facilities, reaffirming our commitment to the interests of families and community members.*



**Recognising the opportunities in Palmerston and planning for the future is how we promote progress. We know that increasing digital inclusion is important to our community.**

In 2025-26, NBN will run digital literacy programs at City of Palmerston Library and we will continue to support getting people online through upgraded self-service tablets and the addition of in-house laptops to our pool of available computers. Through our Libby online eBook resource collection, we are continuing to build our Language Other Than English resources, magazines and other content.

We are continuing to provide access to Council facilities, reaffirming our commitment to the interests of families and community members. The Gulwa Community Recording Studio offers local artists and musicians a state-of-the-art facility for hire. In 2025-26 the library will focus on activating the space and ensuring our young people can experience it.

Council offers free venue hire across various facilities, including the Recreation Centre, Library Community Room, Durack Community Arts Centre, Gray Community Hall and Driver Resource Centre. These spaces accommodate a wide array of activities, spanning from fitness sessions and cultural workshops to gatherings tailored for seniors, youth and children. Initiatives like this highlight our ongoing efforts towards genuine community engagement and maintaining Palmerston as a welcoming environment for families.

As our city continues to grow in population and size, we are presented with opportunities and challenges. Growth demands ongoing infrastructure and public asset improvements to meet the evolving needs of our community. Each year we develop and implement strategic programs for capital and operational works, carefully allocating resources to deliver the most impactful results for our community. These efforts drive our extensive capital works program and ensure the delivery of quality services throughout the year ahead.

*Pictured left: School Holiday Program, Palmerston Library, January 2024*

*Pictured right: Gulwa Recording Studio, Palmerston Library, June 2024*







*Pictured: Palmerston Recreation Centre, 2025*

*Moving forward, our focus shifts to maintaining these assets to the highest standards, safeguarding their integrity and longevity for the future.*

In recent years, we've concentrated on fostering innovation within our infrastructure, with notable additions such as the Gulwa Community Recording Studio, and the redevelopment of SWELL and Gray Community Hall. Moving forward, our focus shifts to maintaining these assets to the highest standards, safeguarding their integrity and longevity for the future. To sustainably manage these assets, Council has a development program for asset renewals and upgrades. These encompass a wide range of elements, including buildings, roads, transport safety, pathways, parks, stormwater and lighting networks. Additionally, our programs include community safety initiatives, such as

addressing dark spots, and road safety enhancements, ensuring a safe and vibrant environment for all.

Funding is committed for operational activities such as road and building repairs, mowing lawns, waste management, street cleaning, irrigation repairs, providing utilities and maintaining public lights. The funding will also go towards ensuring our assets undergo regular maintenance and services to ensure Council can continue to operate its facilities and provide infrastructure that is well maintained for the community to enjoy.



## MEASURES OF SUCCESS

These measures are indicators of our success to achieve the Future Focus objectives:



Council consults with and includes the needs of all people in its programs and planning using a mechanism it has agreed with those communities



Increase in site visits to Emergency Dashboard



Improved condition data and financial valuations of assets



Council provides a platform that supports and allows for innovation by both staff members and the community



Optimisation of asset renewal

*Pictured: Dementia Awareness Workshop, Palmerston Library, 2024*



# 05 ENVIRONMENTAL SUSTAINABILITY

## OUTCOME

Palmerston is an environmentally friendly, liveable city that promotes renewable practices and sustainability.

## OBJECTIVES

- Reduce our footprint on the environment
- Palmerston is a cool, shaded, green city
- Encourage personal action and taking a leadership role

*Council develops and encourages sustainable practices where possible.*





**Council is committed to encouraging the community to adopt sustainable environmental practices and offering opportunities for people to recycle and investigate renewable options.**

We continue to maintain kerbside collection of household recyclable material. To assist residents to understand best practice recycling and waste management, we have focused on public waste education by providing free community workshops and activities on sustainability and waste reduction and facilitating programs for local schools and community groups.

The annual pre-cyclone clean-up will be offered to residents in 2025-26, and is funded through the residential Waste Service Charge. This initiative is designed to provide residents with the opportunity to clear their property of large objects that do not fit into general waste or recycle bins and risk becoming a dangerous projectile in a cyclone.

The Resource Recovery Area construction will be finalised ready for it to be open to the community in

2025-26. Residents will be encouraged to drive by the Resource Recovery Area prior to entering the general waste disposal area, diverting waste into correct recycling areas prior to it being disposed of into the general waste stream. A new cardboard compactor, funded under the Northern Territory Recycling Modernisation Fund, will also be installed at the facility. The compactor will vastly improve the recycling of cardboard waste on site, which is one of the largest recoverable consumables that we collect.

Council develops and promotes sustainable practices where possible. Energy audits have commenced on key Council facilities, including the Recreational Centre, Civic Plaza, library, Durack Community Arts Centre, SWELL, Gray Community Hall and the Operations Centre. These audits will identify areas of inefficiencies in our energy use by reviewing existing systems and operating parameters and determining building renewals or maintenance that will be required to improve electricity consumption. Delivery of priority actions from the audit will commence in 2025-26.

*Pictured left: Chickens in Zuccoli Community Garden, Zuccoli Primary School, 2024*

*Pictured right: Lake monitoring, Sanctuary Lakes in Gunn, 2024*





*Pictured: Tree planting at Zuccoli Primary, Zuccoli, 2024*

*We will continue to maintain open spaces for the community to enjoy.*

Weed management and fire mitigation programs were undertaken during 2024-25 across key natural areas, including the Gunn Escarpment, bushland areas surrounding Marlow Lagoon and other Council land. To assess the effectiveness of these programs, a comprehensive weed survey will be conducted in 2025-26 of the Palmerston Escarpment, Marlow Lagoon bushland, Archer Oval, the closed Archer Landfill and bushland areas in Zuccoli. The findings from the survey will play a crucial role in shaping our natural area management strategies for the future.

The Palmerston lakes continue to be monitored and managed through our Lake Management Plan. This includes ongoing water quality monitoring, and mechanical and chemical weed management efforts to maintain the health and sustainability of these popular urban ecosystems.

To further demonstrate our commitment to Palmerston being a cool, shaded, green city we will continue to maintain open spaces for the community to enjoy, including mowing, landscaping, irrigation, maintenance of open space furniture and BBQs, repairing playgrounds and removing litter.



## MEASURES OF SUCCESS

These measures are indicators of our success to achieve the Environmental Sustainability objectives:



Increased level of recycling/  
proportion of rubbish recycled



Improved vehicle emissions  
reporting through Council's fuel  
usage reporting system



Decrease in littering



Number of vehicles using the  
new EV charging station



Increase in canopy  
coverage (percentage of  
areas shaded by trees)



Increase the use of Electric  
Vehicles within the  
Palmerston municipality



Improved biodiversity  
outcomes



Decrease in costs  
associated with printing



Improved community  
satisfaction in relation to  
the Palmerston lakes



Increase in online  
services

*Pictured: Volunteers for Clean  
up Australia Day at Hobart  
Park, Johnston, 2025*



# 06 GOVERNANCE

## OUTCOME

Our strategies to support achieving this objective are based on using effective, accountable and adaptable processes to deliver on our Community Plan.

## OBJECTIVES

- Ensure we have a leading governance model
- Community is at the centre
- Healthy working partnerships

*Maintaining and building the trust of the community is important to us.*





**Council must be closely connected to its community, working in partnership to deliver what is needed to support people's lives. Ensuring that we have a leading governance model means that we can be effective and accountable in delivering our Community Plan.**

In 2025-26, City of Palmerston will continue to provide training to staff on governance, reporting and compliance requirements in accordance with the Local Government Act. The training program will support good decision-making and include a focus on fair and transparent processes, confidentiality, privacy and conflict of interest. By equipping staff with the necessary knowledge and skills in these areas, we aim to empower them to effectively navigate the complexities of governance and compliance, thereby fostering public trust and confidence in the decision-making processes of City of Palmerston.

As part of our commitment to improving governance, Council will commence a review of its Palmerston (Procedures for Meetings) By-laws. We will welcome community feedback on the by-laws in 2026.

Maintaining and building the trust of the community is important to us. Council meetings are open to the public and community attendance is encouraged. These meetings offer a dedicated public forum before official proceedings, allowing informal discussions with Elected Members.

In 2025-26 a focus will be placed on genuine community engagement and consultation, with City of Palmerston upholding the principles of inclusivity, transparency, innovative, adaptability, accountability and sustainability. A Community Engagement Strategy will be developed in line with IAP2 standards and the new Community Engagement Policy, and will include engagement techniques relevant for the Palmerston community. In addition, a new Customer Service Strategy will be developed that identifies preferred customer interaction methods, aims to reduce manual applications and embeds customer service standards across our organisation.

City of Palmerston's website was improved in early 2025, including the overall user experience, to allow quicker access to frequently used areas such as online payments, registrations and forms. Language and accessibility remain important elements in communications and align with the Disability Inclusion and Access Plan. Our website is backed by a governance platform that ensures compliance and accessibility, offering automated optimisations for improved performance. It provides quality assurance, search engine optimisation and compliance with the recognised Web Content Accessibility Guidelines. An updated internal writing style and accessibility guide will help us to achieve accessibility for our community. We are also investigating artificial intelligence options to better improve communication with the community 24/7.

*Pictured left: Council staff,  
SWELL first birthday 2024*

*Pictured right: Council staff*





*Pictured: Download the City of Palmerston app*

*We are committed to having information stalls at events to offer direct feedback opportunities, with online surveys available for input.*

The City of Palmerston App is constantly evolving. Our aim is for all community members to be able to access updated information on events, services and programs as well as pay their rates - all in the palm of their hands. Promotion of events and what's on will continue via digital and print means, encouraging residents and visitors to engage in council events and programs to build strong relationships within the community. We are committed to having information stalls at events to offer direct feedback opportunities, with online surveys available for input.

The annual Community Satisfaction Survey is conducted by an external agency via various channels, including phone, in-person and online. This survey seeks direct feedback from the Palmerston community and aims to identify areas for improvement and inform operational enhancements.

In response to feedback from the survey, we have committed to enhancing communication with stakeholders through clear and transparent channels. Open distribution of information across all Council platforms and mainstream media remains pivotal, with a focus on feedback before and after initiatives are undertaken. We will continue to engage with the community in meaningful ways using multiple touch points and opportunities to converse, including in-person, online, print and digital avenues.

We manage multiple social media channels, providing residents with opportunities to interact and provide feedback through direct messaging. A comprehensive Social Media Strategy and Policy ensure timely and constructive communication, fostering a safe online space for feedback. We will continue to foster relationships with local media outlets and influencers to secure regular promotions, extending our reach to a wider audience.



# MEASURES OF SUCCESS

These measures are indicators of success for the Governance objectives:



The community is satisfied that Council values and encourages their participation in Council activities and is committed to delivering the highest possible levels of service and community engagement



The community is satisfied that Council shows corporate and social responsibility, ensures the sustainability of assets and services, and plans effectively, reporting performance to the community



The community is satisfied that Council has the right systems and processes in place to deliver services to the community



Increase in website statistics



The community is satisfied that Council values its people and the culture of our organisation



Increase in community consultation



Increase in engagement across social media channels

*Pictured: Seniors Day Workshop, Palmerston Recreation Centre, 2024*



# OPPORTUNITIES AND CHALLENGES

Palmerston is a young and modern municipality. It has a median age of 32 and many families call it home. The second-largest city in the Northern Territory, we are a regional hub with a promising future. Rapid population growth coupled with a young demographic presents Council with the challenge of growing and renewing essential family infrastructure and activities for Palmerston and our surrounding communities.

*Pictured: Petting zoo at  
Childrens Week, Palmerston  
Recreation Centre, 2024*

*By building strong partnerships with the Northern Territory and Australian Governments, Council is able to accelerate projects that benefit businesses and the wider community.*



## OPPORTUNITIES

Palmerston is centrally located between Darwin and its rural area, and conveniently close to major health, education and transport infrastructure, such as the port and railway, a university campus and a modern hospital and police station.

We continue to work to cater for the city's growth and demand on local infrastructure. Delivering on the six outcomes of the Community Plan gives Council the ability to tackle the challenges of governance, sustainability, decision making, relevance and efficiency, thereby engaging meaningfully with its stakeholders.

Council embraces opportunities to:

- maintain the trust of its community
- attract and retain the right people for the right jobs
- effectively implement governance practices
- make informed and timely decisions
- deliver the strategic vision for the city
- respond quickly to opportunities and challenges
- develop effective relationships with stakeholders
- respond to events that affect business continuity.

Our strong connections with community groups and organisations create opportunities to support their growth and empower them to take action for the community. We are able to achieve this through our Community Funding Program and event partnerships, engaging their services for Council-led initiatives and providing education and skill development to enhance contributions to the community.

Palmerston's strategic location near key industry growth sectors, along with its access to vital infrastructure, makes it an attractive destination for businesses looking to establish or expand their operations. We are committed to fostering a dynamic and supportive business environment by working collaboratively with stakeholders and investing in infrastructure that enhances business opportunities. By building strong partnerships with the Northern Territory and Australian Governments, Council is able to accelerate projects that benefit businesses and the wider community. As the city continues to grow, Council is focused on creating sustainable economic opportunities that support local enterprises, encourage investment and provide long-term employment prospects.

With being one of the fastest growing cities in Australia comes the need for suitable housing and community infrastructure. Zuccoli is being developed under the areas of Zuccoli Village, Zuccoli Aspire and Mitchell Creek Green. Adjacent to the Palmerston CBD is The Heights Durack. With these developments come additional roads, stormwater infrastructure, parks, pathways and streetlights. The expansion presents a great opportunity to make Palmerston bigger, more diverse and over the long term, increase resources to fund important community projects and infrastructure that will grow and improve Council services.

*City of Palmerston is committed to fostering a dynamic and supportive business environment by working collaboratively with stakeholders and investing in infrastructure that enhances business opportunities.*



## CHALLENGES

City of Palmerston must ensure it can sustain growth and development, deliver the lifestyle aspirations of the community and still contribute to the Territory's overall success.

Challenges identified in the community survey responses included attracting new and existing businesses, supporting innovation and advocating for the community in planning. Crime, safety and cleanliness also emerged as key concerns.

Immediate response to crime and responsibility for core factors that contribute to crime and safety sit with the Northern Territory Government. However, our team works closely with external stakeholders such as Larrakia Nation, NT Police and the Department of Children and Families, to help reduce antisocial behaviour and crime

within Palmerston. These partnerships will continue, and we will look at opportunities to improve the current programs and develop others. The Palmerston Community Safety Advisory Committee was established to provide strategic advice and recommendations to Council to help improve safety outcomes for the Palmerston community. We will also continue to partner with the Northern Territory Government to deliver security patrols in the city centre to target antisocial behaviour.

By implementing recommendations from our Crime Prevention Through Environmental Design approach, we can address quick-win solutions through the capital works program budget. This includes upgrades to improved LED lighting and reducing blackspots across Palmerston. Safety remains a priority, and we will continue advocating for necessary funding to enhance community safety through thoughtful design and city activation.

*Pictured: Palmerston CBD, 2024*







Another important safety aspect for the community stems from incidents relating to dogs. With the Animal Management By-Laws adopted in 2024-25, along with developing our Animal Management Plan, we will continue to educate and work with the community for positive outcomes.

Other programs impacting the safety of our community that we have already delivered on and continue to drive are:

- the management of laneways through an existing Council policy
- investment in improved public lighting
- youth programs
- public places management
- advocating for the community regarding alcohol management and policing.

*Pictured: Microchipping  
Dog, 2024*



# FINANCIAL STATEMENTS

*Pictured: Sanctuary  
Lakes in Gunn, 2024*



## REVENUE STATEMENT

Council collects revenue from five main sources: general rates and waste management charges provide 86% of Council's revenue; and the remainder is provided by grants, fees and charges and investment income.

Council has increased the minimum rates by a moderate 4.9% with a \$68.16 increase to the minimum rates for Residential, including Marlow Lagoon, and a \$69.24 increase to the minimum for Commercial and Industrial.

We continue to provide free parking, pool entry and facility hire and will maintain levels of service as we look for opportunities for continuous improvement and efficiency.

## VALUATION OF UNIMPROVED CAPITAL VALUES

City of Palmerston uses Unimproved Capital Value as the basis for all land valuations in the Palmerston area to determine the rates assessment. Unimproved Capital Value is the value of the land without any improvements.

The Valuer-General, Department of Infrastructure, Planning and Logistics, sets the Unimproved Capital values of land. The value of land is reviewed by the Valuer-General every three years to take effect the following financial year. A revaluation occurred in July 2023 and was applied from the 2024-25 financial year.

Council plays no role in the valuation of the Unimproved Capital Value. If a ratepayer is dissatisfied with their valuation, it is a matter to raise with the Valuer-General. Rates must be paid in accordance with rate notices unless otherwise notified by Council.

All land within the Council area is rateable, except for lands specifically exempt (e.g. Crown 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.

## SOCIAL AND ECONOMIC EFFECTS OF RATING POLICY

City of Palmerston is committed to levying rates in a consistent, transparent and equitable manner, while ensuring that financial and social considerations have been made when determining the most appropriate rate mix. In 2019, Council's Community Reference Group on Rates Strategy determined that the rating system and methodology utilised at City of Palmerston should follow the principles of administrative simplicity, economic efficiency and equity. The methodologies are

easy to apply, understand and comply with. They make it difficult to avoid paying rates while being practical and cost-effective to administer. The rating methodology and rate mix consider and account for impacts of the rate burden between the differential categories and whether these will have a significant negative effect on economic behaviour. Considered fair and equitable, the methodology considers the benefits received by the ratepayer as well as their capacity to pay.

## CONCESSIONS

Eligible NT Concession card holders may be entitled to a concession on rates. City of Palmerston receives a list from the Northern Territory Government of all the ratepayers eligible for concession at the time of levying the rates, in which the rebate is deducted and noted on the annual rate notice. If a ratepayer becomes eligible part way through the rating year, they must pay the rates in full to Council and then contact the NT Concession and Recognition Unit to obtain a refund.

Contact details for the NT Concession and Recognition Unit are:

Postal: PO Box 37037 Winnellie NT 0821

Telephone: 1800 777 704

Email: [ntconcessionandrecognition@nt.gov.au](mailto:ntconcessionandrecognition@nt.gov.au)

Website: <https://ntconcessions.nt.gov.au>

Applications for other concessions on rates and charges will be considered upon application to Council in line with Council's Rate Concession Policy.

## LATE PAYMENT OF RATES

Any ratepayer who may, or is likely to, have trouble meeting the standard instalments and due dates can contact City of Palmerston to discuss alternative payment arrangements. It should be noted that interest would still be levied in accordance with the Act under any payment arrangement. Council's determined interest for late payments will be imposed in accordance with the Act. Ratepayers can apply for a remission of interest under the Act provided they agree to a repayment arrangement to the satisfaction of City of Palmerston. Council has determined the interest rate for overdue rates will increase slightly to 11.4% per annum, in line with the Australian Tax Office rates. Pursuant to the Act, if rates have been in arrears for at least three years, Council may sell the land to recover unpaid rates and associated costs.

## FINANCIAL HARDSHIP

In times of financial hardship, Council offers a Rate Concession for residential and commercial ratepayers. Financial hardship is defined as a situation where a ratepayer is unable, due to illness, unemployment or other reasonable causes, to discharge their financial obligations towards City of Palmerston.

If you are experiencing any form of hardship that affects payment of rates or other charges applied by Council then we strongly urge you to contact us so that we can discuss options together and/or arrange a suitable payment plan.

City of Palmerston offers additional concessions, and property owners can apply for more than one concession at a time. If you have any queries regarding your eligibility for any of the concessions, please contact us on (08) 8935 9961 or email: [rates@palmerston.nt.gov.au](mailto:rates@palmerston.nt.gov.au).

## FEES AND CHARGES

Council has made minimal changes to fees and charges for the 2025-26 year. We continue to provide many free services, including free parking, facility hire and pool access. A number of animal management fees will also be reduced to encourage the community to follow responsible ownership practices, such as registration for microchipped animals.

The Schedule of Fees and Charges can be viewed at Council's Civic Plaza, as well as on our website <https://palmerston.nt.gov.au/your-council/city-palmerston-organisation/publications>.

## RATES AND CHARGES

NT Planning Zone		Levied 2024-25	Budget 2025-26	Average Change
R, RR (Excluding RR in the suburb of Marlow Lagoon) LR, LMR, MR, HR, CL, FD, PS, SP8*07, SP9*07 (<10,000m <sup>2</sup> ), SP9*07 (>20,000m <sup>2</sup> ), SP10*07 and SP11*07 and SP1*20.	Rate on UCV	0.584490%	0.613130%	
	Minimum Rate	\$1,391	\$1,459.16	\$68.16
	No of Properties	14,884	14,089	
	Estimated Income Rates	\$21,494,258	\$22,786,668	
RR in the Suburb of Marlow Lagoon	Rate on UCV	0.480179%	0.503708%	
	Minimum Rate	\$1,391	\$1,459.16	\$68.16
	No of Properties	254	252	
	Estimated Income Rates	\$487,686	\$511,583	
GI and LI	Rate on UCV	0.555575%	0.582798%	
	Minimum Rate	\$1,413	\$1,482.24	\$69.24
	No of Properties	494	497	
	Estimated Income	\$2,651,806	\$2,907,856	
All Other Rateable Land	Rate on UCV	0.833492%	0.874333%	
	Minimum Rate	\$1,413	\$1,482.24	\$69.24
	No of Properties	531	404	
	Estimated Income	\$2,645,856	\$2,687,634	

Notes:

\*20" means from the Northern Territory Planning Scheme 2020.

\*07" means from the Northern Territory Planning Scheme 2007.

## WASTE SERVICE CHARGE

Council charges a fixed amount for waste management and collection, which is called a Waste Service Charge. Where multiple residential dwellings exist on the allotment of land, the charge is multiplied by the number of residential units on each allotment.

The Waste Service Charge is levied for the provision of a 120 litre twice weekly domestic collection, a fortnightly recycling 240 litre bin, free access to the Archer Waste Management Facility and waste management and cleaning across the city. Commercial use of Archer Recycling Centre and Waste Transfer Station is not supported as there is no direct waste charge against either commercial or industrial properties.

The Waste Service Charge for customers with a regular waste service will be charged at \$612 per household, which is a \$55 increase from prior years.

## WASTE MANAGEMENT CHARGE

	2020-21	2021-22	2022-23	2023-34	2024-25	Budget year 2025-26
Residential Kerbside Collection	\$490	\$480	\$480	\$527	\$557	\$612
Manual Service Collection (<25 units)	\$490	\$480	\$480	\$527	\$557	\$612
Multiple Dwelling 25 units +	\$240	\$240	\$240	\$264	\$279	\$308
Upgrade to 240L Annual Service Charge	\$149	\$149	\$149	\$167	\$174	\$179
Additional General Waste Kerbside Bin 120L*	N/A	\$250	\$256	\$274	\$294	\$316
Additional Recycling Kerbside Bin*	N/A	\$110	\$113	\$113	\$120	\$120
Additional General Waste Manual Bin*	\$394	\$290	\$297	\$318	\$339	\$362
Additional Recycling Manual Bin*	\$245	\$110	\$113	\$113	\$120	\$120

\*These are charge through Fees and Charges, not through Rates. These charges have increased based on contractual costs.



# STATEMENT OF COMPREHENSIVE INCOME

	2024-25	2025-26
\$'000's	Revised Budget	Budget
<b>Operating Income</b>		
Rates	27,609	29,143
Charges	8,112	8,971
Fees and Charges	948	964
Operating Grants & Subsidies	3,582	3,560
Interest & Investment Revenue	1,930	1,562
Other Revenue	63	3
<b>Total Income</b>	<b>42,244</b>	<b>44,204</b>
<b>Operating Expenditure</b>		
Employee Benefits and Costs	13,092	13,690
Borrowing Costs	298	310
Materials, contracts and other expenses	23,197	24,370
Elected Member Allowances	498	474
Elected Member Expenses	91	381
Depreciation, Amortisation & Impairment	12,000	12,306
<b>Total Expenditure</b>	<b>49,175</b>	<b>51,531</b>
<b>BUDGET OPERATING SURPLUS /(DEFICIT)</b>	<b>(6,931)</b>	<b>(7,327)</b>
Add: Amounts received specifically for new or upgraded assets	4,488	1,009
Add: Physical resources received free of charge (non-cash)	3,000	3,000
<b>TOTAL COMPREHENSIVE INCOME / (LOSS)</b>	<b>557</b>	<b>(3,318)</b>
Add: Depreciation	12,000	12,306
(Less): Resources free of charge	(3,000)	(3,000)
(Less): Capital Expenditure	(14,966)	(6,602)
Add: Borrowings (Loans advances)	-	-
(Less): Loan Repayments	(504)	(512)
Add: Net Transfer to/from reserves	5,913	1,126
<b>NET CASH BUDGET SURPLUS /(DEFICIT)</b>	<b>0</b>	<b>0</b>

## CAPITAL EXPENDITURE AND FUNDING BUDGET

2025-26	
\$'000's	
CAPITAL EXPENDITURE	
Land & Buildings	\$2,301
Infrastructure (including roads, footpaths, park furniture)	\$2,986
Public Lighting	\$411
Fleet	\$400
Other Assets (including furniture & office equip)	\$504
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>\$6,602</b>

## TOTAL CAPITAL EXPENDITURE FUNDED BY

2025-26	
\$'000's	
FUNDED BY	
Operating Income	\$4,573
Sales of Assets (including trade-ins)	-
Capital Grants	\$659
Transfers from Cash Reserves	\$1,370
Borrowings	-
Other Funding	-
<b>TOTAL CAPITAL EXPENDITURE FUNDING</b>	<b>\$6,602</b>

## PLANNED MAJOR CAPITAL WORKS BUDGET

Class of Assets	By Major Capital Project	Toal prior year(s) actual	2024-25 Budget	Current Planned Budget \$	Expected Project Completion Date
Buildings	Aquatic Centre Capital Renewals	-	\$80,000.00	\$72,227.82	2025-26
	Archer Waste Management Facility Capital Renewals	-	\$50,000.00	\$20,000.00	2025-26
	Civic Plaza Capital Renewals	-	\$67,100.00	\$179,920.00	2025-26
	Depot Capital Renewals	-	\$14,800.00	\$14,745.60	2025-26
	Driver Resource Centre Capital Renewals	-	\$10,300.00	\$10,240.00	2025-26
	Durack Community Arts Centre Capital Renewals	-	\$9,300.00	\$9,267.20	2025-26
	Library Capital Renewals	-	\$67,000.00	\$105,984.00	2025-26
	Recreation Centre Capital Renewals	-	\$86,000.00	\$105,984.00	2025-26
Parks & Reserves	Play Space Renewals and Upgrades	-	\$846,600.00	\$650,000.00	2025-26
	Tree planting & Replacement	-	\$500,000.00	\$150,000.00	2025-26
	Creative Industries	-	\$500,000.00	\$100,000.00	2025-26
	Irrigation Refurbishment	-	\$277,700.00	\$220,000.00	2025-26
Furniture & Fittings	IT Projects	-	\$153,600.00	\$153,600.00	2025-26
	ERP software*	\$282,899.95	\$750,000.00	\$350,000.00	2026-27
Ancillary Roads	Driveway Renewals	-	\$51,200.00	\$53,248.00	2025-26
	Laneway Renewals	-	\$40,000.00	\$51,200.00	2025-26
	Pathway Renewals	-	\$175,000.00	\$122,880.00	2025-26
	New Driveways	-	\$200,000.00	\$200,000.00	2025-26
	New Pathways	-	\$500,000.00	\$180,000.00	2025-26
Roads	All Ability Access	-	\$60,000.00	\$60,000.00	2025-26
	Bitumen Reseal & Asphalt Overlay Program	-	\$1,318,100.00	\$1,383,944.22	2025-26
	Road Safety Program	-	\$320,000.00	\$60,000.00	2025-26
	Road Reconstruction	-	\$450,000.00	\$450,000.00	2025-26
Public Lighting	Public Lighting Upgrades (Dark Spots)	-	\$500,000.00	\$250,000.00	2025-26
	Public Lighting Renewals	-	\$56,400.00	\$61,440.00	2025-26
	Sustainability Programs (Solar Panels & LEDs)	-	\$410,000.00	\$100,000.00	2025-26
Stormwater	Strom water Renewals & Upgrades	-	\$160,000.00	\$204,800.00	2025-26
Vehicles	Fleet Replacement	-	\$350,000.00	\$400,000.00	2025-26
Major Projects	Animal Management Facility	-	-	\$350,000.00	2026-27
	Community Facility Design*	-	-	\$450,000.00	2025-26

\*Major projects that continue over 2 years. All other projects are programs expected to be completed within the 2025-26 financial year.



# STATEMENT OF FINANCIAL POSITION

	2024-25	2025-26
\$'000's	Revised Budget	Budget
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and Cash Equivalents	4,000	4,000
Investments	14,953	10,845
Receivables	2,112	2,209
<b>Total Current Assets</b>	<b>21,065</b>	<b>17,054</b>
<b>Non-Current Assets</b>		
Infrastructure, property, plant & equipment	563,048	557,864
Investment property	5,500	5,500
<b>Total Non-Current Assets</b>	<b>568,548</b>	<b>563,364</b>
<b>TOTAL ASSETS</b>	<b>589,613</b>	<b>580,419</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Payables	10,459	6,761
Borrowings	436	520
Provisions	1,459	1,315
<b>Total Current Liabilities</b>	<b>12,354</b>	<b>8,596</b>
<b>Non-Current Liabilities</b>		
Payables	2	2
Borrowings	4,798	4,132
Provisions	2,458	2,544
<b>Total Non-Current Liabilities</b>	<b>7,258</b>	<b>6,678</b>
<b>TOTAL LIABILITIES</b>	<b>19,612</b>	<b>15,274</b>
<b>NET ASSETS</b>	<b>570,002</b>	<b>565,145</b>
<b>EQUITY</b>		
Retained Earnings (accumulated deficit)	234,374	230,882
Other Reserves	10,595	9,231
Revaluation Reserves	325,033	325,032
<b>Council equity interest</b>	<b>570,002</b>	<b>565,145</b>
<b>TOTAL EQUITY</b>	<b>570,002</b>	<b>565,145</b>

# STATEMENT OF FINANCIAL POSITION

	2024-25	2025-26
\$'000's	Revised Budget	Budget
<b>Cash Flows from Operating Activities</b>		
<b>Receipts:</b>		
Rates & annual charges	37,836	39,284
User charges & fees	1,080	964
Investment & interest revenue received	1,930	1,562
Grants & contributions	3,574	3,560
Other	13	3
<b>Payments:</b>		
Employee benefits & costs	(12,596)	(13,326)
Materials, contracts & other expenses	(23,772)	(28,933)
Finance Payments	(298)	(310)
<b>NET CASH PROVIDED (OR USED IN) OPERATING ACTIVITIES</b>	<b>7,767</b>	<b>2,804</b>
<b>Cash Flows from Investing Activities</b>		
<b>Receipts:</b>		
Sale of investment securities	2,844	3,301
Sale of infrastructure, property, plant & equipment	180	150
Amounts specifically for new or upgraded assets	6,208	859
<b>Payments:</b>		
Purchase of investment securities	-	-
Purchase of infrastructure, property, plant & equipment	(17,485)	(6,602)
<b>NET CASH PROVIDED (OR USED IN) INVESTING ACTIVITIES</b>	<b>(8,254)</b>	<b>(2,292)</b>
<b>Cash Flows from Financing Activities</b>		
<b>Receipts:</b>		
Proceeds from borrowings & deposits	-	-
<b>Payments:</b>		
Repayment of borrowings & advances	(436)	(512)
<b>NET CASH PROVIDED (OR USED IN) FINANCING ACTIVITIES</b>	<b>(436)</b>	<b>(512)</b>
plus: CASH & CASH EQUIVALENTS - beginning of year	4,922	4,000
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	(922)	-
<b>TOTAL CASH AT BANK</b>	<b>4,000</b>	<b>4,000</b>
plus: INVESTMENTS ON HAND - beginning of year	17,797	14,147
Net Increase/(Decrease) in investments on hand	(2,844)	(3,301)
<b>TOTAL INVESTMENTS ON HAND</b>	<b>14,953</b>	<b>10,846</b>
<b>TOTAL CASH &amp; CASH EQUIVALENT &amp; INVESTMENTS - end of year</b>	<b>18,953</b>	<b>14,602</b>
<b>NET INCREASE/(DECREASE) IN CASH, CASH EQUIVALENTS &amp; INVESTMENTS</b>	<b>(3,766)</b>	<b>(3,301)</b>

## FINANCIAL RATIOS

		2024-25	2025-26
	Benchmark	Revised Budget	Budget
<b>Operating ratio</b>			
This ratio measures Council's ability to contain operating expenditure within operating revenue.	Greater than 0%	11.99%	11.96%
<b>Cash Expense Cover Ratio</b>			
This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow.	3 months	6.12	4.58
<b>Current Ratio</b>			
This ratio represents Council's ability to meet debt payments as they fall due. It should be noted that Council's externally restricted assets will not be available as operating funds and as such can significantly impact Council's ability to meet its liabilities.	1.5 times	1.71	1.98
<b>Own Revenue</b>			
This ratio measures the level of Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue.	Between 60%-75%	92%	92%
Own funding/total operating revenue.			
<b>Debt Service Cover Ratio</b>			
This ratio measures the availability of cash to service debt including interest, principal, and lease payments.	Greater than 2.0	6.91	6.38
<b>Interest Cover Ratio</b>			
This ratio indicates the extent to which Council can service its interest-bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon Council's operating cash.	Greater than 4.0	17.01	17.07
<b>Asset Sustainability Ratio</b>			
This ratio indicates the extent to which Council is replacing its existing asset base with capital renewals of existing assets.	Between 89%-110%	146%	54%



## PROGRAM INCLUSIONS

	Capital Cost
<b>Initiatives to commence in 2025-26</b>	
Booking System Software	\$20,000
Cyber Security Insurance	\$20,000
Animal Management Facility Upgrades	\$350,000
<b>TOTAL</b>	<b>\$390,000</b>

## STATEMENT OF RESERVES

Reserve	Expected opening balance as at 1 July 2025	Budget transfer to reserves	Budget transfer from reserves	Projected Reserve balance as at 30 June 2026
<b>\$'000</b>				
<b>Internally Restricted Reserves</b>				
Election Expenses Reserve	200		(200)	-
Disaster Recovery Reserve	500			500
Developer Funds In Lieu Of Construction	1,806	628	(200)	2,234
Waste Management Reserve	2,572		(285)	2,287
Major Initiatives Reserve	-			-
<b>Unrestricted Reserves</b>				
Working Capital Reserve	5,379	80	(1,150)	4,309
<b>TOTAL RESERVES</b>	<b>10,457</b>	<b>708</b>	<b>(1,835)</b>	<b>9,331</b>



*Pictured above: All abilities choir  
at Christmas Wonderland 2024*

*Pictured back cover: Darwin  
Festival in Palmerston, 2024*

